

UNIVERSITY OF KENT/  
GENDER PAY GAP  
REPORT 2017



# INTRODUCTION

**The University of Kent is committed to addressing workplace barriers to equality and providing all employees with equal opportunity. Our strategic aim is to fully engage, value and enable all our employees. We are a diverse and global workforce that has worked collaboratively and successfully since we were first founded. Kent is a success story. Our culture is inclusive, collegial and we have consistently raised our performance, support for students and engagement with our community. Our staff survey results are positive. Consistent with our culture and ethos we believe that pay inequities resulting from an individual's gender are a key social and moral challenge for both employers and wider society and needs to be addressed. We believe all those who can influence and address this gap need to work together.**

Given our success in so many areas, and our values, the persistence of the gender pay gap is disappointing. We acknowledge that the data in this report indicates a gender pay gap that needs to be addressed. This disparity is unacceptable. While it reflects broader societal and systemic trends that disproportionately impact upon female employees, we accept that we also have a role in addressing this vital issue of social justice.

The causes of the gender pay gap remain complex, with certain issues peculiar to a specific industry or occupation. As an institute of higher education, it is particularly appropriate for Kent to use an evidence-based approach to understand these barriers and innovate when developing solutions. Accordingly, the University believes gender pay gap reporting is a crucial first step to better understanding its own position and the broader factors which contribute to pay disparity. In doing so, the University is continuing its efforts to address discrimination, gender inequality and progress its institutional-wide equality, diversity and inclusion agenda.

# CONTEXTUAL INFORMATION

**In 2015, the University of Kent undertook a data-driven Equal Pay Audit in consultation with both its staff representatives and Executive. This audit concluded that Kent had reduced the gender pay gap by nearly 5% since its previous audit in 2008. The key finding of the 2015 audit was that the only significant pay gap within occupational groups occurred at the highest level and within its managerial and professorial group (M&P). This gap arose not as a result of an equal pay failure, but because men were disproportionately present in this group. The data in this report is consistent with these findings.**

One factor that partially contextualises this finding is the relatively high average length of service amongst the University's workforce, combined with having the lowest turnover amongst our peer benchmark group. While longevity of service has benefits, it can be a barrier to changing the gender balance in particular occupational groupings.

While the University has been successful in promoting academics to professor (increasing their presence in the professoriate from 16% to 31% in just five years), the number of recently promoted professors who are female has added to the gender pay gap at the highest levels. This will remain the case until those female staff have completed their career trajectory and progressed to the higher parts of the pay scale.

The data in this report also indicates Kent's gender pay gap is vertical rather than horizontal<sup>1</sup>. This trend is not uncommon within the Higher Education Industry (HEI) and certain features of HEI employment further contextualise the University's pay gap.

Teaching and research staff, for example, typically take sustained and considerable time developing the portfolio and experience needed for career progression. This means it is difficult for early career academics to rapidly navigate through a career path and reach more senior positions. Conversely, the University carefully monitors and supports the career trajectory of such staff through the provision of mentors and management oversight.

Additionally, the HEI workforce profile is markedly heterogeneous, comprised of individuals with significant expertise in highly-specialised areas. This significantly reduces the number of suitable candidates for vacancies.



<sup>1</sup> A vertical pay gap occurs when men and women are clustered at different levels of an organisation.

# DATA<sup>2</sup>

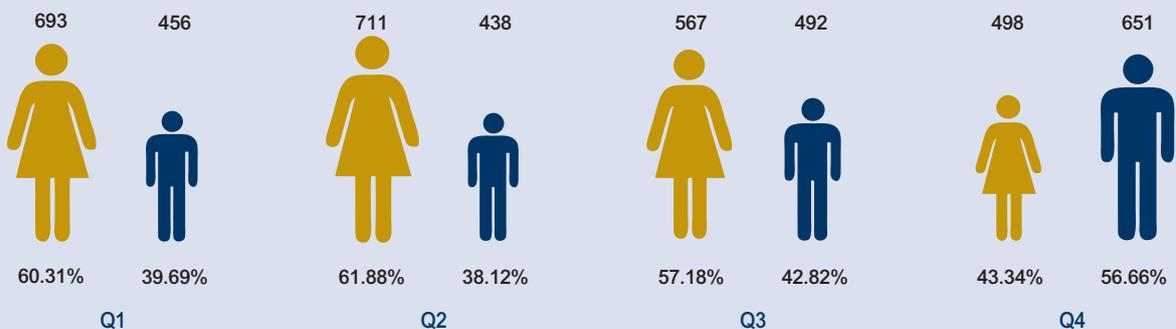
## The mean and median gender pay gap – based on an hourly rate of ordinary pay



## The mean and median bonus gender pay gap and the proportion of males and females receiving a bonus payment



## The proportion of males and females in each mean hourly rate quartile pay band



<sup>2</sup> Snapshot as at 31 October 2017.

Note: The difference in total employee numbers shown in the data is as a result of the different methodologies employers are required to use by government. The Hourly Report contains employees that were paid "normal pay" in the relevant month. This will exclude some timesheet staff and other staff on reduced pay or unpaid leave. The Bonus report contains all employees in employment on the relevant date.

# KENT IS WORKING TO CLOSE THE GAP

**Kent is committed to tangible and sustained action in order to address its gender pay gap. The University will implement – or has already implemented – a suite of initiatives to address this problem including:**



Revising the **University's promotion criteria and processes** to enhance transparency. For example, our Recognising Excellence in Education project will introduce greater transparency around promotion and career progression for staff whose main contribution involves the delivery of education and leadership in education, so facilitating effective development interventions and programmes.



Continuing to **actively support and encourage women to apply for professorial vacancies**. Our practice of publicising successful candidates in each promotion round provides positive role models and encourages women to apply for senior positions.



Extending the remit of Kent's Remuneration Committee to provide **closer scrutiny of the application of pay policy**, pay decisions and the impact on the gender pay gap.



Reviewing our **reward policies** so that pay decisions are increasingly transparent and demonstrably equitable.



Continuing to **monitor support for personal development** and our culture through our staff survey and putting in place targeted departmental and school action plans.

## KENT IS WORKING TO CLOSE THE GAP (CONT)



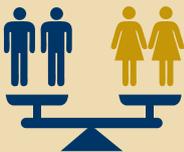
Continuing to **focus on professional and personal development** eg delivery of a Women's Development Program to complement the University's already successful and popular Leadership Programme for senior staff (LASR). This programme will facilitate the long-term development and career progression of female employees.



Offering **career development programmes** for non-management employees and seeking to stimulate the pipeline of both genders to non-traditional areas of work.



Strengthening the **University's existing mentoring arrangements**. The University is rationalising the existing mentoring opportunities to develop a more systematic and visible network. This will improve overall participation and mentoring availability.



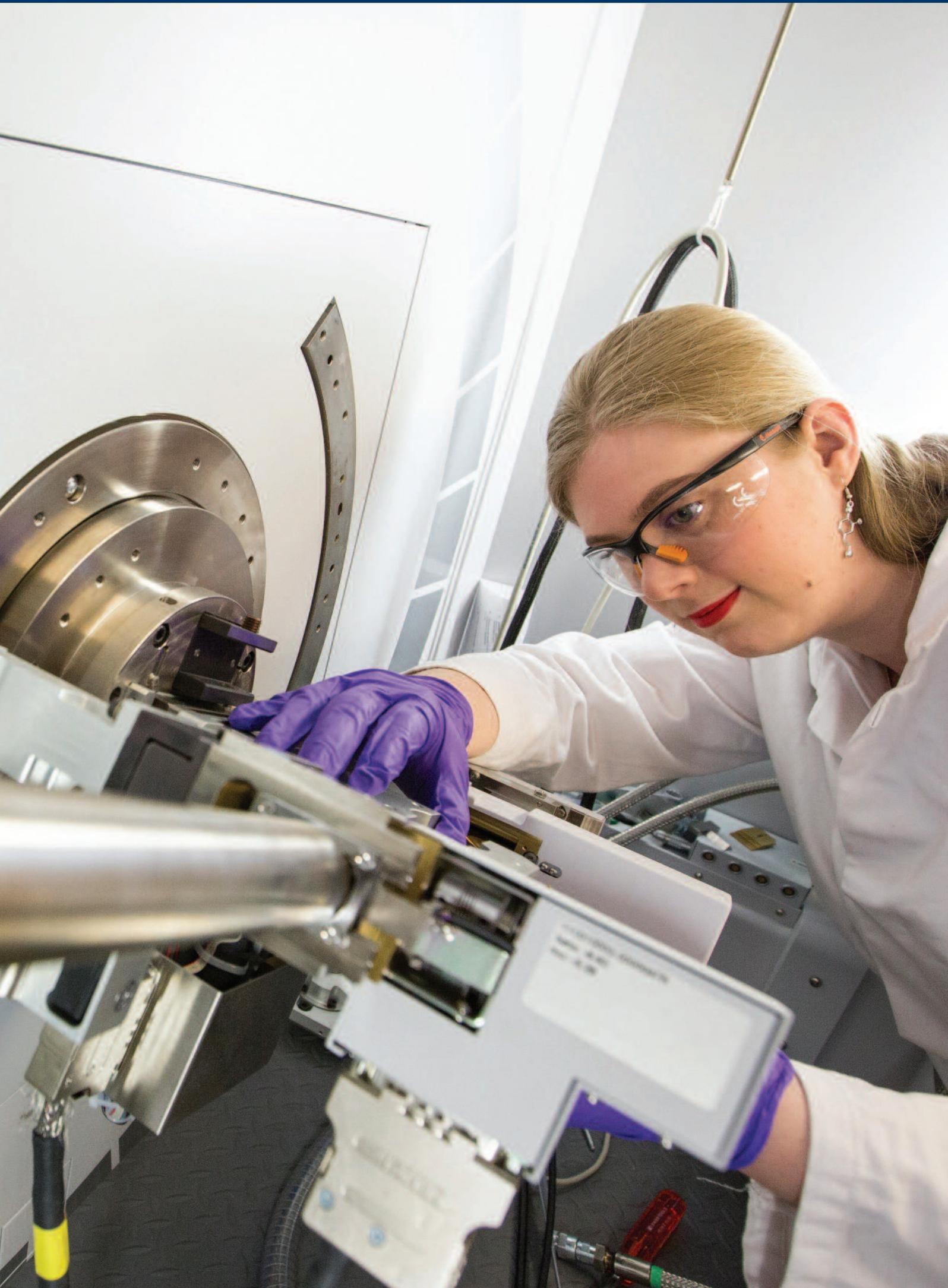
Drafting policy guidance to strengthen and encourage the use of **positive action statements** in recruitment adverts.



Reviewing the current **institutional work allocation model (WAM)**. This will enable a better understanding of work allocation decisions, the degree to which they may facilitate or disadvantage career development and enable disadvantage to be addressed.



Maintaining its institutional commitment and action in **support of the sector Athena Swan** initiative and external accreditation.



# FIND OUT MORE

Contact us for more information:

T: +44 (0)1227 826571

E: [equalityanddiversity@kent.ac.uk](mailto:equalityanddiversity@kent.ac.uk)

[www.kent.ac.uk/equality](http://www.kent.ac.uk/equality)