



**Harper Adams
University**

Gender Pay Gap Report March 2019

Foreword

Harper Adams University is a leading specialist university tackling the future development of our planet's food production, processing, animal sciences, engineering, land management and sustainable business. We are a specialist University with a rich heritage.

The challenges we face in addressing the Gender Pay Gap include those relating to the specific industry areas in which we specialise and the legacy of those areas. We are seeing changes in the balance of equality between men and women in our roles, but these are slow to come through in applications for positions that will enable significant changes to our Gender Pay Gap statistics.

We are wholly committed to closing the gap. We recognise that we need to continually identify areas where there are emerging gaps and the reasons for them in order to implement changes that will be effective. We also recognise that the areas where our gender pay gaps are largest are with senior academic staff and in the areas of domestic support staff. We continue to work on measures to address these issues.

We are also committed to addressing barriers to equality. All of our staff are trained in Equality and Diversity and our "Avoiding Unconscious Bias" training is completed by staff and managers to support the continued elimination of bias from our people processes.

The commitment to equality comes from the very top of our institution where gender equality is clearly evidenced through the make-up of the senior management team.

The University has an excellent equal pay record. It is proud to promote the flagship Aurora Programme for women through which we continue to see very positive results in successful applications for promotion from women in both academic and professional service departments.

Over the last year, we have commissioned expert external consultancy support to undertake qualitative analysis with women academics on the sectoral and institutional barriers to progression, in order to establish what works to enable women to progress within our University. We will be working hard to consider and progress some of the recommendations from the report over the coming months.

**Dr David Llewellyn,
Vice-Chancellor,
Harper Adams University**

The Gender Pay Gap at Harper Adams University

272



Employees



417

Pay quartiles	Male %	Female %	Male (headcount)	Female (Headcount)
Upper	58.1	41.9	100	72
Upper Middle	41.3	58.7	71	101
Lower Middle	31.2	68.8	54	119
Lower	27.3	72.7	47	125

Mean pay gap % **22.6**

Mean bonus gap % **100**

Median pay gap % **33.7**

Median bonus gap % **0**

(NB Only 1 person had a bonus in this reporting period. The bonus was paid to a man. The amount involved was a discretionary sum related to the delivery of specific KPIs)

Reasons for the Gender Pay Gap at HAU

100% of Professors are male.

86% of Domestic Assistants are female.

Casual staff (student employees) - there continues to be a predominance of female student employees

Areas of improving gender balance

Heads of Departments:
60% Male, 40% Female

Senior Lecturers:
54% Male, 46% Female

Senior Management Team
4 male and 3 female

Addressing the pay gap

Harper Adams University is committed to reducing the Gender Pay Gap. Many of the reasons for the gap are historic and driven by issues such as the subject matter we teach (and have taught historically) and low staff turnover in a number of areas. However, the University will work towards closing the gap as quickly as possible.

The steps we have already taken include:

Commitment to Equality and Diversity

- HAU Policy on Equality and Diversity
- Compulsory Equality and Diversity Training for staff
- Staff training on Unconscious Bias
- Gender equality maintained in SMT makeup

Equal Pay Review

- Carried out regularly and demonstrating equal pay for equal work

Aurora Programme

- University commitment to the programme with demonstrable results in delivering further women applicants and successful appointments to senior roles in the University
- Successful female mentors as a result of the Aurora Programme
- Creating a culture of developing women in leadership

Flexible Working & Parental Leave

- The University operates a successful and well utilised flexible working policy
- The University offers enhanced maternity and paternity pay policies

Professorial Roles

- The University offers a teaching route for professorial promotions to try to encourage a wider range of applicants for this level of post.

Commissioning of External Specialist Support

- Qualitative analysis of the sector and institutional barriers to progression
- Review of a set of recommendations for action

The further steps we take, drawing on our external consultancy recommendations, will include:

Targeting areas where we can further encourage gender equality in ambition

- Encouraging and supporting professional development for management and leadership
- Encouraging and supporting professional development in traditionally male dominated subject areas
- Encouraging and supporting the use of mentors
- Mentoring specifically for applicants seeking professorial title
- Offering further external networking opportunities for academic staff to encourage and support applications for promotion

Revising promotion and pay criteria and processes

- Reviewing equality of pay bandings and starting salaries
- Continuing to encourage and mentor for academic promotion
- Assessing the impact of contracts, especially the use of fixed term and casual contracts

Reviewing recruitment processes

- Ensuring a gender neutral process for recruitment including, for example, gender neutral language which encourages applicants from both genders

Continuing to monitor & foster culture

- Through our staff survey
- Through committees within the University with a focus on equality
- Through performance management
- Through flexible working