



**Harper Adams  
University**

# **Gender Pay Gap Report**

## **March 2021**

## 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 have a rich heritage in these fields of education and enquiry.

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.

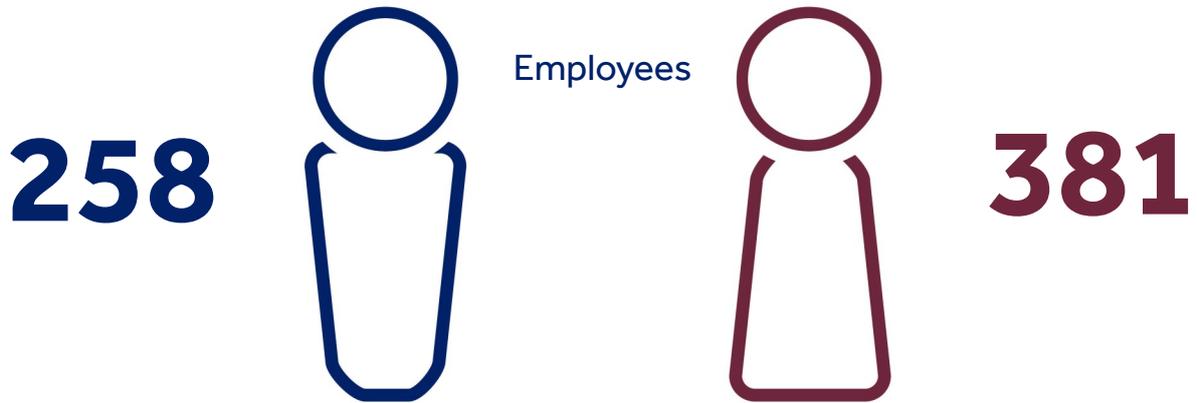
The commitment to equality comes from the very top of our institution where gender equality is clearly evidenced through the make-up of our senior management team.

The University has an excellent equal pay record. It is proud to promote the flagship HE-sector 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.

We continue to work 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



Pay quartiles	Male %	Female %	Male (Headcount)	Female (Headcount)
Upper	57.2	42.8	91	68
Upper Middle	40.6	59.4	65	95
Lower Middle	31.9	68.1	51	109
Lower	31.9	68.1	51	109

Mean pay gap % **18.9**      Mean bonus pay gap % **100**

Median pay gap % **27.6**      Median bonus pay gap % **100**

Our mean gender pay gap has reduced from 26.2% in 2018/19 to 18.9% in 2019/20

Our median gender pay gaps has reduced from 34.2% in 2018/19 to 27.6% in 2019/20

# Addressing the pay gap

Harper Adams University has made good progress in closing the Gender Pay Gap and is committed to taking further action. 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

- We review, update and implement our policy on Equality and Diversity
- Our staff undertake compulsory Equality and Diversity Training
- We invest in unconscious bias training for Managers, HR Professionals and our Board of Governors
- We maintain gender equality in our SMT makeup

## Equal Pay Review

- We carry out regular reviews and can demonstrate equal pay for equal work
- We have clear guidelines for determining starting salaries, which are applied consistently

## Aurora Programme

- We support the development of women through a programme that leads to successful appointments to senior roles in the University
- We are creating a culture of developing women in leadership roles and benefit from successful mentoring resulting from the Aurora Programme

## Flexible Working & Parental Leave

- We operate a successful and well utilised flexible working policy, which has continued to be reviewed, updated and publicised
- We offer enhanced maternity and paternity pay policies and we promote shared parental leave

## Professorial Roles

- We offer 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

- We have embedded progression discussions embedded in Performance Development Review
- We have completed an analysis of starting salaries
- We have created and issued guidelines for gender neutral language and unconscious bias recruiting managers

## The further steps we take will include:

### Targeting areas where we can further encourage gender equality

- Encouraging and supporting professional development for management and leadership
- Encouraging and supporting professional development in traditionally male dominated subject areas
- Offering further external networking opportunities for academic staff to encourage and support applications for promotion
- Ongoing review of workload allocation
- Explore the gender pay gap by age and target actions to address the gaps for older employees
- Continuing to develop targeted action plans, recognising that different areas of the University have different issues and priorities

### Refining academic promotion processes

- Continuing to encourage and mentor for academic promotion and for senior female academics to become mentors to aspiring applicants
- Mentoring specifically for applicants seeking professorial title
- 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