

## Gender Pay Gap Report 2017

### Introduction

The College is required by law to carry out Gender Pay Reporting under the specific duties of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. These regulations underpin the Public Sector Equality Duty. Gender Pay Reporting involves six calculations of the difference between the average earnings of men and women across the institution.

All employers with 250 or more employees from the private, public or voluntary sectors are required to provide these pay gap calculations, based on pay information for all staff as at 31 March 2017. The report must be published by 30 March 2018 on both the gov.uk website and the College website. This will become a yearly requirement from 2018.

The gender pay calculations differ from equal pay analysis. Equal pay analysis assesses the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. Gender pay gap reporting is based on the difference between the average hourly pay and bonus payments of men and women within the organisation, regardless of their job classification.

The College is committed to the principle of equal pay for equal work for all of its staff. We are committed to pay equality and have an equal pay policy. The College undertook Equal Pay Audits in 2010 and in 2015, which covered the equality characteristics of gender, disability and ethnicity. The equal pay audit conducted during 2016 as part of our Athena SWAN submission (a national charter mark awarded by the Equality Challenge Unit, in the promotion of gender equality across higher education institutions) confirmed that there was no equal pay gap at any staff grade within the RVC.

The overall staff profile at the RVC as at 31 March 2017 was 68.2% female and 31.8% male.

For the purpose of this report, and to meet the legislative requirements, the following six calculations were used, based on a snapshot of staff data as at 31 March 2017:

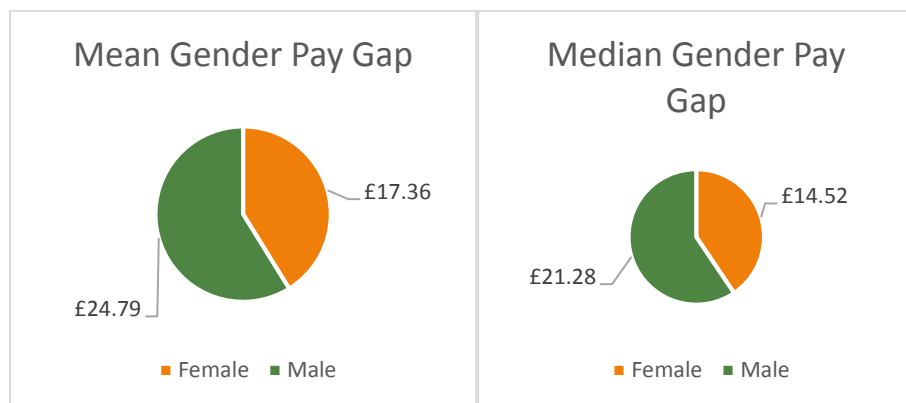
- Mean Gender Pay Gap Hourly Rate
- Median Gender Pay Gap Hourly Rate
- Mean Bonus Gender Pay Gap
- Median Bonus Gender Pay Gap
- Proportion of staff receiving a bonus
- Proportion of staff by Quartile Pay Band

Additional data relating to staff grade profile and part time staff were also analysed

## Gender Pay Gap

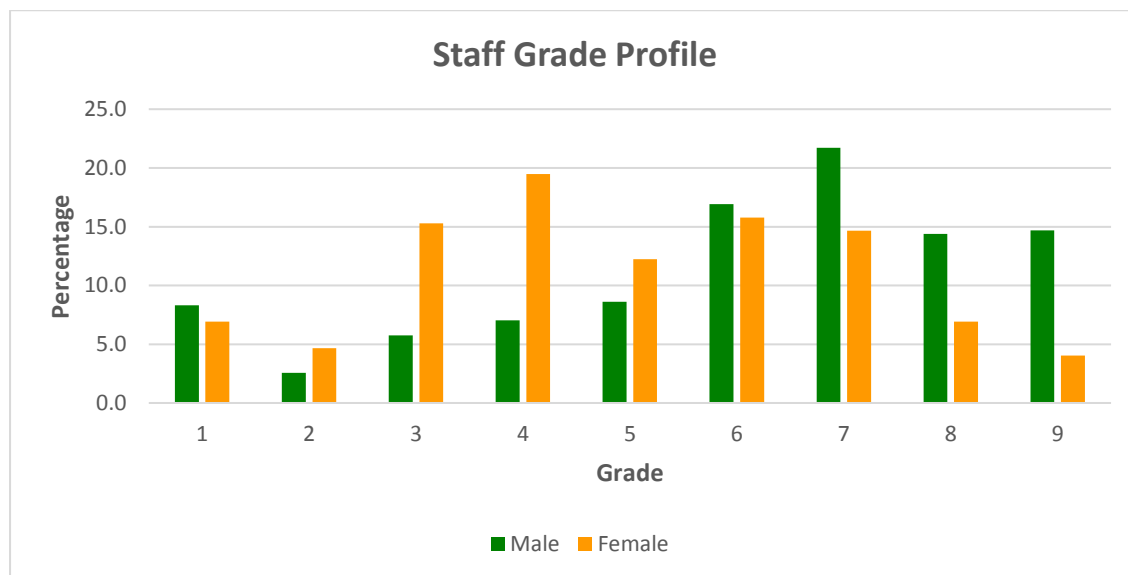
The hourly mean and median pay gap in the College is 30% and 31.8% respectively. This gap does not show that women and men are being paid differently for equal work, but indicates that there is a higher proportion of women in junior grades and a lower representation of women at senior levels compared to male staff. This is confirmed by the supplementary analysis presented in Figure 2.

Figure 1



Mean Gender Pay Gap	Median Gender Pay Gap
30%	31.8%

Figure 2

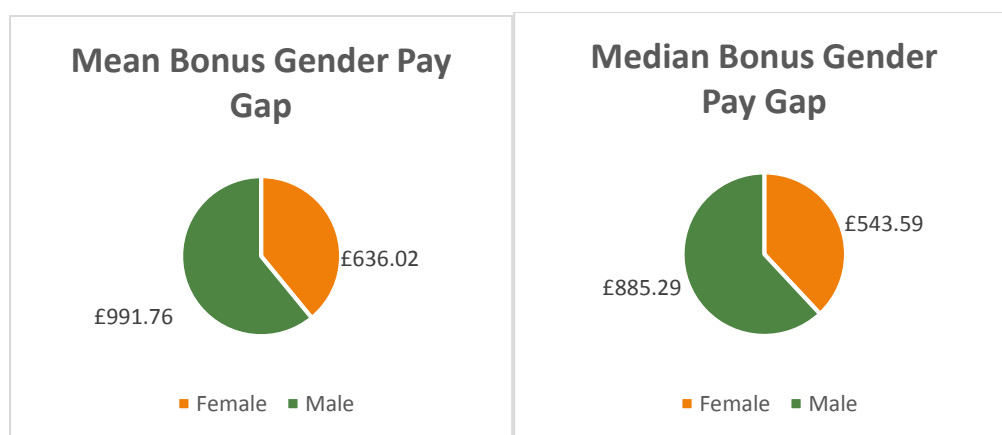


## Bonus Gender Pay Gap

The College has a formal group, known as the Special Reward Panel (SRP), which oversees locally determined reward and recognition schemes designed to supplement its base pay scale (adjustments to which are negotiated nationally). During 2016/17, a very small number of staff (eight women and six men) were awarded bonuses by the SRP. In addition, during 2016 /17 a one off bonus (225 bonus) of 2.25% of base salary was paid to all staff to mark the College’s 225th anniversary.

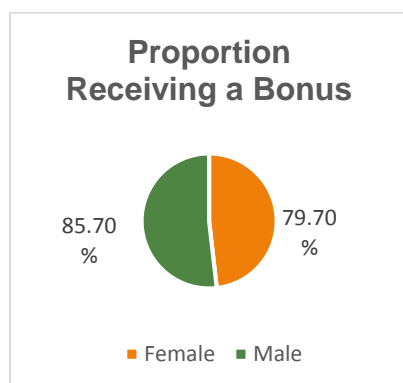
Figure 3 shows that the College mean bonus gender pay gap was 35.9% and the median bonus pay gap 38.6%. This is because a higher proportion of senior staff are men who therefore received a higher 225 bonus. The proportion of women (79.7%) receiving the 225 bonus was lower compared to men (85.7%; Figure 4). This was because a higher proportion of casual staff are women and casual staff were not included in the 225 bonus payment.

Figure 3



Mean Bonus Gender Pay Gap	Median Bonus Pay Gap
35.9%	38.6%

Figure 4

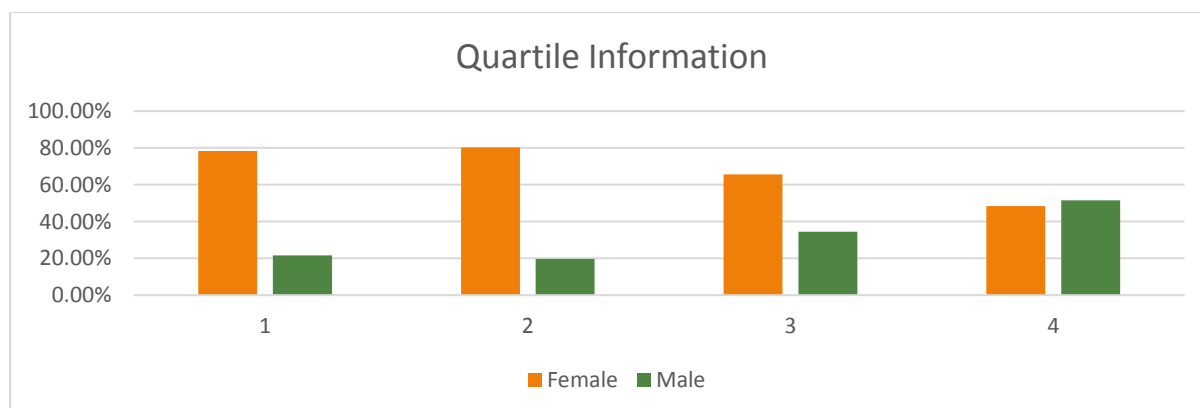


Female	Male
79.7%	85.7%

### Quartile Analysis

Figure 5 shows the proportion of women and men in each pay quartile. These data highlight the fact that there is a higher proportion of female staff in the lower pay quartiles. This is, in part, accounted for by the number of veterinary nurses employed by the College (who are predominantly Grade 4). The veterinary nursing profession is almost entirely female (only 2.3% of the registered veterinary nurses in the UK are male<sup>1</sup>) and this therefore has an impact on the proportion of women in the lower pay bands at the RVC.

Figure 5



		Proportion by Quartile (Female) %	Proportion by Quartile (Male) %
Q1	Lower	78.4	21.6
Q2	Lower middle	80.3	19.7
Q3	Upper middle	65.6	34.4
Q4	Upper	48.4	51.6

### Comment

<sup>1</sup> Johnson S (2017) The Elusive Male Nurse, Veterinary Times, January 2017

The data in this pay report indicate a gender pay gap that needs to be addressed. There are a number of factors which have an impact on the gender pay gap at the RVC.

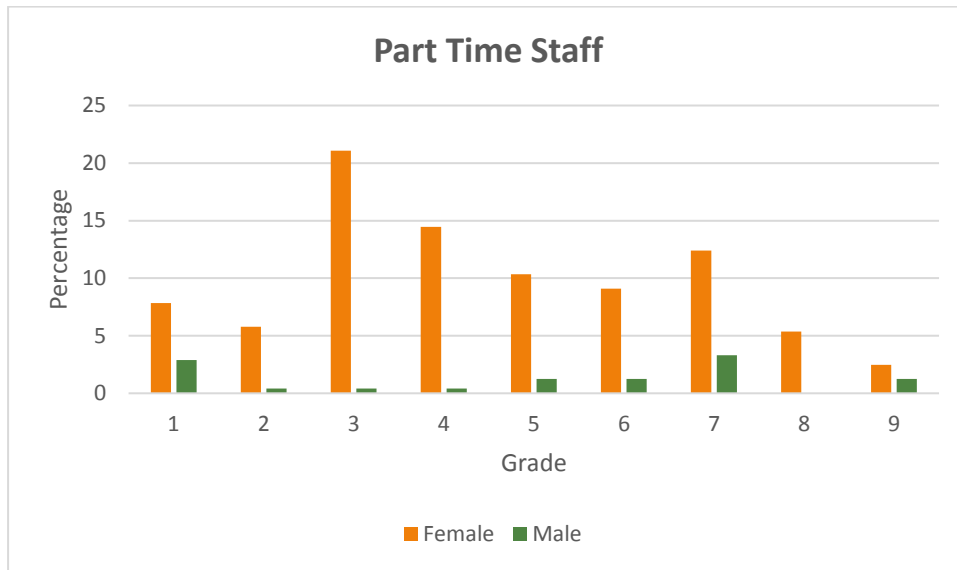
Differential distribution of women and men in the workforce is often referred to as 'occupational segregation' (vertical and horizontal segregation).

- **Vertical segregation**, occurs where women are clustered at more junior levels, as reflected in Figure 2 with higher proportions of women across grades 2-5 and conversely higher proportions of men in more senior grades, 7 and above. This is also evidenced by the fact that the College has a higher proportion of women within the lower pay quartiles.
- **Horizontal segregation** is the tendency for women and men to be concentrated in different occupations. For example, there are more men in senior clinical academic roles and there are more women in administrative and nursing roles. In addition, as mentioned previously, the College employs a large number of veterinary nurses which are almost exclusively female. This is a unique employment profile within the HE sector.

Other factors that contribute to the gender pay gap include:

- A higher proportion of female employees take career breaks. This impacts on their career development as they may reach senior positions at a slower rate compared to their male counterparts;
- More women work part-time at the RVC compared to men (31.1% vs 8.6%). It is recognised that part time workers tend to be concentrated in the lower grades (Figure 6). Whilst the RVC is pleased and proud to promote flexible working, it is recognised that women are more likely to request or be appointed to part time working arrangements;
- The College's basic pay structure follows the National Framework Agreement for Higher Education, adjustments to which are negotiated nationally. This has smaller percentage spinal point increments at lower grades compared to senior grades. A consequence of this is that the salary of employees in lower grades (where there is a higher proportion of women), increases more slowly as they progress within a grade.

Figure 6



### Narrowing the Gender Pay Gap

The College is committed to the narrowing of the gender pay gap, while recognising broader societal issues have a disproportionate impact on female staff.

The College has recently been awarded the Athena SWAN Charter Mark Bronze Award, which reflects its commitment to progressing gender equality throughout the institution. To support this aim, the College is working rigorously towards meeting the actions set out in the Athena SWAN Action Plan (2017-2021).

A number of processes and actions are planned or underway:

- The College Equality and Diversity Committee (EDC) oversees the delivery of the Athena SWAN Action Plan and the Equality Objectives and Action Plan. These action plans set out initiatives and actions aimed at developing and retaining a diverse workforce. In addition the action plans include a series of approaches to recruit, support and develop female staff into senior grades within the College;
- The EDC will also consider additional actions needed to address issues related to the gender pay gap;
- Local equality and diversity action plans have been drawn up within each department of the College, which include specific and measurable actions on recruitment, development and promotion of female staff;
- The appraisal process has been reviewed with a focus on staff development for all staff. Briefing sessions have been delivered to both appraisees and appraisers to ensure that appraisals are conducted in a fair and transparent manner;
- Our Management Development Programme now includes a module on 'Managing Development', which further supports the development of under-represented staff

groups within senior positions such as female staff. The College is also exploring succession planning strategies, which will aim *inter alia* to support female career development;

- We are addressing barriers to female progression and recruitment across the College by eliminating unconscious bias in the recruitment and selection process, appraisal and management development programme. Unconscious bias training has been incorporated into all management and development programmes;
- Modernisation of the senior grade pay structure is underway, to create four objectively measured pay bands at Grade 9. A career profile framework has already been developed for academic staff up to Senior Lecturer level, and this is being extended to cover staff at Grade 9. The new pay structure has undergone an Equality Analysis, to ensure it has no adverse impact on all under-represented staff groups across the College, and thus promoting fairness and transparency across senior appointments and promotions;
- The Academic Probation and Promotion Process is being adapted to include an equality analysis. Individual Career Profiles have been simplified to provide employees with generic templates, providing set competencies for the job role. These templates have the flexibility to include work patterns, with the barriers removed to support part-time workers to enable them to progress their careers;
- Flexible working actions;
  - We are raising awareness of flexible working opportunities for all staff, including opportunities at senior levels, via departmental equality and diversity action plans and by extending flexible working training to all staff,
  - HR will engage with recruiting managers when discussing job roles and adverts to ensure that flexible working is considered,
  - A working group has been set up to identify and put in place a structure to effectively manage flexible working for clinical staff,
  - A working group will be formed to explore opportunities for part-time and flexible working at senior level positions across the College.
- A project is underway to introduce a Workload Allocation Model with the aim of allocating academic work in a fair and transparent manner;
- We are identifying a variety of leadership approaches, such as mentoring, coaching and leadership development workshops for female staff to support and enhance their career development.

### **Next Steps**

The Royal Veterinary College is committed to equality and diversity in all of its activities. The Gender Pay Gap report is an important contribution to our continuing efforts in ensuring equity and equality in our processes and procedures and, through it, the RVC has identified points for action. In contrast to our efforts in equal pay for equal jobs, the results presented on gender pay gap are disappointing. However, building on our encouraging work in ensuring equal pay across all grades, the gender pay gap analysis highlights different issues from equality of pay, and the steps outlined in this report together with our broader Athena SWAN will help us to address the systemic structural issues and move the college forward.

Whilst the RVC is pleased with its progress on equal pay, we are aware that narrowing the gender pay gap must be a long term strategy involving commitment to the actions outlined. The College is working towards putting in place processes and positive action initiatives to

support female staff to progress their career so gender representation at senior levels is more reflective of the gender balance of the institution overall.

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