Gender Pay Gap Report
2018

BE THE DIFFERENCE
Foreword

Our commitment to equality is intrinsic to everything we do and we recognise that gender equality is critical to recruiting, retaining and nurturing the greatest talent. We know that it is in all of our interests to make the best use of the experience, skills and commitment that everyone brings to our University.

When we introduced our Equality Outcomes and Strategic Plan to 2021, we put gender equality at its heart. It outlines our commitment to attracting the brightest minds, regardless of background, and sets out a promise to harness the full capabilities of all of our people, by actively promoting gender equality and advancing equality of opportunity among those who share a protected characteristic.

We are proud of the progress we have made in the representation of women in senior roles – 56% of our senior management team are female. We have taken and continue to take significant steps to support, nurture and encourage our female workforce; including introducing a raft of female focused development initiatives.

As proud members of the Athena SWAN initiative – a national charter recognising and promoting good practice in gender equality – and as a responsible and forward-thinking employer, we will continue to champion gender equality and tackle our gender pay gap. Whether in senior leadership, skilled and manual roles, or supporting academic career development, we aspire to ensure we are nurturing talented employees and encouraging leaders of the future, whatever their gender.

Martin McCrindle
Executive Director of Human Resources and Organisation Development

University Commitment to Equality Agenda
Equality Outcomes Report 2017-21

The promotion of equality of opportunity has been a fundamental value of University of Stirling since it was established in 1967. Our commitment to equality and diversity is embedded in the Organisation’s Strategic Plan. The University has a specific equality outcome (target) specific to gender equality, a key part of which is increasing the diversity of representation in professional and senior leadership roles, and in governance committees.

The University Court currently consists of 19 members, 9 of whom are female.

As Dean for Equality, Diversity and Inclusion, enhancing gender equality generally and ensuring that the gender pay gap is ameliorated are high priorities. Although, like most large scale employers, we still have work to do, I am heartened by the progress the University has made in recent years.

Investment in Women’s Development Programmes and in work to achieve Athena Swann awards have impacted positively on the gender equality culture at the University. Progress is now evident, for example in the increase in women in senior management positions, which will undoubtedly continue to make a tangible impact in reducing the gender pay gap.

Jill Stevenson
Dean for Equality, Diversity and Inclusion

Legislative Requirements

Most large UK organisations employing 250 people or more are required to report the following gender pay gap figures:

- Gender pay gap (mean and median figures)
- Gender bonus gap (mean and median figures)
- Proportion of male and female staff in each quartile of the organisation’s pay structure
- Proportion of male and female staff receiving bonuses
**Data**

**Snapshot date 5 April 2018**

Dataset based on headcount and hourly pay

- **Mean gender pay gap:** 16.2%
  - £18.51 ph
  - £22.10 ph
- **Median gender pay gap:** 16.15%
  - £17.39 ph
  - £20.74 ph
- **69% of University employees are female**
- **41.1% of University employees are male**

**Total number of University of Stirling employees:** 1867

**What is the Gender Pay Gap?**

**Gender Pay Gap vs Equal Pay**

The gender pay gap measures the difference between the average pay of all men and women in an organisation. Often, the gender pay gap is confused with unequal pay, though this is a different measurement.

**Equal Pay**
- Means that men and women performing the same role must receive the same pay

**The Gender Pay Gap**
- Indicates the difference in average earnings between men and women

**Proportion of females and males in each hourly rate quartile pay band**

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower rates of hourly of pay</td>
<td>321</td>
<td>274</td>
<td>285</td>
<td>219</td>
</tr>
<tr>
<td>Higher rates of hourly of pay</td>
<td>146</td>
<td>193</td>
<td>181</td>
<td>248</td>
</tr>
</tbody>
</table>

- **69%** of employees in Q1
- **31%** of employees in Q2
- **59%** of employees in Q3
- **41%** of employees in Q4

**Gender proportions of the whole organisation**

<table>
<thead>
<tr>
<th>Group</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management Team</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>Academic Staff</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Professional Services Staff</td>
<td>65%</td>
<td>35%</td>
</tr>
</tbody>
</table>

The University has no contractual bonus arrangements.

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“I have been at the University since 1999, when I was appointed as a lecturer. I applied for promotion as I knew I clearly met the criteria for Associate Professor and my manager encouraged me to consider applying and was there to provide support if I needed it.”

Dr Ashley Shepherd
Associate Professor and Head of Health Sciences
Faculty of Healthy Sciences and Sport
Making the Difference

Shared Parental Leave

The University is committed to helping working parents. Shared Parental Leave provides employees, regardless of gender, with an opportunity to share time off to care for their child in the first year following birth or adoption.

We don’t settle for second best. We remunerate and reward our staff based on performance, contribution and impact. We strive for excellence in all we do, and work actively to support students and staff to perform at the very highest level. By doing so, our teaching and research makes a real and demonstrable impact on the economy, environment and society in Scotland and beyond.

The University published its Gender Action Plan on 14 July 2017, in line with guidance from the Scottish Funding Council. The Action Plan sets out the institution’s commitment to equality and diversity and a range of actions being undertaken to support the gender equality objectives. Our Gender Action Plan can be downloaded here: stir.ac.uk/1jr

On our last Athena SWAN submission in 2016, we were awarded the Bronze award.

Our Commitment to Diversity in Recruitment

We are committed to ensuring our recruitment processes are clear and transparent and recognise the concept of unconscious bias and the impact that it can have on recruitment and selection decisions.

We have implemented training for all staff involved in the recruitment processes. The training explores how unconscious biases impact on our behaviour, our decision making and on other people within the workplace. Practical strategies are explored and discussed to minimise the effect of our unconscious biases.

Stirling is a place where everyone is treated with respect and where ability – not background – is valued. We are open with one another and support people with specific needs; we acknowledge difference, and respect the right of students and staff to hold differing views.

We’re proud of our diverse community of staff and students and all that they contribute to the enrichment of our University experience. As a faculty we support and promote the University’s policies which deliver equality and diversity, ensuring the University of Stirling is a place where diversity is recognised and celebrated, equality is advanced, and everyone can thrive.

“Professor Richard Oram
Dean of Faculty of Arts and Humanities

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Our academic promotions process continues to ensure transparency in decision making. Recent improvements have included the development of a dedicated web page with interactive flow charts that set out possible career pathways. To increase engagement with female staff, a female only development session “planning your career” together with a number of testimonials from recently promoted staff are included.

The University is committed to gathering and responding to feedback through its staff survey, to identify areas for improvement and to inform people related processes and practices. This enables us to attract and retain high-calibre staff, develop a culture of engagement, optimise work effectiveness and foster a fulfilling work environment.

We remain committed to the Athena Swan Award which recognises and promotes good practice in gender equality. The University has signed up to the expanded Athena SWAN Charter which includes Arts, Humanities, Social Sciences, Business and Law, as well as STEM (Science, Technology, Engineering and Maths) subjects. All of our academic units are fully engaged with Athena SWAN.

Equality Champions are dedicated staff from across the University who make an active contribution to the implementation of both the University’s Equality Outcomes Action Plan and the Athena SWAN Action Plan. A champion’s role is to drive forward the Equality and Diversity agenda, and to inform the development of the equality related activities across the University.

Unconscious bias training is offered to all staff across the University, and is specifically targeted at staff participating in appointment and promotion panels, and other committees and decision making bodies. It provides guidance on topics primarily affecting women, and aims to remove unconscious bias in any decision making process.

Effective gender reporting and monitoring is in place to support the range of equality initiatives.
We continue to promote a range of women focused development programmes to encourage and support the development of our future leaders. From our senior management to our aspiring women in their early stage careers, we have developed a diverse programme including:

Aurora: A prestigious, women focused, leadership in higher education programme, involving blended learning (a mixture of practical, classroom, and networking events) for women across both academic and professional services, to recognise talent and encourage personal growth.

WILD (Women in Leadership Development): A programme of online webinars designed to facilitate open conversations exploring authentic leadership, personal impact and capacity to influence.

Equate Finding Your Voice: A practical course creating a platform for women to find their voice and elevate their expertise.

Equate Advance Career Development: Exploring next career steps with females, and helping them to overcome any perceived challenges.

Personal Impact Event: Participants are equipped with tools to strengthen their personal impact and achieve career goals.

Stepping Stones: An intensive course to enable women to understand their personal values, behaviours and motivation and how they impact at work, to enhance their personal and professional development.

AAPC (Academic Advancement and Promotions) Session: An event to enhance the awareness and understanding of the academic promotions procedure, and explore any issues that may be specific to women, to encourage successful applications.

Mentoring: As part of these programmes, a formal mentoring arrangement is encouraged and facilitated for females. Mentoring can be a highly effective personal development and empowerment tool, supporting staff to progress in their career.

Women Focused Development Programmes

“I have been working at the University for just over five years. I was encouraged to apply for promotion by the Head of Division and the Dean of the Faculty, and by some other colleagues who have gone through the process. Since my promotion, I have been encouraged to take up committee leadership and membership roles. I find my new position a lot more enjoyable, very rewarding and I am happy to have received recognition of my work.”

Dr Alenka Jelen-Sanchez
Senior Lecturer
Faculty of Arts and Humanities