



**Harper Adams
University**

Gender Pay Gap Report

March 2020

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 have completed an analysis of starting salaries of academic staff and confirmed that no group is disadvantaged by the approach we take.

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. We have embedded new guidance on gender neutral language into the recruitment process to ensure that no applicant is consciously or unconsciously deterred from applying.

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 been working on recommendations from expert external consultancy support, which was undertaken in order to establish what works to enable women to progress within our University. We have embedded career progression discussions into our annual Performance Development Reviews. Applicants for academic promotion are given detailed feedback whilst all shortlisted applicants are supported through expert mentoring. Promotion decisions are made by a gender-balanced selection panel and we have reviewed our selection criteria to ensure that the contribution of all academic colleagues is valued and recognised equally.

Dr David Llewellyn
Vice-Chancellor
Harper Adams University

The Gender Pay Gap at Harper Adams University

255



Employees



418

Pay quartiles

	Male %	Female %	Male (headcount)	Female (Headcount)
Upper	57.7	42.3	97	71
Upper Middle	42.3	57.7	71	97
Lower Middle	28.4	71.6	48	121
Lower	23.2	76.8	39	129

Mean pay gap %

26.2

Mean bonus gap %

0

Median pay gap %

34.2

Median bonus gap %

0

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 Academic
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 closing 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
- Continued investment in unconscious bias training for Managers, HR Professionals and our Board of Governors
- Gender equality maintained in SMT makeup

Equal Pay Review

- Carried out regularly and demonstrating equal pay for equal work
- Clear guidelines for determining starting salaries, which are applied consistently

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, which has continued to be publicised
- 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, with strengthened academic citizenship criteria

Putting into place recommendations from External Specialist Support

- Career progression discussions embedded in Performance Development Review
- Analysis of starting salaries
- Gender neutral language and unconscious bias guidelines issued to recruiting managers

The further steps we take 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
- Ongoing review of workload allocation

Revising promotion and pay criteria and processes

- Continuing to encourage and mentor for academic promotion
- Assessing the impact of contracts, especially the use of fixed term and casual contracts
- Exploration of further career progression pathways

Reviewing recruitment processes

- Continuing to ensure a gender neutral process for recruitment including, for example, gender neutral language which encourages applicants from all 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