

UNIVERSITY OF KENT/
GENDER PAY GAP
REPORT 2018



INTRODUCTION

The University of Kent continues to be committed to addressing workplace barriers to equality and providing all employees with equal opportunity. 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. Our culture is inclusive, collegial and we have consistently raised our support for students and engagement with our community. Our staff survey results are positive. Consistent with our culture and ethos we believe that pay inequities resulting from an individual's gender are a key social and moral challenge for both employers and wider society and needs to be addressed. We believe all those who can influence and address the gender pay gap need to work together to make change happen.

The causes of the gender pay gap remain complex, with certain issues peculiar to a specific industry or occupation. As an institute of higher education, it is particularly appropriate for Kent to use an evidence-based approach to understand these barriers and innovate when developing solutions. Accordingly, the University believes gender pay gap reporting is a crucial step to better understanding its own position and the broader factors which contribute to pay disparity. In doing so, the University is continuing its efforts to address discrimination, gender inequality and progress its institutional-wide equality, diversity and inclusion agenda.

Despite our commitment to equality, and the efforts we have made to promote the development and advancement of our female employees, we acknowledge that the data in this report indicates that a gender pay gap at Kent has widened by 0.4% since our 2017 report. This development is disappointing and a reflection of how the external job market, and high employment rates can act to confound internal action and objectives. The widening gender pay gap is evidence that individual employers cannot always succeed on their own in closing the pay gap but that broader societal and systemic trends also need to be addressed.

CONTEXTUAL INFORMATION

Kent through its Equal Pay¹ Audit work reduced the gender pay gap² by nearly 5% between 2015 and 2018. One of the key findings from the equal pay audits undertaken was that the only significant pay gap within occupational groups occurred at the highest level and within its managerial and professorial group (M&P). This gap arose not as a result of an equal pay failure, but because men were disproportionately present in this group. The data in the gender pay gap report of 2017 and this year's report is consistent with these findings and is showing a small increase of 0.4% in the gender pay gap this year.

One factor that continues to contribute to this position is the relatively high average length of service amongst the University's workforce, combined with having low turnover. While longevity of service has benefits, it can be a barrier to changing the gender balance in particular occupational groupings.

While the University has been successful in promoting female academics to professor (increasing their presence in the professoriate from 16% to 31% over a 5 year period), the number of recently promoted professors who are female has remained static at 31% and so added to the gender pay gap at the highest levels. This will remain the case until those female staff have completed their career trajectory and progressed to the higher parts of the pay scale.



The data in this report also indicates Kent's gender pay gap is vertical rather than horizontal. Although each hourly rate quartile is separately showing a reduction in the gender pay gap since 2017, the overall vertical gap remains and has increased. There is no one clear factor which has generated the increase in 2018 but small changes in the workforce profile have contributed to this outcome.

For example, we have seen an increase in female colleagues in the lower quartile of pay which has changed the profile of the lowest paid staff from male to female. This outcome has arisen through external recruitment activity and is a reflection of a tight labour market and high employment rates limiting supply of labour. Similarly, in the upper quartile and despite positive action the numbers of male staff have increased – again reflecting the external labour market. The impact of this change has been exacerbated by the loss of some female senior

staff, reflecting the pursuit of career development opportunities in a sector competing for the best female talent. Collectively these changes have the effect of widening the gender pay gap.

The underlying gender pay gap is though not easily tractable. The HEI workforce profile is markedly heterogeneous, comprised of individuals with significant expertise in highly-specialised areas. This significantly reduces the number of suitable candidates for vacancies. Teaching and research staff typically take sustained and considerable time developing the portfolio and experience needed for career progression. This means it is difficult for early career academics to rapidly navigate through a career path and reach more senior positions. To mitigate this, the University carefully monitors and supports the career trajectory of such staff through the provision of mentors and management oversight.

1 Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

2 Gender pay gap reporting looks at the difference in the average pay between all men and women in a workforce.

DATA³

↑ Indicates an increase from 2017 to 2018

↓ Indicates a decrease from 2017 to 2018

Diagram 1: The mean and median gender pay gap – based on an hourly rate of ordinary pay

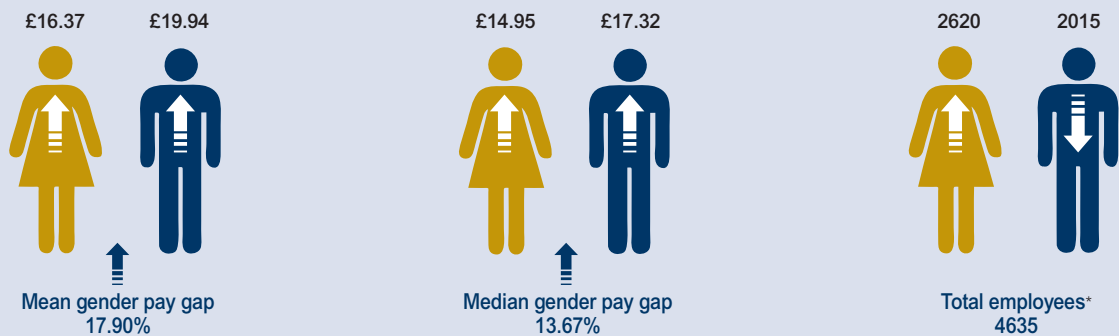


Diagram 2: The mean and median bonus gender pay gap and the proportion of males and females receiving a bonus payment

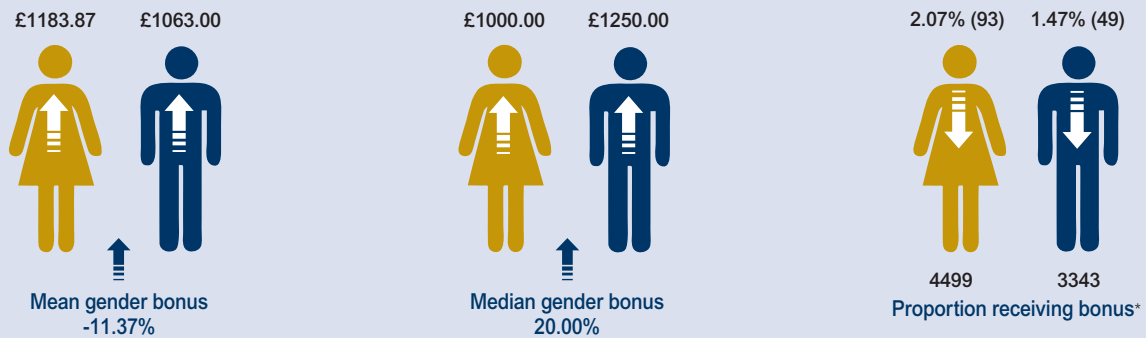
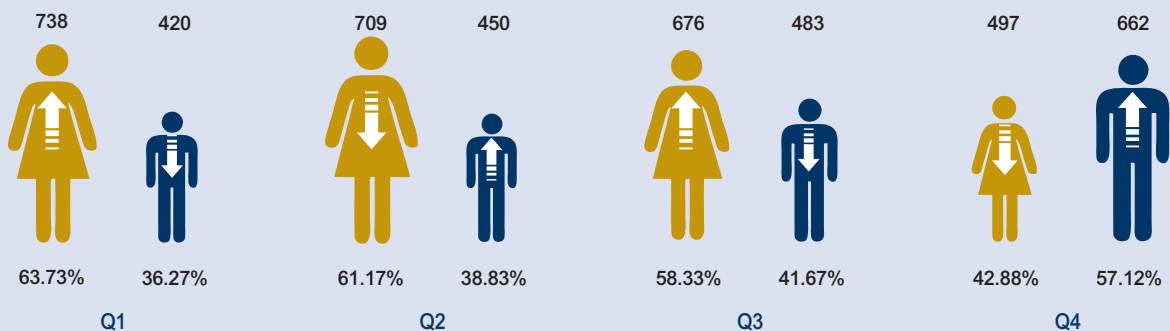


Diagram 3: The proportion of males and females in each mean hourly rate quartile pay band



³ Snapshot as at 31 March 2018.

*Note: The difference in total employee numbers shown in Diagram 1 and Diagram 2 is as a result of the different methodologies employers are required to use by government when calculating staff numbers. The Hourly Rate report (Diagram 1) contains employees that were paid "normal pay" in the relevant month. This will exclude some timesheet staff and other staff on reduced pay or unpaid leave. The Bonus report (Diagram 2) contains all employees in employment on the relevant date.

KENT IS WORKING TO CLOSE THE GAP

Kent is committed to tangible and sustained action in order to address its gender pay gap. The University will continue to implement a suite of initiatives to address this problem. Progress on actions from 2017:



Last year Kent committed to review its promotion criteria and processes to enhance transparency and improve progression. A number of initiatives have been put into practice, for example, our Recognising Excellence in Education project has introduced greater transparency around promotion and career progression for staff whose main contribution involves the delivery of education and leadership in education by introducing a structured Academic Career Map (ACM). The ACM sets out a framework for staff to identify what they need to do to develop and grow their careers at Kent.

The University has revised the promotion criteria and the new process encourages managers to take a holistic view of all promotion applications through the equality lens. In addition, the new process encourages managers to proactively identify staff that may be ready for promotion but have not put themselves forward.



Our aim was to continue to actively support and encourage women to apply for professorial vacancies. Our practice of publicising successful candidates in each promotion round provides positive role models and encourages women to apply for senior positions. This year, we have seen a positive impact on female progression with 88% of females who applied for promotion being successful.



The remit of Kent's Remuneration Committee has been extended to monitor the application of Kent's reward policies across all staff groups. In addition, Committee membership has been expanded to include, a student member and a staff member. Further support and awareness is also being provided to managers on the promotion and salary award process to ensure fairness and consistency across both processes.



In working to review our reward policies we have commenced engagement with our workforce to gather information to facilitate a clear understanding of the impact of pay policies on different groups of staff. Once the engagement work is completed, this information will be shared with trade union and staff representatives so that jointly created solutions to any problems and issues identified can be agreed and plans put into place for action. As part of this work, Kent will review its higher pay scale to explore ways this could be segmented to create greater transparency and equity of pay decisions.

KENT IS WORKING TO CLOSE THE GAP (CONT)



Kent continues to monitor support for personal development and our culture through our staff survey. Staff Survey data confirms positive support for women at Kent with a 95% positive response received when asked if women are used as positive role models in schools/departments. An additional four questions were asked in relation to wider equality, diversity and inclusion all of which scored highly. Schools and departments have put targeted action plans in place to ensure action is taken on any areas of concern. Staff views are also gained via dedicated Athena SWAN surveys which are designed and delivered by schools the results of which inform the school submission and associated action plan. Positive responses were also received around ongoing support for personal development and this year Kent has offered a number of new training courses to support staff development and engaged with schools on development activity as a consequence of staff survey outcomes. Kent will continue to engage its staff and monitor responses and trends identified via staff surveys.



The university will continue to focus on professional and personal development to facilitate the long-term development and progression of women at Kent. To this end, Kent has successfully designed and delivered a dedicated woman's leadership programme, which complements the already successful Leadership programme for senior staff. Since its launch in 2018, 10 women have completed the programme and the next cohort is fully booked. In addition, to support succession planning of women into higher levels of management Kent also supported 18 women to attend the advance HE Aurora programme.



A career development programme for professional services staff has been developed in consultation with stakeholders from across the University. Focusing on building skills for staff of all genders, a pilot has been launched that promotes independent learning and enquiry into all aspects of career development. This raises awareness of non-traditional areas of work (where we have gender imbalances currently) as well as more traditional progression routes. This will facilitate movement of staff within the University, which in turn will open up opportunities to address the areas of gender imbalances that have been identified.



The University planned to strengthen its mentoring arrangements in order to develop a more systematic and visible network to improve overall participation and consistency of mentoring available. Research has begun to gather best practice from within and from outside of the University and how the best of what is currently on offer can be used at Kent. Progress has been made to increase mentoring available through the leadership programmes and this will continue to be built on going forward.

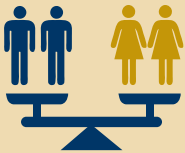
This year, focus will be on identifying suitable mentors in order to offer a diverse, culturally representative and rich pool of mentors and developing training to build consistency in mentor practice. Engaging with colleagues to inform the creation of a holistic overarching mentoring process which encompasses the requirements of the ACM, links to the promotion and probation processes and the Leadership Behaviour framework.



The University maintains its commitment to the Athena SWAN gender equality charter and work continues to progress at both school and Institutional level. We now have nine Schools holding a Bronze award, with the School of Maths, Statistics and Actuarial Science earning the University's first Silver award. Schools are now actively working on their Athena SWAN programmes and all will have submitted an award application by 2020. Institutionally, Kent is targeting a Silver application by 2021.



The University continues to review the current institutional work allocation model (WAM). This will enable a better understanding of work allocation decisions, the degree to which they may facilitate or disadvantage career development and enable disadvantage to be addressed.



In support of Kent's aim to strengthen and encourage the use of positive action statements, an overarching Recruitment Policy has been created. The policy sets out the University's position on key matters relating to recruitment and selection, and in so doing, illustrates clearly how Kent supports fairness and consistency in recruitment and selection procedures. The policy reinforces Kent's commitment to using Positive Action Statements on adverts where there is evidence of any under-representation. This action ensures Kent's workforce is diverse and reflects the profile of our students and the surrounding communities.

This year, more work will be done to explore locations for advertising to enable Kent to reach talent from all backgrounds and recruiting managers will receive training on the new policy to ensure best practice from an EDI perspective is embedded into our culture.



In planning for the next Equal Pay Audit in 2020, Kent intends to widen the scope of the audit and engage early with Trade Unions. Kent recognises the need to look holistically at equal pay in the University and intends to continue its evidence based approach and examine the data not only for differences between equality groups but to also consider the intersectionality across these groups.

FIND OUT MORE

Contact us for more information:

T: +44 (0)1227 826571

E: equalityanddiversity@kent.ac.uk

www.kent.ac.uk/equality