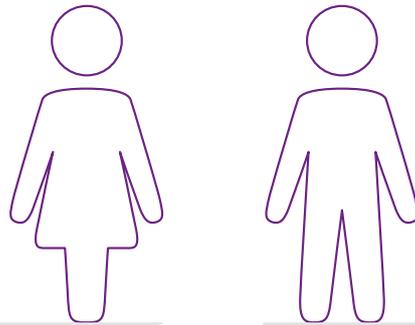


THE UNIVERSITY OF MANCHESTER

**GENDER
PAY GAP
REPORT**
2018



MIND
THE
GAP

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1. Introduction

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017¹ came into force on 6 April 2017.

The regulations make it mandatory for all organisations with more than 250 employees to report their gender pay gap (GPG) on an annual basis. All organisations in the public sector, including HEIs, are required to take a snapshot of data on 31 March on which an analysis of the pay gap must be undertaken each year. All relevant organisations are required to publish details of their GPG in accordance with the specified criteria on their own website and on the Government's Equalities Office website by 30 March the following year and on an annual basis.

The GPG is distinct from equal pay though that distinction is often confused. ACAS provides the following definitions:

“Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.”

“The gender pay gap shows the differences between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.”²

The GPG measures differences in pay between men and women across an entire range of pay, which includes jobs of different size and level. It should be emphasised that any gap is not a key measure of equal pay for work of equal value, but, more often, a reflection of the lower representation of women at higher grades/levels. In other words, any pay gap will be reduced by progress towards the University's headline equality and diversity objectives to achieve greater gender balance at higher grades and senior levels where women are currently under-represented.

This report provides the outcomes of The University of Manchester's mandatory GPG reporting requirements for 2018, provides some context and explanation to consider what the outcomes mean and provides a summary of how the University is addressing the gap that has been identified.

¹ <http://www.legislation.gov.uk/ukxi/2017/353/schedule/1/made>

² Extract from Managing gender pay reporting ACAS December 2017
Source: http://www.acas.org.uk/media/pdf/m/4/Managing_gender_pay_reporting_04_12_17.pdf

2. Calculations and scope of reporting

All data presented in this report has been gathered and analysed in accordance with the Equality Act 2010 (Specific Duties and Public Authorities) 2017. In line with all public sector organisations the data is based on hourly pay rates as at 31 March 2018 and for bonuses paid between 1 April 2017 and 31 March 2018.

All relevant organisations are required to report their:

- i. mean gender pay gap
- ii. median gender pay gap
- iii. mean bonus pay gap
- iv. median bonus pay gap
- v. proportion of males and females receiving a bonus payment
- vi. proportion of males and females on each pay quartile

The data includes information relating to all relevant employees which is defined as anyone employed by the University on 31 March 2018. This includes casuals, apprentices, overseas workers, clinicians and those personally contracted to do work.

3. Context

Equality, diversity and inclusion are key priorities for The University of Manchester and the organisation promotes opportunities for all and values differences. The University is committed to fairness and equality and this commitment in relation to gender equality is embedded within Goal 3 of the 2020 Strategic Plan to:

Support the Athena SWAN Charter for enhancing the recruitment and advancement of women in science, technology, engineering, mathematics and medicine in higher education and research, and to recognise work undertaken in arts, humanities, social sciences, business and law, and in professional and support roles, to address gender equality more broadly³.

KPI9 in the University's Strategic Plan sets out the University's commitment to "a weighted portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile." This commitment is further embedded in the University's published equality and diversity objectives in its commitment to "improve the representation of women in..... senior leadership, academic and professional support positions."

³ Extract from Manchester 2020 The University of Manchester's Strategic Plan: Goal 3 Social Responsibility

4. Why are the outcomes for the University's gender pay gap and equal pay audit different?

Biennial equal pay audits are undertaken which further underpins the University's core guiding principles and values in relation to being "an accessible organisation, committed to advancing equality and diversity" and "an ethical organisation with exemplary policies, procedures and behaviours".⁴ Moreover, it supports the University's strategic objective to position itself "as an exemplary employer and a destination of preference for all staff, both nationally and internationally."⁵

The University's 2017 equal pay audit included data relating to all staff in Grades 1-8 and Grade 9 Professional

Services (PS) and non-clinical Professorial staff. Employees on clinical grades, those employed by wholly owned subsidiary companies of the University, staff paid in zone A of the professorial scale, and those engaged on a casual basis who were not deemed employees and where there was no obligation to be available for work or to be offered work by the University, are not included in the equal pay audits so the outcomes differ from those presented here within the GPG report. The equal pay audits examine the pay difference within grades based on three categories: gender, ethnicity and

disability. As the audits seek to establish whether pay is equal for work of equal value, its main focus is to examine pay differences within grades for these categories. The data underpinning The University of Manchester's equal pay audit includes basic pay for each relevant employee and excludes any additional payments such as market supplements and acting-up allowances. Again, as the criteria for the GPG reporting is different, this will be reflected in the outcomes.



⁴ Extract from Manchester 2020 The University of Manchester's Strategic Plan: Strategic Vision

⁵ Extract from Manchester 2020 The University of Manchester's Strategic Plan: Goal 3 Social Responsibility

5. Benchmarking with other higher education institutes (HEIs)

At the point when The University of Manchester published the outcomes of its GPG analysis relating to the 2017 data very few HEIs had published their outcomes, meaning it was not possible to undertake any benchmarking. Analysis undertaken since has shown that the University had the narrowest mean GPG of the Russell Group

Universities at 17.1% and the fourth smallest median GPG at 13.1%. It is not yet possible to know how the 2018 outcomes will compare as few HEIs have published to date (March 2019).

6. The University of Manchester gender pay gap: Outcomes and analysis 2018

The tables below contain the outcomes of The University of Manchester's gender pay gap reporting:

Table 1: Pay gap information, The University of Manchester, 2018

Pay gap information	Mean (Average)	Median (Middle)
Gender pay gap 2018	18.4%	12.0%
Gender pay gap 2017	17.1%	13.1%
Gender bonus gap 2018	74.2%	74.7%
Gender bonus gap 2017	61.1%	87.2%

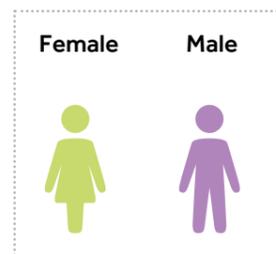


Table 2: Staff numbers split by gender in each quartile pay band, count and proportions, The University of Manchester, 2018

Quartile pay bands	Population	Year	Male	Female	Total	% Male	% Female
Highest paid	Quartile 1	2018	2,004	1,230	3,234	62.0%	38.0%
		2017	1,893	1,231	3,124	60.6%	39.4%
	Quartile 2	2018	1,653	1,581	3,234	51.1%	48.9%
		2017	1,615	1,510	3,125	51.7%	48.3%
	Quartile 3	2018	1,494	1,741	3,235	46.2%	53.8%
		2017	1,484	1,641	3,125	47.5%	52.5%
Lowest paid	Quartile 4	2018	1,264	1,971	3,235	39.1%	60.9%
		2017	1,249	1,877	3,126	40.0%	60.0%

Table 3: Hourly rates of relevant full-pay employees

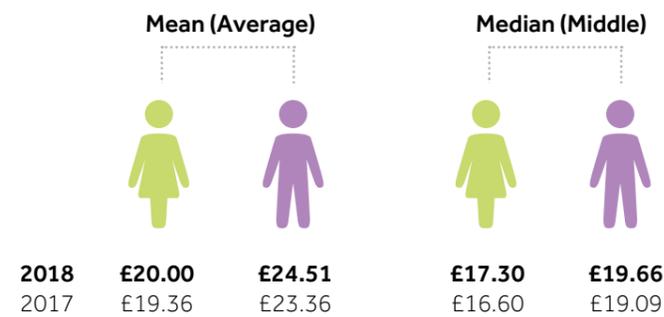
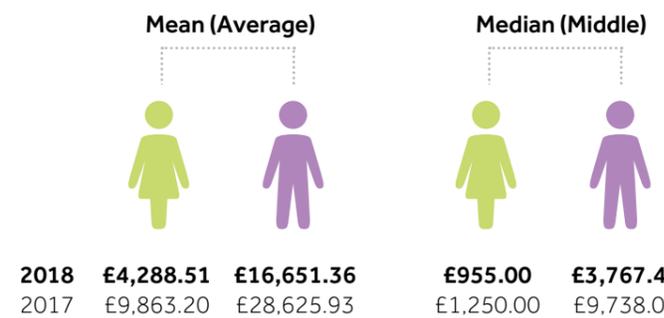
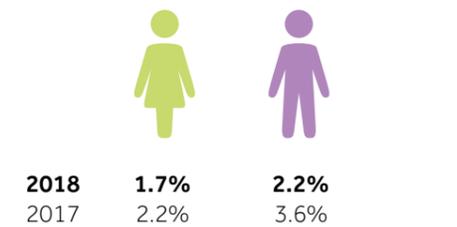


Table 4: Bonus rates of relevant employees The University of Manchester, 2018



Proportion of staff who received a bonus, split by gender, The University of Manchester, 2018



As the tables on pages 4 and 5 show, the University's mean GPG has increased from 17.1% in 2017 to 18.4% in the current year whereas the median GPG has fallen from 13.1% to 12.0%. In order to understand the differences a closer analysis of the data has been undertaken in order to identify reasons for the changes.

Distribution of staff within the organisation

Firstly, it is helpful to understand how the data set has changed when compared with 2017. The 2018 GPG data includes an additional 438 staff compared to 2017, with a total population of 12,938 staff (compared to 12,500 in the 2017 report). The number of female staff has increased from 6,259 to 6,523, an additional 264 female members of staff. The number of male staff has also risen, but to a lesser degree with an additional 174 male members of staff included in the data for 2018. The impact of the increases mean that female staff now comprise 50.4% of the University's overall workforce. This is a marginal increase from 2017 when they accounted for 50.1% of the workforce.

The tables above show a shift in the proportion of women at each quartile. The proportion of women in the highest paid quartile (Quartile 1) has decreased from 39.4% in 2017 to 38.0% in 2018. This translates to 111 additional men now being paid within Quartile 1 compared to 2017. The numbers of women paid in this quartile has reduced overall by one, though Quartile 2 shows a slight increase in the proportion of women, rising from 48.3% to 48.9% (an additional 71 women).

This corresponds with a slight increase in the proportion of women at the two lowest paid quartiles, 60.9% (Quartile 4) and 53.8% (Quartile 3). An additional 94 women are now paid

within the lowest quartile and number of women paid within Quartile 3 has also risen by 100. Each of these shifts helps to explain how the mean pay gap has increased.

As we recognised in our 2017 report, the issue of under-representation of women at senior levels is a long-standing sector wide issue and one that the University has sought to address for some time and has made significant progress (see section 7 below).

Occupational groups

Further analysis was undertaken looking at different occupational groups. This identified an increase of 282 casual staff compared to 2017 bringing the total number to 1,168. Of these, 798 are female and 87.4% of casual staff are paid within Quartile 4. Notably, 70.1% of the casuals in Quartile 4 are female.

In order to understand the impact that casual staff have on the overall outcomes the GPG was calculated excluding casual staff. This resulted in a reduced mean pay gap of 15.5% and an increased median pay gap of 13.7%. There was no impact on either bonus pay gap figure.

A further notable change to the data when casuals were excluded was the increase in both the mean and median hourly rates of full-pay employees which increased to £25.36 and £20.64 for male staff respectively and to £21.44 and £17.82 for female staff. The data relating to the increased hourly rate was further broken down to faculty level and the Faculty of Science and Engineering (FSE) data showed that the hourly rate for males increased significantly more than for females when compared to data from the other faculties. The analysis showed that the number of casual staff had increased the most in FSE: from 48 in 2017 to 144 in 2018. The main reason for this

was the addition of casual student-related staff including student helper/ambassador/orientation roles which had previously been paid via the Fees system. Further work is being undertaken to understand the reason for the increase and to review the recruitment and selection processes that are in place.

Clinical staff

When examining the gender bonus gap in 2017, we identified that the payment of Clinical Excellence Awards (CEAs) had a significant impact on the outcomes. In line with guidance produced by UCEA⁶ the University has once again classified CEAs as bonus pay for the purpose of gender pay gap reporting. Further background and a definition of the CEA scheme can be accessed via the British Medical Association website⁷.

In December 2018, in response to queries from a number of HEIs, UCEA circulated guidance on how Additional Programmed Activities (APAs) should be categorised for the purposes of GPG reporting. The NHS Employers had sought advice on the issue and the response was that APAs should be classified as "pay"⁸. To align with this guidance the University has adopted this approach for the 2018 response. As APAs had been referenced in the bonus figures in 2017 this has inevitably impacted on the numbers of clinical staff who were categorised as receiving bonus payments, and also on the value of the bonus payments (see Table 4 above).

In order to determine the impact of CEA on the outcomes, the data has been further examined with clinical staff excluded from the data set.

7. The University of Manchester gender pay gap: Outcomes and analysis (clinical staff excluded)

The tables below contain the outcomes of The University of Manchester's GPG reporting for 2018 excluding clinical staff (note: the outcomes of the 2017 analysis are also included for comparison purposes and are shown in a lighter font):

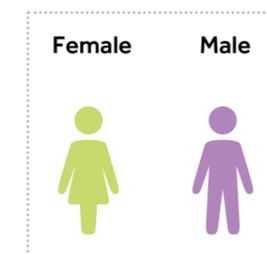


Table 6: Pay gap information, The University of Manchester, 2018 (clinical staff excluded)

Pay gap information	Mean (Average)	Median (Middle)
Gender pay gap 2018	18.0%	13.7%
Gender pay gap 2017	15.9%	11.1%
Gender bonus gap 2018	51.5%	15.6%
Gender bonus gap 2017	10.4%	0.0%

Table 7: Staff numbers split by gender in each quartile pay band, count and proportions, The University of Manchester, 2018 (clinical staff excluded)

Quartile pay bands	Population	Year	Male	Female	Total	% Male	% Female
Highest paid	Quartile 1	2018	1,912	1,196	3,108	61.5%	38.5%
		2017	1,856	1,151	3,007	61.7%	38.3%
	Quartile 2	2018	1,634	1,475	3,109	52.6%	47.4%
		2017	1,564	1,444	3,008	52.0%	48.0%
	Quartile 3	2018	1,419	1,690	3,109	45.6%	54.4%
		2017	1,363	1,645	3,008	45.3%	54.7%
Lowest paid	Quartile 4	2018	1,210	1,900	3,110	38.9%	61.1%
		2017	1,223	1,786	3,009	40.6%	59.4%

⁶ UCEA 17:102 Gender Pay – treatment of Clinical Excellence Awards <http://www.ucea.ac.uk/en/empres/epl/gender-pay-gap/gpg-briefings.cfm>

⁷ <https://www.bma.org.uk/advice/employment/pay/clinical-excellence-awards-for-nhs-consultants>

⁸ www.nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/Gender-pay-gap-reporting---2-March.pdf

Table 8: Hourly rates of relevant full-pay employees, The University of Manchester, 2018 (clinical staff excluded)

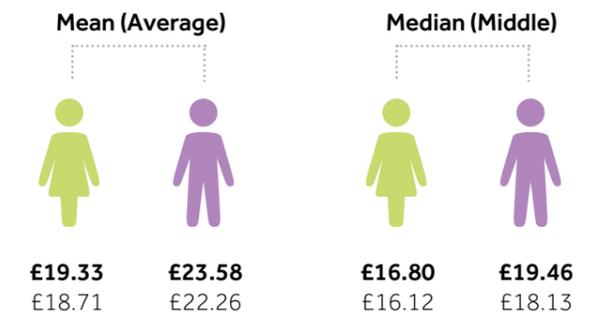
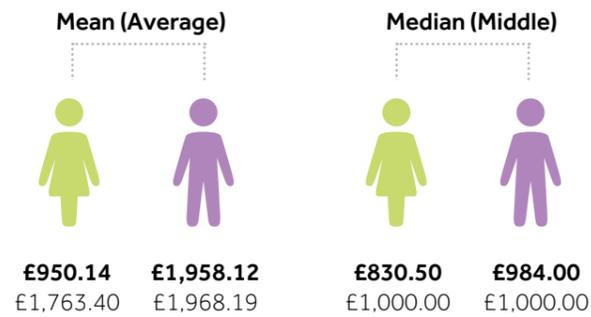
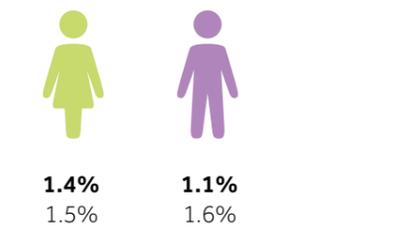


Table 9: Bonus rates of relevant employees The University of Manchester, 2018 (clinical staff excluded)



Proportion of staff who received a bonus, split by gender, The University of Manchester, 2017 (clinical staff excluded)



The University of Manchester employed 502 clinical staff at the snapshot date (this is an increase from 468 in 2017). Because of their links to the NHS, clinical academic terms and conditions of employment are different to other HE academics and support staff and are determined by the conditions of the nationally agreed pay scale within the NHS (Agenda for Change).

Of the 502 clinical staff employed by the University on the snapshot date in 2018, 240 are male and 262 are female. Of the total clinical staff only 19% (74 male clinicians and 24 female clinicians) received a bonus. As referenced in section 6, the numbers of staff receiving a bonus payment is lower than reported in 2017 due to the removal of APAs from the bonus data in 2018. The data therefore captures only bonus payments that were made under the CEA scheme.

It is encouraging to see that the number of female clinicians has increased by 29 since the last data set and they now account for 52.2% of the clinical population at the University (compared to 49.8% in 2017). As they gain in seniority we would expect to see the gaps identified by the GPG analysis reduce.

As shown in Table 6, when data for the clinical staff is excluded the mean pay gap decreases slightly from 18.4% to 18.0% while the median pay gap increases from 12.0% to 13.7%.

As expected, the more significant impact relates to the bonus pay gaps with the mean bonus gap decreasing from 74.2% to 51.5% and the median pay gap from 74.7% to 15.6%. This highlights the significant impact that clinical staff have on the overall results but does not fully explain the increased gender bonus gap that has been identified in the 2018 analysis.

As discussed above, 98 clinical staff in total were awarded bonus payments in 2018. In addition, bonus payments were also awarded to 151 non-clinicians. Of these staff, 86 were female and 65 were male.

The number of staff awarded bonus payments is therefore very low and accounts for only 1.2% of the total non-clinical population. Further analysis has shown that a very small number of these staff (< 5) received significantly higher bonus payments than the rest and the majority of these staff were male. These bonus payments are performance/target related and are not therefore paid every year which may account for why the same was not seen in 2017.

8. Update on initiatives that are underway and planned for the future which seek to address the gap

In line with findings from undertaking biennial equal pay audits and from the 2017 GPG analysis it is clear that the pay gaps derive from an under-representation of females at the highest level of the organisation. It is important to reiterate that this does not mean female staff are paid differently to their male counterparts for like work.

The 2017 GPG report detailed a number of initiatives, both ongoing and planned, which sought to address the issues of under-representation and ensure all policies and practices are equitable and inclusive.

The University of Manchester remains committed to reducing its GPG and this section provides updates on a range of initiatives that seek to support this:

Family friendly policies

The University remains committed to being a family-friendly organisation and in June 2018 signed the Working Forward pledge. This is a national campaign which aims to make organisations be the best that they can be for pregnant women and new parents. In signing the pledge, the University has publically expressed a commitment to taking ongoing action to improve our workplace for our working parents and parents-to-be.

To support the signing of the pledge, the University has reviewed and improved its Flexible Working Policy and has developed an extensive range of new manager guidance, tools and training relating to supporting working parents and the application of family policies. New pregnancy and maternity guidance for both managers and staff has been developed and a new policy was developed and promoted to all staff outlining our approach to supporting staff undergoing fertility treatment. Guidance has also been developed to assist managers in supporting staff who are experiencing the menopause and associated symptoms. A launch event took place to raise awareness among staff across the University.

The University continues to update existing policies to make them clearer and more accessible to all staff. In addition to those referenced above, these also include policies focussed on parental leave, paternity leave, career breaks and the provision of support for carers.

The University has also consulted with staff on existing policies relating to maternity, adoption and shared parental leave and updated policies will be launched in 2019. A review is also due to be undertaken on the re-grading policy and procedure for PS roles up to and including Grade 8.

The University continues to offer a range of support to women returning from maternity or adoption leave and has developed and published additional guidance focussed on how to support an employee returning from family leave, offering returner coaching to staff as required. Returner coaching is dedicated coaching, provided by qualified coaches and is designed to support staff returning from family leave. Coaching can take place before, during, or after leave, helping staff to manage this life transition. Manager guidance on supporting breast-feeding staff is now available and the provision of breast-feeding facilities is being reviewed and improved.

The University has two workplace nurseries and the provisions of the maternity and shared parental leave policies are generous with eligible staff receiving full pay for 26 weeks during the period of Ordinary Maternity Leave.

A shared parental leave policy pays men and women the same



Membership of and commitment to the Athena SWAN Charter principles

The University has an ongoing commitment to the advancement of gender equality: representation, progression and success for all as demonstrated by its membership of the Athena SWAN charter. The University has been a member since 2008 and in 2018 had its bronze award renewed for a further four years. 15 of our 17 Schools have Athena SWAN awards (seven silver and eight bronze). This achievement demonstrates the University’s ongoing commitment to bringing about a genuine culture change across the organisation and to advance gender equality, specifically in regard to recruitment, representation, progress and success.

15 of our 17 Schools have Athena SWAN awards



Staff networks

The University continues to offer 19 different staff networks which meet regularly and have individual agendas and terms of reference and specific web pages. The networks have approximately 3,000 members collectively and include the following: Women in Biology, Medicine and Health, Women in Cancer, Women in Physics, Women in Science, Engineering and Technology, Women Professors Network, Women Researchers Network and the Returning from Maternity, Paternity or Adoption Leave Support Group.

The groups provide the opportunity to network and share experiences and many also offer confidential support and advisory services for members. Additionally each group can feed into the biannual Equality, Diversity and Inclusion Forum which is chaired by the Vice President for Social Responsibility. More than 100 awareness raising events have been organised by the networks since 2010 and there were more than 13,000 visits to the staff network group web pages in 2017-2018.

Currently 19 different staff networks



Raising and maintaining awareness of equality, diversity and inclusion initiatives and successes

The University continues to promote and celebrate all achievements and milestones in seeking to achieve a diverse and inclusive workforce. For example, the University continues to participate in the Stonewall Employer Index and has risen 25 places since 2017 to be placed joint 16th in the 2018 workplace diversity index. The University has also been named as a top 10 Trans employer within the UK and 2018 has seen the number of ALLOUT allies within the University double.

The University has recently announced that it intends to apply for the Disability Standard. In response to the 2017 staff survey outcomes the University has taken actions to improve the working life of disabled staff and this includes undertaking a process of rigorous self-assessment. The Business Disability Forum (BDF) online management tool will be utilised to measure and improve the University’s performance for disabled staff, service users and stakeholders. A team of colleagues from across the organisation is currently being convened to progress this.

The Equality, Diversity and Inclusion Team continue to produce the annual Diversity Calendar which promotes events and raises awareness of various equality groups across the University. They also produce a monthly e-newsletter, *Diversity in Focus*, which provides regular updates, promotes current activity and initiatives and seeks to find ways to challenge discrimination and stereotypes.

Participation in the Stonewall Employer Index



Staff training

To demonstrate the University’s commitment to increasing the proportion of women in key leadership roles across the organisation the new “Women in (to) Leadership” programme has recently been launched. The programme offers participants the opportunity to explore specific gender based issues which may impact on their leadership roles while also discussing and reflecting on organisational context and culture more broadly within the University. A key objective is to understand what needs to change in University practices in order to enable women to advance within the organisation. The first cohort commenced in early 2019. There is a clear need to monitor take-up of the programme and collate feedback from participants. Applications on the course were prioritised for applicants from areas where under-representation of women at senior and managerial levels was lowest.

The University continues to ensure that all staff participating in academic promotions committees and recruitment panels are required to complete online modules focussed on unconscious bias and diversity in the workplace. The courses provide the opportunity for staff to familiarise themselves with relevant equality legislation and to consider broader issues related to equality, diversity and bias.

Staff are required to complete online modules focussed on unconscious bias and diversity in the workplace



As part of the University’s commitment to ensure all policies and practices are applied fairly and consistently, additional training is provided for all staff that are required to contribute to the recruitment and/or performance and development review processes. Positive action statements are also included in advertisements as part of our recruitment processes where relevant.

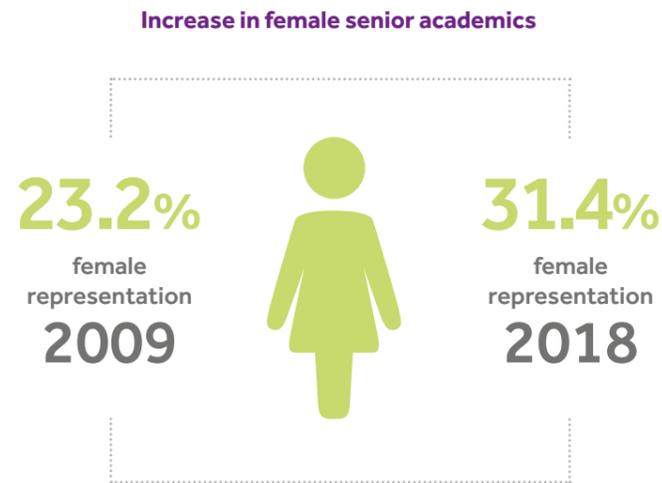
Staff survey

Taking on board responses from the 2017 staff survey, a number of actions are underway across the University to address the issues raised. An example of this is the launch of ‘The Hive’ which is intended to be an effective online channel where staff can share ideas in response to specific questions or issues. A recent example was an employee voice campaign which sought feedback on the University’s family policies. There was significant engagement with the campaign and, as a result, changes to the following policies are now being proposed: Special Leave, Maternity Leave, Adoption Leave, Shared Parental Leave and Paternity Leave.. Additionally, the ‘Our Future’ initiative has also encouraged staff from all areas of the University to contribute their ‘Big Ideas’ and suggestions for change. Ideas are currently being collated and discussed at a senior level.

The next staff survey will launch in March 2019, demonstrating the University’s continued efforts to engage with its workforce to understand what issues are important and how staff feel about working for the organisation.

91% of staff are proud to work for the University

9. Progress to date



Recent analysis provided as part of the University's Annual Performance Review (APR) has shown a further increase in the proportion of female senior academics (Professor, Reader and Senior Lecturer) with an overall proportion of 31.4% female representation in 2018 (compared to 23.2% in 2009 and 31.1% in 2017). While there has only been a modest increase from 2017 the trend of having a steady increase each year has continued.

Other positive news reported with the APR relates to the proportion of female professors which has increased from 24.4% in 2017 to 25.6% in 2018.

The trend of the last few years has continued with men being the largest group to gain promotion, particularly at Senior Lecturer level which saw 68 men and 32 women promoted in 2018. Overall, 61 women were promoted in 2018, a slight increase from 57 in 2017.

Within PS the proportion of women undertaking senior roles (Grade 6 and above) has also increased from 53.0% in 2017 to 53.4% in 2018. There is also

gender balance on the University's Professional Services Leadership Team.

The outcomes reported in the APR show that the University is making progress in terms of representation of women at senior levels of employment (for both academic and PS staff), though progress is slow.

It should be noted that, due to the timing of the academic promotions, any impact in terms of reducing the GPG will not be seen until the 2019 figures are reported.

Further analysis contained in the APR relating to recruitment data showed that 39.8% of applications for core academic posts (Professorships, Senior Lectureships and Lectureships) were submitted by women with a 47.5% success rate at the short-listing stage and 47.2% success rate at interview (compared to 49.9% and 50% respectively for male applicants). Of the applications for research and other academic positions, 40.9% of applications were submitted by women with a 42.3% success rate at the short-listing stage and 42.1% success rate at interview (compared with 53.0% and

52.4% for men). Women submitted 56.7% of applications for PS positions across the University and had a 61.3% success rate at shortlisting and 60.7% at interview. This compares with 33.7% and 31.1% for male applicants.

These figures provide some reassurance that women are performing well at each stage of the recruitment process.

10. Actions

The University is clear that it will maintain focus on core equality objectives rather than attempting to target the absolute level of the GPG. However, in addition to the initiatives outlined in section 7, below is a summary of actions, planned and ongoing which form part of our wider equality objectives but which link more specifically to findings from the gender pay analysis.

- Work with colleagues across the University and particularly in FSE to further analyse and understand the reasons for the sharp increase in the number of casual staff. Alongside this, review current processes relating to the recruitment and selection of casual staff and gather information about the range of casual roles and their associated pay.
- Work with colleagues within the Faculty of Biology, Medicine and Health (FBMH) to undertake additional analysis relating to the cohort of clinical staff employed by the University. Additionally, consider conducting an Equal Pay Audit of Clinical Staff employed within the University.
- Undertake further analysis to look at the range of roles that fall within Quartile 4, considering whether there are any actions that could be taken to help address the gender imbalance.
- Undertake analysis of starting salaries of new starters within the University to ensure an equitable process is in place and is being adhered to.
- Undertake more detailed analysis of the payment of bonuses to non-clinical staff.
- Consider additional measures following a review of guidance to be published by Advance HE (formerly the Equality Challenge Unit) highlighting exemplar actions from Athena SWAN gold applications.
- Consider additional measures following a review of the recently published UCEA report *Taking action – Tackling the gender pay gap in higher education institutions*.

11. Conclusion

The results of the GPG analysis highlight an issue of representation, with fewer female staff occupying senior level roles within the University, and more female staff occupying roles in the lowest paid quartile. This has an impact on both the mean and median pay gaps that have been identified. It is important to reiterate that the pay gaps highlighted above are not as a result of men and women being paid differently for work of equal value.

While it is clearly disappointing to see an increase in the mean gender pay gap, the analysis already undertaken in relation to clinical and casual staff has already gone some way to demonstrating the impact that

relatively small groups of staff can have on the overall outcomes. The University will continue its analysis of the data.

Achieving gender balance is an important goal for The University of Manchester and one that has strategic significance. While the University acknowledges that it will take time to achieve gender balance across all levels within the institution, as outlined above, there are already a number of initiatives in place and we continue to seek to build on these to assist women to progress to the next level of their career.

Furthermore, the University's Human Resources Sub-Committee regularly

reviews progress towards greater female representation at senior levels as part of the University's APR and as part of the University's formal planning and accountability cycle. This ensures that the University regularly reviews measures taken to hasten progress towards gender balance. It will continue to do so as part of a commitment to achieving gender balance in senior levels of its workforce and thereby reducing and removing the current GPG.

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