



# Gender Pay Gap Report 2022

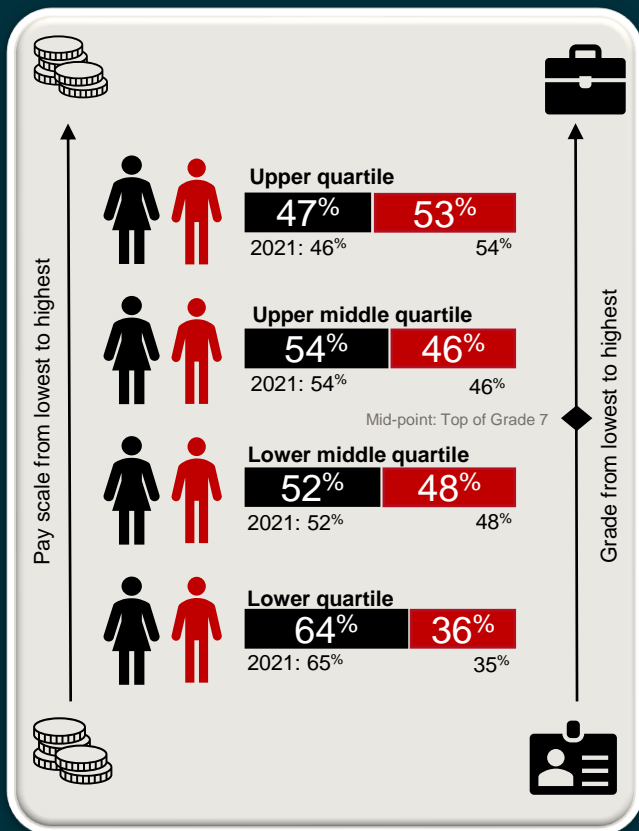
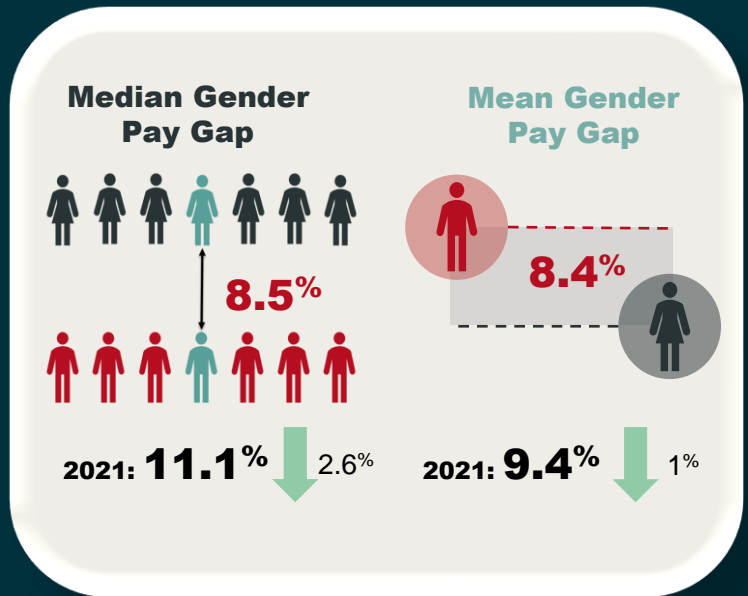


University of  
**Salford**  
MANCHESTER

# EXECUTIVE SUMMARY

## We have seen some movement in both Median and Mean pay gaps

The median gender pay gap decreased for the first time in 4 years, and the mean gender pay gap went below 9% for the first time since mandated recording was established, although welcome this must be treated with caution. Pay gaps remain higher than desired and are vulnerable to small movements in staffing proportions



## Increasing signs of balance in pay quartiles across the middle of the organisation, but top and tail remain out of balance

We have seen some small movement in both upper quartiles, but the upper middle quartile reflects the gender balance across the University while the upper quartile is still some way off balance with the rest of the organisation, it is the only quartile with more male representation than female.


Although we have seen a drop in female representation in the lower quartile, it remains out of balance with the rest of the University and is a major driver of the gender pay gap


The quartiles stay similar each year and that the key to resolving the pay gap is getting greater movement toward equilibrium

## Introduction

**At the University of Salford, we aim to create an inspirational and inclusive learning, research and working environment, celebrating the diversity of our University community in our everyday conversations.**

**This report covers:**

 **What is the Gender pay gap? Pg.3**

 **What are the headlines? Pg.4**

 **What does this mean? Pg.6**

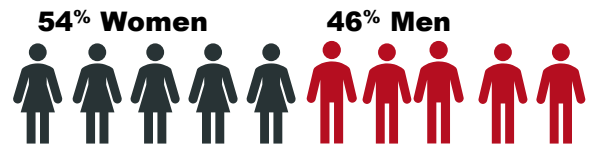
 **What action are we taking? Pg.7**

To succeed as a University, we believe our colleagues should represent a diverse range of backgrounds as part of an inclusive culture. On the census date we employed 2,682 people with 54.2% being women and 0.1% non-binary. However, as the gender pay gap legislation only looks at the difference in male and female employees' hourly pay, we have had to exclude non-binary employees from our calculations.

We continue to work to improve the gender balance at all grades. This means continuously examining and improving our recruitment and promotion practices to ensure everyone can develop and succeed at Salford.

**Our colleagues:**

**2,680**  
colleagues  
(approximate)



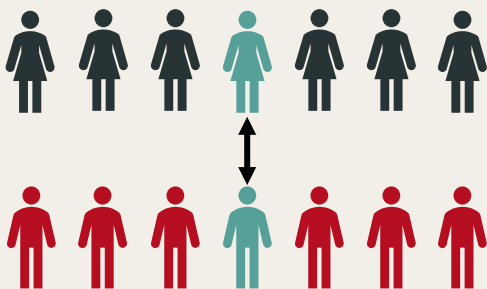
## WHAT IS THE GENDER PAY GAP?

Under the UK Government's new Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees are required to report their gap. The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation regardless of their roles, industry sectors or seniority. The statistics can be affected by a range of factors, including the different number of men and women across roles right across the workforce. The gender pay gap is different from equal pay and is an economy wide issue. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value. There is no evidence of any significant equal pay gaps at the University of Salford.

Under the regulation, there are two ways to measure the Gender Pay Gap:

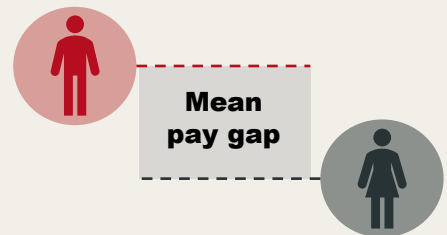
### 1) Median pay gap

The median represents the middle point of a population. If you lined up all the women at a company and all the men in order of their hourly rate of pay, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.



### 2) Mean pay gap

Add all the hourly rates of pay for men then divide by the number of men to give you a mean average rate of pay; do the same for women, divide the difference between the two with the male rate and this is the mean pay gap expressed as a percentage



**We are also asked to report on:**

- Difference in mean and median bonus pay
- Proportion of men and women that received bonus pay
- What pay bands colleagues fall into – this is shown across 4 pay bands or quartiles ranging from lowest to highest pay

WHAT ARE THE HEADLINES?

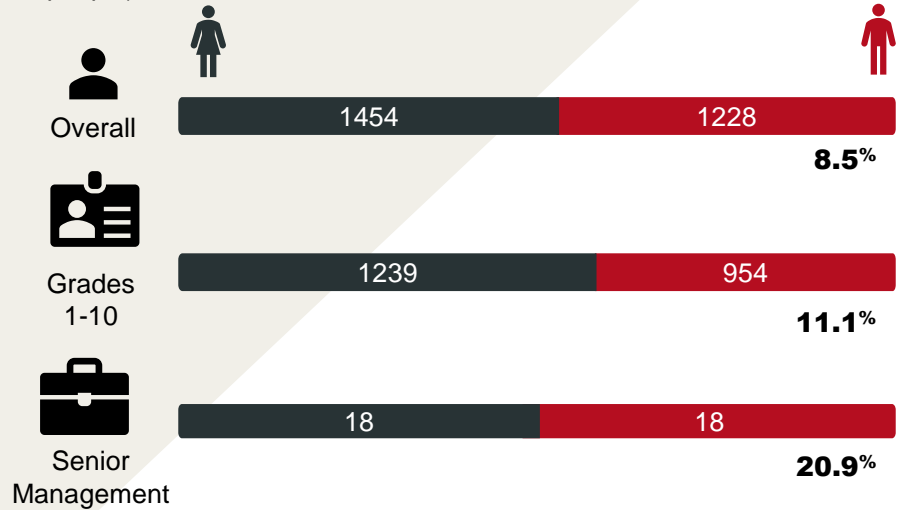
Median Gender Pay Gap



2021: 11.1%

The median hourly rate for men is 8.5% higher than the median hourly rate for women, this has changed 2.6% points since 2021 when the gap was 11.1%.

There are significant pay gaps at Grades 1 to 10 (11.1%) in favour of men and at Senior Management (20.9%) in favour of men (though this is a small cohort of 36 people).



Why?

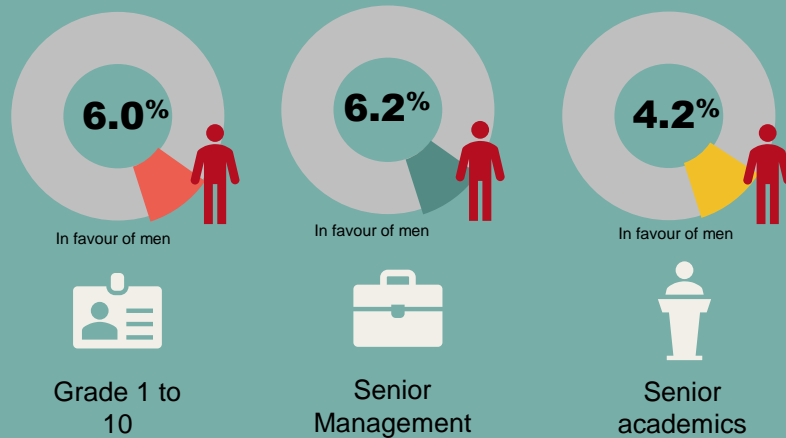
The gap in grades 1-10 has changed 2.6% since last year to 11.1%. This is in line with the change overall in the total gender pay gap. The median pay rate for both women and men is in Grade 7, but the male median is at the top of the grade, while the female median is at the bottom of the grade.

The gap at Senior Management level, which includes professional services managers, Deans and Deputy Deans, is 20.9% in favour of men, this is a small cohort of only 36 colleagues with a number of spot salaries that can make a big difference. However, we do have parity in numbers between male and female in this cohort.

The mean average hourly rate for men is 8.5% higher than the average hourly rate for women. This is an improvement year-on-year of 0.6% from 9.1%.

For Grades 1-10 the mean pay gap has decreased from 7.4% to 6%.

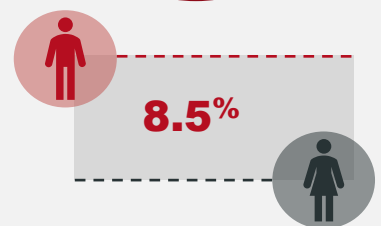
The mean pay gap of Senior Academics has decreased to 5.1% from 4.2%.



Why?

The proportion of females in higher pay bands has increased, in the larger data sets (Grades, senior academic) this has resulted in bringing the mean pay gap down.

Mean gender pay gap



2020: 9.4%  
0.9%

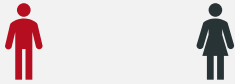


WHAT ARE THE HEADLINES?

**Bonus metrics**

Proportion receiving a bonus

0.8% vs 0.6%

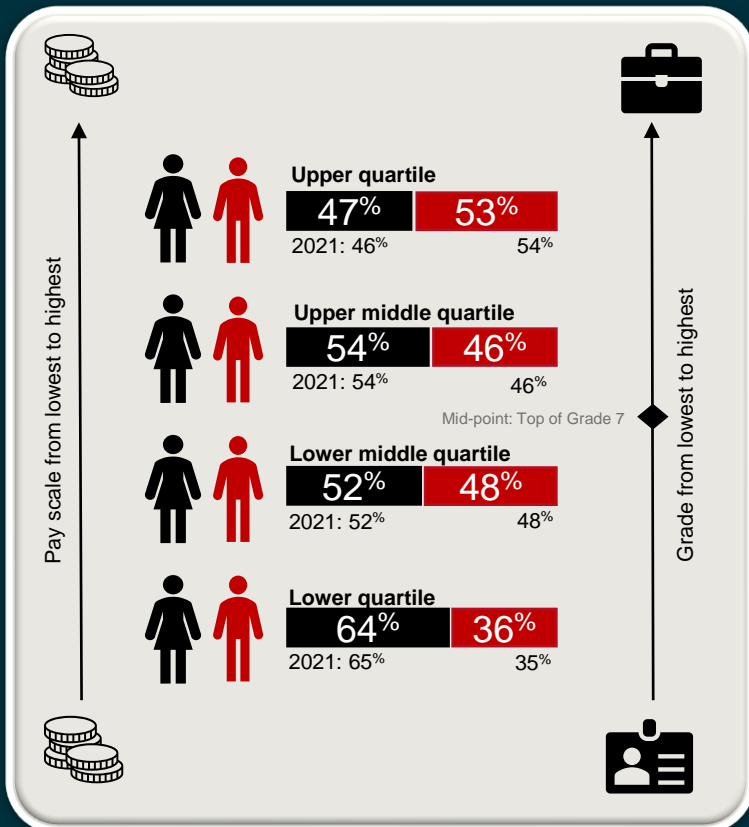


The regulations ask for bonus payments to be included in the metrics as “any extra reward payment for work undertaken”. It’s a way of looking at the culture surrounding bonus payments predominantly in large private sector organisations. In our case, as well as a small amount of bonus payments, bonus pay includes Merit awards which are smaller amounts of monetary value.

The number of Merit awards is still relatively low coming out of a period when Merit awards were put on hold due to the Covid pandemic.

The number of colleagues receiving a bonus payment (0.7%) is lower than most previous years, but the figure is still usually lower than 5% on average. Although less females than males received an in-scope payment, overall, this year, females received higher median average paid bonuses, but males received higher mean average bonus payments.

**Pay Quartiles 2022 – Lower to Upper Quartiles**



**Pay quartiles 2022**

In 2022, we have seen small changes across both upper quartiles with 1% point increases for females in the upper quartile. The lower middle quartile has seen no change this year but the lower quartile has seen change, with 1% less female representation. The lower quartile is the quartile furthest away from the overall average of 54% female.

A key factor contributing to the gender pay gaps are that the lower quartiles have 27% more women in them than men, there are only 3% more women in the upper quartiles than men. Though the upper middle quartile reflects the gender make-up of the organisation.

Ideally if we take 54% female as the average across the University, we would want to see this reflected in each of these quartiles to get close to zero pay gap.

## WHAT CAUSES THE 2022 GENDER PAY GAP?

The gender pay gap is a very complex issue with no single cause. There are many factors which play a part in us having a gap and therefore, it does not have quick solutions and these can be complex on their own.

### There is disproportionate gender representation in the top and bottom quartiles



The highest paid quartile is made up of 47% female and 53% male colleagues. This drives the average median hourly pay for men up and increases higher rates of pay for men. However, in the lowest paid quartile 64% are female which lowers the median average hourly pay for women and drives lower average rates of hourly pay. To eliminate or to get as close as possible to eliminating the pay gap, we would need 54% of colleagues in each quartile to be female.

### There are less part time colleagues in higher paid roles



At the University, 24% of all standard roles are part time with 70% of these roles at or below the median rate of pay; 75% of all part time roles are held by women.

### Non-standard colleagues have a large impact



Due to the way the pay gap is calculated, our non-standard roles are included if the holder was employed on 31<sup>st</sup> March 2022 and received a payment in the qualifying period. These numbers can change significantly annually (2022 – 13%). This year 48% of these colleagues are female, compared to our standard population of 54%, without this group the median pay gap would remain at 11.1%.

### Length of service (LOS) impacts on the highest paid roles



Senior positions are held by more men and with these roles being predominantly on open range grades and Management scales, LOS plays a contributing factor to the pay gap. The average length of service for women in these roles above the median is 9.5 years, compared to 11.4 years for men. 19% of men in these roles have 20 plus years service, compared to just 12% of females in the cohort. With uniform incremental increases each year for most colleagues, pay gaps can grow if LOS differences remain.

### Traditional employment roles for gender



There are roles within the University which appear to be gendered. For example, 84% of cleaning roles are held by women and 94% of security roles are held by men. We also see similar issues when we look at employment groups, where 79% of school-based office/admin roles are held by females (93% of these roles are below the median pay rate). 87% of academic roles are above the median, the gender distribution is close to 50/50. Gendered roles in the main have a detrimental bias against females in terms of pay.

In addressing the Gender Pay Gap we also need to address these stereotypes, adding balance to the gender splits that occur by role won't always reduce the pay gap as one action, but universally will contribute. The University is made up of lots of different roles, departments and job types, which means its own structure, coupled alongside traditional gender roles, and our commitment to job security is a major contributor to the Gender Pay Gap.

# WHAT HAVE WE DONE IN 2022?

Coming out of the pandemic most organisations saw increased levels of turnover, coupled to this the University is growing. This increase in recruitment presents an opportunity to address imbalances. In 2021-22 academic year 55% of successful candidates to roles were female, against 42% of total applications being from women. At lecturer level it is a similar story, 59% of successful candidates were female against 52% of applications. Promotions in 2021-22 saw 59% of promotions being accomplished by females and in our latest Professorial Promotion round we have seen 5 new female Professors and 11 new

female Readers. The University of Salford is an inclusive organisation where women can be successful, grow and have a great career.

In 2022, 9 female leaders took part in Advance HE's leadership development initiative for women (Aurora).

Also, Illuminate is a programme aimed at aspiring leaders who may feel that they have barriers to their development or progression. We have had 4 rounds of Illuminate so far of 6 cohorts since June 2021, and of the 59 total participants, 10 were Male (17%) and 49 were Female (83%).

## NEW ASSOCIATE PVC FOR EQUITY, DIVERSITY and INCLUSION



Our new Associate Pro Vice-Chancellor for Equity, Diversity and Inclusion, Pradeep Passi, joined Salford in October 2022.

Pradeep's priority is to work with colleagues to put in place a new Equity, Diversity and Inclusion Statement of Ambition which will provide a clear focus for all colleagues about what needs to be achieved and to help step up the University's anti-discriminatory approaches through a whole institution approach to advancing EDI. As part of this work he is keen to promote more EDI related conversations across the organisation – and the University is committed to this, as without meaningful and safe conversation, we will be limited in the progress we can make.

## UNIVERSITY PEOPLE PLAN

The University People Plan has been in place since 2019 and details the commitments and activities we are undertaking in relation to our 3 goals: 1. Wellbeing is at the heart of everything we do 2. An inclusive and diverse place to work and study 3. Deliberately focussing on performance, development, reward and recognition for all. We are in the process of updating the People Plan to reflect our priorities for the next 3 years and these will incorporate our actions to address gender based challenges.



## EMBEDDING EIA AS STANDARD PRACTICE – DEVELOP NEW STRATEGY

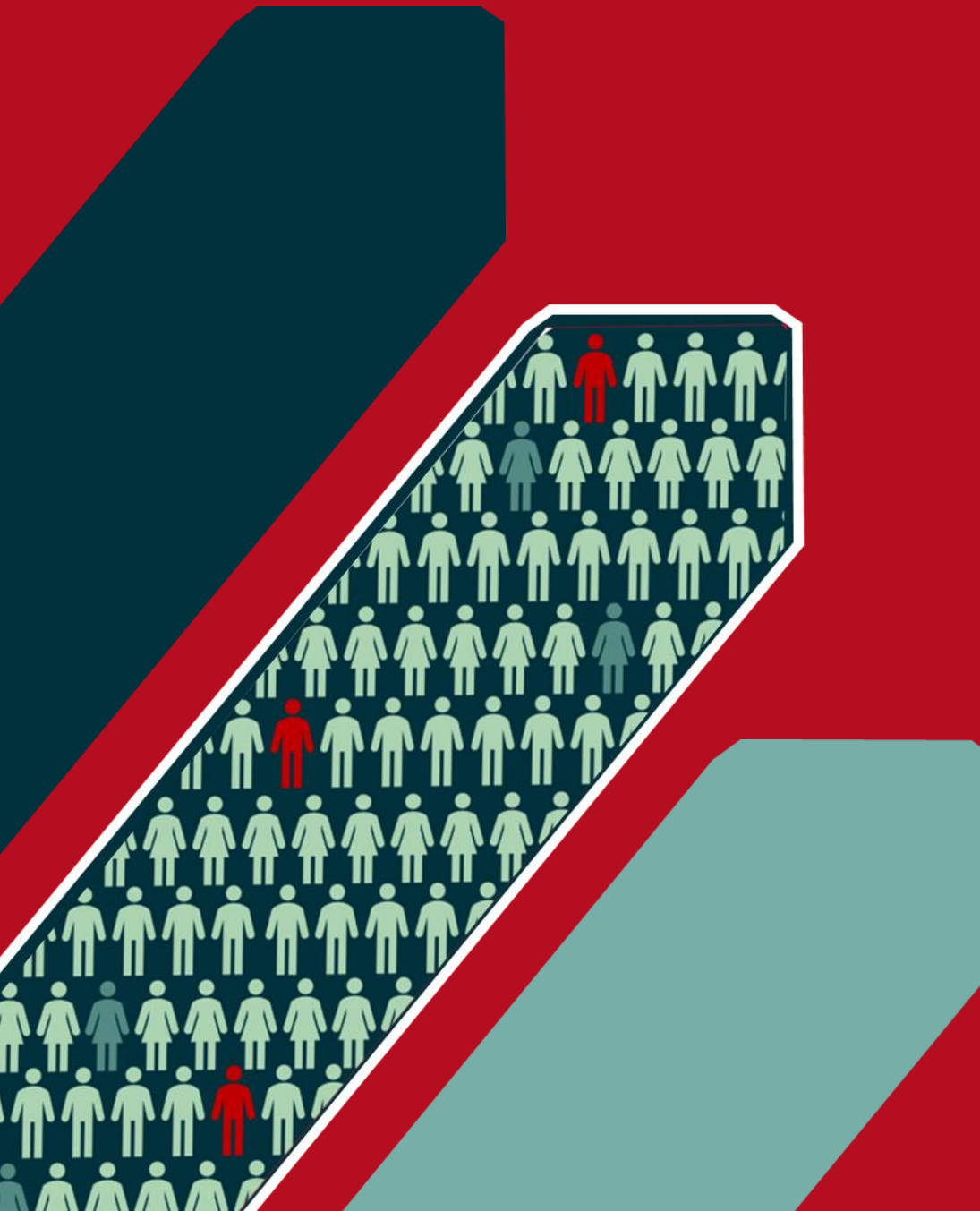
Equality Impact Assessments are key in getting colleagues to think about the impact proposals might have on groups of fellow colleagues and students.

The number of Equality Impact Assessments completed in 2022 is more than double those received and approved in the whole of 2021.

The approval route for papers to the Vice Chancellors Executive Team has been the main driver for this improved compliance. All relevant papers to this committee now need a reference number to show they have gone through the EIA approval process or an exemption from the EDI team

**We confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**

**Approved by our Workplace Inclusion Committee and the Vice-Chancellor's Executive Team.**



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