

# Gender & Equal Pay at Ravensbourne

28<sup>th</sup> March 2018





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# Introduction

## Legislation

The Government Equalities Office's Gender Pay Gap reporting regulations came into force in April 2017, and employers with 250 or more relevant employees are now required to publish the required information.

The regulations require employers to publish their overall mean (average) and median gender pay gaps, gender bonus gaps and gender distribution within salary quartiles from the snapshot date of 31<sup>st</sup> March.

This report covers all of the above and goes a step further through the analysis of equal value gaps to identify the underlying issues behind the overall gender gap.

## Equal Value

In order to conduct an equal value review, the first step is to decide where equal value lies. Ravensbourne uses a factor-based, analytical method (Hay Group Job Evaluation Method) to evaluate the roles to underpin grades and the measure of equal value so that robust comparisons can be made between the jobs.

In identifying areas of equal work, the measure of equal value taken for the purpose of this analysis was the grouping principle. Each grouping represents a potential basis for equal value. The individuals were grouped according to their grades in the organisation.



## Trend Analysis

A trend analysis was carried out on this data to assess whether there were any overall issues. The significance is set by the EOC (now EHRC) which states that a population difference of 3% or more or a difference between individuals of 5% or more on the basis of gender is significant and should be investigated further.

Analysis was undertaken, with reference to the pay data supplied, to:

- Identify any overall equal pay issues by reference to gender

Included in the trend analysis as compensation elements:

- Base Salary payments
- Bonus payments

For employees on part-time contracts, full-time equivalent figures have been calculated for comparison purposes.

## Caveats

As a matter of statistical significance, proportions have to be reviewed in conjunction with the sample size in each grouping. Indeed, with very small samples within the grade, the proportion may vary widely and thus blur the overall observation. As such each section of analysis contains information on the underlying sample size.

Where the legislation is not clear on which employees and/or compensation elements should be included, this report follows best practice on data exclusion.

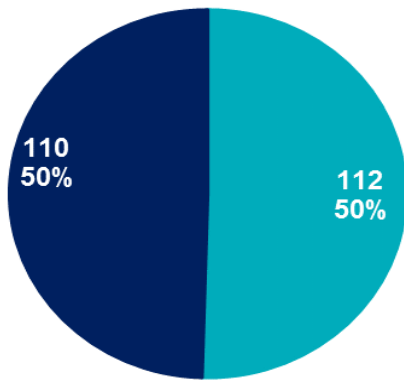
Please note that the following analysis does not constitute or replace any legal advice nor is it a comprehensive listing of potential claims or issues.



# Gender gap

## Gender Distribution

The charts below shows the overall distribution of gender within Ravensbourne across all staff.

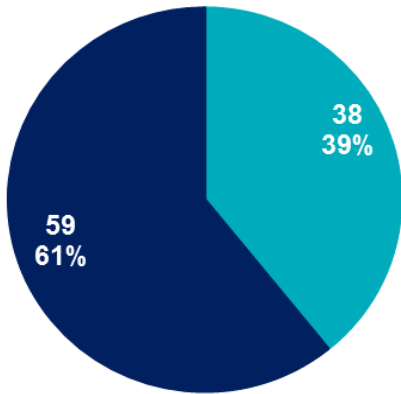


■ Female ■ Male

Sample size for hourly pay (full pay relevant employees)			
Overall Gender Distribution	Female	Male	Total
Count	112	110	222



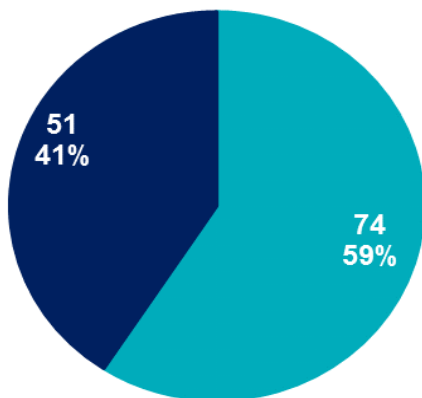
The charts below shows the overall distribution of gender within Ravensbourne across academic staff.



■ Female ■ Male

Sample size for hourly pay (full pay relevant employees)			
Overall Gender Distribution	Female	Male	Total
Count	38	59	97

The charts below shows the overall distribution of gender within Ravensbourne across professional services staff.



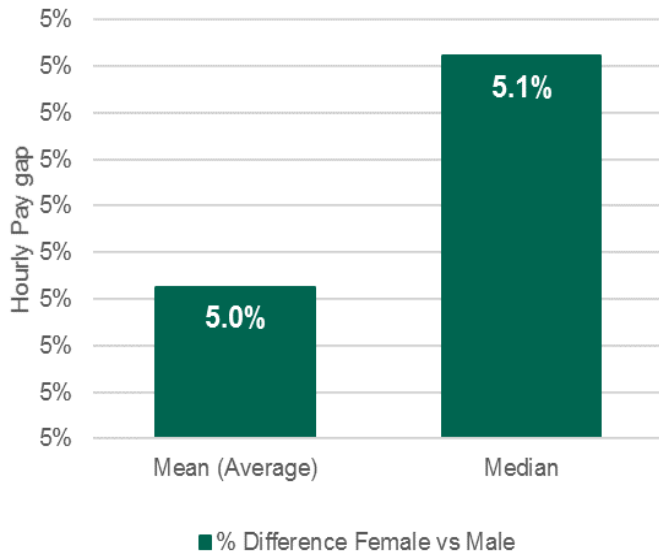
■ Female ■ Male

Sample size for hourly pay (full pay relevant employees)			
Overall Gender Distribution	Female	Male	Total
Count	74	51	125

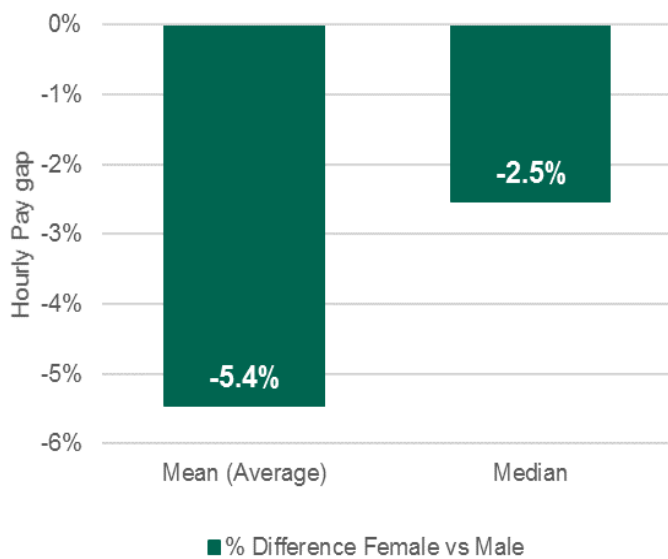


## Base Salary Gap

The chart below shows the overall Base Salary gap for Ravensbourne. It's important to note that this overall gap can be heavily driven by the distribution of gender within the grades, and should be looked at in context of the distribution analysis shown later in this report.

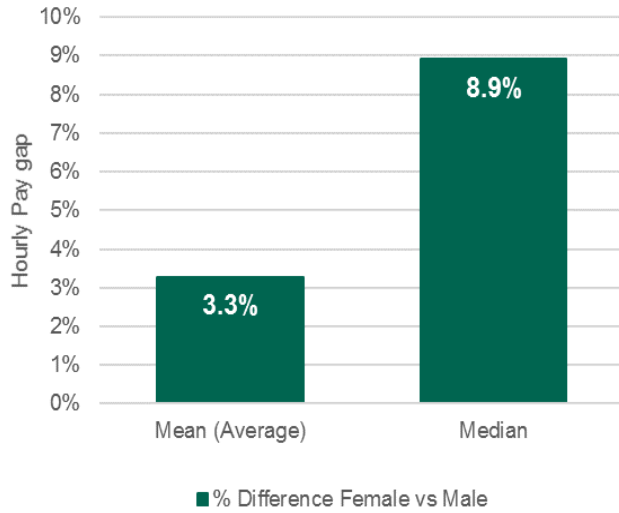


The chart below shows the overall Base Salary gap for academic staff at Ravensbourne.



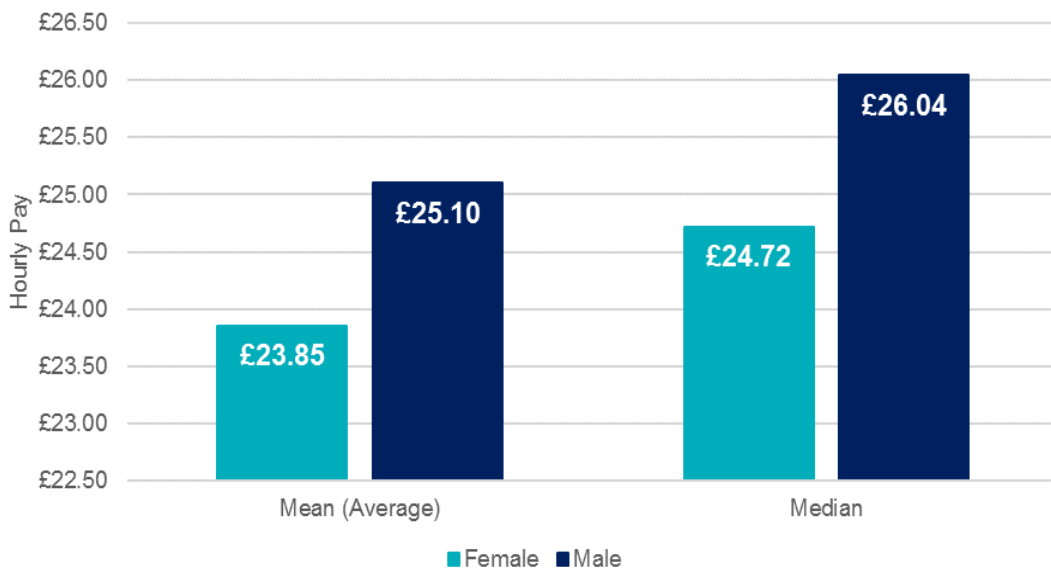


The chart below shows the overall Base Salary gap for professional services staff at Ravensbourne.



The following chart and table show the overall Average (Mean) and Median Base Salary for Females and Males at Ravensbourne.

Overall Gender gap - hourly pay			
Overall Gender Gap	Female	Male	% Difference Female vs Male
Mean (Average)	£23.85	£25.10	5.0%
Median	£24.72	£26.04	5.1%

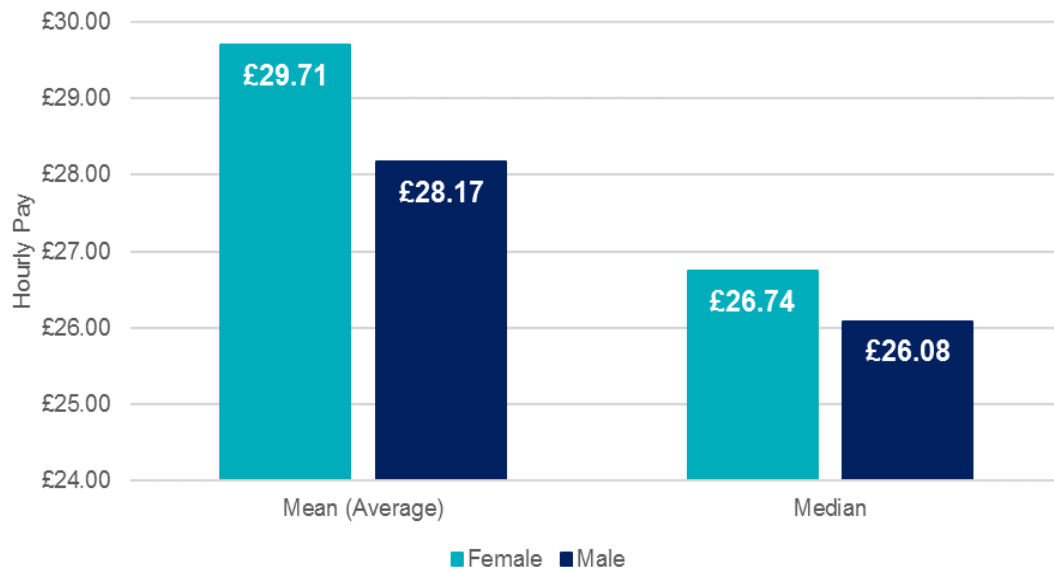






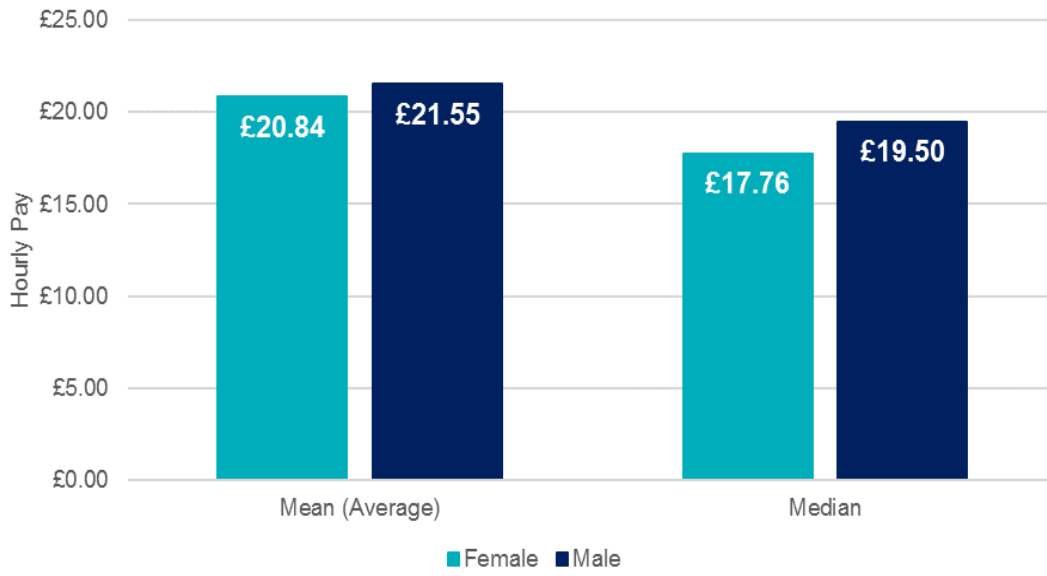
The following chart and table show the overall Average (Mean) and Median Base Salary for Females and Males at Ravensbourne on the academic staff.

Overall Gender gap - hourly pay			
Overall Gender Gap	Female	Male	% Difference Female vs Male
Mean (Average)	£29.71	£28.17	-5.4%
Median	£26.74	£26.08	-2.5%



The following chart and table show the overall Average (Mean) and Median Base Salary for Females and Males at Ravensbourne on the professional services staff.

Overall Gender gap - hourly pay			
Overall Gender Gap	Female	Male	% Difference Female vs Male
Mean (Average)	£20.84	£21.55	3.3%
Median	£17.76	£19.50	8.9%



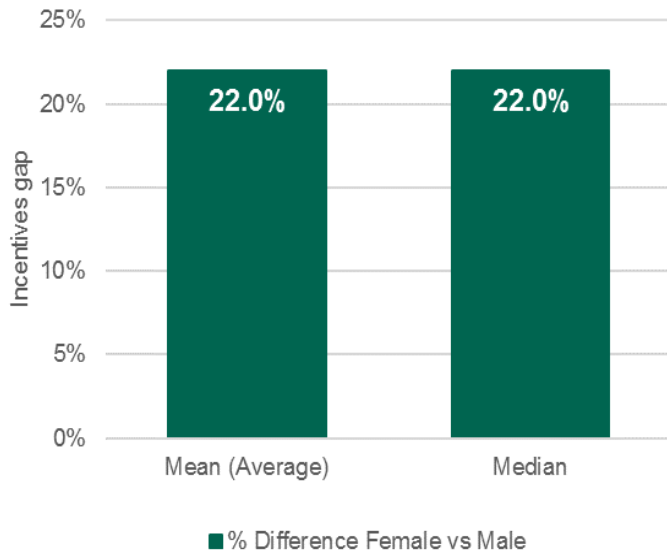


## Bonus Gap

Very few bonuses are paid at Ravensbourne as can be seen below:

Employees receiving a bonus			
Gender	Received	Not Received	% Received
Female	1	111	1%
Male	1	109	1%

However, the chart below shows the overall Bonus pay gap.



There one bonus payment to a member of the academic staff and one bonus paid to a memembr of the professional services staff.

The following chart and table show the overall Average (Mean) and Median Bonus for Females and Males.

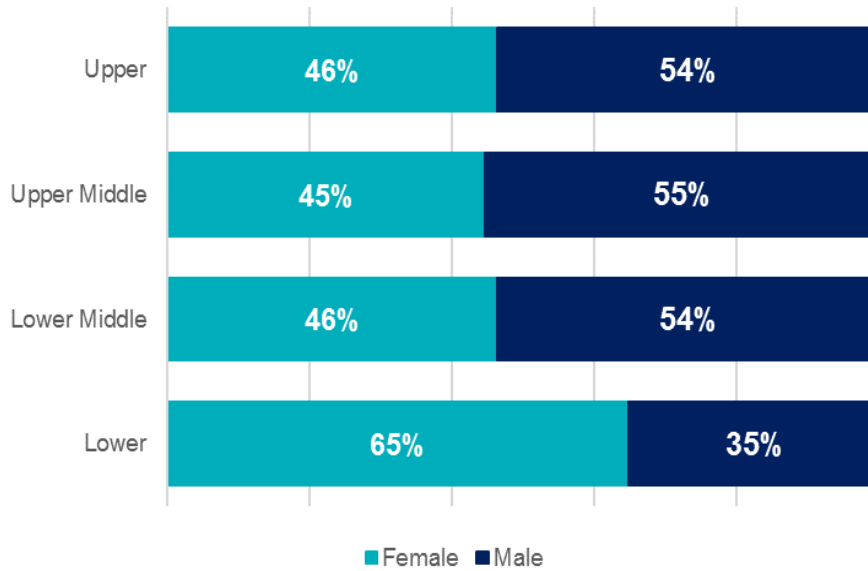
Overall Gender gap - incentives			
Overall Gender Gap	Female	Male	% Difference Female vs Male
Mean (Average)	£13,000.00	£16,672.00	22.0%
Median	£13,000.00	£16,672.00	22.0%

Only jobs which received a bonus have been included in the Bonus gap analysis. Only 1% of femals and 1% of males received a bonus at Ravensbourne.



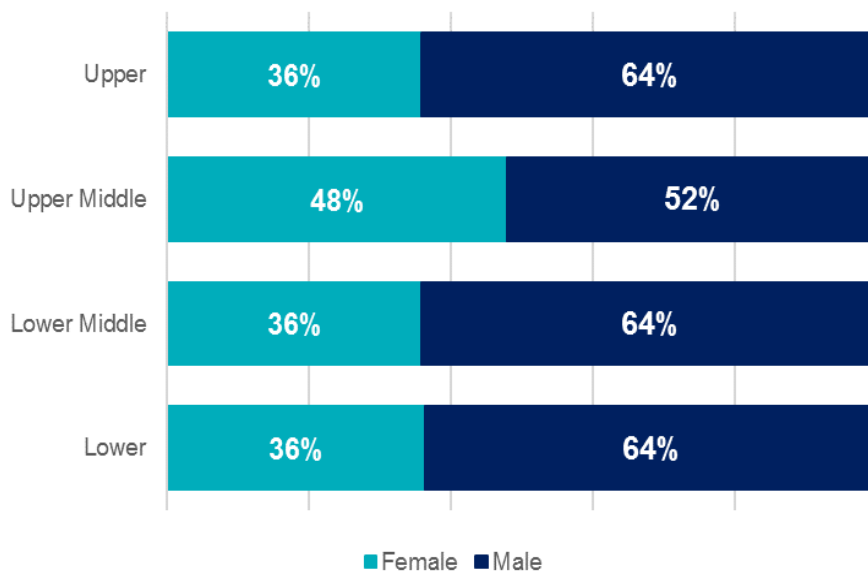
## Salary Quartiles

The chart below shows the proportional distribution of employees by gender within salary quartiles for Ravensbourne overall.



With the exception of the lower quartile, the proportion of females is stable at around 46% and does not decrease as salaries increase. In the lower quartile 65% are females and only 35% of employees are males.

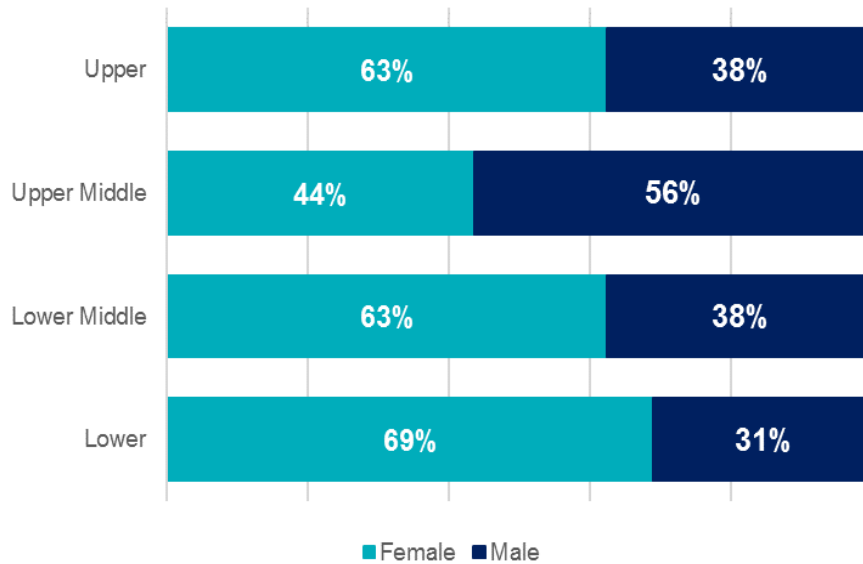
The chart below shows the proportional distribution of employees by gender within salary quartiles for Ravensbourne academics.





With the exception of the Upper Middle, the proportion of females is stable at around 36% and does not decrease as salaries increase. In the Upper Middle quartile 48% are females and 52% of employees are males.

The chart below shows the proportional distribution of employees by gender within salary quartiles for Ravensbourne professional staff.

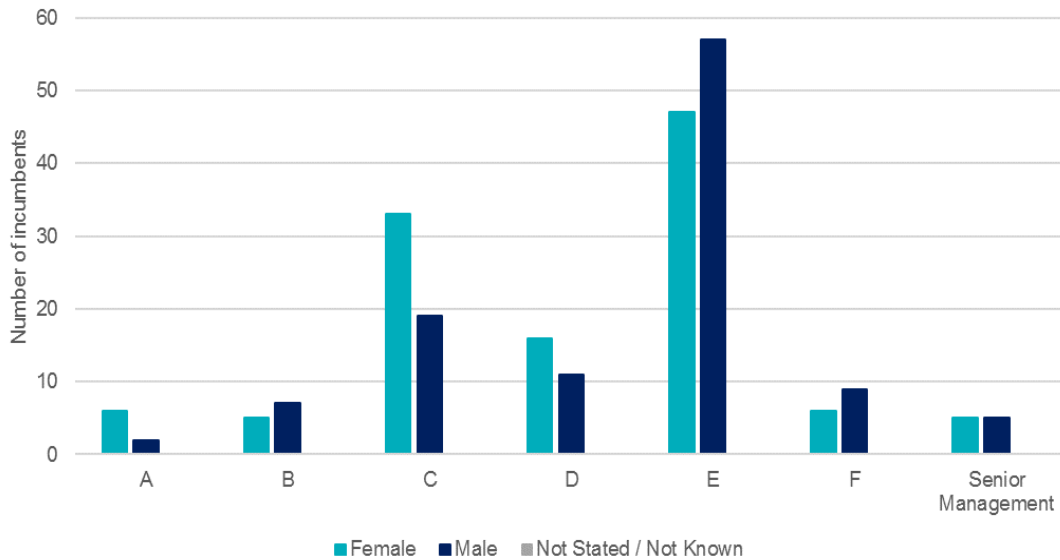


With the exception of the Upper Middle, the proportion of females is stable at around 63% to 69% and does not decrease much as salaries increase. In the Upper Middle quartile only 44% are females and 56% of employees are males.



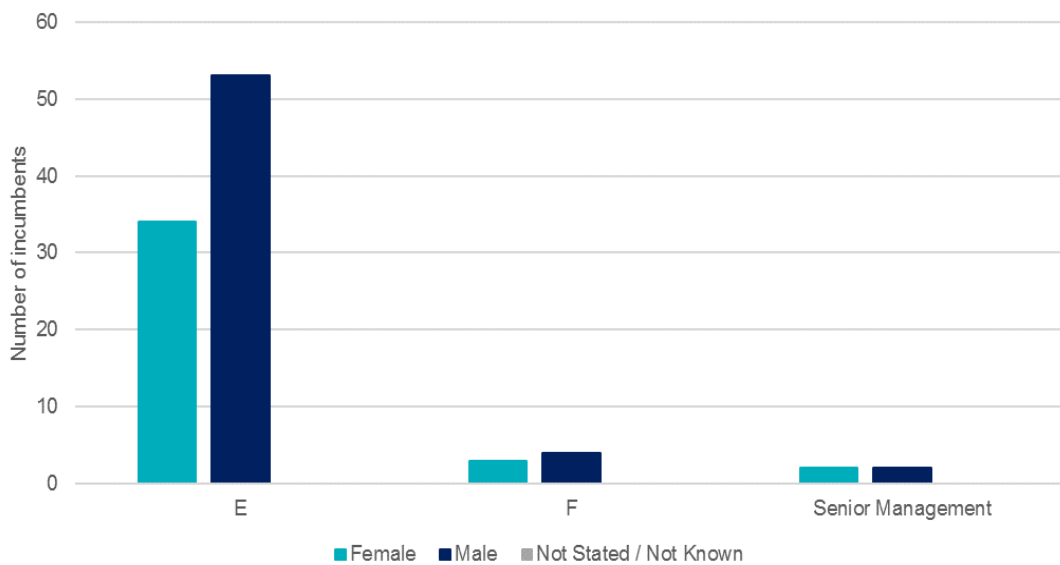
## Gender distribution

This chart demonstrates the proportional distribution of the genders in each grade for all staff.



The proportion of female staff is higher than for male academic staff in all grades except in grades B, E and F. This distribution suggests that the middle management level contains more male employees than might be expected from the gender distribution in the lower grades.

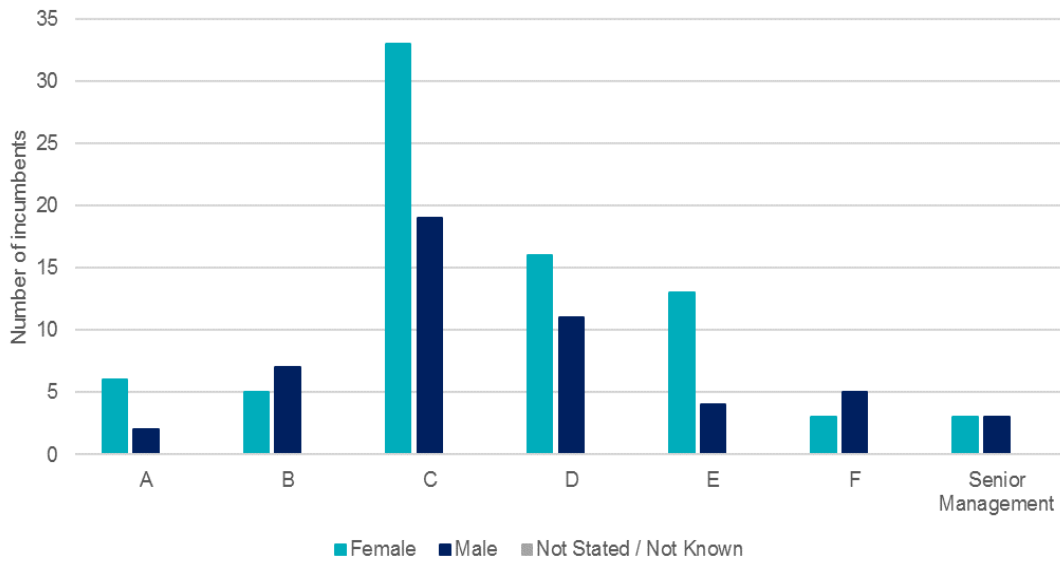
This chart demonstrates the proportional distribution of the genders in each grade for all academic staff.



For academic staff, there are more male than female academics overall but the proportion does not change significantly as the grades increase.



This chart demonstrates the proportional distribution of the genders in each grade for all professional services staff.



For professional services staff, there are more females in all grades except grade B and F.

An organisation should try to achieve a relatively even distribution of the genders in each grade. Consideration should be given to whether there are any barriers to the successful recruitment or progression of women to middle management at Ravensbourne or any barriers to the recruitment of males to the lower grades.

The following table contains the sample size information for Ravensbourne.

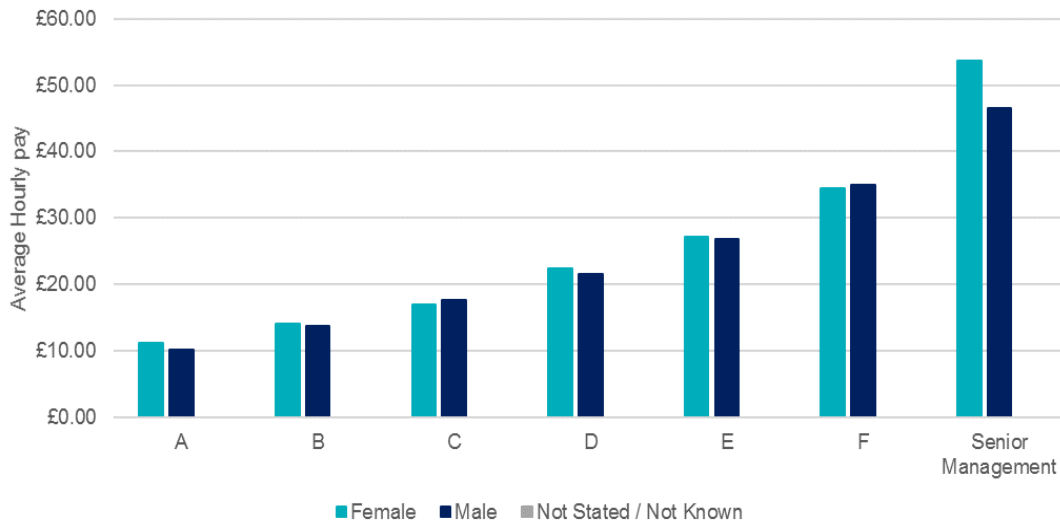
Gender count and percentage distribution by grade							
Grouping	Count				% Distribution		
	Female	Male	Not Stated / Not Known	Total	Female	Male	Not Stated / Not Known
A	6	2	-	8	75%	25%	-
B	5	7	-	12	42%	58%	-
C	33	19	-	52	63%	37%	-
D	16	11	-	27	59%	41%	-
E	47	57	-	104	45%	55%	-
F	6	9	-	15	40%	60%	-
Senior Management	5	5	-	10	50%	50%	-
<b>Total</b>	<b>118</b>	<b>110</b>	<b>-</b>	<b>228</b>	<b>52%</b>	<b>48%</b>	<b>-</b>



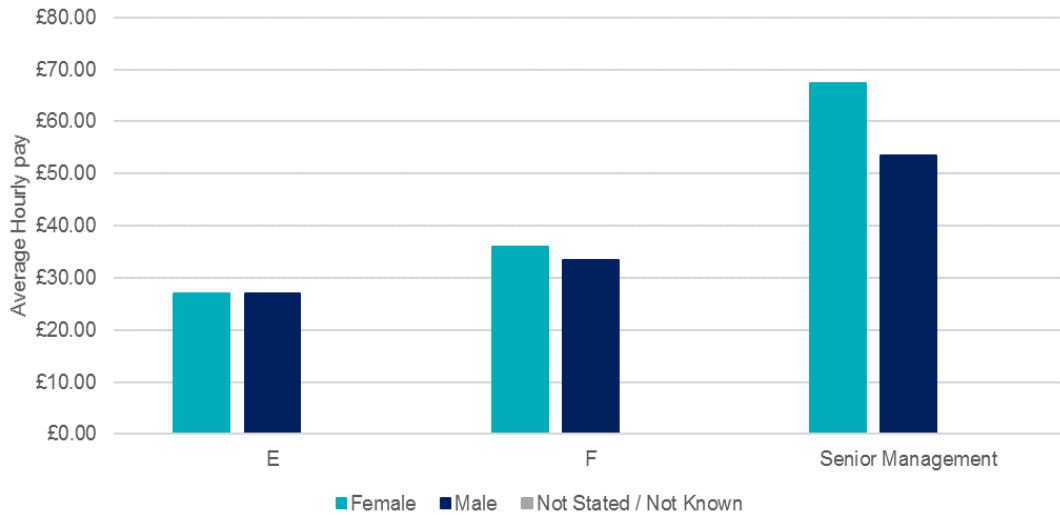
## Base Salary by grade

The Equality and Human Rights Commission (EHRC) recommends that any population difference of 3% or more is significant and should be investigated further.

The following chart shows the average Base Salary by gender for all staff.



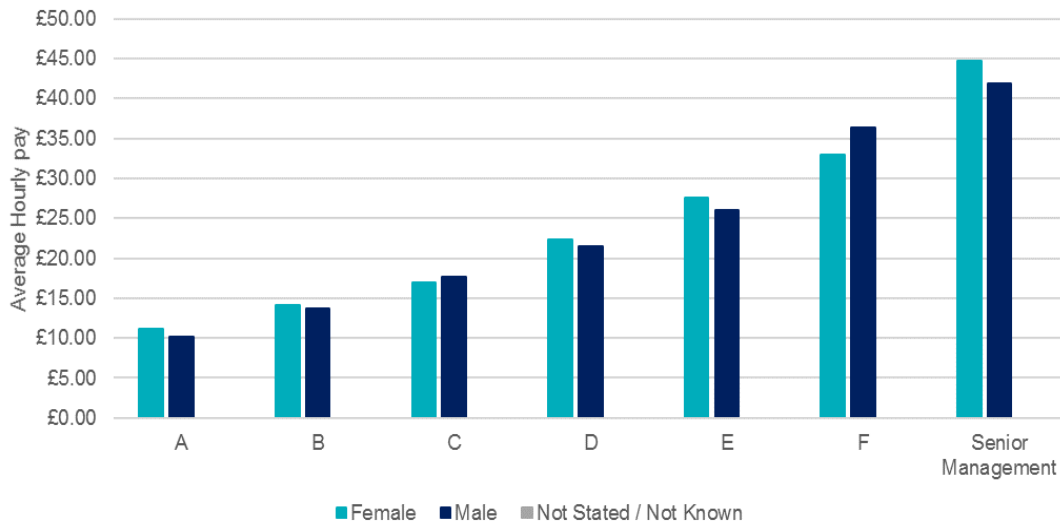
The following chart shows the average Base Salary by gender for all academic staff.



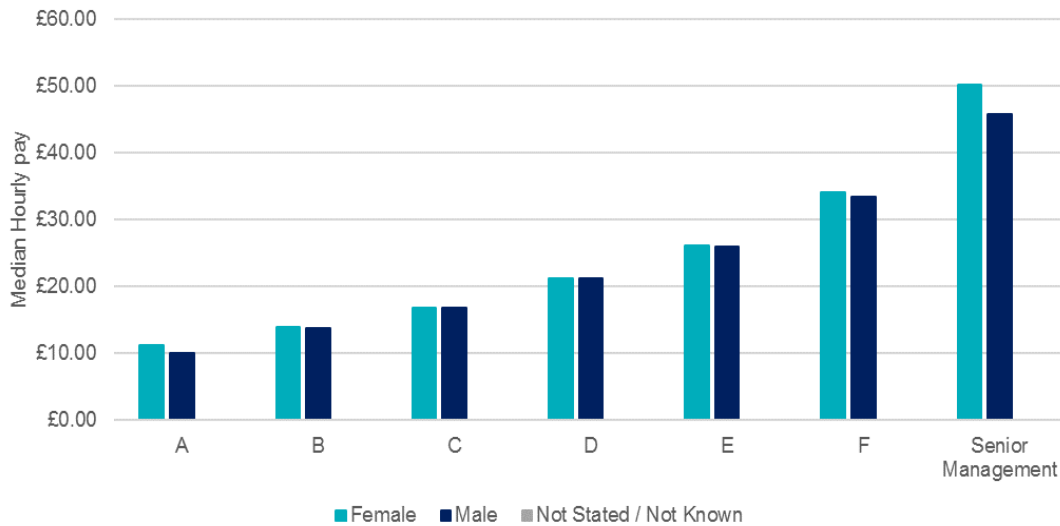




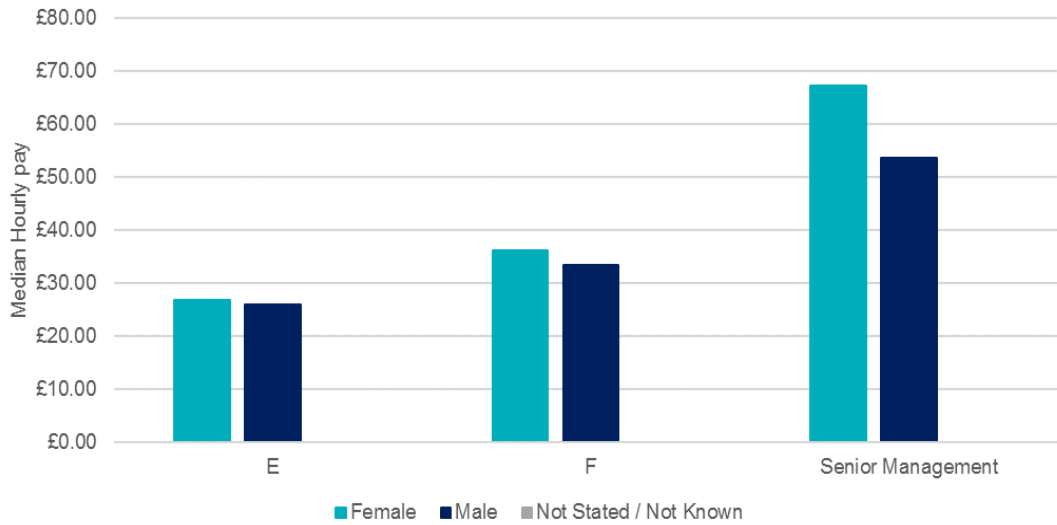
The following chart shows the average Base Salary by gender for all professional services staff.



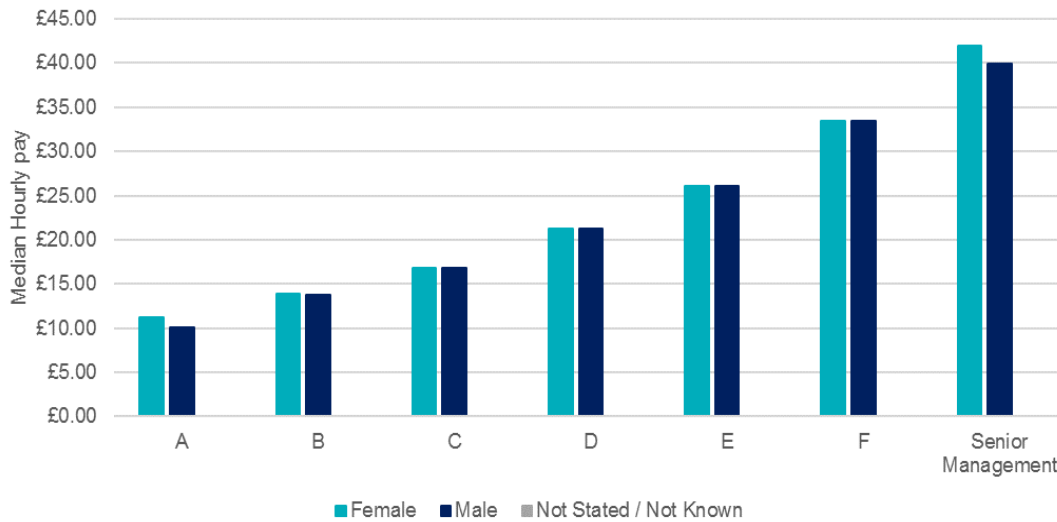
This chart shows the median Base Salary by gender for all staff.



This chart shows the median Base Salary by gender for all academic staff.



This chart shows the median Base Salary by gender for all professional services staff.



The average and median base salaries for each gender have been analysed and compared, bearing in mind the 3% ceiling recommended by the EHRG. A positive difference in the table below occurs where male employees are paid more than female employees whereas a negative difference is shown where female employees are paid more than male employees. In this and subsequent tables, the colour red denotes any differences in average base pay falling over the 3% threshold recommended by the EHRG.



The percentage differences between female and male for Average and Median Base Salary in each grade are below for all staff.

Gender Hourly Pay by grade								
Grouping	Average				Median			
	Female	Male	Not Stated / Not Known	% Difference Female vs Male	Female	Male	Not Stated / Not Known	% Difference Female vs Male
A	£11.17	£10.12	-	-10.4%	£11.21	£10.12	-	-10.8%
B	£14.09	£13.76	-	-2.4%	£13.88	£13.83	-	-0.4%
C	£16.96	£17.70	-	4.2%	£16.82	£16.82	-	0.0%
D	£22.38	£21.52	-	-4.0%	£21.27	£21.27	-	0.0%
E	£27.13	£26.87	-	-1.0%	£26.19	£26.04	-	-0.6%
F	£34.45	£35.04	-	1.7%	£34.18	£33.50	-	-2.0%
Senior Management	£53.73	£46.51	-	-15.5%	£50.27	£45.71	-	-10.0%

For most groupings, there is a difference of less than 3% between males and females. There is a reverse gender pay gap at Grouping A and in Senior Management of over 10% at the median in favour of females ie female salaries are higher.

The percentage differences between female and male for Average and Median Base Salary in each grade are below for all academic staff.

Gender Hourly Pay by grade								
Grouping	Average				Median			
	Female	Male	Not Stated / Not Known	% Difference Female vs Male	Female	Male	Not Stated / Not Known	% Difference Female vs Male
A	-	-	-	-	-	-	-	-
B	-	-	-	-	-	-	-	-
C	-	-	-	-	-	-	-	-
D	-	-	-	-	-	-	-	-
E	£26.98	£26.94	-	-0.1%	£26.73	£26.04	-	-2.6%
F	£35.99	£33.47	-	-7.6%	£36.24	£33.50	-	-8.2%
Senior Management	£67.28	£53.53	-	-25.7%	£67.28	£53.53	-	-25.7%

For E, there is a difference of less than 3% between males and females. There is a reverse gender pay gap at Grouping F of 8.2% at median and in Senior Management of 25.7% at the median in favour of females ie female salaries are higher (this is due in part to the fact that the highest paid Director is female).

The percentage differences between female and male for Average and Median Base Salary in each grade are below for all professional services staff.



Gender Hourly Pay by grade								
Grouping	Average				Median			
	Female	Male	Not Stated / Not Known	% Difference Female vs Male	Female	Male	Not Stated / Not Known	% Difference Female vs Male
A	£11.17	£10.12	-	-10.4%	£11.21	£10.12	-	-10.8%
B	£14.09	£13.76	-	-2.4%	£13.88	£13.83	-	-0.4%
C	£16.96	£17.70	-	4.2%	£16.82	£16.82	-	0.0%
D	£22.38	£21.52	-	-4.0%	£21.27	£21.27	-	0.0%
E	£27.54	£26.04	-	-5.8%	£26.04	£26.04	-	0.0%
F	£32.90	£36.30	-	9.4%	£33.50	£33.50	-	0.0%
Senior Management	£44.69	£41.84	-	-6.8%	£41.98	£39.90	-	-5.2%

For most Groupings, there is a difference of less than 3% between males and females at the median. There is a reverse gender pay gap at Grouping A of 10.8% at median and in Senior Management of 5.2% at the median in favour of females ie female salaries are higher.



# Conclusions and Recommendations

The following conclusions can be drawn:

The overall gender gap for base salary for all staff at Ravensbourne is 5.1% at the mean (average) and 5% at the median. This gender pay gap is low compared with other Post 92 institutions where the mean range is 3.6% to 27.7% and the median is 0.1% to 37.4%.

The Ravensbourne gender pay gap is principally being driven by an uneven gender distribution across the grades within the organisation. While the overall gender split of employees at Ravensbourne is nearly 50:50, some lower grades contain mainly female staff and the middle management level contains more male than female staff.

The overall gender gap for base salary for academic staff at Ravensbourne is reversed with -5.4% at the mean (average) and -2.5% at the median indicating that female academics are paid more than male academics overall.

The overall gender gap for base salary for professional services staff at Ravensbourne is 3.3% at the mean (average) and 8.9% at the median. This gender pay gap is principally being driven by an uneven gender distribution across the grades within the organisation. While the overall gender split of employees at Ravensbourne is nearly 50:50, some lower grades contain predominately female staff and the middle management level contains more male than female staff which does need further investigation.

We recommend that internal and external recruitment practices, promotion and career and talent management processes are examined, to ascertain whether there are any barriers to females progressing to, or joining, the middle management grades in professional services.

This commentary is based on the analysis of the data submitted, the accuracy of the advice and recommendations contained in this report are reliant upon the quality, completeness and accuracy of the information provided by Ravensbourne to Korn Ferry Hay Group.

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