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# GENDER PAY GAP

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2018

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UNIVERSITY OF LEEDS

## CURRENT POSITION

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The University of Leeds is committed to eliminating its gender pay gap.

The University has been commissioning and publishing independent audits of our equal pay and gender pay gaps proactively since 2010.

Efforts to address our gender pay gap form part of our commitments outlined in the Equality and Inclusion Strategy and our supporting Leeds Gender Framework. To find out more, visit [equality.leeds.ac.uk](https://equality.leeds.ac.uk)

From these audits we know that there is no significant equal pay gap between men and women at the same grade on our standard salary scales, covering more than 98% of staff. For the remainder, we are reviewing the way we compare the individual roles at the top of our organisation to ensure we drive parity of pay.

Since 2017, our gender pay and bonus pay gaps have reduced. We are pleased to see this improvement, but there is still more work to do and we will continue with our action plans to further reduce the gaps (see page 6–8).

As part of our broader work around gender equality, we are focusing on actions that attract, develop and retain women at all – and particularly senior – levels of the organisation.

Despite some progress, we are aware that we continue to have a higher proportion of men in our highest paid roles.

We also have a higher proportion of women in our lowest paid roles, which is a significant factor in our gender pay gap.

Gender pay gap data sets out the average pay of all women employed by the University, compared to the average pay of all men.

This is different to equal pay data, which tells us whether there are differences in pay between men and women doing comparable work.

This distinction is often confused, but disparities in equal pay typically highlight where action is required around pay practices, whereas gender pay gaps are more closely associated with a need to address an unequal distribution of men and women across the levels of an organisation.

*“...no significant equal pay gap between men and women at the same grade on our standard salary scales...”*

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## AWARDS

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We are already highly engaged with the higher education sector's equality charter, Athena SWAN, to enable us to enhance the career progression of academic, professional and managerial, and support staff. We are broadening our focus to pay attention to the representation and career progression of women from different backgrounds.

In recognition of advancing good practice, the Faculty of Engineering, the School of Dentistry, the School of Healthcare and the School of Medicine hold Athena SWAN Silver awards. All of our other Science, Technology, Engineering, Maths and Medicine (STEMM) areas hold Athena SWAN Bronze awards. Our gender equality work also applies across the areas of Arts, Humanities, Social Sciences, Business, and Law.

### Athena Swan Silver Award

Faculty of Engineering  
School of Medicine  
School of Healthcare  
School of Dentistry



### Athena Swan Bronze Award

#### University level

Faculty of Maths and Physical Sciences  
Faculty of Environment  
School of Psychology  
Faculty of Biological Sciences



## REPORTING REQUIREMENTS

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At the University of Leeds we have been publishing both our equal pay and gender pay gaps proactively since 2010, and have used this information to develop targeted plans of action.

Under national reporting requirements we are now required to report on:

- › Gender pay gap.
- › Proportion of men and women in each salary quartile band.
- › Proportion of staff receiving a bonus.
- › Bonus pay gap.

Data relates to the period 1 April 2017 – 31 March 2018.

In the case of the gender pay gap and bonus pay gap, we are required to report on both the mean (the average) and the median (the middle value).

# GENDER PAY

The gender pay gap between men and women at the University is **20.1%**, compared to **22.5%** last year.

Our data tells us we have no significant equal pay gap between men and women doing the equivalent job on our standard University salary scale. But we do have a higher proportion of men in our highest paid roles, although the percentage of women in the highest quartile has increased slightly from 38.7% in 2017 data to 40% in 2018, and in the upper middle quartile from 52.6% to 54.7%.

We also have a higher proportion of women in our lowest paid roles.

It is this imbalance that is a significant factor in our gender pay gap.

## Gender Pay Gap

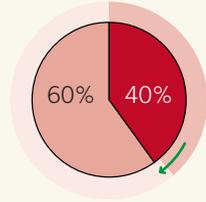
Mean  
(the average)  
**20.1%**

Median  
(the middle value)  
**14.3%**

## Proportion of men and women in each salary quartile band

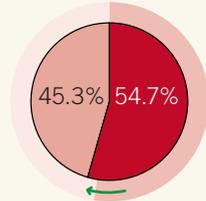
### Upper

The balance of this quartile has improved since 2017.



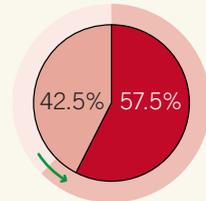
### Upper Middle

The percentage of women in this quartile has increased.



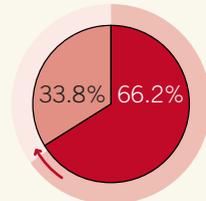
### Lower Middle

The balance of this quartile has improved since 2017.



### Lower

Actions are ongoing to increase the proportion of men in this quartile.



Men Women  
Men Women (2017 figures)

# BONUS PAY

Our staff receive bonuses from two main sources: the University and the NHS.

Across these two sources, 5.1% of men and 4.1% of women received a bonus in the reporting period.

In the last year, we have introduced an additional way of recognising the exceptional contribution of staff on grades 2–9 meaning we now have a broader range of reward options available for these colleagues. Our new recognition portal enables staff to be rewarded in a timely manner with a range of gifts or vouchers.

The recognition portal has also enabled us to collect data on colleagues receiving long service awards. And so, in line with other institutions in our sector, we are now able to include these awards in our reportable data. This should be taken into account when making year-on-year comparisons of the average figures.

## 1. Bonuses awarded by the University of Leeds

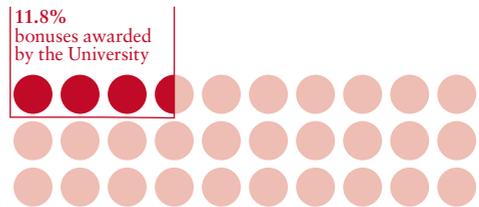
We are committed to rewarding and recognising employees, focusing on excellence in leadership, student education, research and professional services – all key components of the University strategy.

The bonuses that the University itself awards to staff, and pays for out of its own funds, account for just 11.8% of the value of all awards.

Our mean and median bonus pay gaps between men and women this year are 10.7% and 1.9% respectively. It is difficult to compare these figures with last years' (mean: 8.9% and median: 33%) because we have included our newly introduced awards into our reportable data. Moving forward, we will be able to examine trends.

Proportion of staff receiving a bonus	
Women <b>4.1%</b>	Men <b>5.1%</b>

*“...we now have a broader range of reward options available for these colleagues.”*



**Bonuses awarded to University staff**

Bonus Pay Gap (bonuses awarded by the University)	
Mean (the average) <b>10.7%</b>	Median (the middle value) <b>1.9%</b>

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## 2. Bonuses awarded to University staff by the NHS

The University enjoys a close working relationship with the NHS and some of our academics are contracted to perform clinical work, as well as undertake research that aims to improve health both nationally and globally.

Clinical Excellence Awards (CEAs) recognise and reward consultant doctors and dentists and academic General Practitioners who provide clear evidence of clinical excellence, demonstrating achievements that are significantly over and above what they would normally be expected to deliver in their roles. These achievements are in the areas of: developing and delivering high quality services, leadership, research, innovation, and teaching and training –important activities for ongoing improvements in the efficiency and effectiveness of the NHS. These awards range from around £3,000 to more than £77,000.

NHS Clinical Excellence Awards are determined and funded by the NHS.

We are required to include these awards in our bonus calculations because clinical academics are University employees.

The University currently employs 229 clinical academics and 89 (38.9%) of these are eligible to apply for the Clinical Excellence Awards: 69 (77.5%) of these are men and 20 (22.5%) are women.

Including these awards in our overall bonus figures leads to a substantial increase in the bonus pay gap, from 10.7% mean average to 79.2% and from 1.87% median average to 25%.

Increasing the number of female medical clinical staff is a continued focus for us (see pages 6–8.)

*“Including these awards in our overall bonus figures leads to a significant increase in the bonus pay gap...”*

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Bonus Pay Gap (overall figures)	
Mean (the average) <b>79.2%</b>	Median (the middle value) <b>25%</b>

## FURTHER STEPS TO ELIMINATE OUR GENDER PAY AND BONUS PAY GAPS OVERALL

Addressing our gender pay and bonus pay gaps is already an established institutional priority and we have a dedicated group, chaired by a member of our University Executive Group, to make sure our future actions are overseen and championed at the highest level.

### Actions to date include:



Developing, in recent years, our promotions process and criteria allowing applications to be considered by a panel at any time during the year. This ensures all staff groups are recognised in a timely way. For our academics, improvements have ensured that:

- progression is based on quality and level of achievement rather than quantity of outputs. This ensures that long term breaks, such as maternity leave or part time working do not disadvantage people;
- international standing, an important measure of academic achievement, is measured in a number of ways, for example by taking into account all invitations to speak at conferences rather than only those attended in person. This means that people who are less able to travel, perhaps because of caring responsibilities, can be recognised;
- there are clear routes for progression based on leadership, as well as on teaching and educational excellence; areas in which we have strong female representation;
- there are proactive workshops to support staff and encourage applications.



Provision to attract and retain those with caring responsibilities, including on-campus nursery and holiday club provision; opportunities to work flexibly; and access to support, such as our carers network, which links to external organisations.



Increasing the visibility of our senior women role models across the institution through activities such as our annual Women of Achievement awards, as well as opportunities to support and develop women through networks such as our Women in Leadership Roles Forum, Women at Leeds Network and the Leeds Female Leaders Network, which is run in conjunction with the NHS Trust.



Promoting development opportunities such as the Springboard and Aurora programmes, both aimed at developing women personally and professionally to support their progression, as well as introducing a University-wide mentoring scheme.



Actively extending our work, using Athena SWAN, to engage all parts of the University with improving the career progression for academic, professional and managerial, and support staff, developing local actions to address gender equality and our gender pay gap.

## The work continues

We will continue to assess where we can make the most difference, and our focus includes:



### Attracting women to senior roles at the University.

When women apply for jobs at the University they are equally as likely as men to be interviewed and appointed. However, for this fact to really make a difference to the proportion of women in our senior roles, we need to attract more women to apply for senior roles at the University in the first place.

*Since our 2017 report, we have examined our approach to recruiting our University Academic Fellows (UAFs) and are converting recommendations into actions for recruitment of future cohorts. Previous recruitment campaigns had a male-dominated response (71%), which was mirrored at shortlisting stage (69% male) but became more balanced for appointed individuals (57% male). We held focus groups with some of our current female UAFs to understand more about what attracted them to apply and are using this insight in our plans for attracting the next cohort of University Academic Fellows.*



### Creating a more even gender balance.

As well as attracting women into senior roles we will continue to consider how to achieve a more equal distribution of men and women across all types of roles in our organisation, including those which have been previously female-dominated.

*Since our 2017 report, we have analysed recruitment applicant data for a number of high volume roles at grades 2 to 6 to understand the gender split at different stages in the recruitment process. We have then investigated possible causes of that split and begun to trial some positive actions which we can take to address the imbalance. We held meetings with recruiting managers and successful candidates to gain their opinions on the candidate briefs used during the recruitment process and have piloted some of their recommendations. The results of piloting this are promising. For example, one role has seen signs of rebalancing with the number of male applicants increasing from 33% to 40% over a 12 month period, with males shortlisted (28% to 30%) and offers made to males (28% to 44%) also increasing. Feedback suggested that the job title itself was influencing applicants, as well as the language used to describe key duties within the candidate brief. We are monitoring how applicants continue to respond to the changes we have made.*



### Identifying and nurturing potential.

We want to make sure we can identify potential at all levels of the organisation and so we are introducing a systematic approach to ensure we spot talent and provide the most effective support and development to allow individuals to progress at their best pace.



### **Sharing learning across the organisation.**

In addition to specific measures, we will continue to ensure we identify areas of good practice and, where possible, introduce these across the organisation to hone our recruitment and reward practices, and further develop our flexible working culture. Our engagement with the Athena SWAN charter is an excellent vehicle for identifying good practice.



### **Attracting and retaining female clinical academics.**

We are currently working hard to attract and retain more female clinical academics in senior roles (Associate Professor and Professor) and to support their progression and application for Clinical Excellence Awards.

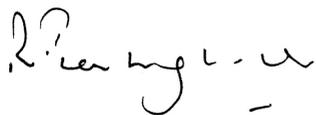
*We have made a positive start by leading the national charge to ensure that eligibility for key family benefits – such as maternity and adoption leave – is retained for relevant role holders when moving between NHS and University employers. Previously such employees had experienced a break in their length of service record when moving between NHS and University employers, which could affect their eligibility for benefits such as maternity leave. Now they enjoy a continuous service record and their eligibility is not affected by the dynamics of moving between NHS and the University.*

*We are also considering different ways of funding posts for senior clinicians in academia. We have recognised that the competitive nature of securing external funding for posts has presented a barrier for some clinicians, often female. As a result, we have agreed localised funding through our University Academic Fellowship scheme, which means we can provide an alternative, pre-funded route into academia for clinicians. We have recently appointed six University Academic Fellows in our Faculty of Medicine of Health and four of these are female.*

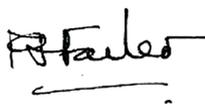
We confirm that the data provided are a true and accurate representation, and we continue to be transparent about the progress we make and the challenges we face.

Many colleagues from across the University are helping us improve gender equality at Leeds. With our continued and focused attention right across the institution, we are starting to see promising signs of progress which we will strive to sustain.

To find out more about our approach to promoting gender equality and the Leeds Gender Framework, visit [equality.leeds.ac.uk](http://equality.leeds.ac.uk)



**Sir Alan Langlands**  
Vice-Chancellor



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## Alternative formats

If you require any of the information contained in this publication in an alternative format eg Braille, large print or audio, please email

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