

Gender Pay Gap Report

2022-23

Gender Pay Gap Report and Action Plan

Context and background

The gender pay gap is the difference in average pay between men and women in the workplace and includes basic pay and certain allowances. It has been a legal requirement since 2017 for organisations with more than 250 employees to complete an annual gender pay gap return to the government.

There are economic, competitive, moral, and reputational reasons why we should pay attention to gender pay gaps at the University. It is important for us to prompt critical discussion and debate about the reasons why pay gaps exist and what can be done to reduce them. It has been acknowledged for some time that the inequality that women experience in the labour market is a significant and persistent barrier which both damages the prospects and health of women, as well as limits the potential of economic prosperity. As an inclusive organisation, we recognise and celebrate the significant benefits of diversity in our student and staff community and have taken steps to promote this further e.g., promoting our Diversity 200 recruitment project.

Data/key insights

As of 31st March 2023 (and reported on by 30th March 2024) – our gender pay gap is recorded as:

- Women occupy 41.9% of the highest paid jobs and 61.2% of the lowest paid jobs.
- Women earn 84p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 15.8% lower than men's.
- When comparing mean (average) hourly pay, women's mean hourly pay is 16.8% lower than men's.
- When comparing mean (average) bonus pay, women's mean bonus pay is 11.2% lower than men's.

2022 vs 2023 Gender data (See appendix for data tables)

Analysis has shown that whilst across the University the gender pay gap has increased slightly, there has been positive movement in both the lower and upper quartiles. When broken down by area, some areas have seen a significant improvement, whilst others are facing increased challenges.

Area	2022	2023
	Difference Hourly Pay Median %	Difference Hourly Pay Median %
FASS	18.64%	9.98%
FEPS	16.19%	18.33%
FHMS	11.06%	13.44%
CSO	10.30%	13.48%
EDUCATION	13.70%	19.57%
R&I	24.70%	22.85%
STRATEGIC PLANNING	38.05%	33.35%
EXT. ENGAGEMENT	8.45%	5.59%
FINANCE	28.71%	31.39%
HR	21.02%	22.74%
ESTATES	2.33%	6.19%
CAMPUS SERVICES	2.86%	0.00%
IT	-1.53%	-2.96%

Targets

As part of our institutional Athena Swan submission, we committed to tackling our gender pay gap.
2026 Athena Swan (AS) target - Median gap to have reduced to less than 10% (as at 2022 13.7%)
2028 Athena Swan (AS) target - No significant median gap

Key points 2023/24

Whilst our overall gender pay gap has not improved over the past year, the quantity of women in the lower quartiles is starting to slightly reduce, and slightly increase in the upper quartile. Areas that have been proactive in addressing their gender pay gap and particularly focused on promotions and more diverse leadership teams have seen an improvement.

Action/progress made – based on 2022/23 analysis

2022/23 Analysis key findings	Progress / action taken over past 12 months
<p>Previous analysis showed that there is no single reason for our gender pay gap. Reasons include:</p> <ul style="list-style-type: none">• Starting salaries are higher for men.• New starter data suggests that patterns of recruiting are perpetuating trends in pay, with men more likely to be recruited into higher roles.• Fixed allowances are more likely and higher for men.• Use of the Higher Responsibility Zone (HRZ) contributes to inequality (men are more likely to be within HRZ and at higher levels within HRZ) – need to verify after FRP.• Promotions are fair in terms of success rates.	<ul style="list-style-type: none">• Recruitment and starting salaries – We have removed the need for stating current salary on application form and replaced with stating desired salary, this action will not have had opportunity to impact this report (due to the data point being in 2023).• Salary management - School level allowances are being reviewed (please note this will not impact Gender report until March 2026 which is based on March 2025 data)• Appraisal ratings and promotion advancement – Process has been updated to ensure that gender and ethnicity balance is integral to appraisal rating distribution and promotion advancement.

Closing the gap

Due to the financial challenges facing Surrey and the rest of the HE sector this is not a problem that can be immediately eradicated and even if it was, a culture shift is required to prevent it from returning. Moving forward focus will be on the following 4 key actions:

1. **Head of School/Department accountability** - Provide Academic Heads of School and Professional Services Heads of Department with greater visibility of their gender pay gaps and make them accountable for closing the gap. *Action: EDI team to ensure dashboards correct and promote through HR Business Partners and local EDI meetings*
2. **Remove ‘ad hoc’ OSRF Salary changes** - Introduce a process to review all requests together to create a better consistency of approach. *Action: CPO to action with Provost / COO*
3. **Ensure ‘gender pay gap closure’** remains on the Executive Board (EB) member’s strategic objectives through EDI plan 2030. *Action: Track through EDI Executive board*
4. **Communicate success and role models** - Create a comms plan to ensure that motivational stories e.g. 4 recent Heads of School appointments have all been women, are shared widely – *Action: EDI team*

In addition - we will continue to reinforce best practice e.g.

- **Recruitment** - Continue the strong work that has kicked off with Diversity 200
- **Appraisals and promotion** - Continue to make gender and ethnicity balance integral to appraisal rating distribution and promotion advancement and ensure diverse panels that fully understand any mitigating factors.
- **Women's networks** – Ensure we present these findings at the Women's network and prioritise purposeful action.
- **Policies** – Promote and embed new and updated family friendly policy changes i.e. Shared Parental Leave and Parent Returner Network and Toolkit
- **Anti bias training** – Continue to reinforce all selection panels to have undertaken relevant training
- **Development** – Continue providing women only development programmes to continue to develop a balanced pipeline e.g. Springboard

Further analysis - As part of this work, it has been recommended that we also understand impact 'length in role prior to promotion' – depending on findings may need to increase Line Manager awareness of stretch career objectives and readiness for promotion.

APPENDIX

Year	Median	Mean
2017	13.7%	14.1%
2018	14.0%	17.0%
2019	14.0%	17.0%
2020	11.1%	17.0%
2021	13.7%	17.5%
2022	13.7%	16.41 %
2023	15.79	16.78

Hourly and bonus pay figures

	Hourly Pay Mean	Hourly Pay Median	Bonus Pay Mean	Bonus Pay Median
Male	£26.96	£23.05	£919.82	£750.00
Female	£22.43	£19.41	£816.87	£750.00

Difference between hourly rates and *bonus pay (*notes bel

Difference Mean Hourly Rate %	Difference Hourly Pay Median %	Difference Bonus Pay Mean %	Difference Bonus Pay Median %
16.78%	15.79%	11.19%	0%

Number and proportion of employees awarded bonus pay

	Count of Bonus Payments	Total Staff	Proportion of Bonus Pay %
Male	1249	2020	61.83%
Female	1470	2521	58.31%

Number of staff in each quartile (workings)

	Lower Quartile	Lower Middle	Upper Middle	Upper Quartile
Male	441	458	462	659
Female	695	677	673	476
Total	1136	1135	1135	1135

Proportions of staff in each quartile

	Lower Quartile	Lower Middle	Upper Middle	Upper Quartile
Male %	38.82%	40.35%	40.70%	58.06%
Female %	61.18%	59.65%	59.30%	41.94%

Difference between hourly rates and bonus pay

	Difference Mean Hourly Rate %	Difference Hourly Pay Median %	Difference Bonus Pay Mean %	Difference Bonus Pay Median %
2022	16.41	13.68	7.3	0
2023	16.78%	15.79%	10.89%	0%
	↑	↑	↑	↔

Proportions of staff in each quartile

	Lower Quartile	Lower Middle	Upper Middle	Upper Quartile	
2022	Male %	38.69%	44.24%	44.71%	63.14%
2023	Male %	38.82%	40.35%	40.70%	58.06%
		↑	↓	↓	↓
2022	Female %	61.31%	55.76%	56.28%	37.86%
2023	Female %	61.18%	59.65%	59.30%	41.94%
		↓	↑	↑	↑

***Notes regarding bonus data**

Please note as per Government guidance the bonus data includes various different bonus type payments made to employees (i.e PRP, Golden Hello's, Values Awards etc).

In Aug 2022 the vast majority of UOS employees received the Thank You bonus of £750 and so although there were no PRP payments during the 2022/23 year this resulted in the bonus calculations still coming out relatively high.