

UNIVERSITY OF KENT/  
GENDER PAY GAP  
REPORT 2019



# INTRODUCTION

**This is Kent's third Gender Pay Gap Report, written specifically to compliment and contextualise our 2018 statutory report. It is also Kent's ninth year of working on higher education's Athena SWAN gender equality charter, demonstrating a long term and sustained commitment to achieving gender equality in the workplace. Our strategic aim is to fully engage, value and enable all employees. We are a diverse and global workforce that has worked collaboratively and successfully since we were first founded.**

As an education provider and employer, it is important to show our staff and students what a gender-inclusive environment looks and feels like. The experiences they have at the University should enable and inspire them to play their part in achieving an inclusive community and society.

Closing the gender pay gap goes beyond organisational considerations and requires meaningful societal change over a period of time. Consistent with our culture and ethos, we believe that pay inequalities resulting from an individual's gender are a key social and moral challenge for both employers and society and needs to be addressed. Each year, we review and refine our plan of action to close the gap, conscious that this is a long-term endeavour that requires conviction and perseverance. Employers, educators and government have a particularly important part to play in ensuring that women aspire to realise their talents in every part of the economy and are enabled to do so. There are generational, structural and social barriers and practices to overcome and it is important that each stakeholder plays its part.

By focussing on enabling, encouraging and supporting our female workforce our mean gender pay gap (the difference in the average hourly rate of pay in favour of male colleagues), has, reduced from 17.9% to 17.1% since our last report compared to the national average of 16.2%<sup>1</sup>. The median pay gap has though remained unchanged at 13.7% compared to the national average of 17.3%<sup>2</sup> and is below the sector average of 14.8%.

The stubborn nature of the gap, and limited progress towards its erosion, is largely attributable to the representation of women in the more senior ranks of the professoriate, issues of gender mobility and a male dominated recruitment market for senior staff. While female professors are growing in number, the nature of the trajectory towards professor and recruitment market factors make significant shifts towards closing the gender pay gap in short timescales more difficult to achieve.

This report presents an analysis of our 2019 Gender Pay Gap data together with an update on our ongoing work to close the gap.

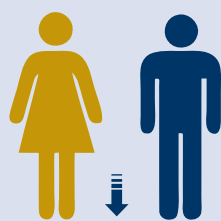
<sup>1</sup> Office for National Statistics for 2018

<sup>2</sup> Office for National Statistics for 2018

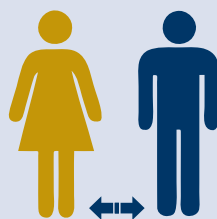
# 2019 GENDER PAY GAP DATA

A positive value for a gender pay gap denotes a gap in favour of men, a negative value denotes a gap in favour of women 2018 data shown in brackets

**Diagram 1: The mean and median pay gap**



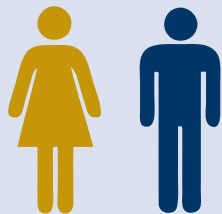
Mean gender pay gap  
17.1% (17.9%)



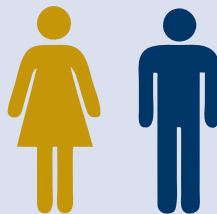
Median gender pay gap  
13.7% (13.7%)



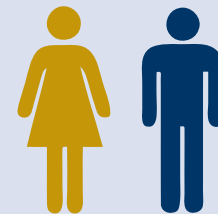
**Diagram 2: The mean and median bonus gender pay gap and the proportion of men and women receiving a bonus**



Mean gender bonus  
20.2% (-11.4%)



Median gender bonus  
-20.8% (20.0%)



Proportion receiving bonus  
4.2% (2.1%) 4.6% (1.5%)

**Diagram 3: The proportion of men and women in each mean hourly rate quartile pay band**



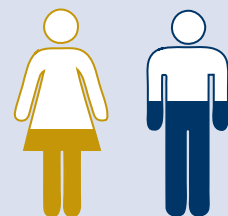
Lower Quartile  
63.8% 36.2%  
(63.7%) (36.3%)



Lower Middle Quartile  
60.0% 40.0%  
(61.2%) (38.2%)



Upper Middle Quartile  
59.4% 40.6%  
(58.3%) (41.7%)



Upper Quartile  
43.9% 56.1%  
(42.9%) (57.1%)

Data taken as of 31 March. Due to the differing methodologies required by the government, the staff numbers used to calculate Diagram 1 exclude some timesheet staff and other staff on reduced pay or unpaid leave. Data for Diagram 3 represents all employees.

Data is based on the legal sex of colleagues and is therefore presented as either male or female rather than reflecting self-identified gender terms such as non-binary.

# UNDERSTANDING OUR DATA

**Statutory gender pay gap regulations require employers with 250 or more employees to publish data clearly demonstrating if there is a pay gap between their male and female employees and if there is a pay gap, whether it is in favour of men or women. The legislation is based on a snapshot of pay at the census date of 31 March for the relevant reporting year. This report covers the period to 31 March 2018, including annual payments and bonuses which were paid between 1 April 2017 and 31 March 2018.**

The gender pay gap figures (Diagram 1) show the difference in the average pay of men and women employed across the wide range of job roles at Kent. It compares employees regardless of the job they do or their level of seniority. One of the specificities of the University of Kent's workforce profile compared to other universities is that it offers a wide variety of job roles. Alongside our academic teaching and research activities, we have a wide range of professional staff and service operations including catering, estate management and specialist technical roles that Kent has chosen to retain in-house to support the working, studying and living environment for our staff and students. The gender pay gap (GPG) figures are therefore an average calculation across the workforce. They are different from equal pay audits that focus on similar jobs to show whether men and women are being paid equally for carrying out work of the same value.

These results tell us that on average across the University women are paid 17.1% less (as a mean average) than men which has improved compared to 17.9% last year. The median gender pay gap, which minimises the effect of any particularly high or low figures, remain unchanged at 13.7%. One factor that continues to contribute to this position is a low turnover which, combined with the fact that there is no longer a minimum age for retirement, can result in a relatively static workforce and therefore be a barrier to changing the gender balance in particular occupational groupings.

The bonus pay gap data (Diagram 2) shows differences from last year due to new types of bonus payments now being included. This has increased the proportion of both men and women receiving a bonus. However, the relatively low percentage of individuals receiving a bonus (4.2% women and 4.6% men) means that there is a greater sensitivity to fluctuations year on year. The minimal difference in the gender split of bonus payments awarded to men and women is though a strong indication that both genders have equal opportunity to participate in and earn a bonus.

Diagram 3 illustrates the gender distribution across four pay quartiles. This shows an over-representation of women in the lowest pay band (63.8%) and an under-representation in the highest pay band (43.9%) reflecting the senior positions at the University which is the root cause for the gender pay gap at Kent. However, the quartile breakdowns required under GPG reporting show the proportion of women and men at different pay levels. This approach allows different organisations to be compared. However, it does not take into account Kent's particular organisational structure as it looks at all roles vertically with no consideration of grade for example. If we were to look at our GPG by grade, the Gender Pay Gap would be minimal.

Culturally and proportionally in the UK, more women than men work part-time and/or have caring responsibilities and therefore are more likely to hold or apply for lower level roles/seek roles that accommodate flexibility from the employer and local working. This has an impact on the gender pay gap in that it can have a negative impact on attraction, retention and career progression. By ensuring that part-time employees or employees with caring responsibilities are well supported and are given opportunities to progress means that well-qualified, experienced women (and men who also take on caring responsibilities) are better able to keep participating in the workforce. The University has already made progress to encourage flexible working practices where possible, in particular through recruitment processes by advertising job flexibility and removing unnecessary barriers such as Degree requirements to attract a wider range of eligible talent.

There continues to be an under-representation of women at professorial level although the picture is improving with the percentage of female professors doubling over the last six years from 16% to 32%. Achieving gender pay equality across senior roles has long been identified as a challenge for Kent and the wider higher education sector. This will remain the case until those female staff have completed their career trajectory and progressed to the higher parts of the pay scale. In particular for female professors who have recently been promoted, it will take time for them to build their portfolio and experience to be ready for career progression, this added to a low turnover amongst males can have an adverse effect on the gender pay gap within the professorate in the short to medium term. The Athena SWAN gender equality charter was launched in 2005 to provide a framework to help Universities address this issue but the nature of academic careers in particular and pipeline issues mean that significant progress will take time.

At Kent gender equality is advanced through an ongoing programme of work and the actions which follow are incorporated into the wider Equality, Diversity and Inclusivity Strategic Delivery Plan which can be found in the Annual Valuing Everyone Equality, Diversity and Inclusivity report.

**A mean average** involves adding up all of the numbers and dividing the result by how many numbers were in the list. Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap.

**A median average** involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers. Median averages are useful to indicate what the typical situation is (ie, in the middle of an organisation) and are not distorted by very large or small pay rates or bonuses.

# KENT IS COMMITTED TO CLOSE THE GAP



## Academic promotion

### Progress since 2018

The criteria and process for academic promotion has been clarified through the development and launch of the Academic Career Map (ACM) in September 2019. The ACM is a framework that sets out the relevant expectations, standards and behaviours at each academic career stage from lecturer/research associate through to professor. Although it does not affect pay scales, it supports female academics to progress in their career and provide more transparency on the levels of performance expected for each career stage.

A training course has been specifically designed and launched in December 2019 for promotion panel members to raise their awareness and understanding of the key aspects of the ACM and to ensure the consistency and objectivity of decision-making.

Every year, the promotion round process is reviewed as part of a commitment to continuous improvement.



## Reward Strategy

We are reviewing our overall pay and reward strategy. Options are being looked at to change our current pay scales and also to bring greater transparency and consistency to our reward strategies. Given the gendered distribution of colleagues in different pay scales a key part of this work will be to assess any gendered impact of the options being explored.



## Salary Awards

### Progress since 2018

Salary Award Committees are provided with the relevant data and are encouraged to consider groups of staff who culturally may be more reluctant to put themselves forward to ensure they are nevertheless considered for an award. In addition, the relativity of salaries of senior staff are proactively monitored by the Senior Salary Committee, and where there are gender based gaps not easily accounted for by differences in time in role, Deans and EG members are positively charged with investigating the pay position and recommending adjustments where this is justified. The University's Remuneration Committee are given a summary of the outcomes of all Salary Award Committees during the year and their role is to monitor the equitable and consistent application of our reward processes.

All Salary Award and Promotion Committee members are expected to undertake Equality, Diversity and Inclusivity training every 3 years.

## KENT IS COMMITTED TO CLOSE THE GAP (CONT)



### Professional services career development

#### Progress since 2018

In June 2019, we have launched 'Pathways' a career development programme targeted at professional services colleagues, the majority of whom are women. The objective is to empower individuals to identify their transferable skills and consider career opportunities within different areas of the University that they may not have previously considered.

#### Next steps

In 2020, we will build on Pathways' successful launch as a number of professional services colleagues have secured new roles within the University since attending the programme. The programme will be developed further, to include elements of mentoring and individual support.

We will also explore opportunities to develop a competency "framework" for professional Service staff that is analogous to the ACM and can provide clarity on developmental needs and the competency requirements at different career points.



### Leadership programmes for women

The University offers a wide variety of leadership development opportunities including women's leadership development programmes designed to support female staff in progressing to more senior roles.

#### Progress since 2018

In October 2018 our in-house programme, 'Insights' , was launched, designed for women leaders at Kent to develop new and innovative leadership skills so they feel equipped to challenge the current leadership gender imbalance. Our ongoing development and promotion of the Insights programme continues in 2019/20.

#### Next steps

We have been a long-term supporter of the Aurora women's leadership programme run by Advance HE and a further 6 colleagues are being funded to attend the course in 2019/20. Aurora represents an opportunity to receive personal mentoring and to develop networks both within and outside the University. In 2020, an equivalent in-house programme will be designed, which will continue to offer delegates opportunities for mentoring, networking and action learning and be positioned in line with the current context of significant change at the University.



### Recruitment

#### Progress since 2018

We continue to improve our recruitment practices to limit gender bias and place diversity firmly at the heart of our process. In 2019, we launched a new recruitment system enabling anonymised applications for professional services. We also made unconscious bias training mandatory for recruitment panels. To build on our efforts to remove bias, we are working on developing a new training approach for hiring managers that focuses on the use of positive action statements in job adverts in order to encourage applications from under-represented groups and also to ensure our lower-level roles in particular are attractively positioned for applicants of any gender.

#### Next steps

We will consider the wording used in job descriptions in order to avoid any subtle gender bias and encourage diversity in applications for all types of role and at all levels. We will investigate alternative channels and approaches for advertising our vacancies, particularly for scientific academic positions in order to improve the percentage of female applications.

We will continue to benchmark pay both internally and externally when making pay on appointment decisions and our recruiting managers for senior staff will be expected to consider the impact on Kent's gender pay gap and pay relativities when making appointment decisions.



### Mentoring and Networking

#### Progress since 2018

Research on best practice for networking and mentoring in the sector was carried out to benchmark practices among other universities. Mentoring and networking initiatives have been introduced on an informal basis at Kent. Leadership programmes also include elements of peer-to-peer mentoring and support.

#### Next steps

In 2019/20, focus will be on developing of an overarching mentoring framework at Kent which encompasses the requirements of the ACM, links to the promotion and probation processes, leadership development programmes and EDI priorities. The Kent colleagues connect networking scheme will be re-branded and expanded on to develop new schemes for mentoring and networking including EDI orientated schemes. A Staff-student reverse mentoring scheme aimed to raise awareness on EDI challenges for BME students is already being piloted on a small scale. Further work will take place across the University in 2020 in order to develop a digital mentoring platform to support the administration of the schemes and offer a diverse, culturally representative and rich pool of mentors and mentees.



### Athena SWAN gender equality charter

Institutionally, Kent is proud to hold an Athena Swan Bronze Award and will be submitting an application for a Silver Institutional Award by 2021. We are committed to embed the charter's far-reaching principles into everything we do, including our policies, actions plans and culture.

#### Progress since 2018

The University continues to invest in a dedicated Athena SWAN team to advance gender equality at both academic school and institutional level. Preparing an Athena SWAN application involves a thorough gendered analysis of staff and student numbers, processes and culture supported by a four year plan of action. We now have 10 schools holding either a Bronze or Silver award in recognition of their commitment to gender equality.

#### Next steps

The Athena Swan team is currently undertaking a review of our family friendly offerings, recognising that staff with caring commitments are proportionately more likely to be female and that, therefore, having supportive policies fosters positive retention and career progression amongst women which in turn has a positive effect on the gender pay gap in that it encourages women to access higher paid roles. They have historically found it more difficult to remain in or return to employment while they have caring commitments, whether this be as a result of young children or elderly parents. The University has an extensive and inclusive approach in offering flexibility to Staff. In 2019, the Athena Swan team undertook a benchmarking exercise to compare Kent's family friendly offerings against other universities within the sector and made recommendations for improvements, some of which, if implemented in 2020, would position Kent as leader in the sector.

# FIND OUT MORE

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