



**Report on the University of Liverpool's
Statutory Gender Pay Gap
2017**

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1. Statement from the Vice Chancellor

Here at the University of Liverpool, we are committed to improving equality for staff and students and increasing our diversity as an institution. These values are enshrined in Strategy 2026 and specifically our People Strategy, and they underpin everything we do.

As part of this we've made great strides in our work around gender equality, and we're at the start of a journey to achieve a sustainable, long-term approach to the gender pay gap.

This report is an important step in understanding the factors influencing our pay gap in more detail and developing on our action plan designed to address them.

In order to do that we aim to remove those barriers that persist in stopping women progressing to some senior roles and promote choice for all our staff to seek opportunities across the many roles and careers available to us in the HE sector.

I am hugely proud of our work as a University to advance equality and diversity. I confirm that the information within the report is accurate and will be used to further focus our activity and increase the impact of the work that is already ongoing to create an equal environment for everyone.

Yours sincerely,

Professor Dame Janet Beer

Vice Chancellor



2. Introduction

In this report we provide the Statutory Gender Pay Gap data that is required to be published by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The statutory data requirements are:

- The **Mean** Hourly Pay Gap (%) of all Full Pay Relevant Employees
- The **Median** Hourly Pay Gap (%) of all Full Pay Relevant Employees
- The **Mean Bonus** Pay Gap (%) of all Full Pay Relevant Employees
- The **Median Bonus** Pay Gap (%) of all Full Pay Relevant Employees
- The proportion (%) of women and men who received Bonus Pay
- The proportion (%) of women and men on 4 equal population quartiles.

We have also expanded on the data analysis beyond these categories to help contextualise the relevant pay gaps and make them more meaningful to the reader, and to help analyse and explain the causes of the gender pay gap.

We have also completed a number of additional assessments which are not presented within this report, but which are available in the Addendum. These additional assessments will be reported on at a later date and include:

Equal Pay Audit

- Gender Pay Gap by Grade and Increment Point
- Gender Pay Gap by Job Category and Increment Point

Equality Characteristics and Intersectionality

- Disability Pay Gap
- Ethnicity Pay Gap
- Sexual Orientation Pay Gaps

The analysis has been completed on the March 2017 payroll for all Full Pay Relevant Employees. The analysis has been completed for each 'post' and not for each individual person, so where a person has 2 different posts, each post has been counted and no attempt has been made to add posts together.

Ordinary Pay, which the mean and median is calculated from, is a calculation of the hourly income of an employee composed of their basic pay, allowances, shift premium pay, and any pay for piecework. **Bonus Pay** is any form of money, vouchers, securities, securities options, or interests received by an employee which is awarded as a result of profit sharing arrangements, productivity, performance, incentives or commission. More detail on what is specifically included in this category can be found on page 15-16.

A "**Full Pay Relevant Employee**" is defined as any employee who is not being paid either at a reduced rate or nil as a result of being on leave. The methodology of how the hourly pay rate is calculated is included in Appendix 1: Calculating the Gender Pay Gap.

3. About the University of Liverpool

At the University of Liverpool we are committed to the principles of equality of opportunity for all, of fairness and of inclusion. We are committed to providing an environment within which we recognise and value people’s differences, and aim to capitalise on the strengths that these differences bring to the institution.

Specifically we are committed to ensuring that our employees receive equal pay for equal work of equal value, and more broadly we are committed to addressing the causes of our Gender Pay Gap.

In March 2017, the University employed 6817 full pay relevant employees at our Liverpool, Leahurst (Wirral) and London campuses, of which **3783 (55.5%)** were Female, and **3034 (44.5%)** were Male.

These staff were engaged in a wide range of activities and are categorised as Clerical, Clinical, Manual, Technical, Research, Teaching & Research (T&R), Teaching & Scholarship (T&S), and Professional, Management & Specialist Administration (PMSA) staff.

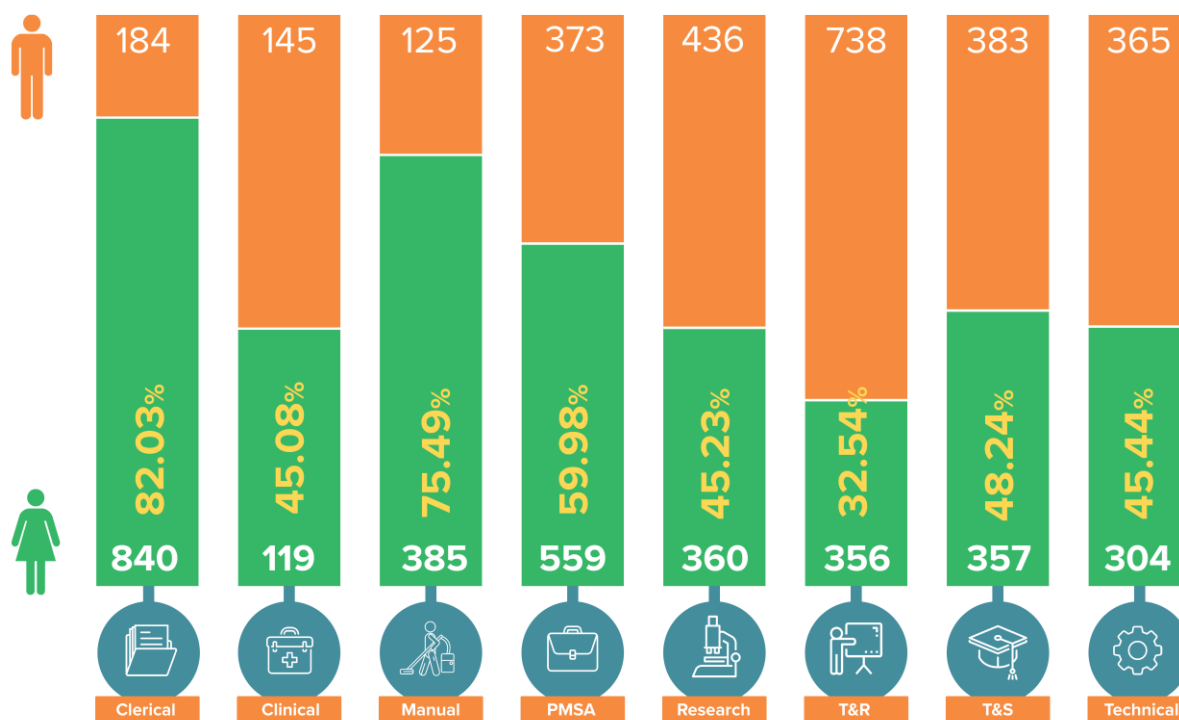


Figure 1: Job categories and gender

The University delivers teaching at undergraduate, postgraduate taught and postgraduate research level and undertakes world leading research in the Faculty of Health & Life Sciences (FHLS), Faculty of Humanities & Social Sciences (FHSS), and the Faculty of Science and Engineering (FS&E); supported by the Central Professional Services (CPS) departments such as Human Resources and Student Administration & Support.

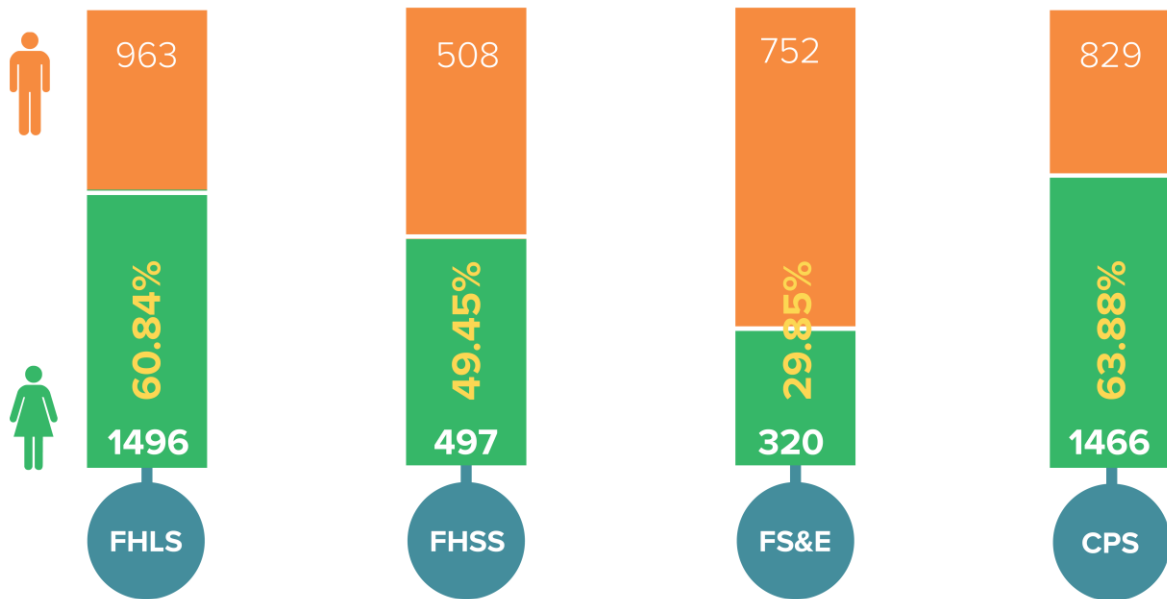


Figure 2: Faculties and gender

62.7% of employees work full time, of which 48.05% are female. 2542 employees work part time, of which 779 are casual staff and 217 zero hour staff. 68% of part time staff are female.

Table 1: Part Time contract type

	Female	Male
Part Time	1145	401
Zero Hour	86	131
Casual	498	281
	1729	813

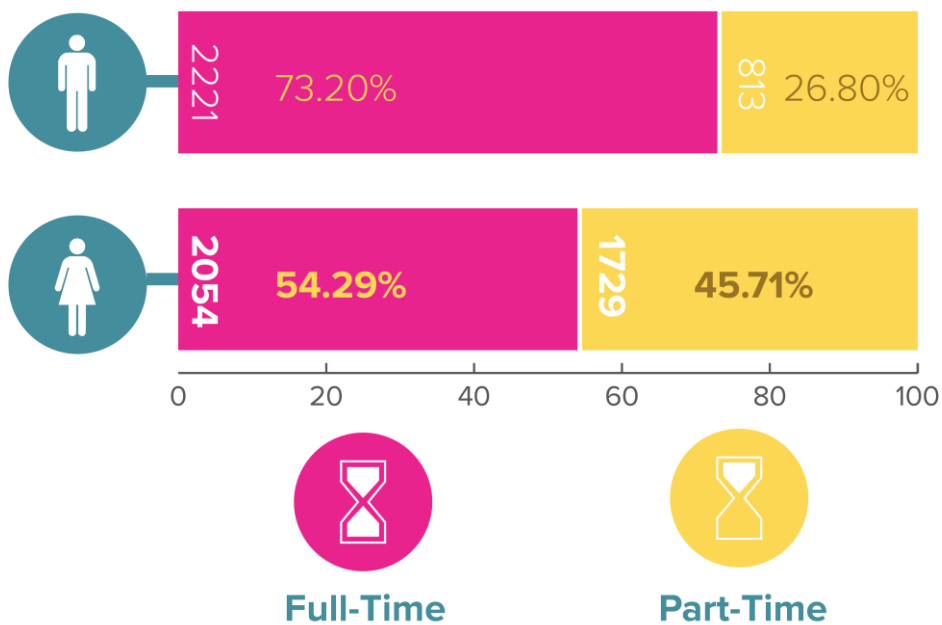


Figure 3: Working hours and gender

Excluding the Casual employees, 27.8% of employees are on a fixed term contract of which 55.3% are female. Of the 4362 employees on a permanent contract, 54.1% are female.

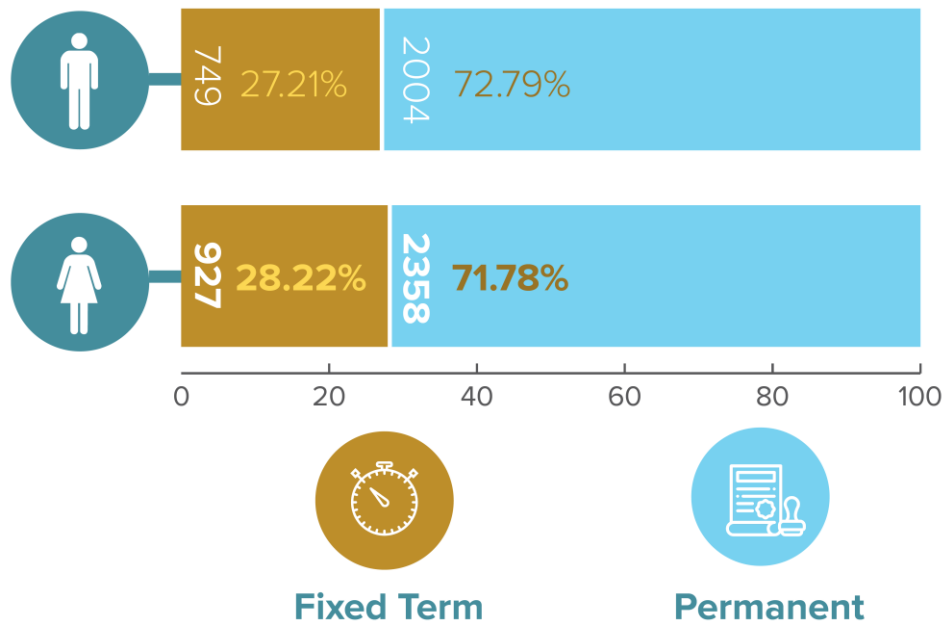


Figure 4: Contract type and gender

The University has a single pay spine made up of 10 grades and 59 increment points. Clinical staff are linked to the NHS pay spine. Female employees make up a majority of staff on grades 1 to 7, and male staff make up a majority on grades 8 to 10 and on Clinical grades.

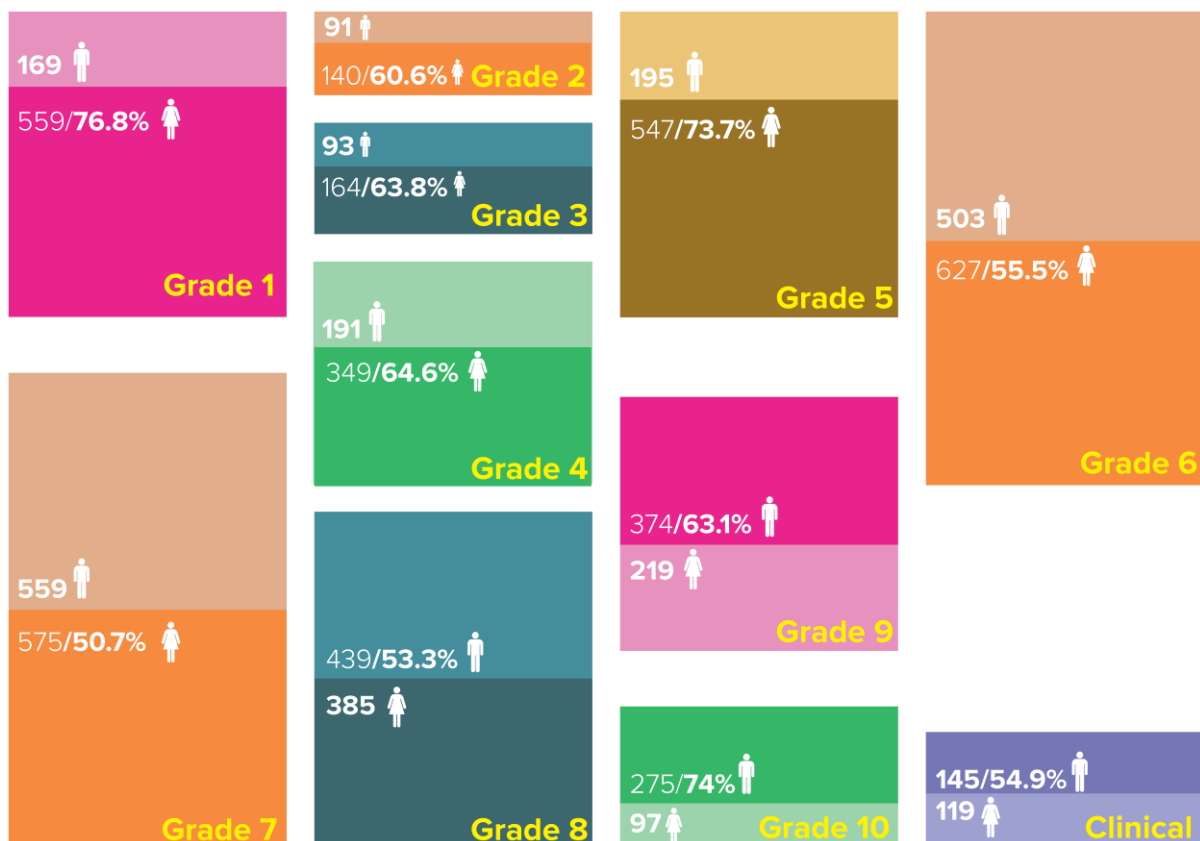


Figure 5: Pay grades and gender

4. Headline Gender Pay Gap figures and infographics

The Gender Pay Gap is defined as the difference between the mean and median hourly rate of pay that male and female employees received in March 2017.

The **Mean Pay Gap** is the difference between the average hourly earnings of men and women.

The **Median Pay Gap** is the difference between the midpoints in the ranges of hourly earnings of men and women.¹

A pay gap in favour of men is presented as a positive number and coloured **black**, and a pay gap in favour of women is presented as a negative number and coloured **red**.

All data presented in this section has been calculated using the statutory reporting requirements, unless otherwise stated.

Gender Pay Gap

Mean Pay Gap

24.57%

vs 17.4% UK National (April 17²)

Mean Hourly Rates of Pay



Data based on the Statutory Reporting requirements including Clinical and Casual Staff.

Median Pay Gap

19.00%

vs 18.4% UK National (April 17)

Median Hourly Rates of Pay



Figure 6: Mean hourly income

Figure 7: Median hourly income

¹ The Median is the Office of National Statistics (ONS) preferred measure of average earnings as it is less affected by a relatively small number of very high earners and the skewed distribution of earnings. It therefore gives a better indication of typical pay than the mean.

² See

Gender Bonus Pay Gap

The Bonus Gender Pay Gap is defined as the difference between the mean and median bonus pay that male and female employees received between the 1st April 2016 and the 31st March 2017.

Bonus Pay is defined as any form of money, vouchers, securities, securities options, or interests received by an employee which is awarded as a result of profit sharing arrangements, productivity, performance, incentives or commission.

The University has 3 categories of bonus pay which are included in this analysis, 1) a contractual bonus, 2) an Exceptional Performance Award (EPA), and 3) a Clinical Excellence Award (CEA).

Mean Bonus Pay Gap

76.16%

Median Bonus Pay Gap

89.95%

% Female Staff received Bonus Pay

1.30%

% Male Staff received Bonus Pay

2.01%

Proportion of bonuses received by male and female employees

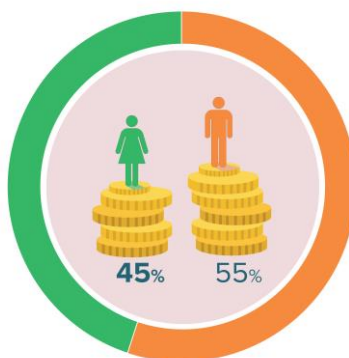


Figure 8: Bonus pay

For a further analysis of Bonus Pay see 5.1.1 Understanding Bonus Pay, page 16.

Proportion of male and female employees in each pay quartile

The proportion of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

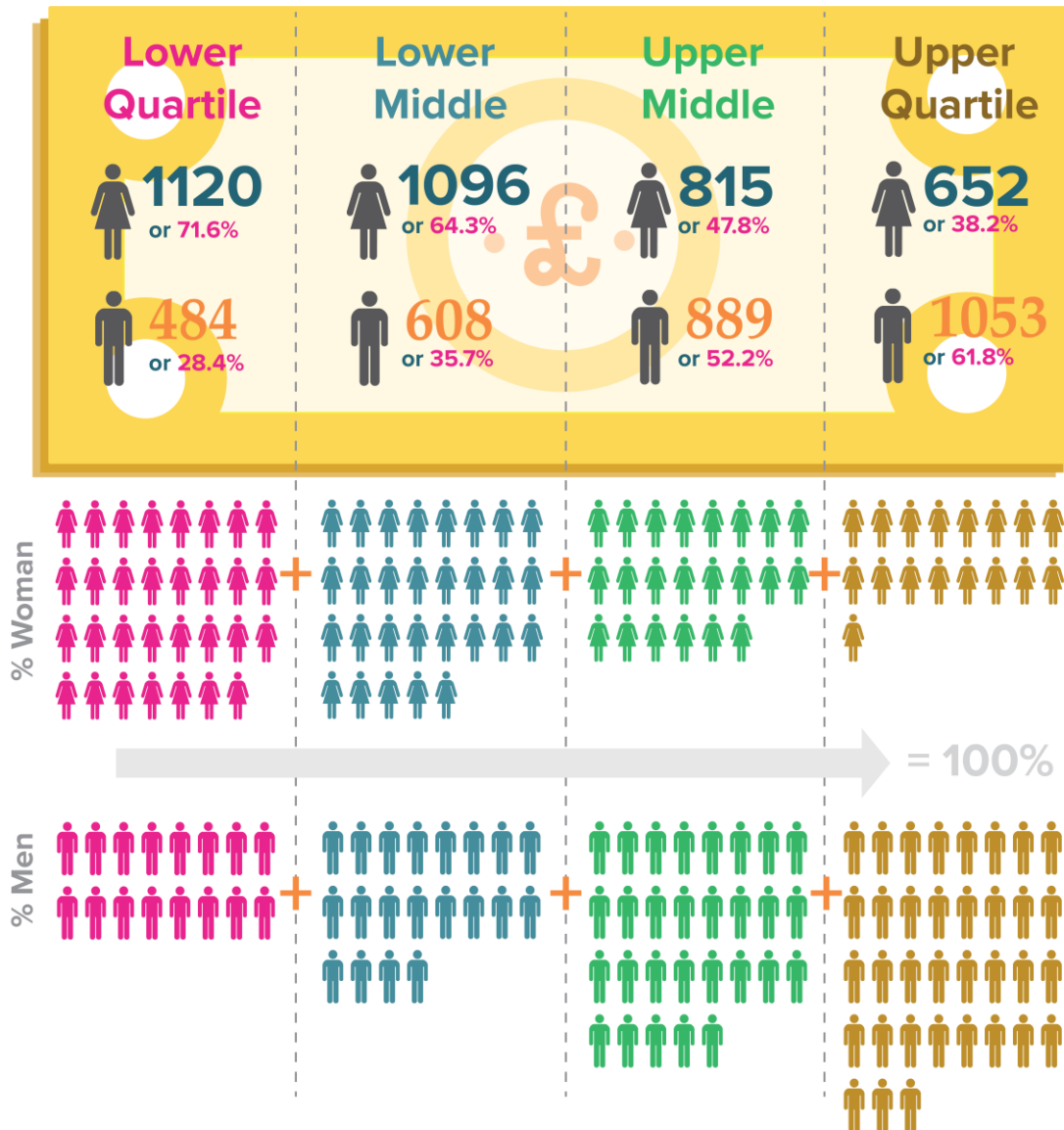


Figure 9: Pay quartiles and gender

Further details are available in Table 4: Quartile population and Table 5: Hourly income and Gender Pay Gaps by quartiles, page 15.

Proportion of employees by hourly pay bands and the proportion of women on each of those bands

We have assigned all employees to one of the below hourly pay bands to better illustrate the hourly earnings of staff, and we have presented the proportion of male and female employees in each group.

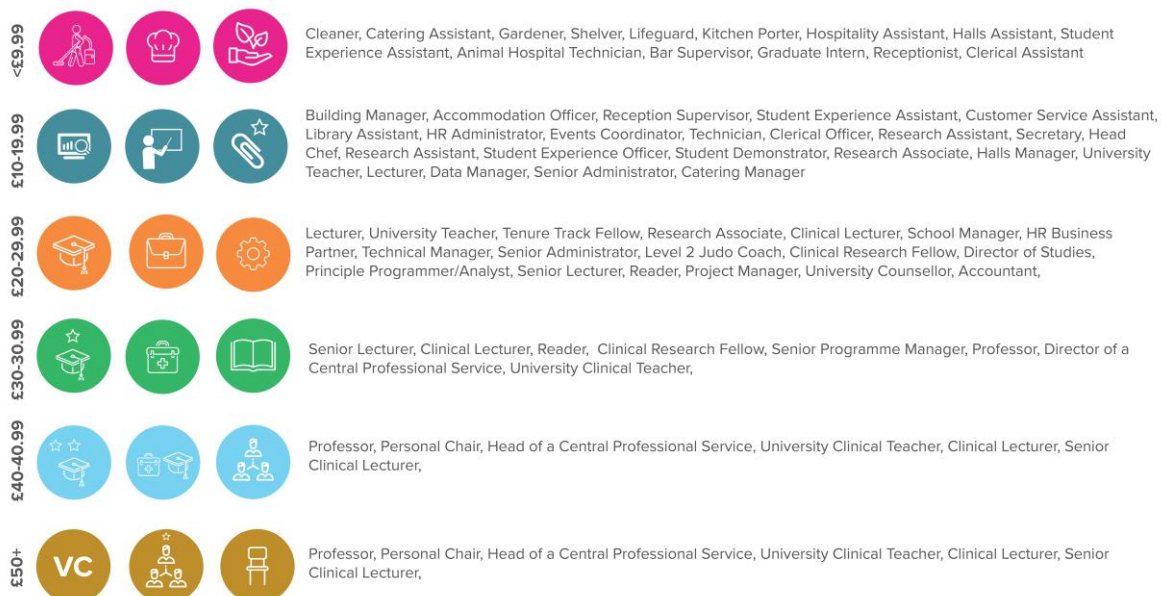
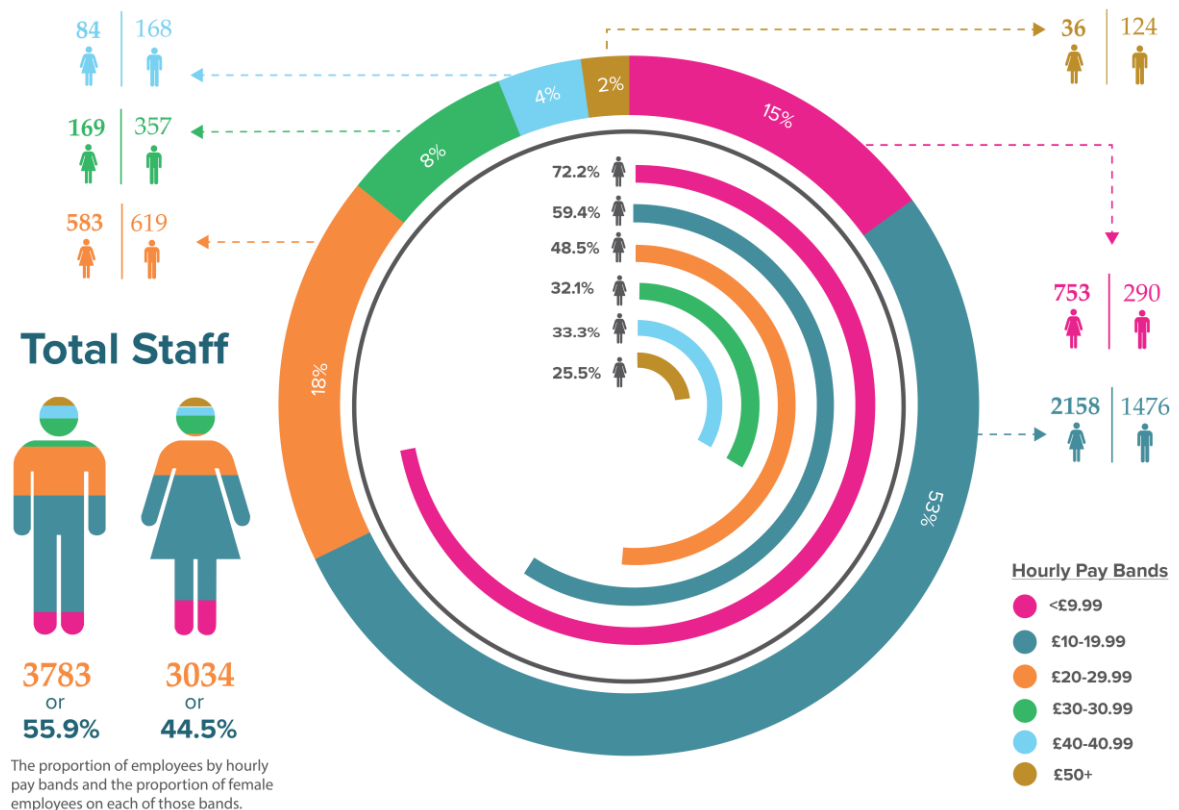


Figure 10: Hourly pay bands and gender

Hourly Pay by Job Category



Figure 11: Hourly income by job category

Further details are available in Table 14: Gender Pay Gaps by job category, page 21.

5. Statutory Gender Pay Gap Report

The Statutory Pay Gap calculation includes all full time relevant employees in March 2017, after Salary Sacrifice deductions have been made. In addition to the statutory reporting requirements, we have completed further analysis in order to help determine the causes of the gender pay gap.

Ordinary Pay, which the mean and median is calculated from, is a calculation of the hourly income of an employee composed of their basic pay, allowances, shift premium pay, and any pay for piecework. Ordinary Pay is calculated from monies received in March 2017.

Bonus Pay is any form of money, vouchers, securities, securities options, or interests received by an employee which is awarded as a result of profit sharing arrangements, productivity, performance, incentives or commission. Bonus Pay is calculated from monies received in the 12 months leading up to March 2017.

Where a pay gap number is a positive figure and **black**, this means that there is a pay gap in favour of men, where a number is a negative figure and **red**, this means that there is a pay gap in favour of women.

5.1. Statutory Gender Pay Gap

6817 Full Pay Relevant Employees are included in the Statutory Gender Pay Gap calculation, of which 3783 (55.5%) are female, and 3034 (44.5%) are male.

Table 2: Statutory Gender Pay Gap data

	#F	#M	Statutory Pay Gap
i. Mean Hourly Gender Pay Gap	3783	3034	24.57%
ii. Median Hourly Gender Pay Gap	3783	3034	19.00%
iii. Mean Bonus Pay Gender Pay Gap	49	61	76.16%
iv. Median Bonus Pay Gender Pay Gap	49	61	89.95%
v. Proportion of staff in receipt of Bonus Pay:			
a. Proportion of Female staff in receipt of bonus pay			1.30%
b. Proportion of Male staff in receipt of bonus pay			2.01%
c. Proportion of staff in receipt of bonus pay who are Female			44.5%
d. Proportion of staff in receipt of bonus pay who are Male			55.5%

Table 3: Mean and Median hourly income and annual bonus income

		Hourly ££
Mean Hourly Pay Rate	Male	£22.75
	Female	£17.16
Median Hourly Pay Rate	Male	£18.68
	Female	£15.13
Mean Annual Bonus Pay	Male	£24,613
	Female	£5,867
Median Annual Bonus Pay	Male	£14,930
	Female	£1,500

vi. Proportion of staff on quartile pay bands

The proportion of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands:

Table 4: Quartile population

	# Female	# Male	Female ↕	Male ↕	Female ↔	Male ↔
Q1 Lower	1220	484	32.25%	15.95%	71.60%	28.40%
Q2 Lower Middle	1096	608	28.97%	20.04%	64.32%	35.68%
Q3 Upper Middle	815	889	21.54%	29.30%	47.82%	52.18%
Q4 Upper	652	1053	17.24%	34.71%	38.24%	61.76%

We have also analysed the Gender Pay Gap and the hourly income levels for each of these quartiles:

Table 5: Hourly income and Gender Pay Gaps by quartiles

			Hourly ££	Statutory Pay Gap
Mean	Q1 Lower	Male	£9.88	0.63%
		Female	£9.82	
	Q2 Lower Middle	Male	£14.99	2.25%
		Female	£14.65	
	Q3 Upper Middle	Male	£18.97	-0.33%
		Female	£19.03	
	Q4 Upper	Male	£36.33	9.82%
		Female	£32.76	

			Hourly ££	Statutory Pay Gap
Median	Q1 Lower	Male	£9.36	1.22%
		Female	£9.25	
	Q2 Lower Middle	Male	£15.13	5.26%
		Female	£14.33	
	Q3 Upper Middle	Male	£18.68	-1.46%
		Female	£18.95	
	Q4 Upper	Male	£32.33	10.89
		Female	£28.81	

5.1.1. Understanding Bonus Pay

Bonus Pay is defined as any form of money, vouchers, securities, securities options, or interests received by an employee which is awarded as a result of profit sharing arrangements, productivity, performance, incentives or commission.

It includes all forms of bonus received in the 12 month period prior the statutory snap shot date (1st April 2016 to 31st March 2017).

The University has 3 categories of bonus what are included in this analysis:

- 1) A contractual bonus
- 2) An Exceptional Performance Award (EPA)
- 3) A Clinical Excellence Award (CEA).

110 employees received a bonus payment between the 1st April 2016 and the 31st March 2017. 44% were Exceptional Performance Awards, 49.5% were Clinical Excellence Awards, and the remaining 6.5% were contractual bonuses awarded to senior managers.

- **Exceptional Performance Awards**

An Exceptional Performance Award is a one-off, non-consolidated payment of £1500 in recognition of exceptional performance that is not normally expected to be sustained for more than a year. An EPA is open to all members of staff and applications are made during the Annual Review process.

Table 6 outlines who received the EPA in the 2016 Annual Review process:

Table 6: Recipients of Exceptional Performance Awards

	Female	Male	Total	%F↔	%F↕
CPS	24	7	31	77.4	70.6
FHLS	7	1	8	87.5	20.6
FHSS	3	3	6	50	8.8
FS&E	0	3	3	0	0
	34	14	48	70.8	

Clerical	12	3	15	80	31.3
Clinical	1	0	1	100	2.1

Manual	0	0	0	0	0
PMSA	19	6	25	76	52.1
Research	0	0	0	0	0
T&R	0	2	2	0	4.2
T&S	0	0	0	0	0
Technical	2	3	5	40	10.4

Full Time	28	14	42	58.3	87.5
Part Time	6	0	6	100	12.5

Fixed Term	3	1	4	75	8.3
Permanent	31	13	44	70.5	91.7

Grade 4	4	0	4	100	8.3
Grade 5	4	3	7	57.1	14.6
Grade 6	9	3	12	75	25
Grade 7	6	3	9	66.7	18.8
Grade 8	8	5	13	61.5	27.1
Grade 9	1	0	1	100	2.1
Clinical	1	0	1	100	2.1

Of the 48 employees who received an EPA in 2016/2017, 71% were female employees. The majority of recipients were Clerical or PMSA staff, largely in the Central Professional Services. They were more likely to be on permanent contract and work full time in grades 6, 7 or 8.

No Manual, Research or T&S staff received an EPA in 2016/2017 nor any staff on grades 1, 2 or 3.

- **Clinical Excellence Awards**

The Clinical Excellence Awards (CEA) scheme is a NHS reward programme which is intended to recognise and reward consultants who contribute most towards the delivery of safe and high quality care to patients and to the continuous improvement of NHS services. This includes those consultants and senior academic GPs who do so through their contribution to academic medicine. CEA levels range from £3,016 at Level 1 to £77,320 at Level 12 (Platinum). Awards can be made for both local and national contributions to the NHS³.

Clinicians apply for the award through the relevant NHS processes however, the University administers the payment of the award through our payroll.

Legal advice provided by UCEA in January 2018 advised that CEA should be classed as a bonus payment by the University in the Statutory Gender Pay Gap calculations, although there has been some disagreement within the sector whether these payments should be included by universities at all. Until further advice is received CEA's will be included in our figures.

Not all clinical staff will be eligible for a CEA, only those that are consultants. The proportion of clinical staff in receipt of a CEA is:

³ See: <https://www.bma.org.uk/advice/employment/pay/clinical-excellence-awards-for-nhs-consultants>

Table 7: Recipients of Clinical Excellence Awards

	Clinical Staff	Received CEA	% Received CEA	%F/M↕
Female	119	11	9.2%	20%
Male	145	44	30.4%	80%
All	264	55	20.1%	100%

The CEA's range from £3K to £77K per year, and the mean and median annual value just of CEA staff are (see: Table 3, page 15 for all bonus pay amounts):

Table 8: Mean and median annual Clinical Excellence Awards pay

		££ Annual
Mean Annual CEA Bonus Pay	Male	£33,346
	Female	£18,805
Median Annual CEA Bonus Rate	Male	£35,832
	Female	£11,944

The CEA are considerable sums which have a significant impact on the University's Bonus Pay Gaps. The pay gaps just for those receiving a CEA is:

Table 9: Bonus pay gaps for those in receipt of CEA only

	#F	#M	Pay Gap
i. Mean Bonus Pay Gender Pay Gap	11	44	43.6%
ii. Median Bonus Pay Gender Pay Gap	11	44	66.7%

However, if we omit the CEA from the Bonus calculation, the pay gaps would be:

Table 10: Bonus pay gaps (excluding CEA)

	#F	#M	Pay Gap
i. Mean Bonus Pay Gender Pay Gap	38	17	-5.52%
ii. Median Bonus Pay Gender Pay Gap	38	17	0.00%

5.2. Gender Pay Gap – Excluding Casual Staff

In order to help us understand the causes of the Gender Pay Gap, we have completed an additional assessment which has excluded the 779 Casual Employees from the assessment. This assists in pinpointing more precisely areas that may be disproportionately adding to the Gender Pay Gap.

Of the remaining 6038 staff 3285 (54.4%) were female and 2753 (45.6%) were male:

Table 11: Gender Pay Gap (excluding casuals)

	#F	#M	Statutory Pay Gap
i. Mean Hourly Gender Pay Gap	3285	2753	24.22%
ii. Median Hourly Gender Pay Gap	3285	2753	17.09%
iii. Mean Bonus Pay Gender Pay Gap	49	61	76.16%
iv. Median Bonus Pay Gender Pay Gap	49	61	89.95%
v. Proportion of staff in receipt of Bonus Pay:			
a. Proportion of Female staff in receipt of bonus pay			1.5%
b. Proportion of Male staff in receipt of bonus pay			2.2%
c. Proportion of staff in receipt of bonus pay who are Female			44.5%
d. Proportion of staff in receipt of bonus pay who are Male			55.5%

Excluding the Casual staff has had only a marginal improvement on the Mean Pay Gap reducing it from 24.57% to 24.22%; however there is a larger decrease in the Median Pay Gap from 19.00% to 17.09%.

i. Proportion of staff on quartile pay bands

Removing the Casual staff results in a lower proportion of female staff being in Quarter 2 and Quarter 4 with a corresponding increase in the proportion of men in those areas:

Table 12: Quartile population (excluding casuals)

	# F	# M	Female ↕	Male ↕	Female ↔	Male ↔	F Change
Q1 Lower	1085	424	33.03%	15.40%	71.90%	28.10%	↑
Q2 Lower Middle	916	594	27.88%	21.58%	60.66%	39.34%	↓
Q3 Upper Middle	734	775	22.34%	28.15%	48.64%	51.36%	↑
Q4 Upper	550	960	16.74%	34.87%	36.42%	63.58%	↓

6. Causes of the Gender Pay Gap

The University of Liverpool has an overall Mean Pay Gap of 24.57% and a Median Pay Gap of 19.00%. However, when analysed at grade level:

Mean:

- < 1% Pay Gap on Grades 1, **2, 8**
- <2% Pay Gap on Grades 9 and 10
- <3% Pay Gap on Grades 7
- <5% Pay Gap on Grades 5 and 6

The only grades which have a pay gap over the 5% threshold for further investigation are grades 3, 4 and Clinical staff.

Median

- < 1% Pay Gap on Grades 1, 2, 3, 4, 5, and **8**
- <2% Pay Gap on Grade 7
- <4% Pay Gap on Grade 10
- < 5% Pay Gap on Grade 3

The only grades which have a pay gap over the 5% threshold for further investigation is grade 9 and Clinical staff. In fact grades 2, 4 and 5 have a median pay gap of 0%.

Table 13: Gender Pay Gaps by pay grade

	Statutory Pay Gap			
	F	M	Mean	Median
Grade 1	559	169	0.03	0.01
Grade 2	140	91	-0.51	0.00
Grade 3	164	93	6.95	4.79
Grade 4	349	191	8.35	0.00
Grade 5	547	195	3.48	0.00
Grade 6	627	503	3.87	0.54
Grade 7	575	559	2.42	1.38
Grade 8	385	439	-0.60	-0.30
Grade 9	219	374	1.43	5.17
Grade 10	97	275	1.34	3.83
Clinical	119	145	21.19	11.50

Where a Pay Gap is greater than 5% (highlighted red) further analysis is required.

The analysis by different job categories is set out below:

Mean

- <5% Pay Gap for T&S, Research, and Technical
- <10% Pay Gap for Manual and **Clerical**
- <15% Pay Gap for Casuals, T&R, and **PMSA**

The largest mean pay gaps exist for Clinical staff at 21.19% who are paid according to NHS pay scales which the University has no control over.

Median

- <5% Pay Gap for Technical, Research, T&S, Research, and Manual
- <10% Pay Gap for Clerical, PMSA, and Casuals
- <15% Pay Gap for T&R and Clinical.

Table 14: Gender Pay Gaps by job category

	Statutory Pay Gap			
	F	M	Mean	Median
ANTR				
Clerical	840	184	-7.43	-6.05
Clinical	119	145	21.19	11.50
Manual	385	125	5.86	3.86
PMSA	559	373	11.71	5.72
Research	360	436	4.76	2.90
T&R	356	738	10.57	12.76
T&S	357	383	0.79	-3.96
Technical	304	365	4.19	2.07
Casuals	498	281	10.20	7.59

- ANTR: Senior academic staff who are not assigned to a faculty or academic department. Numbers are omitted because of the small sample size.
- T&S: Teaching and Scholarship
- T&R: Teaching and Research
- PMSA: Professional, Management, Specialist, Administration

Take Teaching and Research as an example, the overall pay gap is 10.57% (mean) and 12.76% (median). 32.5% of employees in this job group are female.

At a faculty level, the mean pay gap reduces to 8.98% in the Faculty of Health & Life Sciences and to 7.92% in the Faculty of Humanities and Social Sciences. In the Faculty of Science and Engineering however the pay gap increases to 19.6%.

The difference between these faculties is that in the Faculty of Health & Life Sciences 37.6% of T&R staff are female, and in the Faculty of Humanities and Social Sciences it is 38.2%; this compares to 17.8% in the Faculty of Science and Engineering.

As with the HE sector overall, the causes of the University of Liverpool's Gender Pay Gap are predominately related to:

- The distribution of men and women vertically in the pay grades with women predominantly in lower pay grades and men in higher pay grades. This is demonstrated by the fact that 25% of Professors are female but 77% of grade 1 Manual staff are female. *See Figure 5: Pay grades and gender.*
- The distribution of men and women horizontally with the job categories where a higher proportion of women are in lower paid job groups in particular Clerical and Manual roles, and a higher proportion of men are in higher paid job groups in particular Teaching &

Research, Research and Clinical roles. See *Figure 4: Contract type and gender* and *Table 14: Gender Pay Gaps by job category*.

- iii. There is a higher proportion of men in Academic roles which have a defined promotion route compared to Professional Services roles where women are concentrated, which does not have a defined promotion route. As there is no notional maximum on the number of senior academic positions, the promotion route enables a larger proportion of men to progress up the pay scales than women, coupled with the relatively fixed number of senior professional services positions which do not provide the same number of opportunities for female advancement.
- iv. The effects of the 'leaky pipeline' of female progression in academia, in particular in Science, Technology, Engineering and Maths (STEM) resulting in a large gender imbalance across the Faculty of Science and Engineering.
- v. The University has retained its own student accommodation, cleaning services, maintenance, and catering departments which means that the University has a relatively large population of staff on grades 1 to 3, which are predominantly female and working part time.
- vi. A broader cultural impact on the Gender Pay Gap is the uptake of family leave by male members of staff and the subsequent decisions to take up flexible working arrangements and/or reduce hours to part time. Women are predominantly the primary carer for children and dependants which can, over the course of a career, reduce the opportunities for progression or place other limits on gaining the relevant experience for promotion. To combat this requires cultural change across the organisation and the sector overall.

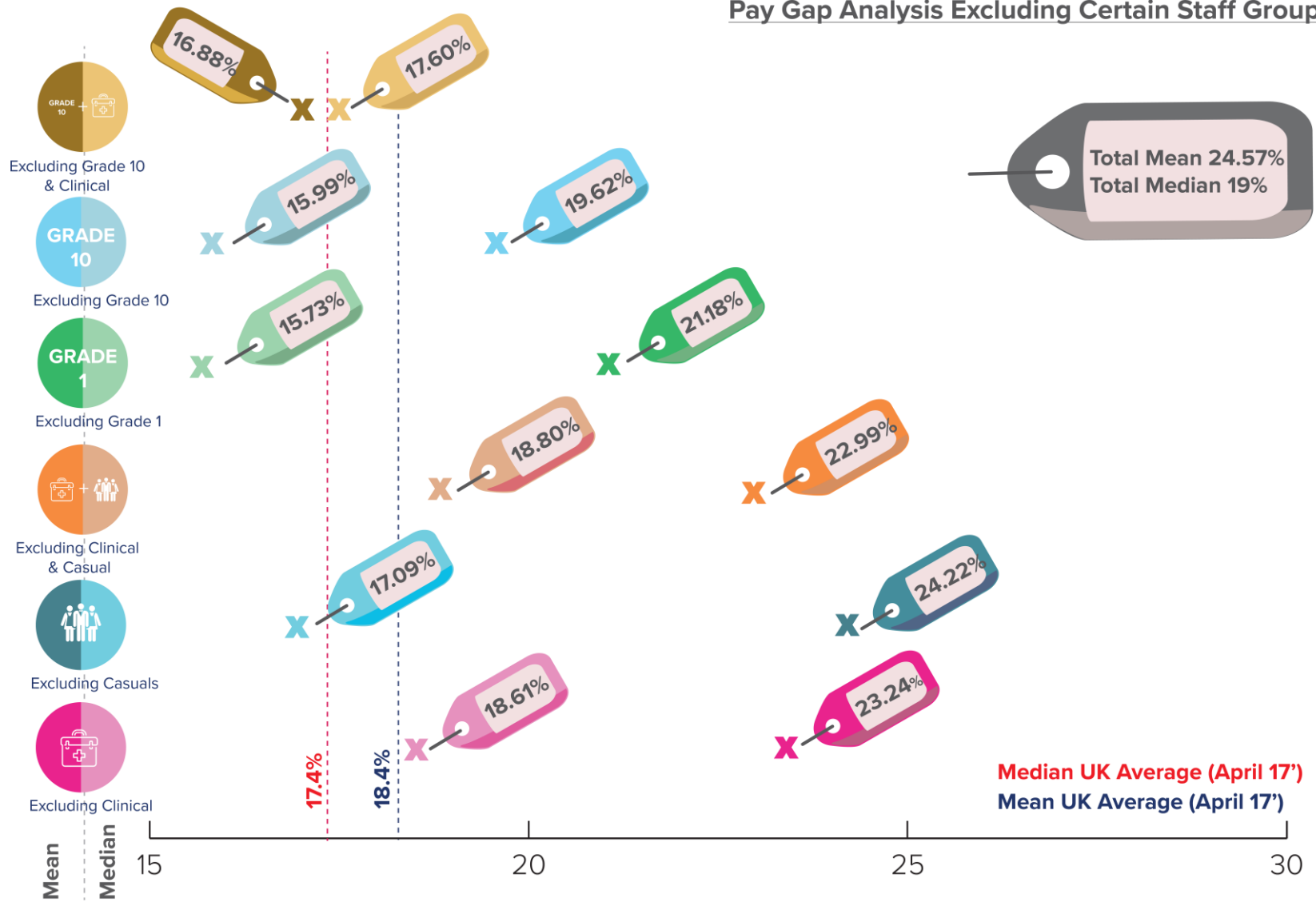
A number of these points can be illustrated using the following infographic. Here we have re-calculated the Mean and Median Gender Pay Gaps by removing different data sets from the calculation. This has been done by excluding certain groups to explore which ones might be having a disproportionate impact. The calculation has been done by excluding:

- Clinical staff
- Casual staff
- Clinical and Casual staff
- Grade 1 staff
- Grade 10 staff
- Grade 10 and Clinical staff

The infographic compares the results against the UK National Mean and Median Gender Pay Gaps. What this demonstrates is that the gender imbalance within our grade structure is significantly influencing the Gender Pay Gap. When grade 10 staff and Clinical staff for example are removed, the Mean Pay Gap drops from 24.57% to 16.88% and the Median drops from 19.00% to 17.60%:

Figure 12: Pay gap analysis by excluding defined categories

Pay Gap Analysis Excluding Certain Staff Groups



7. Staff Satisfaction Survey

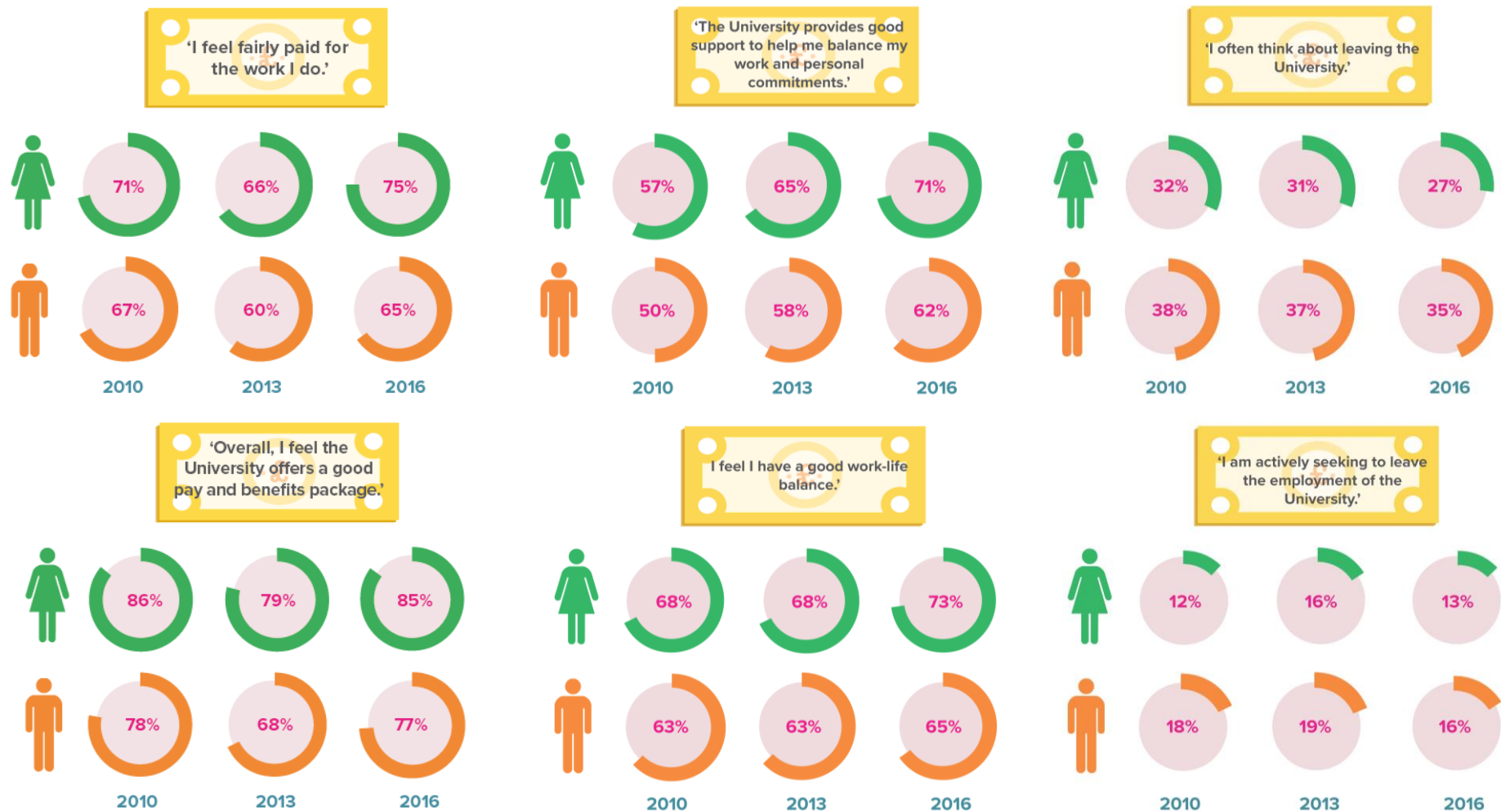


Figure 13: Staff Survey results

To help understand the broader context of the Gender Pay Gap, the results of the Staff Satisfaction Survey completed in 2010, 2013 and 2016 have been reviewed, specifically questions relating to pay and reward, work life balance, and intention to leave the University.

The results are inclusive of all “Tend to Agree” and “Agree” responses for each of the questions.

Pay and Reward

- i. Overall we have high satisfaction rates with the University’s pay and benefits package, with female employees more likely to be satisfied than male employees.
- ii. There has been an increase in satisfaction on both of these measures between 2013 and 2016 for both men and women, however, the trend has remained flat since 2010.

Work-life Balance

- iii. Staff satisfaction with the support provided by the University to help balance work and personal commitments has increased year on year with female employees showing a 15 point increase from 2010 and male employees a 12 point increase. Female employees overall are more likely than their male colleagues to be satisfied with this support.
- iv. In terms of employee’s perception of their actual work-life balance, once again female employees are more likely to be satisfied than their male colleagues and the improvement in this area is not as pronounced as with the previous question. However, a majority of staff do believe that they have a good work-life balance.

Intention to leave the University

- v. Although there are numerous reasons why members of staff may be considering leaving the University, their pay, benefits, work-life balance, promotion opportunities and career development may all play a part.
- vi. Staff turnover provides opportunities and challenges to address the Gender Pay Gap, potentially opening up senior posts previously occupied by men to women, but also the risk of losing those women that are already in senior positions.
- vii. The results from the survey show that a significant proportion of both male and female employees consider leaving the organisation, though a lower proportion of women compared to men; and that a large number of staff are actively looking for new employment opportunities, though once again there being a smaller proportion of women doing so compared to men.

8. Initiatives helping us to address our Gender Pay Gap

The University has been working to promote gender equality across the organisation for a number of years. This has included the following initiatives and activities:

8.1. Athena SWAN



The University joined the Athena SWAN Gender Equality Charter in 2009. In 2010 and 2013 the University was recognised by the Equality Challenge Unit with Athena SWAN Bronze University status.

Since 2013 the University has developed and strengthened its commitment to address gender equality for staff and students and was awarded Silver University status in 2016. A significant amount of work has taken place at School/Institute level since 2013, and now 10 Schools/Institutes have their own Athena SWAN awards including a Gold for the Institute of Integrative Biology⁴.

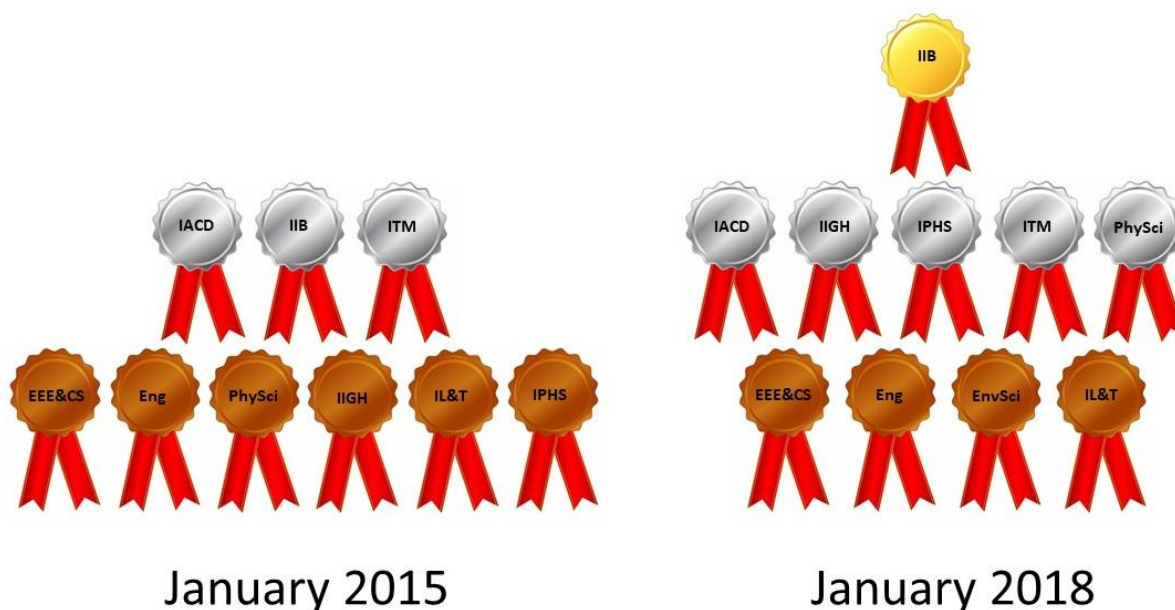


Figure 14: Athena SWAN awards

Work is currently ongoing in Schools in the Faculty of Humanities and Social Sciences who are working to achieve Bronze awards. The University is aiming to achieve Institutional Gold by 2020.

Although Athena SWAN awards are only available to academic departments, Professional Services staff set up a Self-Assessment Team in 2017 to assess the need for and to develop any actions that might be needed to address gender equality concerns specific to these staff groups. The Deputy Vice Chancellor is the group's Professional Services Champion. The group will develop actions by mid-2018. For further information about our work on Athena SWAN please [visit the webpages](#) and download the [Award Submissions](#).

⁴ IIB is one of only 10 departments nationally to have achieved a Gold Department award.

8.2. Family Friendly Employer

The University is working towards being a sector leading family friendly employer. Since 2012 we have:

- i. Introduced a Shared Parental Leave policy with an Occupational Pay entitlement on a par with our Maternity and Adoption Leave policies
- ii. Introduced Surrogacy Leave entitlements on a par with the Adoption Leave entitlement
- iii. Introduced paid fertility treatment leave for up to 3 treatment cycles
- iv. Extended flexible working requests to all members of staff
- v. Extended bereavement leave from 5 days to 10 days for the bereavement of all immediate family members
- vi. Opened 2 Carers' Car Parks to support parents and carers who are unable to arrive at work before 8:45am who otherwise would be unable to park on campus
- vii. Launched a Parents' Network and a Carers' Network to provide a space where staff can share experiences, network, and raise issues with HR
- viii. Tendered for a new provider for the University's onsite nursery which has extended the available options to include part time and flexible childcare arrangements, as well as operating a paid for crèche service for staff working weekend open days
- ix. Opened a number of Milk Expression Rooms for staff who are breast feeding after returning from maternity leave, and introduced a mini-fridge loan system to store the milk.

Our aim is to ensure that the University is a supportive workplace for working families, in particular women who currently take on the larger proportion of family and caring responsibilities. Our long term goal is to encourage and support more male staff to take up family leave and flexible working arrangements.

8.3. Academic Promotion

We have worked to encourage the broadest range of applications for promotion and convert them to successful outcomes for all qualified staff. Data suggested reticence on the part of women to apply, and our 2013 staff survey showed concerns about transparency. We sought best practices in HEIs and beyond, shared emerging views with focus groups and refined our plans:

- i. Promotion panel members are representative of the academic workforce
- ii. We have a range of career paths reflecting type of academic roles
- iii. Career and CV mentoring
- iv. Unconscious Bias training for panel members
- v. Promotion workshops, led by recently promoted staff and panel members – with some sessions ring-fenced for women
- vi. Communications re-written for clarity for applicants and managers
- vii. Feedback for unsuccessful applicants is provided by School/Institute heads and line managers
- viii. On-line resources including case studies linked to career paths and films of successful candidates, drawn from across the protected characteristics, sharing tips.

When looking at promotion data we must always take into account that there is a finite applicant pool at any one time in a position to apply for promotion. Our data shows that there was a peak of applications from female staff in 2014 and 2015 resulting in a drop off in 2016. However, overall work to support staff in applying for promotion has resulted in the following:

- ix. From 2012 to 2017 in total there were 144 applications for Senior Lecturer, 47 applications for Reader, and 50 for a Professorial Chair from female staff. 129 (89.6%), 42 (89.4%) and 45 (90%) applicants respectively were successful, or 90% overall. The overall success rate of male applications for the same period is 87% (SL), 79% (Reader) and 91% (Chair), or 85% overall.
- x. From 2012 to 2015 there was an increase in the number of female applicants for Senior Lecturer, and the proportion of applicants who are female increased from 39.3% to 48%.
- xi. From 2012 to 2015 there was an increase in the number of female applicants for Reader, and the proportion of applicants who are female increased from 21% to 44%. The number and proportion of applicants reduced in 2016 but increased again in 2017.
- xii. Since 2012, 45 women were promoted to Professorial level and we have doubled the proportion of female clinical professors (from 7% to 14%), and appointed our first two female chairs on the newly developed Teaching and Scholarship pathway.
- xiii. In the Faculty of Health and Life Sciences the percent of women with Chairs increased from 25% to 33% and is above the sector benchmark of 25%.
- xiv. In 2016, the Faculty of Science and Engineering increased the number of female Professors from 6 to 9 via the promotions process.
- xv. In the Faculty of Humanities and Social Sciences, female professors now make up 32% of staff (up from 26%) and at grade 9, the proportion of women has increased from 34% to 37% over this period.
- xvi. Currently 25% of Professors are women, an increase from 18% in 2012.

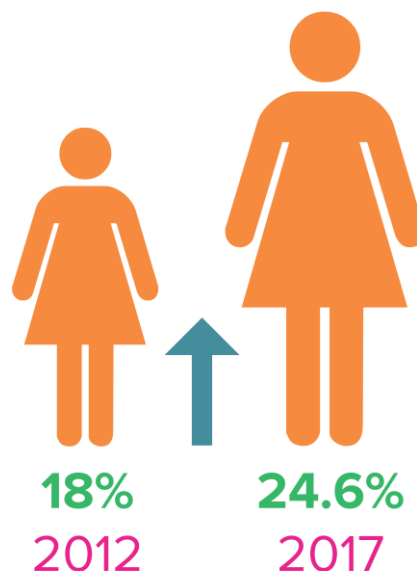


Figure 15: % Female Professors

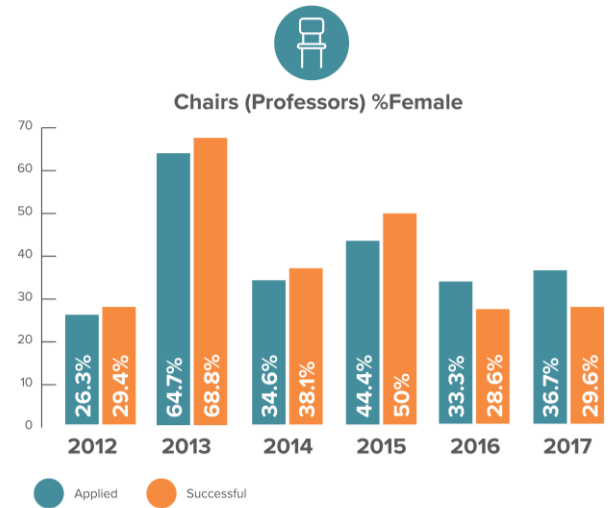
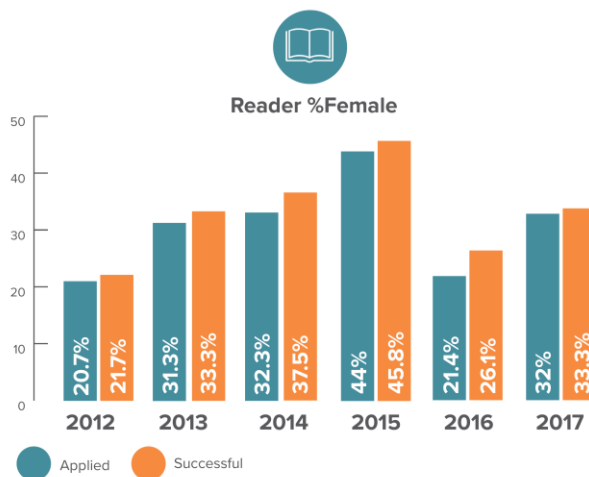
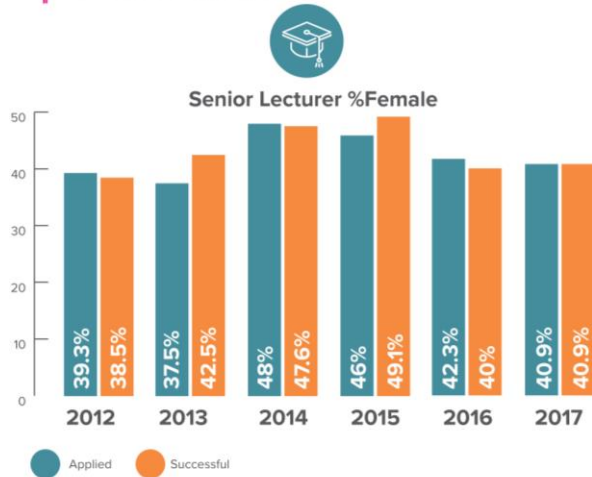
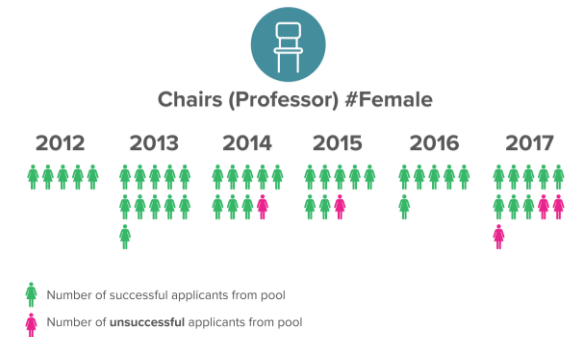
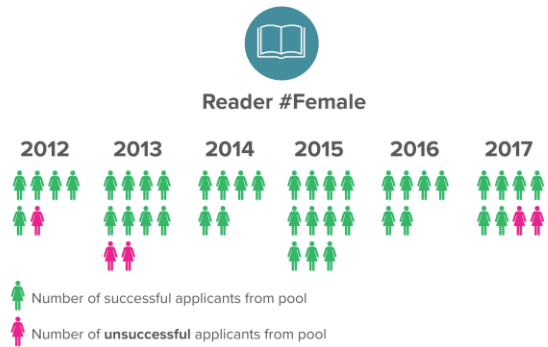
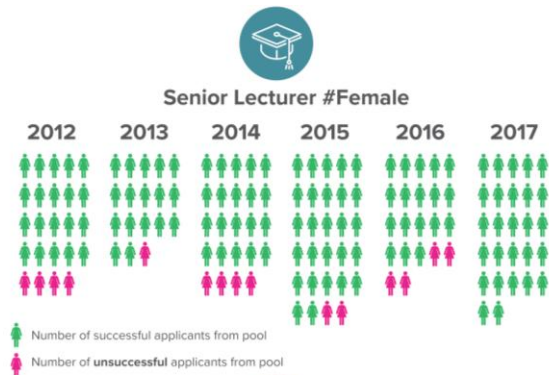


Figure 16: Senior Lecturer promotions

Figure 17: Reader promotions

Figure 18: Chair promotions

8.4. Senior Management

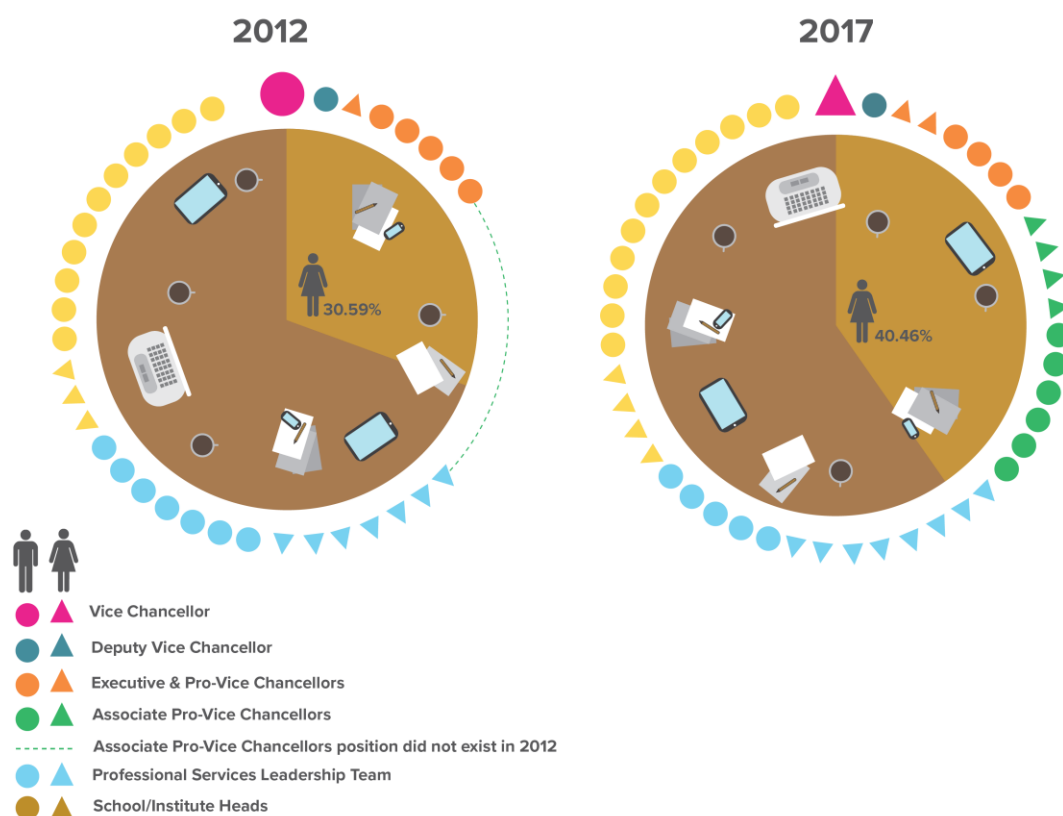


Figure 19: Senior Management and gender

Since 2012 the proportion of women who are members of the University Senior Management⁵ has increased from 11 (30.6%) to 19 (40.4%).

Table 15: Senior Management and gender

	2012		2017		%2012	%2017
	F	M	F	M	F	F
Vice Chancellor		1	1		-	100%
Deputy Vice Chancellor		1		1	-	-
Executive & Pro-Vice Chancellors	1	5	2	4	16.7%	33.3%
Associate Pro-Vice Chancellors	-	-	4	6	n/a	40%
Professional Services Leadership Team	7	7	8	5	50%	61.5%
School/Institute Deans	3	11	4	12	21.4%	25%
TOTAL	11	25	19	28	30.6%	40.4%

⁵ Calculation based on those listed in the University Management Structure Organogram.

8.5. Training and Development

The University has invested in the professional development of female employees through the female only Aurora Leadership Programme and the Springboard Careers Programme. Additional in-house development programmes have included the Stepping into Management Programme, the Level 5 ILM in Leadership & Management, and the University of Liverpool Mentoring Network.

Table 16: Training opportunity uptake by female staff

	2013/14	2014/15	2015/16	2016/17	2017/18*
Aurora	9	23	17	23	TBC
Springboard	n/a	n/a	16	23	TBC
Stepping into Management	n/a	n/a	14/17 87.5%	68/100 68%	10/16 62.5%
Mentor Training	n/a	24/39 61.5%	17/23 73.9%	21/32 65.6%	7/9 77.8%
Mentee Training	n/a	23/30 76.7%	23/26 88.5%	21/29 72.4%	8/10 80%
ILM Leadership & Management	n/a	n/a	n/a	9/13 69.2%	13/18 72.2%

Aurora Aurora aims to help address the under-representation of women in senior posts in higher education. It is a four day women-only leadership development programme developed and run by The Leadership Foundation. It brings together leadership experts and higher education institutions across the country, to take positive action to address the under-representation of women in leadership positions in the sector.

Since 2013 the University has supported 71 delegates on the Aurora Programme.

Springboard The Springboard Women's Development programme is designed for women from all backgrounds, ages and stages of their lives. It allows women to enhance their own skills and abilities, challenge power and equality, while building confidence, assertiveness and a positive image. The University has focused particularly on women in the early or middle stages of their research career.

Since 2015 the University has delivered the programme to 39 delegates.

Mentoring The University Mentoring Network is available to all staff and enables mentors to upload a profile so that mentees can browse and then contact potential mentors with a view to beginning a mentoring relationship.

Training is provided to mentors as well as potential mentees on how to manage and build successful mentor relationships.

Since 2014, 69 female staff have been trained as mentors and 75 female staff have attended mentee training. This compares to 26 and 20 men respectively.

8.6. Support Networks and Advice

In addition to the Parents' Network and the Carers' Network, in 2013 we launched a **Female Early Career Researcher Network (FECRN)** with the aim to provide career related development and networking opportunities for female researchers and early career academics. In 2014, the **Liverpool Women in Science and Engineering Society (LivWiSE)** was launched. The aim of this network is to promote Science, Engineering, Technology, Maths and Medicine (STEMM) careers, to promote the achievements of female scientists, and to provide opportunities for female scientists to engage with the public and network, with the long term aims to help support their career development.

9. Further Analysis

This report has detailed the Statutory Gender Pay Gap data and presented some additional analysis at Grade and Job Category level.

In order to understand the reasons behind the gender pay gaps further analysis has been completed which is not presented in this report. This is available in the Addendum.

Equal Pay Audit

- Analysis of Mean and Median Gender Pay Gap by Grade and Increment Point
- Analysis of Mean and Median Gender Pay Gap by Job Category, Grade and Increment Point

Equality Groups and Intersectionality

Analysis of Mean and Median:

- Disability Pay Gap
- Ethnicity Pay Gap
- Sexual Orientation Pay Gap

Future Actions

Throughout March and April 2018 we will be consulting with our key stakeholders, asking:

- What questions does this data raise?
- What further analysis would help us understand the causes of the GPG?
- What can we do to improve current initiatives/policies to close the GPG?
- What potential new activity could be introduced that would contribute to reducing the GDP?

Staff can contribute to the discussion by sending any suggestion to equality@liverpool.ac.uk or posting to:

Diversity & Equality Team
Human Resources
Hart Building.

Further Reading

You can review the University's current commitments to gender equality in the following documents:

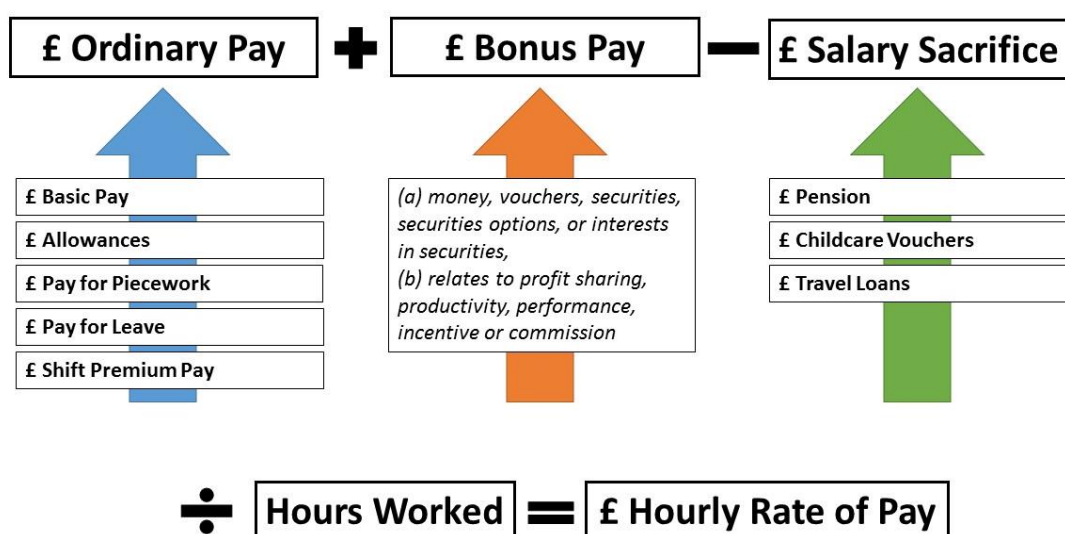
- University Athena SWAN Action Plan 2016-2020
<https://www.liverpool.ac.uk/hr/diversityandequality/athenaswan/>
- School and Institute Athena SWAN Action Plans (various)
<https://www.liverpool.ac.uk/hr/diversityandequality/athenaswan/>
- Equality Framework 2016-2026
<https://www.liverpool.ac.uk/hr/diversityandequality/policies/>
- Equality Framework Action Plan 2016-2026
<https://www.liverpool.ac.uk/hr/diversityandequality/policies/>

Appendix 1: Calculating the Gender Pay Gap

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 sets out the requirements of the University to annually publish its Gender Pay Gap based on a March snapshot date. This is calculated as follows:

- The pay gap is calculated as a percentage of the difference between the **average gross hourly pay** of male employees compared to female employees.
- An employee is defined as a person who is employed by the University, is a worker contracted to provide a service, or a self-employed person contracted directly to provide a service. Workers employed through agencies, or self-employed workers paid via a company are excluded from the calculation, for example Apprentices.
- The Hourly Pay Rate is a calculation which combines the **Ordinary Pay** and any **Bonus Pay** received on the relevant census dates. Ordinary Pay itself is a combination of basic pay, allowances, pay for piecework, pay for leave, and shift premium pay.
- Ordinary pay does not include overtime, redundancy/termination payments, payment in lieu of leave, or other remunerations that are not money.
- **Gross pay** is calculated after the deduction of salary sacrifice payments such as pension, but before all other taxes.
- Only staff who are considered “**full pay relevant employee**” are included in the calculation. Any staff who were not receiving their full hourly pay equivalent because of a reduced payment, such as statutory maternity or sickness pay, are excluded. Also excluded are staff who received £0 pay in March but would otherwise be considered full pay relevant employee e.g. some Zero Hour staff. Clinical staff are included in the calculation.
- The calculation is based on posts, and not individual people. Where an individual has 2 or more contracts or roles, they are included in the calculation as separate data sets.

Before the Gender Pay Gap can be calculated, the hourly rate of pay for each Full Pay Relevant Employee needs to be calculated first. This is done as follows:



Once the Hourly Rate of Pay for each Full Pay Relevant Employee is known, the Gender Pay Gap can be calculated as follows:

$$\frac{\text{£ Mean/Median Pay of All Male Employees} - \text{£ Mean/Median Pay of All Female Employees}}{\text{£ Mean/Median Pay of All Male Employees}} \times 100 = \% \text{ Pay Gap}$$

When the result is a positive percentage (%) this means that there is a pay gap in favour of men, and where the result is a negative percentage (-%) this means that there is a pay gap in favour of women, and the text will be coloured red.

The same formula is used to calculate other pay gaps such as ethnicity or disability by substituting Male for the Base Group and Female for the Comparator for example White Employees vs Black Employees.

A full description of how the Hourly Rate of Pay is calculated and the means of the terms outlined above are included in the Appendices or you can download [The Equality Act 2010 \(Specific Duties and Public Authorities\) Regulations 2017](#) which set out how the Pay Gap is calculated.

Appendix 2: National Benchmark

The Office for National Statistics annually publishes the UK's Median and Mean Gender Pay Gaps. This figure is calculated using the income data collected in the Annual Survey of Hours and Earnings (ASHE).

The Annual Survey of Hours and Earnings (ASHE) is the most detailed and comprehensive source of earnings information in the UK. ASHE is based on a 1% sample of employee jobs, drawn from HM Revenue and Customs Pay As You Earn (PAYE) records.

Although the Mean and Median are calculated the ONS use the Median for its headline statistics when discussing the gender pay gap. The median is the value below which 50% of employees fall.

The median is used because the distribution of earnings is skewed, with more people earning lower salaries than higher salaries. When using the mean to calculate the average of a skewed distribution, it is highly influenced by those values at the upper end of the distribution and thus may not be truly representative of the average earnings of a typical person.

By taking the middle value of the data after sorting in ascending order, the median avoids this issue and is consequently considered a better indicator of typical "average" earnings.

The ONS publishes the pay gap for All Employees, Full Time Employees, and Part Time Employees. A Full Time employee is classed as someone working more than 30 paid hours per week (or 25 or more for the teaching professions).

For benchmark purposes we have used the 'All Employee' figures.

The benchmark data has been sourced from the [Annual survey of hours and earnings \(ASHE\) gender pay gap tables](#) and relate to April of the relevant year, e.g. 26th April 2017.

Table 17: UK National Gender Pay Gap benchmarks

	Median			Mean		
	All	Full Time	Part Time	All	Full Time	Part Time
2012	19.6%	9.5%	-5.5%	18.6%	14.8%	6.9%
2013	19.8%	10%	-5.9%	19.1%	15.7%	4.6%
2014	19.2%	9.6%	-5.5%	17.7%	14.2%	3.9%
2015	19.3%	9.6%	-6.8%	17.7%	14.1%	2.1%
2016	18.2%	9.4%	-6.1%	17.5%	14.1%	5.1%
2017	18.4%	9.1%	-5.1%	17.4%	14.1%	5.2%