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# Gender Pay Gap

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## 2019

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UNIVERSITY OF LEEDS

## Executive summary

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- The University of Leeds reports for the third year on the gender pay gap as at 31 March 2019.
- The mean gender pay gap at the University is 18.9%, compared to 20.1% in 2018.
- The median gender pay gap at the University is 12.5% compared to 14.3% in 2018.

Since 2017 our mean gender pay gap has reduced from 22.5% to 18.9% in 2019. Whilst we are pleased that our figures show a reduction in this gap over that time, we recognise there is still some way to go to remove gender imbalance.

Despite the positive movement, the proportion of men still remains higher than that of women in our highest paid roles (the upper quartile) and we continue to have a higher proportion of women than men in our lowest paid roles (the lower quartile). This is a significant contributing factor to our gender pay gap.

Our actions to date have been designed to identify, understand and address the underlying causes that exist. We continue to focus on reward policies and practices, recruitment practices, and people development.

Efforts to address the gender pay gap form part of our commitments outlined in the University Equality and Inclusion Strategy and our supporting Leeds Gender Framework.

To find out more, visit [equality.leeds.ac.uk](http://equality.leeds.ac.uk)

Gender pay gap reporting is a regulatory snapshot of data measuring both the mean and median hourly pay for women employed by the University, compared to the mean and median hourly pay of men.

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

**“Since 2017 our mean gender pay gap has reduced from 22.5% to 18.9% in 2019.”**

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## Statutory reporting requirements

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We have been reporting on gender pay gaps proactively since 2010 and we have used this information to develop targeted plans of action.

Under national reporting requirements since 2017 we have been required to report on our:

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

Data in this report relate to the period 1 April 2018 – 31 March 2019.

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).

## Calculating pay gaps

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### Gender pay gap

The mean gender pay gap is the difference between the mean pay for men and the mean pay for women.

The median gender pay gap is the difference between the middle hourly rate of male employees and the middle hourly rate of female employees.

### Mean calculation

The mean is calculated by adding up the basic pay of all employees and dividing the figure by the total number of employees.

### Median calculation

Median pay is the middle hourly rate when hourly rates are organised from lowest to highest value.

## Gender pay

Our 2019 mean gender pay gap is 18.9%. The data shows a positive trend towards closing the gap over the past two years.

The 2019 median gender pay gap is 12.5% which again indicates a positive trend.

We have made a concerted effort to understand and address any underlying causes, to create better balanced senior leadership teams and cultivate role models to inspire and support colleagues. Our focus on creating opportunities and nurturing individuals to fulfil their potential will continue.

## Quartile bands

The bands show the proportion of male and female employees in each of the four quartiles.

The quartiles are calculated by ranking the male and female population's hourly rates from low to high, then dividing the population into four equal sections, each referred to as a quartile.

Our data show a higher proportion of women in the lower, lower middle and upper middle quartiles but a higher proportion of men in the upper quartile.

It is this imbalance that is a significant factor in our gender pay gap. We are aiming to achieve gender balance across all quartiles through our focus on recruitment, reward, and people development practices.

### Gender pay gap

	Mean (the average)	Median (the middle value)
2019	<b>18.9%</b>	<b>12.5%</b>
2018	<b>20.1%</b>	<b>14.3%</b>
2017	<b>22.5%</b>	<b>15.8%</b>

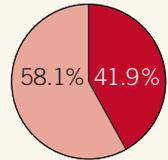
### Proportion of men and women in each salary quartile band 2019

#### Upper

The balance of this quartile has improved since 2018.

2018 figures

Men 60% Women 40%

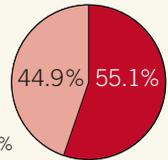


#### Upper Middle

The proportion of women in this quartile has increased since 2018.

2018 figures

Men 45.3% Women 54.7%

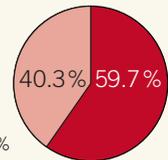


#### Lower Middle

The proportion of females in this quartile have increased

2018 figures

Men 42.5% Women 57.5%

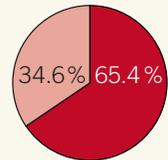


#### Lower

The balance of this quartile has improved and actions are ongoing to drive further improvement.

2018 figures

Men 33.8% Women 66.2%



## Bonus pay

We do not offer a contractual bonus scheme.

For the majority of colleagues, recognition for outstanding contribution is through our Recognition Scheme which is discretionary and includes both one-off cash payments and a retail voucher system.

However, some of our clinical academic colleagues are in receipt of Clinical Excellence Awards, which are determined and funded by the NHS.

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

For the purposes of statutory reporting these are classed as bonuses and are included in our bonus figures.

Overall, the data shows that a higher proportion of male and female employees received a bonus this year compared to last year.

<b>Proportion of staff receiving a bonus</b>		
	Women	Men
2019	<b>7.5%</b>	<b>7.9%</b>
2018	<b>4.1%</b>	<b>5.1%</b>
2017	<b>5.2%</b>	<b>5.1%</b>

## Bonuses awarded through the University Recognition Scheme

For the awards made through our University Recognition Scheme this year, our mean and median bonus pay gaps between men and women are 12.2% and 0% respectively.

The University Recognition Scheme is available to managers throughout the year to recognise individuals and teams for instances of excellent performance, above and beyond normal expectations. These can be one-off payments and, since 2018, voucher awards through our online portal recognition system.

The success of our recognition scheme has resulted in 7.5% of women and 7.9% of men receiving an award, compared to 4.1% of women and 5.1% of men in 2018.

<b>Bonus pay gap</b>	
<b>Bonuses awarded by the University</b>	
Mean (the average) <b>12.2%</b>	Median (the middle value) <b>0%</b>

## 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 and teaching 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 national awards range from around £3,000 to more than £77,000.

Including these awards in our overall bonus figures leads to a substantial increase in the mean bonus pay gap, from 12.2% to 82.1% and from 0% median to 50%.The University currently employees 237 clinical academics and 90 of them (40%) are women.

Of these 237 members of staff, 98 are eligible to apply for the Clinical Excellence Awards: 74 of them (75.5%) are men and 24 (24.5%) are women. Increasing the number of female medical clinical staff is a continued focus for us.

<b>Bonus pay gap Overall figures</b>	
Mean (the average) <b>82.1%</b>	Median (the middle value) <b>50%</b>

## Further steps to eliminate our gender pay and bonus pay gaps overall

Our strategy is to develop long-term sustainable practices and ways of working to ensure inclusivity and fairness, and we are confident that the steps taken to date have had a positive impact on improving gender balance.

### Work to date includes:



#### Coaching for promotion

Colleagues have benefited from workshops which explain the promotion process and provide information to help structure applications for promotion.

For our academic colleagues, over the past three years there has been a 64% increase in applications for promotion made by women compared to a 22% increase by men, and a 63% increase in the percentage of women being promoted from grade 8 to 9 (or from Lecturer to Associate Professor).

The success rate of women promoted to grade 9 in STEMM disciplines (Science, Technology, Engineering, Maths and Medicine) during 2018/2019 is 96%, showing 22 out of 23 female applications were successful, compared to 50% in 2015 before our new criteria, process and workshops were introduced.

The new criteria has also had a positive impact on professional, managerial and support colleagues applying for promotion with both men and women having high success rates - women averaged 98% and men 99%.



#### Supporting working parents

We are trialling activities including a range of flexible working options and ensuring there is appropriate advice and support for all staff planning family leave or career breaks.

We continue to support colleagues back into the workplace after career breaks by offering family friendly policies to ensure they maintain work-life balance without compromising their career progression.

“Both men and women expect to participate in family life and it’s now the norm that family or caring commitments are accommodated”.  
(Ann Henry, Associate Professor)



#### People development

We have funded circa. 17 places each year on the Aurora programme, which is Advance HE’s leadership development initiative for women and those who identify as a woman. Of the participants in the last two years, eight colleagues have subsequently achieved promotion.



### **Identifying and nurturing potential**

Senior leaders in the Schools of Medicine and Dentistry systematically review eligible clinical staff to identify colleagues, in particular those from under-represented groups, who are eligible to apply for Clinical Excellence Awards (CEAs).

Subsequently bespoke support is given to help these colleagues develop a high-quality application. This approach has supported two female clinical academics to achieve awards.

We are required to undertake a local assessment of applications for national awards and care is taken to ensure the panel is representative of the clinical academic body and that they have received the appropriate training.

The award of local CEAs is managed by individual NHS Trusts, who also ensure their panel membership is representative of the diversity of their consultant body.



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

Our priority has been to continually focus on reducing gender imbalance and barriers to opportunity, to create better balanced senior leadership teams and cultivate role models to inspire colleagues at all levels.

We have introduced a fresh approach to the recruitment of senior leadership roles, including changing the language and positioning of adverts to more explicitly encourage applicants from more diverse backgrounds.

## **The work continues**

Further programmes of work are on-going to create a fairer and more inclusive workplace, to proactively influence traditional gender bias relating to role types, and to ensure our people management policies are consistent, transparent, easy to understand and without bias.

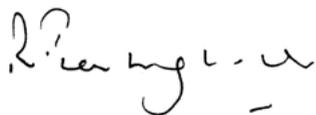
In particular we will focus on:

- Reward policies and practices
- Recruitment practices
- People development - identifying the skills and capabilities to nurture the potential of our colleagues.

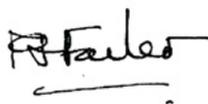
We confirm that the data provided are a true and accurate representation, and we continue to be transparent about the progress we make and the challenges we face.

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**  
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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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