

Gender  
pay gap  
report  
2018





# Introduction



From 6 April 2017, organisations with more than 250 employees have been 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

Over 10,500 companies published their gender pay gap figures. Those figures showed that women's mean hourly pay was 14.3% lower than men's and that only 12% of reporting companies had a pay gap in favour of women. Within higher education the mean gap was 18.4%. In comparison Regent's mean gender pay gap was 11.5%

As you will see in this report, Regent's continues to have a gender paygap – although, positively, this has improved on the report for 2017. The fact that we continue to have a gap is not surprising, as tackling

this issue at Regent's – and across all companies – will not be a quick fix.

The Office for National Statistics (ONS) reported that a number of societal issues such as age, occupation, tenure, family structures, education, the number of children and other caring responsibilities all have an impact on the gender pay gap. However, Regent's is committed to narrowing its gender pay gap and will do what it can to achieve this and mitigate the factors outlined by ONS.

While Regent's pay gap remains below the sector norm, we will not be complacent in trying to close the gap further. This report sets out, alongside the data, the steps the University has and will take to achieve this.

A black ink handwritten signature, appearing to read 'Sue Shutter', written in a cursive style.

**Sue Shutter**

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

## What data needs to be reported?

Included in the data is salary information as at 31 March 2018, as well as bonus payments made between 1 April 2017 and 31 March 2018. It uses all basic pay after salary sacrifice, allowances and paid leave paid in March, but excludes overtime.

### Gender pay gap and equal pay

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.

## Regent's University London gender pay gap

(based on an hourly rate of ordinary pay)

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 2018 from which can be calculated the mean arithmetical average. The percentage difference between the male and female means is then calculated and shown in table 1.

For the median, the hourly rate for all male and female staff on 5 April 2018 is used. 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 and shown in table 1.

For comparison, 2017 data is also presented.

Table 1

Salary	2017/18	2016/17
Mean	10.8	11.5
Median	3.7	4.8

## Regent's University London bonus pay gap

Table 2 shows the bonus pay gap. This takes all bonuses received by male and female staff in the 12 months preceding 5 April 2018. The mean and median bonus for male and female staff is then calculated with the percentage difference presented in table 2.

For comparison, 2017 data is also presented.

**Table 2**

Bonus	2017/18	2016/17
Mean	60.2	51
Median	0	0

As part of the bonus pay analysis there is a requirement to report the percentage of male and female colleagues who received a bonus, as presented in table 3.

**Table 3**

Proportions of bonus pay	
Male bonus	16.2
Female bonus	20.7

To note, more female colleagues received a spot award from Directorate for one-off exceptional contribution. This is in itself welcomed as colleagues' performance is recognised, but as this is a lower amount than the PDR bonus payment it does affect the gap.

## Quartiles

The final analysis, shown in table 4, shows the ranking (from low to high) of all female and male staff by their hourly pay rate. The figures are broken down into four sections with an equal number of staff in each. Table 4 then shows the percentage of male and female staff in each quartile.

**Table 4**

Quartiles	Male proportion	Female proportion
1	41.7	58.3
2	35.4	64.6
3	47.2	52.8
4	55.5	44.5

The pay gaps do not indicate that men and women are being paid differently for equal work, but the data above 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.

## 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.

### Pay scales

The University has introduced transparent pay scales for each grade, which brings a consistent approach to pay as colleagues are on published pay points within their grade, rather than variable spot rates. The pay bands are based on a systematic job evaluation process (Hays) and posts are placed in a pay band using this methodology as applied by a panel of trained evaluators.

To underpin the pay system there is a robust PDR process, which is currently being reviewed. This will facilitate the movement through a pay band and ensure progression is based on individuals' performance rather than any other factors, such as gender.

### Pay on appointment

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.

There is a large amount of evidence that when negotiating starting salaries women do not perform as well as men. By having clear pay regulations with controls on where new members of staff are appointed this limits differentials and ensures decisions are made for justifiable business reasons.

In addition, it has been reported that one of the potential reasons behind a gender pay gap is individual managers, from 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 of approach.

### Equality, diversity and inclusion

The importance of this work is recognised by the Board of Trustees. 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 purpose of this group is to establish and oversee a strategy and action plan for equality, diversity and inclusion issues and monitor and review data with a view to identifying and overseeing improvements. It also acts as a forum for discussing any equalities related matters.

There are also designated Equality Champions, to embed best practice and promote equalities across departments and the faculties.

### 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.

### Equality training

A mandatory equalities e-learning module is included in 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.

### Progression

Wherever we can, we nurture our own talent and encourage internal promotion for job vacancies. In 2018 this saw 15 female colleagues promoted to more senior positions. We can still do more to celebrate these success stories, which should encourage females to apply for more senior positions.

We will also be reviewing our academic promotions process to ensure it encourages female applicants – across the sector it is recognised that senior academic posts, particularly at Reader or Professor level, are dominated by men. Regent's has already taken steps to address this, with female representation on academic promotion panels and a clear and objective application process.

The University is currently supporting nine female members of staff to undertake the Aurora programme in 2018/19, which is a sector-wide initiative to support female development. We will also be running the Springboard Women's Development programme in summer term 2019.

### Declaration

We confirm that data reported by the Regent's University London is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

**To find out more, contact  
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