



# GENDER PAY GAP

REPORT 2019

IT BEGINS  
WITH  
BUCKS  
EST.  
1891



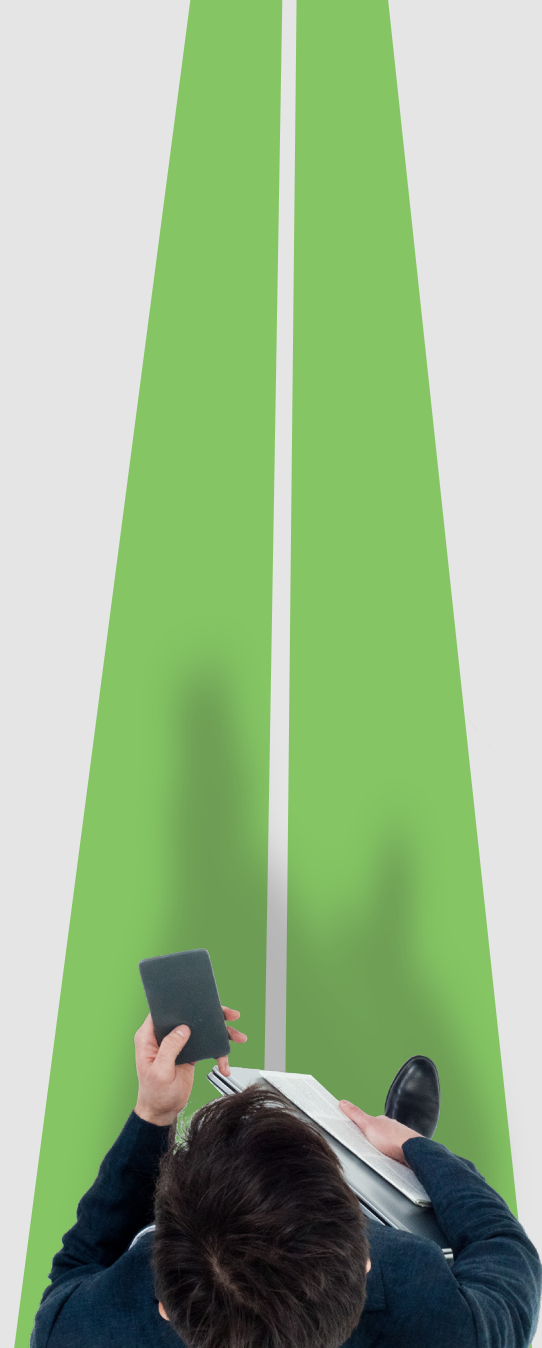
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# INTRODUCTION

The Government introduced legislation in 2017 for organisations with more than 250 employees to report their Gender Pay Gap. This is defined as the difference between the mean or median hourly rate of pay that male and female colleagues earn.

This report is based on data from the snapshot date of 31 March 2019 and reported on 30 March 2020, in line with the Gender Pay Gap Reporting (GPGR) Regulations. It provides contextual background and figures for comparison from last year, along with sector benchmarks.

Please refer to Appendix 1 for further information on which employees are included in the data, and the methodology used in calculations.



## HIGHLIGHTS

- The median gender pay gap for the University is 4.7% and the mean is 10.6%. This compares favourably with the latest Higher Education sector median of 13% and mean of 14.7%.
- Both median and mean gender pay gaps compare favourably to sector benchmarks across different groups – by institution type (pre/post-92); country/region; mission/sector; income group; and no. of employees.
- Compared to 2018, the median pay gap has closed significantly, from 10.8% to 4.7%. The mean pay gap, which is more sensitive to changes at the extreme ends of the payscale, has increased slightly (by 0.3%). This is due to a change in the Head of Institution.

We are confident that males and females are paid equally for doing equivalent jobs across the University. The two main factors which influence our gender pay gap are:

- proportionally fewer females in senior roles than males; and
- a higher proportion of females relative to men in lower pay grades.

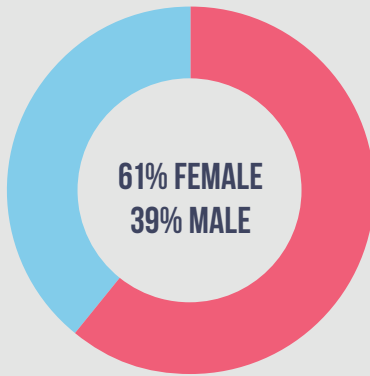
The University is proactively carrying out a number of initiatives to ensure gender equality for all employees. These are outlined in the following pages.

We have a long-standing and deep commitment to equality, diversity and inclusion (ED&I), and are focusing on reducing the gender pay gap. The actions we have identified to address the pay gap are outlined in our action plan: 'Closing the Gap'.

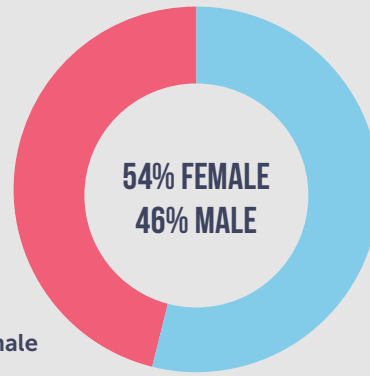
# BENCHMARK FIGURES



## WORKFORCE GENDER BALANCE

### BUCKS



### HIGHER EDUCATION SECTOR

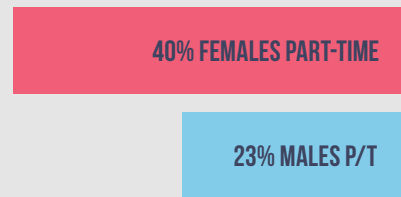


Male  Female 

### BUCKS



### HIGHER EDUCATION SECTOR



### MEAN PAY GAP



10.6% BUCKS

### MEDIAN PAY GAP



4.7% BUCKS



14.7% HIGHER EDUCATION



13% HIGHER EDUCATION



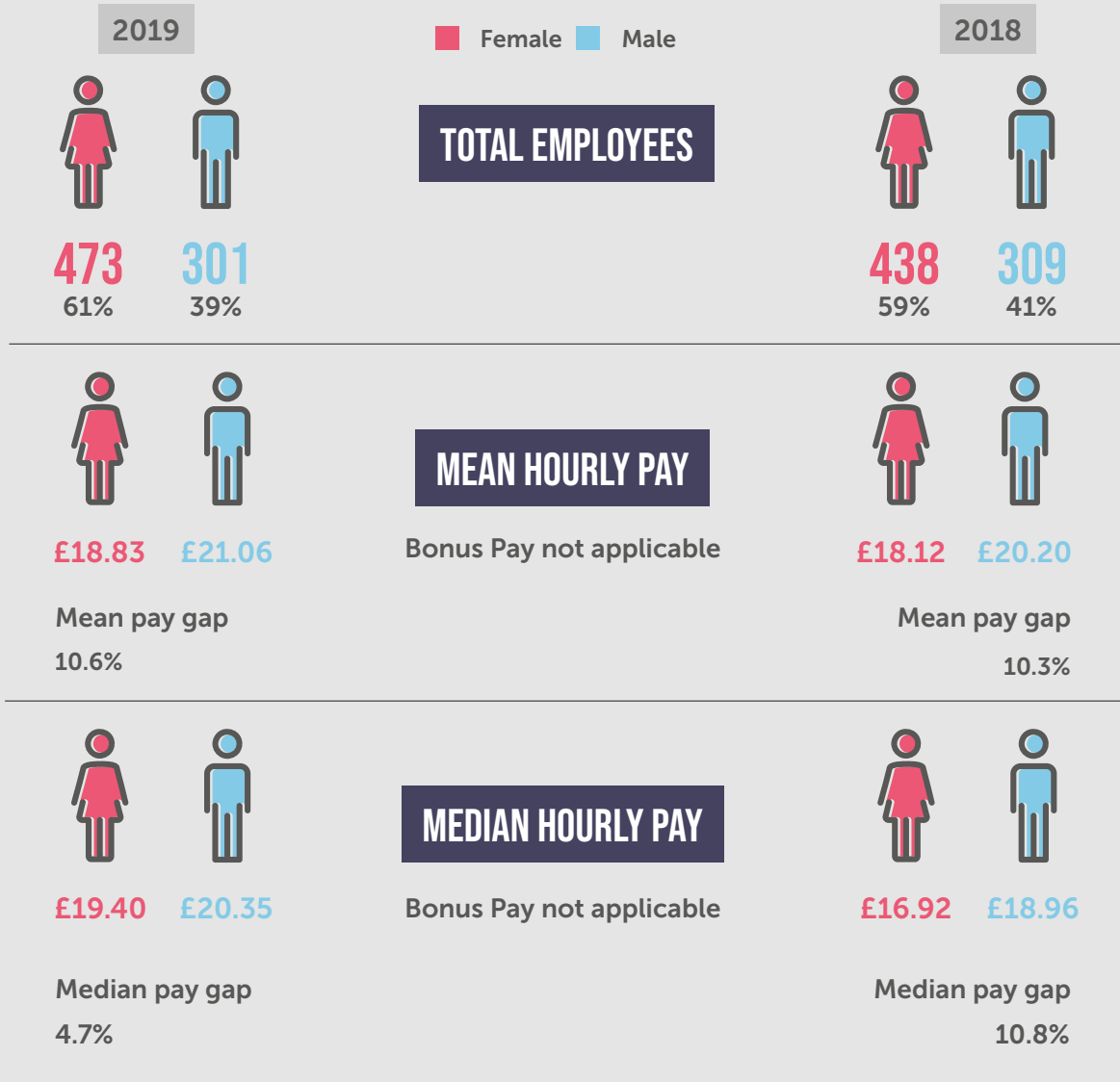
13.6% WHOLE ECONOMY



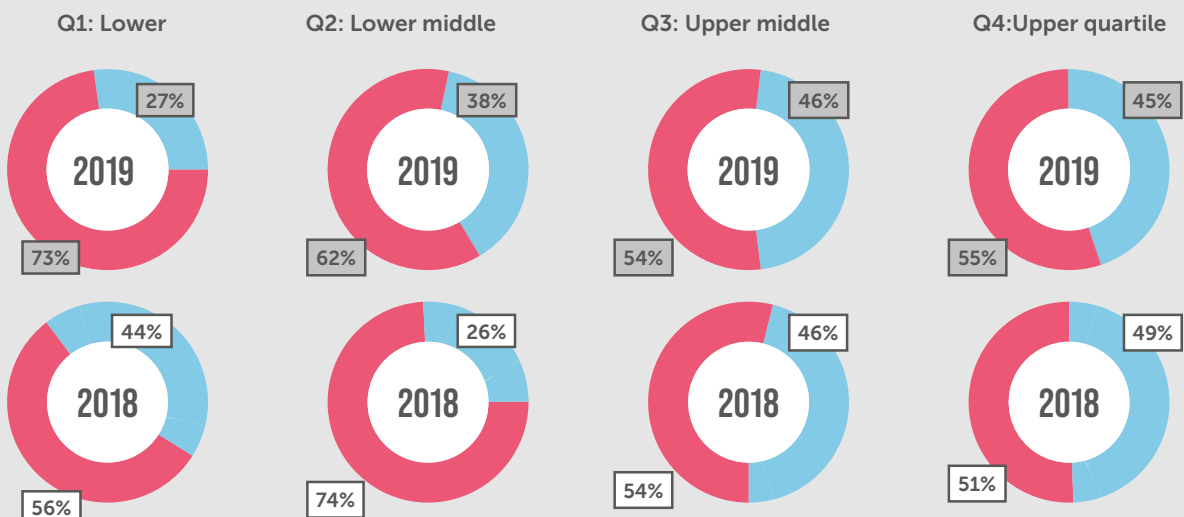
10.5% WHOLE ECONOMY

# 2019 GENDER PAY GAP DATA

## WITH 2018 COMPARATORS



### Proportion of males and females in each mean hourly rate quartile band



## WHY THE PAY GAP?

There are a number of reasons for the gap including the gender distribution across senior roles; and incremental progression with length of service which may detrimentally affect women as they are more likely to take breaks for pregnancy and childcare.

# CLOSING THE GAP

The University is committed to equality and diversity in all of its activities. Analysis of the results arising from our Gender Pay Gap reports are key to our continuing efforts to ensure equity and equality in our processes and procedures.

The University has identified a number of priorities in its plan and the outline summarises achievements in 2019/20 and priorities for 2020/21.





# WHAT WE ACHIEVED IN 2019/2020

Over the last year, we have undertaken the following Equality Diversity and Inclusion Interventions to close the gender pay gap:

## DEVELOPMENT

Three Cohorts of women within the University have now taken part in the Aurora programme with excellent feedback. A community of practice, led by the Aurora Champion, has emerged to support women's career progression.

The Bucks Academic Framework has been embedded into the culture and working practices of the University, providing clarity on expectations for roles within the academic area. It has also been designed to support career progression through the academic levels within the University, both in research and education, and is integral to the performance and development review process.

The Bucks Behavioural Framework has been launched to promote a positive working culture and emphasise equality of opportunity across all levels of the organisation.

There is increased executive sponsorship for developing female leaders. For example, the Vice Chancellor accompanied one of our leading female Professors to the House of Lords to support her work on Gypsy and Roman Travellers.

## INITIATIVES

The University ran a programme of activities for International Women's Day in March 2020, which included: networking events across campuses; thought leadership articles; and external widening participation activities including engaging local female school pupils with senior female leaders in Q&A sessions about career ambitions.

The University measures the gender ratio of its employees compared to that of our student population. There has been an improvement in the ratio of female employees – the current female:male gender split among staff is 58:42, which closely mirrors the 55:45 split of the student population.

Improved recruitment and selection practices for executive roles via executive search firms focusing on EDI as a key measure, has resulted in an improvement in the gender balance of our executive team.

## IMPROVING HR POLICIES AND PROCEDURES

A new Flexible working policy has been introduced and recent pulse survey feedback reveals greater satisfaction levels amongst female employees in relation to flexible working and family friendly arrangements within the University.

The University has given greater consideration to more senior roles that could be offered on a part-time basis.

The University launched a new recruitment system – Hireserve which enhances the University's anonymised application process and standardises recruitment and selection procedures.

A collaboration between the HR and Research departments resulted in a new process for reviewing REF individual circumstances. Female research staff taking breaks for family leave are now more fully supported to progress their research careers.

The University has put in place procedures to monitor and evaluate the return to work rate for all employees on maternity leave, which is currently 88%.

We have extended the use of Equality Impact Assessments (EIAs), so that as well as for new HR policies and procedures, they are now carried out as a matter of course for restructures and other projects (for example, staff placed on furlough due to the Coronavirus pandemic). To date, the EIAs have concluded that policies and procedures have been applied fairly. Neither females nor any other particular protected characteristic group has been adversely affected by the changes.

## EQUAL PAY

We have carried out an Equal Pay Audit (using of the HERA job evaluation scheme) and are confident that males and females are paid equally for doing equal jobs across the University. We commission annual benchmarking reviews for senior roles within the University.

## ORGANISATIONAL DEVELOPMENT

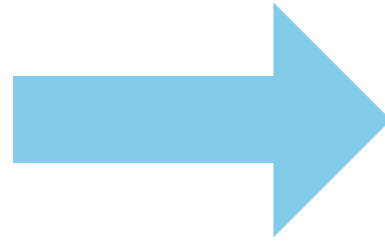
The University ran a Professorial promotions committee to recognise the contribution of senior female Academics. We have significantly increased the number of female Professors within the University, contributing to a positive reduction of our Gender Pay Gap.

As a result of changes to the University's academic structure, we have embedded Associate Professor and Professor roles for both education and research. This will further support and prepare female employees for progression within the university.

The University continues to work with Advance HE to review progress against our strategic EDI objectives, which will help us in making progress towards closing our gender pay gap.



# LOOKING FORWARD



**We propose to undertake the following Equality Diversity and Inclusion actions for 2020/21:**

## DEVELOPMENT

Further embed the Bucks Behavioural Framework in the PDR and recruitment processes to provide clarity on expectations for roles within the University ensuring objectivity and equality of opportunity at all levels of the organisation.

Undertake a succession planning and talent management exercise to identify the career potential of female employees. Ensure that the reporting capability is in place to measure the percentage of women promoted and the ratio of women in leadership roles.

In order to support female leaders across the University, the UET is committed to sponsoring senior colleagues on the Total Management programme [TMP].

The University is investing in the Psychometric assessment tool Strengthscope, to develop female employees and create a community of practice to support career development at all levels.

We will be expanding the Aurora leadership network to offer career progression advice to women at all levels of the University.

Continue the programme of activities such as events around International Women's Day; promote networking opportunities across campuses and encourage senior female leaders to participate in outreach activities in schools to encourage wider participation in Higher Education.

## IMPROVING HR POLICIES AND PRACTICE

Review the EDI functionality of the Hireserve system to continue to ensure equality of opportunity in our recruitment and selection process.

Continue to deliver mandatory equality training, for all employees and new starters including unconscious bias training.





## **ORGANISATIONAL DEVELOPMENT**

The Universities Values have been re-launched to include the value of 'Inclusion' to ensure this is embedded into all strategic and operational decision making. We will embed these values into all University policies and procedures, using the community of practice which includes both aspiring and current senior leaders.

Develop a community of accredited female practitioners to use Strengthscope to help embed the values and behaviours.

Support early career progression of female academics through developing Graduate Teaching Associates as per the new 'Career Development and Promotions for Academic Staff' Policy.

Update the BAF self-assessment form to include the Graduate Teaching Associate (GTA) roles and update guidance for GTAs completing the BAF.

## **EXTERNAL EDI ACTIVITIES**

Continue to work with Advance HE to achieve our strategic objectives.

Achieve a Bronze award for the Race Equality Charter, analysing and addressing issues of intersectionality between race and Gender.

## **REPORTING**

Improve reporting functionality so that we are able to report on the EDI characteristics of those in receipt of reward and recognition within the University.

## **RESEARCH**

Review the Gender balance of the REF and report and evaluate this to improve the ratio of female researchers.

# APPENDIX 1:

## LEGISLATIVE REQUIREMENTS

The University is required to publish six employee data calculations on relevant employees as of the 30 March each year on the Government Equalities Office (GEO) website and the University's website.

**The calculations are:**

- average pay gap as a mean average;
- average pay gap as a median average;
- average bonus gap as a mean average;
- average bonus gap as a median average;
- the proportion of males receiving a bonus payment and portion of females receiving a bonus payment; and
- the proportion of males and females in each quartile band.

## DEFINITIONS

The Gender Pay Gap Reporting (GPGR) definition of relevant employees are all employees employed by the University on the snapshot date of 31 March. This includes full-pay relevant employees and also other employees employed on the snapshot date.

The GPGR regulations define ordinary pay as basic pay; paid leave; pay for piece-work; shift premium pay; and allowances.

The GPGR regulations exclude individuals based on a number of criteria: over-time pay; expenses; remuneration provided other than in money; staff who had reduced or unpaid leave of any kind during the recording timeframe; temporary staff who worked at points in the year; and freelance staff.

## CALCULATION RATIONALE/ METHODOLOGY

The mean and median hourly male and female pay rate was calculated using the guidance from the Advisory, Conciliation and Arbitration Service (ACAS); Managing Gender Pay Reporting (December 2017).

The Gender Pay Gap report includes all relevant employees employed by the University on the snapshot date of 31 March.

The data was analysed by academic grade; by salary grade; and by the Higher Education Statistical Agency (HESA) contract level.

The following employees were excluded from the GPGR calculations: external examiners and reviewers who have no definable hours recorded; and employees identifying as non-binary, i.e. neither male nor female.



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