

UNIVERSITY OF KENT/
GENDER PAY GAP
REPORT 2022



INTRODUCTION

This is the University of Kent's fifth Gender Pay Gap Report and also the eleventh anniversary of our commitment to Higher Education's 'Athena SWAN' programme, focused on advancing gender equality in the workplace.

Since the last report, the Covid-19 pandemic placed additional pressure on an already challenging underlying financial situation facing both the Higher Education sector as a whole and the University. Measures such as the furlough scheme have impacted our median gender pay figures in the short to medium term and are explained in the report, although overall, figures continue to head in a positive direction. The 'Understanding our Data' section has been contextualised to set out measures taken during the pandemic to support staff and mitigate gender-based impact.

Despite the pandemic, our work in reducing the gender pay gap and supporting the Athena SWAN programme continues to underline the University's commitment to continue to focus on addressing the under-representation of women in senior, higher paid roles in order to close the gender pay gap.

We recognise that closing the gender pay gap is a long-term challenge and one that is affected by wider social and cultural factors. There are however a range of actions that we are taking so that we do our part to remove barriers to pay equality.

Through local action we are seeing real change and progress toward closing the gender pay gap and over the last four years our mean gender pay gap in favour of male colleagues has reduced to 12.6% from 17.9% and the median gap from 13.7% to 12.6%.

We remain focused on continuing to improve gender pay equality and providing an environment for both staff and students that is characterised by concrete and visible work to advance gender equality.

This report presents an analysis of our 2021 Gender Pay Gap data together with an update on our ongoing work to further close the gap.

GENDER PAY GAP DATA

Gender pay gap

Gender pay gap data measures the difference in the hourly pay of women and men in all roles across the University.

Figure 1
Gender pay gap data 2019-2021

	2021	2020	2019
Mean pay gap	12.6%	14.3%	17.1%
Median pay gap	12.6%	8.2%	13.7%

The mean gap is the difference in the average hourly earnings/bonus between men and women. The median gap is the difference in the mid-point of hourly earnings/bonus when they are ordered from lowest to highest. This minimises the effect of any particularly high or low pay rates or bonuses.

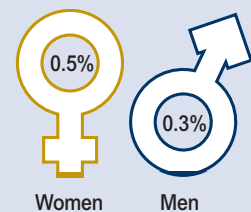
Gender bonus pay gap

Gender bonus pay gap measures the difference in bonus payments given to women and men across the University.

Figure 2
Bonus pay gap data 2019-2021

	2021	2020	2019
Mean bonus pay gap	-17.42%	28.6%	20.2%
Median bonus pay gap	47.32%	33.3%	-20.8%

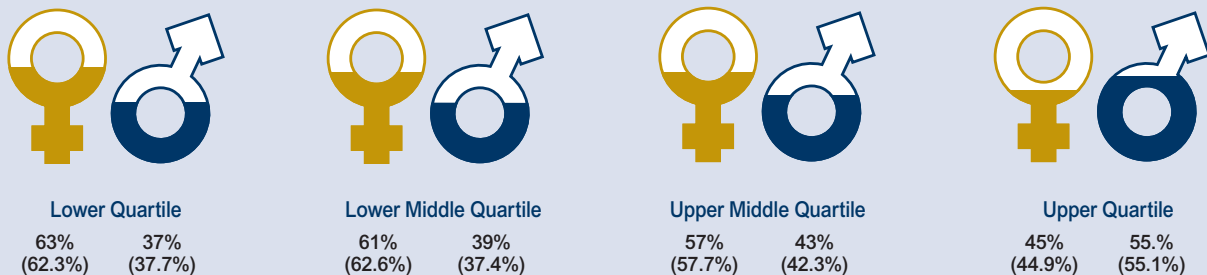
Proportion of colleagues receiving a bonus



Pay quartiles

The proportion of women and men in each hourly rate quartile pay band. Figures in brackets are 2020 figures.

Figure 3
Changes in Quartile pay data between 2020 and 2021



The data illustrates the gender distribution at the University across four equally-sized quartiles.

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.

Key achievements

The data in Figure 1 shows a reduction in the mean pay gap over the last four years. The mean pay gap is now at 12.6% (compared to 17.6% across all roles in Higher Education in the UK in 2021¹), meaning that on average, across all the roles in the University, women are paid a 12.6% lower hourly rate than men. The median pay gap which removes the effect of particularly high or low pay rates compared to the mean calculation is also at 12.6% in favour of men, up from 8.2% in 2020 (compared to 13.6% across all roles in Higher Education in the UK in 2020¹). This is a direct effect of the pandemic and more specifically the exclusion from the calculation of furloughed staff who were classed as being on a period of leave as per the guidance. These are staff who would normally be receiving the National Minimum Wage; the effect is consequently temporary and aligns with the national picture. The ONS has cautioned against interpreting data during the pandemic period due to the effect of wages and hours worked in the overall economy and also the disruption of data collection and encourages focus on longer term trends.

The proportion of women receiving the highest quartile of hourly pay is in line with previous years. In line with the Office for Students requirement for Higher Education providers to disclose information about senior staff pay data, the University reports on the salaries of all staff paid over £100k. Within this population, there is a 12.71% pay gap in favour of women. When removing the Executive Group, this figure increase to 17.74% in favour of women.

1 Data provided by the Office for National Statistics (Industry) www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables

UNDERSTANDING OUR DATA

Since the publication of the last Gender Pay Gap report the University has faced the unprecedented challenges presented by a global pandemic. We remain committed to longer-term goals to reduce the gender pay gap, but over the past 12 to 18 months measures have focused on providing help and support to staff in situations which may have a disproportionate effect on women.

Longer-term initiatives remain in place. The imbalance of male representation at senior levels continues to be a key factor affecting the size and challenge of closing the gender pay gap. This is prevalent within academic positions and has been evidenced for many years, particularly at professorial level. This senior academic position has had a long and persistent effect on the under-representation of women.

Currently only 28% of all professors in the UK are women². The pace of progress in this area is somewhat slowed by the fact that there is no longer a minimum age for retirement resulting in a relatively static workforce at this level due to the retention of a significant number of long-serving male academics with salaries that are – in many cases – significantly above the levels of

more recently-promoted or recruited academic staff. This, added to the number of years it takes for academics (including women) to access those positions within the talent pipeline means that, although the proportion of women academics in senior posts is increasing, progress is slow.

Against this background, our continual review and improvement of our internal academic promotions process, with a particular focus on those on teaching as well as research contracts (more likely to be women) has resulted in an increase in the proportion of female professors over the last three years from 33.2% to 36.9%. Although our proportion of female professors is well above the sector average, we remain committed to making further progress.

Other factors have contributed to reducing the pay gap figures: i) salary sacrifice schemes for pensions and purchase of additional holiday ii) profile of colleagues that have recently left the University iii) voluntary salary reductions from senior staff as part of the Financial Sustainability Plan. Both of these have had a gendered impact in reducing the average male hourly rate more than the female hourly rate.

Only a small proportion of staff apply for the University's additional salary awards scheme (reported as bonus payments) each year and in 2020/21 the pay freeze accounted for the significant reduction in the number of bonuses paid as seen in figure 2. In 2020 a new Reward Framework was introduced, containing a broader range of awards more suited to recognising the additional contributions of staff across diverse roles at all levels. Due to the pay freeze, this was operational for the first time in 2021/22 and will be reported on in the 2022 report. It is anticipated that, in future, the number of staff receiving awards will increase as the reward framework becomes more accessible and offers a wider range of rewards across all grades. As a result, the reported figures should stabilise and become more meaningful.



KEY AREAS OF PROGRESS OVER THE LAST YEAR



Launching a new Reward Strategy

In 2020, the University launched its updated Reward Strategy including a new Reward Framework which aims to deliver a more accessible and wider range of rewards across all grades. Due to the 12-month pay freeze implemented in August 2020, the first round of awards was made in October 2021 and will therefore impact the 2022 Gender Pay Gap figures (published in March 2023).

An important outcome of the Reward Strategy is the segmentation of the senior pay scales into career sections in order to facilitate equal pay comparisons. It is now easier to differentiate the remit and pay scales of newly promoted versus well-established professors and heads of larger versus smaller professional services directorates. This issue was highlighted by the 2015 Equal Pay Audit which also identified the University's largest pay gap to be within this population of staff. We continue to monitor the position of senior academic staff on the pay scales according to career stage to improve accuracy in reporting. Senior professional services staff are already allocated to grade by job size (determined by job evaluation) and remit.

Next steps

An updated picture will be provided by the 2022 Equal Pay Audit which is underway and has a broader remit than the 2015 audit reporting across a range of protected characteristics with intersectional reporting.

We will also continue to monitor the outcomes of staff reward processes, reporting annually to the University Remuneration Committee with a wide range of analysis to identify any trends or issues as they arise.

In early 2022, a review of our academic promotion processes started to re-align our processes to the new academic governance structures. The deployment of a committee management system to support the revised process will be complemented by appropriate workshops and learning and development programmes that support academic career progression. This will include the design of a Pathways programme equivalent to the one already available to professional services staff.



Implementing inclusive recruitment practices to attract and retain female staff at all levels

For a number of years, we have actively sought to improve our recruitment practices to be more inclusive and attract diverse talents, for example by further enhancing our recruitment system (Stonefish) capabilities to embed the use of positive action statements by automatically prompting recruiting managers to consider the addition of a statement encouraging applications from under-represented groups. This also includes for example: the use of diverse recruitment channels, inclusive imagery and gender-neutral language in job descriptions and webpages, designed to reflect and attract a diverse workforce; the review and use positive action statements on all Professorial and recruitment advertising; Aiming for all Recruitment and Promotion panels to be diverse and gender balanced; Advertising all Professorial and Senior Leadership roles as available on a part-time or job share basis.

Next steps

In 2022-23, we will continue to work on developing our employer brand at University level and locally, building on the work already started in a number of academic schools as part of their Athena Swan submissions.

As part of the delivery of our People and Culture strategy, we also have a dedicated area of focus on our employment offer to optimise opportunities for talent attraction and retention in a competitive market, including the review of our hybrid working scheme to ensure we can meet market expectations.

KEY AREAS OF PROGRESS OVER THE LAST YEAR (CONT)



Supporting women's career progression at the University

We continue to take actions to develop awareness of the structural barriers that women may face to establish and progress in their careers at several stages of the pipeline. In 2021, we continued our work toward mitigating/removing such barriers wherever possible, particularly in regard to promotion and salary award processes, by ensuring that processes are robust and panels are provided with relevant data and training to ensure fairness and transparency. A policy was introduced to monitor the impact of Covid-19 on promotion applications, ensuring staff contributions continue to be recognised and the impact of the pandemic is considered. This policy was instrumental to mitigate the detrimental impact of the pandemic on women's career development and potential progression, particularly considering the proportion of women with caring responsibilities.

Promotion and salary award processes have also been reviewed to ensure those are sufficiently robust with appropriate monitoring in place. Application and success rate data is provided to promotions panels broken down by gender and ethnicity to enable the monitoring of candidates coming through the pipeline. Both promotions and salary award processes include the provision for manager-led applications to ensure that staff who would not usually come forward for promotion or review are put forward for consideration, where merited. Managers are asked to consider the demographic of their areas to ensure equal access to opportunity for all staff. The University has also taken steps to equalise starting pay on promotion by providing clear guidance to appointment panels on setting the starting salary. Appointment panels are also provided with extensive salary data indicating the current staff salaries and market salary data for the role in question, to help inform decisions on starting salaries.

Next steps

Early 2022, a review of our academic promotion processes started aiming to re-align our processes to the new academic governance structures. The deployment of a committee management system to support the revised process will be complemented by the delivery of workshops and other training activities to both staff and panel members with specific focus on equality and inclusivity.

A 'Pathways' programme for academic staff underpinned by the Academic Career Map (ACM) and equivalent to the one launched for professional services staff in 2019 will be designed by the Talent & OD team to form part of the central learning and development offer to support academic colleagues with their career progression.

A mentoring platform ('Kent community builder') is currently being implemented across the University which will support the roll out of tailored mentoring schemes to specific audiences which will open a lot of opportunities for further work in the EDI space across all characteristics (i.e. reverse mentoring).

In 2022-23, a career map for professional services equivalent to the Academic Career Map (ACM) will be developed to provide a clear framework for career progression for professional services staff which will be supported by the introduction of talent management and succession planning mechanisms under the University's Talent strategy.

KEY AREAS OF PROGRESS OVER THE LAST YEAR (CONT)



Improving women's access to and representation in senior roles

We continue to address under-representation of women in leadership roles by offering access to tailored in-house programmes (ie, 'Insights') as well as sector-specific programmes such as AdvanceHE's 'Aurora' programme. An in-house programme for women at the beginning of their leadership journey is also being developed and should be launched in 2022-23.

In 2021, we launched our refreshed Leadership Behaviour Framework (LBF) alongside our revised leadership development portfolio, offering more visibility and transparency around expectations for both established and aspiring leaders. We also continually review our programmes to ensure that they are inclusive in terms of participant access and learning styles.

In 2022, we launched our new "Stepping-up" programme designed to support and equip staff accessing managerial positions with essential skills and expected behaviours. As part of the delivery of our Anti-racism strategy, we also offered opportunities for racially minoritised staff to attend the StellarHE programme delivered by Diversity in Practice.

Next steps

We will continue our work to improve women's access to senior positions by strengthening our pipeline, particularly for female professors. As part of the implementation of our 2025 People and Culture strategy, we will implement robust mechanisms for talent management and succession planning that will support us in achieving our goal.

As we continue to work intersectionally and provide greater development opportunities for racially minoritised women who are particularly underrepresented in senior positions, we will develop a bespoke in-house programme 'Brilliant Leaders' in 2022/23.

We will continue to embed mentoring practices in our leadership programmes (supported by our new platform 'Kent Community Builder') and will look at introducing a coaching culture at the University. This in addition to the introduction of our new approach to performance and development conversations based on continuous feedback will contribute to enable women to realise their potential.



Embedding gender equality in our culture through Athena Swan

Most of our gender equality work falls under the Athena SWAN umbrella. In 2020/21, this continuous work and commitment culminated when Kent achieved Institutional Athena SWAN Silver. Work will continue to identify barriers to gender inclusion, design and plan interventions to reduce inequalities and to foster university-wide engagement.

During 2020/21 the central EDI team supported a growing number of Schools engaged with the Athena SWAN charter. A total of 13 Schools are currently holding either a Bronze or Silver award. The Athena SWAN Charter went through a transformation and so did the approach to Athena SWAN at Kent. Most Divisions are now planning to work towards divisional submissions rather than individual School applications.

The impact of the pandemic on women and their pay (eg due to responsibilities for home schooling) has also been in the forefront of thinking. A sector leading Covid-19 pay policy has ensured that women's income has been secure during such extraordinarily challenging times for them alongside ensuring a focus on wellbeing and continued support for career development.

Next steps

The University was successful in securing its Silver award in July 2021 and the accompanying five-year action plan will continue to be progressed in 2022/23 including for example:

- retaining and developing our early career researchers, the majority of whom are female;
- building strong talent pipelines to support career progression at all levels;
- continue to support the University to review and develop sector-leading family friendly offerings;
- implementing the Race Equality Charter mark with a view to be more intersectional in our approach to gender equality.

The newly appointed Head of EDI will be leading on the development of a university-wide EDI strategy which will ensure we have a sustainable approach to Athena Swan and that actions are sustainably embedded locally.

LOOKING AHEAD

Our long term strategic focus remains on tackling the over- representation of women in junior roles and their under- representation in senior roles. The University will continue to take steps to ensure that women are better represented at all levels by building strong talent pipelines and maximising skills and potentials.

In 2022, significant work will be done to refresh the University's 2025 People and Culture strategy which will underpin the majority of the work done toward closing the gender pay gap. The six areas of focus under the strategy all contribute directly or indirectly toward achieving our goal to be inclusive and to create a University we are proud of.

More work will be done to attract and retain a diverse workforce that is representative of our student population with consideration given to intersectionality. We will continue to provide support to attract, develop and retain talented women and to do so, we will continue to address the barriers to gender equality. More analysis will be done to understand the impact of caring commitments and the need to support the career development of those working part-time, which for the general UK workforce is mostly women. Specific consideration will be given to the current context post-pandemic and how the events of the last 2 years may have affected certain groups of staff more than others. This is already reflected in various policies around mitigating circumstances which have been reviewed to suit the current context. Priority will be given to promote the health and wellbeing of our staff which is a key area of focus under the strategy. Following our recent workload survey and the publication of our Wellbeing Toolkit, we will seek to implement innovative practices to overcome the lingering effects of the pandemic on our health and wellbeing.

Another key area of focus under the 2025 People and Culture strategy will be our employment offer. In the last year, workers' expectations around their work-life balance and working arrangements have changed dramatically, influencing the UK (and global) labour market which is currently candidate driven and affected by a skills shortage. More than ever, we need to remain competitive in attracting and retaining talents through an attractive employment offer promoting flexible and hybrid working, a good work-life balance, a family friendly offering and career opportunities.

We will continue to identify visible role models at all levels of the organisation, ensuring that championing of diversity and inclusion is embedded in our organisational culture. Two of the six areas of focus under the 2025 People and Culture strategy will be dedicated to Talent and Leadership. As such, we will continue to expand our central learning and development offering to include targeted developmental programmes designed to enhance career progression for under-represented groups (ie, STEMM, Early Career Researchers, , racially minoritised staff). We will continue to work to prevent stereotyping and address discrimination and bias through training for staff particularly in managerial roles with a focus on inclusive leadership. We will roll out our new approach to performance and development conversations based on continuous feedback and coaching.

In the next few years, we aspire to enhance our capabilities to effectively manage and monitor career progression and support succession planning at all levels within the organisation. To do this most effectively, we hope to implement a Talent Management platform which will enable us to be even more strategic and proactive in the way we manage and develop our varied talent pools.



FIND OUT MORE

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