

## EQUAL PAY AUDIT: MANAGEMENT ACTION PLAN

<b>Recommendation: Pay gaps of more than 5% that have been identified should be addressed with action focused on either explaining or on closing the gap</b>	
<b>Gender</b>	
Grade 10	<p>Conducted a review of grade 10 salaries, which included advice from the Hay Group.</p> <p>Ensured that there is an equal gender balance in participants on the leadership course run in-house by Ashridge.</p>
Manual & Ancillary	<p>The predominance of men in the higher graded manual roles in Estates informs the pay gap in this group. The Equality Steering Group will continue to review how the university might reduce this pay gap.</p>
Research	<p>Continued support of the Athena Swan awards and will begin to roll out the Athena principles to all departments this year.</p> <p>We will introduce training and development sessions to support early career researchers and mid-career academics in 2014</p>
Professorial	<p>Review of professorial banding scheme currently underway and in consultation with UCU. This includes an independent Equality Impact Assessment of criteria and the updated scheme. The proposed refinements to the scheme include removing the research cap which will benefit a greater proportion of women professors.</p> <p>Introduced mentoring schemes for academic members of staff. We will also institute a mentoring scheme for women professors and introduce workshops that look at the requirements for promotion (including to professorship) in 2014. A review of the effectiveness of mentoring schemes in relation to promotions would follow.</p>
Starting salaries for all staff groups	<p>We are currently developing a pay policy which will include starting salary arrangements so that starting salaries for new staff can be benchmarked against the skills and experience required to be successful in the role. This policy will be finalised in the next few months.</p>
<b>Ethnicity</b>	
	<p>The university will be required to publish data in relation to ethnicity pay gaps from 2017. However, we already monitor ethnicity pay differentials as part of regular equal pay audits.</p> <p>Annual equality monitoring data, including that in relation to ethnicity,</p>

	<p>is reviewed by the Equality Steering Group and the Equality and Diversity Committee.</p> <p>The Single Equality Scheme includes a number of objectives relating to BME staff including the review of recruitment and selection of BME staff and identification of appropriate actions. This review will be undertaken by the incoming Equality and Diversity Officer this summer.</p>
<b>Disability</b>	
	<p>Annual equality monitoring data, including in relation to disability, is reviewed by the Equality Steering Group and the Equality and Diversity Committee.</p> <p>The Single Equality Scheme includes a number of objectives relating to disability including establishing a disability staff forum which first met in November 2012. HR has introduced exit interviews for disabled staff and review reasonable adjustments at interview stage.</p>
<p><b>Recommendation: Data relating to market supplement payments could be explored further in order to ensure that the College is applying its market supplement policy consistently in line with JNCHES guidance and that the differences in numbers of supplements allocated to men and women are justified.</b></p>	
<p>A review of market supplement data against current market and recruitment conditions is underway in accordance with the market supplement policy.</p> <p>The market supplement group will review the market data currently being collated in Summer 2013. We believe the College Market Supplement Policy is consistent with the JNCHES guidance.</p>	
<p><b>Recommendation: Further analysis could be undertaken to look at length of service and general experience of staff to assess how this impacts on recognised pay gaps.</b></p>	
<p>A pay procedure policy is currently being drafted which confirms the pay processes that must be applied when making decisions regarding staff pay including job evaluation, starting salaries and performance awards (including one off payments, additional increments and contribution points). Each of these processes ensures that pay arrangements are clear and transparent and apply fairly to all staff taking into account relevant skills and experience.</p>	
<p><b>Recommendation: Low numbers of disabled staff continues to persist and the findings of this report in relation to disabled staff should be considered alongside the findings of the equality monitoring report and attention paid in particular to disabled staff and progression, including in relation to academic staff and the REF</b></p>	
<p>The Single Equality Scheme includes a number of objectives relating to improving the representation of disabled staff. A staff disability forum has been set up and exit interviews are offered to staff with disabilities that leave the College. There is also a review of reasonable adjustments at interview stage.</p>	

The equality monitoring data for 2012/13 is currently being collated and will include data on promotion.

Equality Impact Assessments have been undertaken and will continue to be undertaken by the REF steering group.

**Recommendation: The differences in pay that are greater than 3% but less than 5% should be given consideration and also continue to be regularly monitored.**

The college is committed to undertaking regular equal pay audits to monitor all differences in pay.