

Gender  
pay gap  
report  
2017





*We are pleased to present our first Gender Pay Gap report. As you will see, Regent's does have a gender pay gap. While ours is significantly below the norm (as reported by Office National Statistics and referenced below) and many other institutions in the higher education sector; we will not be complacent. We welcome this requirement. It is the first step in understanding our position and working to improve this outcome where we are able. This report also outlines the steps we have taken, and will continue to take, to address this issue – not just because of the legislative requirement, but because it is a matter close to my heart and one which the University is keen to address.*

**Aldwyn Cooper**

Vice Chancellor and CEO  
Regent's University London



# Introduction

Regent's University London is truly international, both in terms of students and colleagues and we recognise that this diversity contributes significantly to our success. The University's aim is to be an inclusive and collegiate workplace that makes us an employer of choice.

We are committed to providing equal opportunities in employment, and to avoiding unlawful discrimination in employment and against customers. In 2017 we achieved the ENI bronze award for our work on equalities. Relatively few organisations obtain this standard and we are very proud to have received this recognition.

However, we will not stop here. We will continue our work to obtain the silver award and, regardless of this, look to improve continuously. As part of this ambition, we have established an Equalities, Diversity and Inclusion Steering Group, involving representatives from across the University, to monitor and improve what we do.

From 6 April 2017, organisations with more than 250 employees were required by the Government Equalities Office, to publish gender pay data on the following basis:

- Gender pay gap (mean and median averages)
- Gender bonus gap (mean and median averages)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure

The 2017 data must be reported on by April of the following year. Regent's data is presented later in this report.

It is important to note that the gender pay gap is not the same as equal pay. The gender pay gap looks at averages of male and female salaries across an organisation. Equal pay concerns paying male and females the same for like work. An employer might have a gender pay gap if a majority of men are in higher paid posts, despite paying male and female employees the same amount for doing similar work.

The Gender Pay Gap has received much publicity recently. The University welcomes this commitment to transparency. We hope this will lead to greater understanding of the issues faced, and be a real driver for change and closure of the gap. In previous years, the University had already undertaken its own equal pay review, before it became a legal requirement, so that we could monitor and review the situation.

It is pleasing that, compared to 2015, our gender pay gap has decreased. We will, of course, continue to do our part, but is recognised there is a wider social challenge to this issue. Following detailed analysis, the Office of National Statistics recently reported that age, occupation, tenure, family structures, education, the number of children and other caring responsibilities will all impact on the gender pay gap.

**Sue Shutter**

Director of Human Resources and Pro Vice Chancellor  
Regent's University London

# Regent's University London Gender Pay Gap

(based on an hourly rate of ordinary pay)

Gender Pay Gap %	
Mean	11.5%
Median	4.8%

Table 1

Table 1 shows the mean and median gender pay gap. For the mean it takes the hourly rate for all male and female staff on 5 April 2017 from which can be calculated the mean arithmetical average. The percentage difference between the male and female means is then calculated, as shown in Table 1.

For the median it again takes the hourly rate for all male and female staff on 5 April 2017. These are then ordered from lowest to highest and the midpoint salary for both males and females identified. The percentage difference between the male and female medians (mid-point) is then calculated, as shown in Table 1.

# Regent's University London Bonus Pay Gap

Gender Pay Gap %	
Mean	51%
Median	0%

Table 2

Table 2 shows the bonus pay gap. This takes all bonuses received by male and female staff in the 12 months preceding 5 April 2017. The mean and median bonus for male and female staff is then calculated, with the percentage difference presented in Table 2.

There are seven members of Directorate, of whom one is female. If Directorate members were removed from the bonus calculation this would result in a positive 21% bonus pay gap.

As part of the bonus pay analysis there is a requirement to report the percentage of male and female colleagues who received a bonus:

- Proportion of male staff receiving bonuses: 11%
- Proportion of female staff receiving bonuses: 15%

## Quartiles

The final analysis, shown in Table 3, shows the ranking (from low to high) of all female and male staff by their hourly pay rate. It then breaks staff down into four sections, with an equal number of staff in each. Table 3 shows the percentage of male and female staff in each quartile.

		Male	Female
Low	Q1	47.2%	52.8%
	Q2	37.6%	62.4%
	Q3	48.8%	51.2%
High	Q4	55.9%	44.1%

[Table 3](#)

## Contextual Information

### 1. Comparative data

For reference, some key comparative data is presented below:

- The Office of National Statistics reports that the current gender pay gap is 18.4%
- The Universities and Colleges Employers Association report that in 2016 the mean gender pay gap was 14.8%

Both these figures are higher than those for Regent's University London.

### 2. Staff by quartiles

The pay gaps do not indicate that men and women are being paid differently for equal work, but the data below shows there is a higher proportion of women in junior grades and lower representation at senior levels, which affects the average and median pay for each gender. Our plans to address this and to have more female representation at higher grades is presented in the next section of this report.

### 3. Previous years for reference

In 2015 an independent review showed the University's gender pay gap was 12.3%. It is encouraging that ours is now currently lower. This demonstrates that the actions outlined in the next section of this report are having an effect.



## Actions to close the gap

Regent's University London is committed to closing the gender pay gap and detailed below are the actions that we either have already put in place or plan to take:

### Establishment of an Equality, Diversity and Inclusion Steering Group

The importance of this work is recognised by the Board of Trustees (which is currently comprised of 10 women and five men). To demonstrate our institutional commitment to equalities, we have established an Equalities, Diversity and Inclusion Steering Group, with representatives from across the University. The Trustee lead on Equality, Diversity and inclusion is an active member of this group.

The group's purpose is to establish and oversee a strategy and action plan for equality, diversity and inclusion issues, and to monitor and review data with a view to identifying and overseeing improvements. It also acts as a forum for discussing any equalities-related matters.

### Development opportunities for female staff members

The University ran the Springboard Female Development Programme in 2016 and 2017. This is the female-only national development programme that allows women to enhance their own skills and abilities, and challenge power and equality, while building confidence, assertiveness and a positive self-image. Over the two years, 30 staff members have attended the programme.

We offer the SPIRIT Leadership Coaching Programme, which is our internal leadership coaching programme. This offers self-reflective development for academic or professional services leadership. Since it began in 2015, 29 female members of staff have received 1:1 coaching development through the programme.

The University has a robust Performance and Development Review (PDR) process, against which all permanent staff receive an assessment rating using a nine-box grid, measuring both performance and behaviours. In 2017, of those placed in the top box – Exceptional – 61% were female and 39% were male members of staff. The mid-year reviews for the PDR process have a specific focus on career and personal development planning.

### Equality training

A mandatory equalities e-learning module is included within a suite of compulsory e-learning training modules that staff have to complete. This provides staff with a clear understanding of the law, protected characteristics, and how good practice should apply in the workplace.

With regard to recruitment and selection, there is a lot of evidence that interview panel members can form more favourable impressions of people similar to themselves, which can have a negative impact on the diversity and gender balance of new recruits to an organisation. We have therefore introduced unconscious bias training for all those on Academic Promotion Panels and have

incorporated awareness of this into the recruitment and selection training for all managers. We also, wherever possible, look to ensure gender-balanced recruitment selection panels.

Regent's monitors academic promotions by gender and our statistics show us that while fewer females apply for promotion at all levels, overall the success rates are slightly higher. Over the past three years we have had 89 applications for academic promotion, 41 of which were successful, 20 by male colleagues and 21 by female colleagues. The conversion rate is therefore 43% of male colleagues successful and 49% of female colleagues. This success includes two promotions to Professor, one to Reader, six to Principal Lecturer and 12 to Senior Lecturer among female members of our academic staff.

In addition, wherever we can, we nurture our own talent and encourage internal promotion for job vacancies. In 2017 this saw 11 female colleagues promoted to more senior positions. We will look to publish these success stories more widely to encourage females to apply for more senior positions.

We are planning to introduce the Aurora programme in 2018, which is a sector-wide initiative to support female career development.

### Pay on appointment

There is a large amount of evidence that when negotiating starting salaries women do not perform as well as men. Having clear pay regulations, with controls on where new members of staff are appointed, helps to limit differentials and ensure decisions are made based on justifiable business reasons.

In addition, it has recently been reported that one of the potential reasons behind a gender pay gap is individual managers across an organisation making salary offers on recruitment. At Regent's all offers are made centrally by the HR team, who can ensure a consistency in approach.

We have a transparent pay system, with published pay bands based on a systematic job evaluation process. In addition, we are currently undertaking a comprehensive review of our pay system to further support fairness in how we pay staff.

### Flexible working

Regent's University London is a keen supporter of flexible working and continues to promote alternative working patterns, such as homeworking, job-sharing and part-time hours. Colleagues can request flexible working, which can help improve the representation of women in higher positions.

To find out more, contact [hr@regents.ac.uk](mailto:hr@regents.ac.uk)

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