

University of Aberdeen

Gender Pay Gap Report 2023

1. Executive Summary

1.1 The Gender Pay Gap (GPG) shows the difference in the average and median pay between males and females in the workforce. It is not the same as equal pay, which looks at the pay differences between males and females undertaking roles of equal value (i.e., at the same grade). As part of our GPG report, we also detail the Gender Bonus Gap (GBG) which considers the difference in the mean and median bonus pay of males and females, expressed as a percentage.

1.2 This Gender Pay Gap report sets out and contextualises the GPG and GBG data for 2023. The overall GPG is based on a snapshot date of 31st March 2023 and the GBG on bonus data in the year leading up to 31st March 2023.

1.3 Our mean GPG for 2023 is 17.3% (a reduction from 18.2% in 2022) and our median GPG 18.2% (an increase from 16.2% in 2022).

1.4 Analysis of data pertaining to pay quartile information, highlights that we continue to see a higher percentage of females in roles in the lower and lower middle quartiles. Comparison with 2022 highlights small increases in the % of males/small decreases in % of females in the lower, upper middle and upper quartiles.

1.5 Our mean GBG for 2023 is 10.9% (2022: 4.9%) and our median GBG 23.2% (2022: 4.4%). Bonuses included for the purposes of this calculation are contribution payments awarded to staff during the period 1st April 2022 to 31st March 2023. Both the 2023 mean and median GBG have been heavily impacted by no Senior Staff Pay Policy awards being reflected in the calculation, as these were backdated to December 2021, therefore, form part of the 2022 report.

1.6 We are committed to continue to positively influence the GPG and GBG, to further our commitment as outlined Aberdeen 2040. Practical measures, in areas known to potentially influence both, are outlined in the report including recruitment, progression, recognition, career development opportunities and our pay policies, including contributions.

2. Our workforce headcount for this report and how we calculate the Gender Pay Gap/ Gender Bonus Gap

2.1 There are 3355 full pay relevant employees who form part of the calculations based on the snapshot date of 31st March 2023. At this date, 1918 (57.2%) of the University's workforce were females and 1437 (42.8%) were males.

2.2 Our workforce is diverse and multi-national, with a wide range of occupational groups including cleaning, security and catering roles, grounds and maintenance, administrative, professional services and technical staff, academic and managerial roles.

2.3 Calculations pertaining to the GPG and the GBG are based on the requirements detailed in legislation¹. Further background information about this, including what is and is not included in the calculations, can be found at **Appendix A**. A key point to highlight is that the legal calculation includes the requirement to deduct any salary sacrifice arrangements that staff have signed up to (e.g., childcare vouchers) despite these being voluntary.

¹ [Making your calculations - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

3. Mean and Median Gender Pay Gap 2023

3.1 Our statutory mean GPG for 2023 has reduced, from 18.2% on 31st March 2022 to 17.3% on 31st March 2023.

3.2 Our statutory median GPG for 2023 has increased, from 16.2% on 31st March 2022, to 18.2% on 31st March 2023.

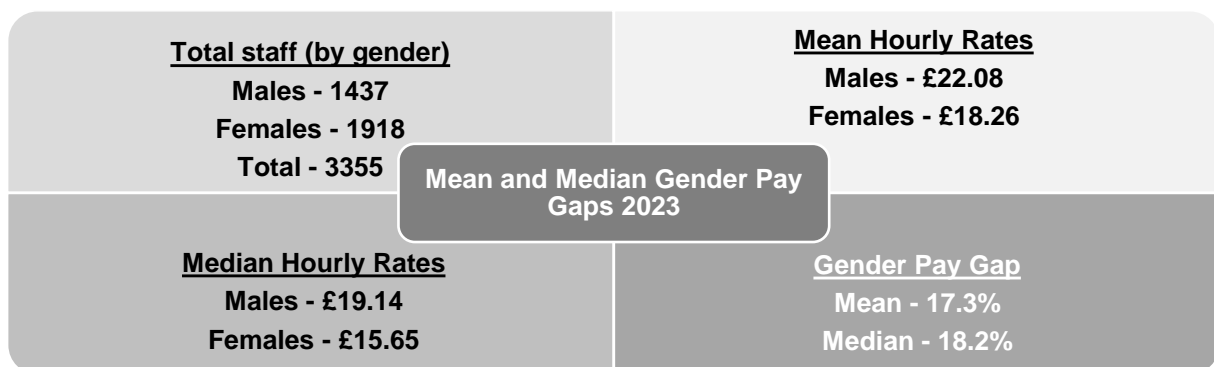
3.3 Table 1 below details the GPG Mean and Median percentages, highlighting a positive trend in that the mean GPG is the lowest since 2017. We have, however, seen a slight increase in the 2023 median GPG, following a series of reductions between 2019 and 2022.

Table 1: Gender Pay Gap Mean and Median 2017-2023

Year	Mean (%)	Median (%)
2023	17.3 ↓	18.2 ↑
2022	18.2 ↓	16.2 ↓
2021	20.2 ↑	19.4 ↓
2020	19.5 ↓	20.2 ↓
2019	20.6 ↓	22.4 ↓
2018	22.03 ↓	22.7 ↑
2017	22.4	22.2

3.4 Diagram 1 below provides a fuller breakdown of the GPG hourly rate information which results in the 2023 mean and median pay gap percentages.

Diagram 1



4. Mean and Median Gender Bonus Gap (GBG)

4.1 The GBG considers the difference in the mean and median bonus pay of males and females, expressed as a percentage. Bonuses normally included in our calculation includes awards provided for in the Contributions Awards Policy (open to all staff Grades 1-9), as well as those awarded to Grade 9 offscale staff through the Senior Staff Pay Policy. However, for the 2023 report, the latter are not

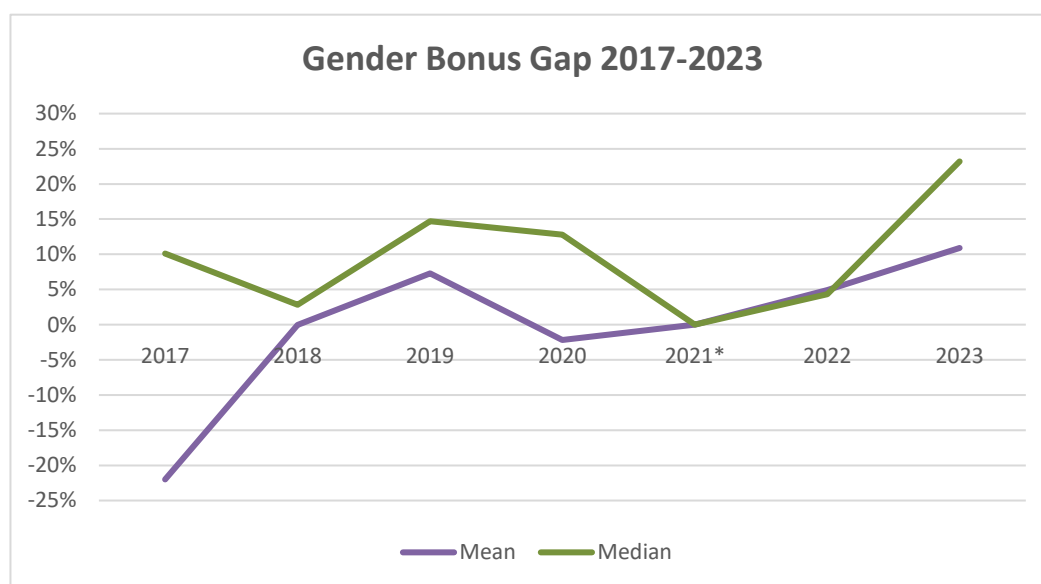
included as, following a pause during the Covid-19 pandemic, Senior Staff Pay Policy awards were reinstated during 2022/23 but were backdated to December 2021. This resulted in these bonus payments being captured in our 2022 report. For 2023, therefore, the bonus payments reflect only those awarded through the Contributions Awards Policy.

4.2 The data for 2023 (based on bonuses awarded through the Contributions Awards Policy between 1st April 2022 and 31st March 2023) highlights:

- A total of 76 members of staff (51 females and 25 males) received a bonus during this period.
- The average bonus for females was £1,086 and for males £1,219, resulting in a mean GBG of 10.9%.
- The median bonus for females was £966 and for males £1,259, resulting in a median GBG of 23.2%.

4.3 Diagram 2 illustrates historical information pertaining to the GBG.

Diagram 2 – Gender Bonus Gap Mean and Median (2017-2022)



	2017	2018	2019	2020	2021*	2022	2023**
Mean	-22%	-0.04%	7.29%	-2.20%	0.00%	4.94%	10.9%
Median	10.10%	2.82%	14.70%	12.80%	0.00%	4.35%	23.2%

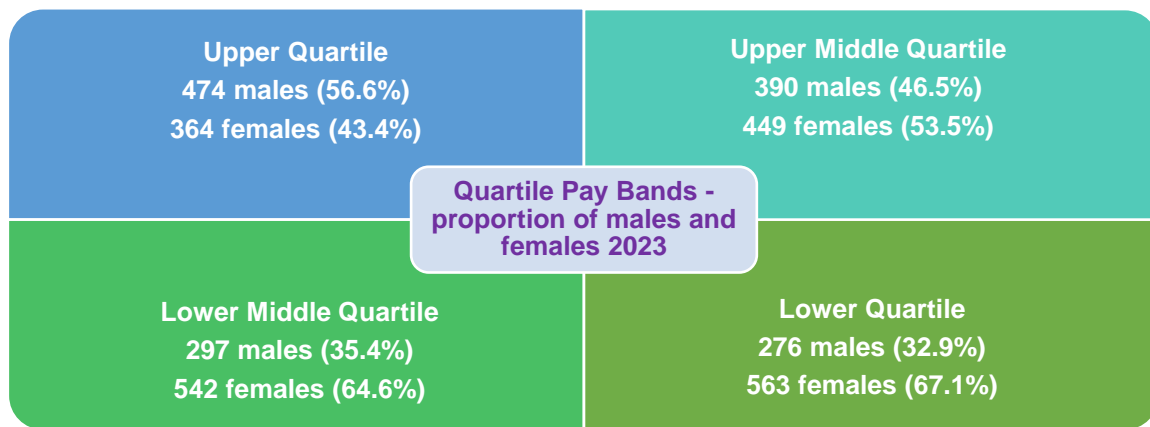
*during the period 1st April 2020 – 31st March 2021 no bonuses were paid based on the Senior Staff Pay Policy and Contribution Awards Policy due to the projected financial impact of the Covid-19 pandemic.

**during this period, the Senior Staff Pay Policy was reinstated and awards backdated to December 2021, therefore these figures are captured in the 2022 report.

5. Proportion of males and females in quartiles pay bands

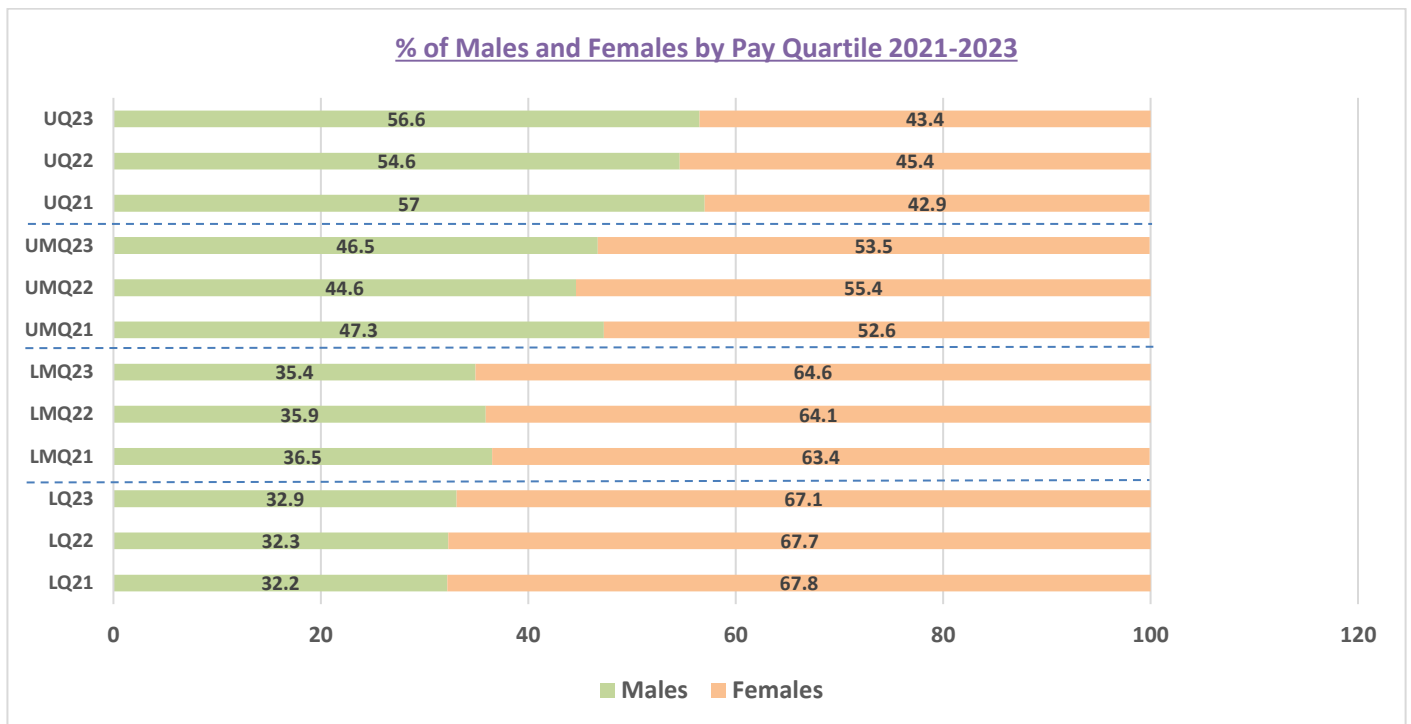
5.1 The distribution of males and females in each of the quartiles pay bands is presented in Diagram 3. This demonstrates a continuing trend of a disproportionate distribution of males and females in the quartiles – i.e., a higher % of females in our workforce in roles in the lower and lower middle quartiles and a higher % of males in our workforce in roles in the upper quartile.

Diagram 3 – Distribution of males and females in quartiles pay bands



5.2 Diagram 4 below illustrates the comparison between 2021, 2022 and 2023 in the % split between males and females for each of the pay quartiles. This demonstrates: (i) small changes in the distribution for the lower quartile, with a small decrease in the % of females/increase in % of males between 2021 and 2023; (ii) small increase in % females and decrease in % of males in the lower middle quartile; (iii) a drop in the % females in the upper middle quartile/rise in % males between 2022 and 2023; (iv) similarly, a drop in the % females in the upper quartile/rise in % males in 2023, compared to 2022.

Diagram 4



Key

- LQ – lower quartile (followed by year)
- LMQ – lower middle quartile (followed by year)
- UMQ – upper middle quartile (followed by year)
- UQ – upper quartile (followed by year)

5.3 The 2023 mean and median gender pay gaps within each of the quartiles is provided in Table 2 below, including comparison with the 2022 figures. This illustrates that the area of concern remains the upper quartile with a mean GPG of 7.1% (but down from 10.3% in 2022) and median GPG of 6.9% (up from 5.8% in 2022).

Table 2 – Mean and Median Gender Pay Gap by Pay Quartiles 2023

Quartile	Mean GPG 2023	Mean GPG 2022	Median GPG 2023	Median GPG 2022
Lower	1.1%	1.4%	1.9%	2.3%
Lower Middle	-0.04%	-0.1%	-0.4%	0.3%
Upper Middle	1%	2.1%	1.4%	4.5%
Upper	7.6%	10.3%	8.1%	5.8%

6. Factors affecting the Gender Pay Gap and Gender Bonus Gap

Gender Pay Gap

6.1 The GPG continues to be attributable to a mix of different factors in the areas of recruitment, career progression and reward as per the examples outlined below.

- **Occupational segregation** and, in particular, females still being over-represented in roles within the lower and lower middle quartiles continuing to have a significant impact. Our new Recruitment and Selection Policy, launched in 2022 aims to address this through use of workforce equality statistics to inform recruitment and positive action measures, seeking to achieve greater overall balance in each pay quartile.

- Variations between **starting pay** for females compared to males. Considering new appointments to posts graded 1-9, between 1st April 2022 and 31st March 2023, a higher percentage of males (46.4%) were appointed above the first spinal point of the grade compared to females (37.2%). In addition, although small numbers, the data shows that males are still more likely to be appointed in the contribution zone of a grade. Furthermore, males remain more likely than females to be appointed to a Grade 9 off-scale post (11 males compared to 4 females in the period 1st April 2022 and 31st March 2023). This is an area that requires further action and we are taking steps through a new Pay Policy implemented during 2023. The Policy includes an approval mechanism to be followed for any appointment above the first point of a grade. In addition, it specifies expectations with regard to recruiting managers, working with HR, proactively identifying where the skills and experience of a new start merits appointment above the first point, rather than relying on candidates requesting a higher starting point.

- Analysis of **leaver** information demonstrates that senior female members of staff leaving may also continue to impact. During this period, 7 female members of staff on Grade 9 off-scale left the University, therefore, with 4 females commencing in Grade 9 off-scale posts, overall, there was a reduction in female members of staff in these senior positions. The implementation of our new Recruitment and Selection Policy during 2022 aims to contribute to improvement in this area, through more effective use of equality data to inform recruitment campaigns as well as specific use of the Rooney Rule for vacancies at University Management Group level.

- **Promotion data** (applying to academic staff for the period 1st April 2022-31st March 2023) illustrates that, overall, slightly less females applied for promotion than males (40 females/44 males). In addition, the level of application varied with a higher % of female applicants (40%, compared to 15% of male applicants) applying for Grade 7 academic posts and a higher % of male applicants (49%, compared to 34% female applicants) applying for Reader and Chair positions. This is an area that we also recognise needs improvement and our new Promotion Policy and Procedure, launched in 2023, aims to impact through measures such as an enhanced opportunity to note individual circumstances that may have impacted on the quality of outputs for consideration, as well as encouraging Heads of School/Academic Line Managers to ensure discussion about promotion in annual review and regular catch ups with staff.

Gender Bonus Gap

6.2 The key factor impacting on our overall GBG 2023 levels relates to the Senior Staff Pay Policy awards being applied at a different period of time than normal, as detailed earlier in the report.

6.3 Awards given to staff under the Contribution Awards Policy illustrates that whilst more females than males received such awards, a higher % of females received a lower amount than males. A key action for us will be to review our Contribution arrangements to ensure consistency and fairness in their application.

7. Actions to reduce our Gender Pay Gap and Gender Bonus Gap

7.1 The table at Appendix B represents practical steps, including those referenced above, we are taking with the aim of positively influencing the gaps. These are in the key areas where we can do so, including recruitment, recognition, pay policies, progression and career development opportunities.

Appendix A – Background information about the Gender Pay Gap (GPG) and Gender Bonus Gap (GBG) calculations

The GPG concerns differences in the mean and median earnings between females and males in an organisation regardless of their role or seniority. It is important, therefore, to note the difference between the GPG and equal pay calculations as follows:

- Equal pay calculations identify differentials in the rates paid to women and men for the same or comparable work (an Equal Pay Audit was undertaken by an external consultancy during 2021 to review equal pay).
- GPG reporting is a comparison of the average salaries paid to women and men in the University and takes no account of the roles or work involved.

Data analysis undertaken

Data analysis for the report is undertaken as per the stipulated requirements:

- GPG – data at a snapshot date of 31st March 2021
- Gender Bonus Pay Gap – data 12 months prior to 31st March 2021
- Proportion of females and males in each quartile – data at a snapshot date of 31st March 2021.

Who/what is included in the calculations?

The analysis for the GPG is based on all posts held by ‘full pay relevant’ staff as at the snapshot date of 31st March 2021. Full pay relevant staff refers to staff who during the relevant period, are not being paid at a reduced or nil rate as a result of being on leave, which includes unpaid annual leave, maternity, paternity, adoption, parental and shared parental leave, sick leave and other special leave.

Data for Gender Bonus Gap is based on bonuses received between 1st April 2020 and 31st March 2021. (NB payments classified as bonuses under GPG reporting were frozen during the reporting period, i.e. 12 months prior to 31st March 2021, other than retention payments made to two members of staff).

As per the GPG regulations, the data we report on includes:

- The mean GPG (the difference in the mean pay of full-pay males and females, expressed as a percentage)
- The median GPG (the difference in the median pay of full-pay males and females, expressed as a percentage)
- The mean bonus GPG (the difference in the mean bonus pay of males and females, expressed as a percentage)
- The median bonus GPG (the difference in the median bonus pay of males and females, expressed as a percentage)
- The proportion of males and females who received bonus pay
- The proportion of full-pay males and females in each of four quartiles pay bands.

Bonuses normally considered as part of the reporting include Remuneration Committee payments and consolidated and non-consolidated contributions awards (received in the 12 months prior to 31st March 2022).

For staff with non-standard working hours (zero hours, guaranteed minimum hours, casual workers) the number of hours is based on the average number of hours worked over the 12 weeks ending with the last complete week of the 31st March 2022 pay period.

Non-monetary benefits cannot be included in the GPG reporting. Salary sacrifice arrangements are regarded as a non-monetary benefit therefore deductions for salary sacrifice are excluded from base pay for the purposes of GPG reporting.

Appendix B

GENDER PAY GAP REPORT 2023

ACTION PLAN

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
1. University Strategy	1.1 Incorporate GPG and other pay gaps as part of University Strategy and planning.	Ensure our ambitions around GPG are clearly stated and accountable.	Clearly stated and accountable ambitions to reduce our GPG	This has been included in A2040 (with the aim of closing all pay gaps) and features in the annual planning round process.		Ongoing	SMT/UMG Planning	Ongoing
	1.2 Embed the principles of reducing the GPG within School/ Directorate plans, through agreement of specific improvement targets for each.	Ensure consideration of reducing the GPG is part of the everyday business at School/ Directorate level, rather than the focus being solely at University level.	GPG actions considered as part of everyday business at a School/ Department and Directorate/ Section level, therefore all have a role in addressing the GPG.	GPG at University and School/ Directorate level to be shared and discussed as part of the planning round.	Planning round 2024		HR Planning Heads of School and Directors	Planned
	1.3 Benchmarking with other universities to establish what other measures they have taken that may have positively influenced their	Understand, based on benchmarking, whether there are other specific measures that may have a positive influence on our GPG. This will include benchmarking with	Proposed actions based on benchmarking that may positively influence our GPG.	Review of the GPG reports and actions plans of universities that we normally benchmark against (available at Benchmarking StaffNet The University of Aberdeen)	Jan 24		Senior HR Partner (Reward & Policy)	Planned

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	GPG (normal benchmark and Top 10 based on median pay gap).	universities that we normally include for other purposes as well as reviewing measures taken by universities in the 'Top 10' with the lowest median GPG.		abdn.ac.uk as well as the Top 10 universities with the lowest GPG.				
2. Recruitment and Retention	2.1 Apply the principles contained in the Recruitment and Selection Toolkit with regard to equality, diversity and inclusion, including sharing of workforce/ School/Directorate equality statistics to inform recruitment campaigns.	The provisions contained in the Toolkit, launched in 2021, are designed to assist in establishing a greater balance of males and females across our pay quartiles. This includes use of the Rooney Rule for UMG level posts as well as use of workforce equality data to inform recruitment campaigns (e.g., acknowledging that there are more females than males in the lower and lower middle pay quartiles and, therefore, actions to attract more males to such roles being required).	Assist in addressing issues of under-representation and over-representation of males and females in the pay quartiles with the specific aim of: Increasing males in the lower and lower middle quartile and, Increasing females in the upper quartile.	Apply the Recruitment and Selection Toolkit with regard to the Rooney Rule for UMG level posts and consideration of workforce data to information selection processes for all other posts. N.B., it is acknowledged that the level of recruitment in the University will be lower in 2024 due to the recruitment freeze in place to address financial challenges.	Jan 2024	Dec 2024	HR Recruiting Managers	Ongoing

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	2.2 Ensure all selection committee members complete EDI and Unconscious Bias Training prior to involvement in selection committees.	We want to create a work environment which makes those involved in recruitment aware of potentially harmful unconscious biases and to reduce the impact of those biases in the recruitment process.	Ensures selection committee chairs and members have an awareness of how unconscious bias can impact on decision making.	Highlighting this requirement to Recruiting Managers and Selection Committee members as part of correspondence being sent to them. HR clerk to the Selection Committee monitoring completion of the training as part of pre-briefing.	Jan 24	Dec 24	HR Recruiting Managers/ Selection Committee members Staff Development HR Clerk	Ongoing
	2.3 Review recruitment outcomes on a quarterly basis to ascertain what impact the policies have.	We want to establish whether use of equality information to inform our recruitment campaigns is having an impact and establish whether other positive action measures may be appropriate.	Helps establish whether our steps are having an impact and whether other measures are appropriate.	Monitoring recruitment outcomes on a monthly basis and providing updates to the relevant groups on a quarterly basis.	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)	Ongoing
	2.4 Establish other proposals in respect of	We need to consider what other steps we can take to address under-	Address issues of under-representation and see a shift	We will undertake benchmarking with other universities that	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)	Pending

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	recruitment which aim to positively influence the GPG, including positive action initiatives.	representation in particular disciplines and roles by actively intervening to create more opportunities for those under-represented and taking positive measures to increase the proportion of them, e.g., males in positions falling in the lower quartile and females in positions falling in the upper quartile.	change in the pay quartile information.	have lower median pay gaps to ascertain what steps they have taken in this area. We will also seek guidance from UCEA, CIPD etc.				
	2.5 Review leaver information to ascertain why staff are leaving and any key trends that may impact on the GPG (e.g., females leaving senior positions).	We need to address the under-representation of female staff in the upper pay quartile and, in particular, Grade 9 and Grade 9 Offscale posts. We know that female members of staff leaving positions at this level has an impact on the Mean and Median pay gap therefore to establish if measures could be taken to prevent them leaving the University.	Understand if there are any key themes as to why staff are leaving and whether we could put steps in place to reduce turnover (e.g., increase in flexible working, part time opportunities etc).	We will review our leaver statistics, including a campaign to improve the rate of completion. We will also consider whether we can retain staff where they indicate they intend to leave, on a balanced basis.	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)/ SHRP Team	Ongoing

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	2.6 Regularly monitor the impact that any exercises to address the financial sustainability of the University during 2024 have on the GPG.	As the University takes steps to address the challenging financial position, we recognise that these may influence the GPG. We need to, therefore, understand what impact these may have.	Understand if there are key impacts of measures to address the financial sustainability of the University.	Reporting has been established based on running on a monthly basis to assist in identifying the impact of steps being taken at a local and/or University wise level.	Jan 24	Dec 24	Head of HR Systems & Employment Services/ Senior HR Partner (Reward & Policy)	Pending
3. Reward – Terms and Conditions	3.1 Implementation and monitoring of the Pay Policy	We need to ascertain whether the Pay Policy, launched in 2023, is being applied as intended with regard to salary on appointment (acknowledging that more males than females have historically been appointed above the first point of a grade and in the contribution zone of grades) as well as salary on promotion/regrading etc.	Regular monitoring through use of the reports that have been set up to establish if the Pay Policy is being followed in respect of seeking approval/ cases approved.	Using the report that has been established and providing updates to committees on a bi-annual basis. Taking action as appropriate based on the outcome of monitoring.	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)	Pending
		We need to understand if the steps outlined in the Pay Policy are having a positive impact on the GPG.	Reviewing whether application of the Pay Policy has the intended positive impact on the GPG at grade level as well as overall.	Reporting has been set up to be able to review what requests/approval for appointment above the expected spinal	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)	Pending

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
				point there have been. We will review this information on a monthly basis to establish any trends against the GPG reports that we have in place.				
	3.2 Precarious Contracts – application of the guidance	We need to ensure that appropriate contracts are used for posts, with fractional contracts offered as alternatives to GMH or Temporary Services as provided for in our guidance.	Regular reviews of those on GMH contracts and transfer to FTE contracts offered where appropriate/ in line with the guidance				Senior HR Partner (Reward & Policy)/ HR Partners	Regularly reporting to the Reward Consultation and Negotiation Group
	3.3 Contributions	We need to take steps to close the Gender Bonus Gap, by ensuring that contributions are awarded consistently and fairly.	Contribution Policy being operated appropriately, with a gender balance in terms of the number of awards as well as the level of award given.	Reduce the Gender Bonus Gap to 5% or less.	Jan 24	Dec 24	HR Partners	Pending
4. Career Progression	4.1 Review the Academic Promotion exercise 2023	Our new Academic Promotion Policy/ Framework of Criteria were launched for the 2023 exercise. This included new criteria which aim to broaden how we recognise	Identifying the number of applications/ successful outcomes will assist in establishing if the new process has had the impact we were	Review of the 2023 promotion exercise once complete. Updating the Policy and Guidance as appropriate based on the feedback for the	Mar 24 Tbc	Dec 24	Senior HR Partner (Reward & Policy)	Pending completion of the 2023 Promotion exercise in February/ March 2024

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
		academic achievement through promotion and flexibility in the evidence requirements. In addition, it includes the opportunity for applicants to highlight individual circumstances (either in the application form or separately in a confidential document), that may have impacted on the quantity of their outputs. We need to establish what impact the new process has had on the number of applications/ successful outcomes for each grade.	seeking, in increasing application from female members of staff and successful outcomes. We will also be able to establish the effectiveness of including the opportunity to disclose individual circumstances and identify what other steps we may need to take for future exercises, acknowledging that the measures to address the financial sustainability of the University may impact on the normal timescale for promotion exercises.	next promotion exercise.				
	4.2 Consider feedback on the Social Bias Observer Scheme and update accordingly.	We will seek feedback from those undertaking the role of social bias observer during the promotion committee meetings to understand what actions are required.	Incorporating feedback for future promotion exercises as appropriate.	Gathering feedback from social bias observers and taking action as appropriate, including updating scheme guidance, Promotion policy and guidance etc.	tbc		Social bias observers/ Senior HR Partner (Reward & Policy)	Pending completion of the 2023 exercise

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	4.3 Review/update the Regrading Policy/Procedure and consider development of further career development opportunities for Professional Services staff/ roles.	The Regrading and Professional Services Career Progression Sub-Group has progressed work to consider how we can enhance career progression for Professional Services staff specifically. With an initial focus on updating our Regrading Policy initially, the sub-Group will also consider career development opportunities including increasing the use of career graded posts and development of a secondment/ work shadowing policy. As part of this work, consideration will be given to how such measures could potentially impact the GPG positively. It is acknowledged that progressing this work has been impacted by measures to address the University's financial sustainability.	Improved policy/guidance pertaining to Regrading. Enhanced opportunities to support career development of staff including career graded posts and measures to encourage career progression/lateral career progression e.g., work shadowing and secondments.	The sub-Group is expected to recommence work in these areas during Spring 2024.	Apr 24	Dec 24	Regrading and Professional Services Career Progression sub-Group	Pending

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	4.4 Project to review our Annual Review processes for Academic and Professional Services staff.	Our annual review process needs to be enhanced to ensure a stronger focus on career development including, for academic staff, specific reference to the new promotion criteria and to ensure clear discussions on career development opportunities across all staff groups, linking to Staff Development as appropriate.	A new annual review process for all staff, catering for different staff categories, policies/procedures and will clear links to these.	Review of annual review to be undertaken.	Tbc		HR Partner (Staff Development)/ Senior HR Partner (Reward & Policy)	An initial review of the academic process was undertaken to ensure a link with the new Promotion Framework of Criteria. Other work in this area is pending.
5. Learning, Development & Support	5.1 Ensure the roll out/ completion of relevant EDI training to raise awareness amongst managers and staff.	We have a range of EDI training that staff are asked to complete and others that are signposted to. We need to ensure that EDI awareness continues to be raised with the mandatory training completed as appropriate.	Ensuring mandatory training is completed as well as a high level of completion of other training available for staff.	We will continue to advertise training that is available and ensure that mandatory training is completed through monitoring.	Jan 24	Dec 24		Ongoing
	5.2 Encourage participation in the leadership initiative for females (the	We support female members of staff accessing this key leadership programme for Higher Education, by asking that schools	Continued increase in the number of female members of staff completing the programme and	We will review the number of staff completing the programme.	Jan 24	Dec 24	Schools/ Staff Development/Senior HR Partner (Reward & Policy)	Pending

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	Aurora Programme) and its impact on careers of our female members of staff.	allocate budget for at least one attendee per annum. To date, over 100 female members of staff have completed the programme with 49 completing it between 2021 and 2024.	evidence of a positive impact on them.	We will undertake a review to ascertain if attendance has impacted positively but a survey of those who have completed it and analysis of career progression/development.	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)	Pending
	5.3 International Leadership Development Programme (ILDLP)	The ILDP is designed to support staff at Grade 8 and 9 considering progression to a senior management level and, therefore, potentially supports more females being appointed to senior roles where we know from our pay quartile data that have a disproportionate number of males. Following a pause due to the pandemic, we launched the ILDP during 2023 with 18 members of staff (8 females/10 males) participating. We will launch a further programme, cognisant of the fact there will be a delay in 2024 due to the	We will seek to take positive action measures with a greater proportion of females completing the ILDP.	Further ILDP taken forward. We will review the number of staff completing the ILDP and future outcomes for them (e.g., establishing if it impacts on the likelihood of progression to a senior management role).	tbc Jan 24	Dec 24	Staff Development Senior HR Partner (Reward & Policy)	Pending Pending

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	5.4 Continue to offer Institute of Leadership and Management (ILM) training to staff and review its impact.	<p>financial challenges facing the University.</p> <p>We offer ILM (level 3 and 5) training to staff with trends identifying that higher numbers of females complete ILM Level 3 and higher numbers of males complete ILM5 (linked to the occupational segregation and distribution of males and females in our pay quartiles).</p> <p>We will encourage more females to complete ILM 5 (acknowledging that offering the ILM courses may be impacted by measures to address the University's financial sustainability during 2024).</p>	<p>Increased numbers of females participating in ILM5.</p>	<p>Continue to offer ILM courses, acknowledging that there may be a pause due to financial circumstances.</p> <p>Include positive action measures to encourage more females to complete ILM 5.</p>	tbc		Staff Development/ Senior HR Partner (Reward & Policy)	Ongoing Pending
		<p>We need to establish what impact the training has on staff – i.e., whether it assists in progression,</p>	<p>Understanding the impact of the completing the training and whether there is evidence that it assists staff in</p>	<p>Undertake a review of those who have completed the training in the last 2 years and establish whether there has</p>	Jan 24	Dec 24	Senior HR Partner (Reward & Policy)	Pending

Reference	Action Point	Rationale	Outcome	How	Start date	End date	Responsible stakeholders	Status
	5.5 Support for staff	undertaking their existing role etc.	progression to more senior posts.	been an impact in terms of career rpggression.	,			
	Delivery of mentoring and coaching for staff to support them in their current role and consideration of career development.	We have trained mentors and coaches to support staff, including those trained specifically to mentor parents and carers. We have encouraged more female members of staff to sign up to becoming a mentor, e.g., asking those completing the Aurora Programme to sign up once they have completed it. We currently have a total of 102 mentors (65 females/ 37 males) in place.	Mentoring and coaching support available for staff.	Continue to offer mentoring/ coaching to staff and encourage females to sign up to becoming a mentor.	Jan 24	Dec 24	Staff Development	Ongoing
	Continue to support the work of the Women's Development Network	Our Women's Development Network is established, providing a range of support to staff. A key activity it provides is support to staff seeking guidance who are considering applying for promotion.	Continue to operate the Network including offering guidance for staff.	Publicising opportunities and encouraging staff.	Jan 24	Dec 24	Staff Development/ Network members	Ongoing