



# Gender Pay Gap Report 2019

## Introduction

This report sets out the 2019 gender pay gap figures at the University of Cambridge, as required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

The report presents the gender pay gap for the University Group, which includes Cambridge University Press and the University of Cambridge Local Examinations Syndicate (UCLES), a department of the University forming part of Cambridge Assessment.

Individual reports are also presented for the Academic University, the Cambridge University Press and the University of Cambridge Local Examinations Syndicate, although these are not required by the Regulations. The Academic University ethnicity pay gap is reported here for the first time.



**Professor Stephen Toope**

Vice-Chancellor

## Our commitment

We remain aware that our gender pay gap is rooted in the underrepresentation of women in senior roles, as well as the overrepresentation of women in lower paid roles. The actions and initiatives detailed in this report aim to further shrink our gender pay gap and address the imbalances. They stem from a clear commitment to our values of equality, diversity and inclusion.

Both our median and mean pay gaps have reduced since the previous report of 2018, as have our bonus gap figures. We are on track to achieve our target of a 25% reduction in the gender pay gap by 2022. We committed to this in our Athena SWAN application in 2018.

This is the third mandatory gender pay gap report to be published. We are making steady progress towards our goal of eliminating the gender pay gap. We recognise that progress has been slow so far, but it is also gathering momentum. We will achieve our aims.

# Gender Pay Gap 2019

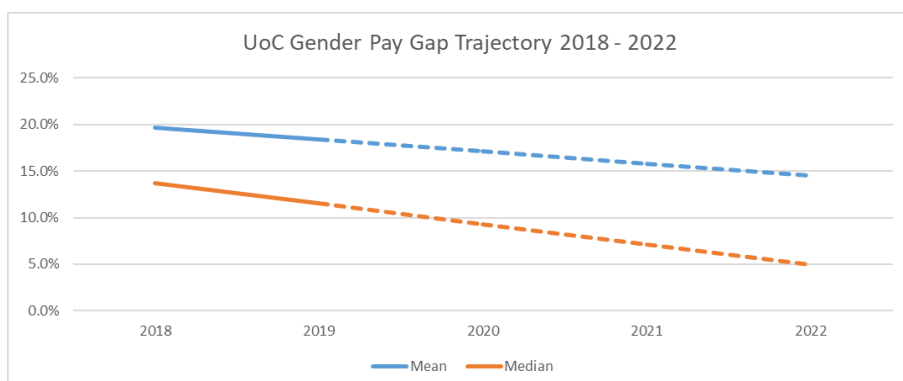
## The University of Cambridge Group

Gender Pay Gap	
Median	Mean
11.5%	18.4%
(13.7%)	(19.7%)

The figures for 2019 show an improvement in the University's gender pay gap in comparison with 2018. The mean has gone down from 19.7% to 18.4%, (a relative reduction of 6.6%) and median from 13.7% to 11.5% (a relative reduction of 16.1%).

Pay Quartile Distribution					
	Women		Men		Total numbers
	Number	Proportion	Number	Proportion	
<b>Upper</b>	1,479 (1,429)	38.3% (37.2%)	2,387 (2,413)	61.7% (62.8%)	3,866 (3,842)
<b>Upper Middle</b>	2,005 (1,960)	51.9% (51.0%)	1,860 (1,881)	48.1% (49.0%)	3,866 (3,841)
<b>Lower Middle</b>	2,184 (2,193)	56.5% (57.1%)	1,682 (1,649)	43.5% (42.9%)	3,865 (3,842)
<b>Lower</b>	2,423 (2,404)	62.7% (62.6%)	1,443 (1,437)	37.3% (37.4%)	3,866 (3,841)
<b>All Quartiles</b>	8,091 (7,986)	52.3% (52.0%)	7,372 (7,380)	47.7% (48.0%)	15,463 (15,366)

Note: 2018 figures are shown in brackets



The University has set a target to reduce its gender pay gap by 25% by 2022. The University is on track to achieve this target. The current trajectory is shown on the left.

Gender Bonus Gap	
Median	Mean
4.6%	61.9%
(12.2%)	(66.5%)

Proportion of women and men receiving a bonus					
	Women		Men		Total numbers
	Number	Proportion	Number	Proportion	
	1,849 (1,734)	22.0% (20.8%)	1,508 (1,423)	20.2% (19.0%)	3,357 (3,157)

Note: 2018 figures are shown in brackets

The University, Cambridge University Press and University of Cambridge Local Examinations Syndicate have each made progress in reducing the gender bonus gap, resulting in this overall change. Within the Academic University, bonuses continue to be used infrequently, although there has been an increase in the number of awards made as part of one of our contribution-based reward schemes, especially amongst women.

#### Note on methodology:

1) pay gap data is based on a specific 'snapshot' date – 31 March 2019

2) pay gap data is based on 'ordinary pay' which includes such elements as base salary, bonuses (if paid within the relevant pay period), and market pay, but excludes overtime and employer pension contribution payments

3) the employee populations used for the pay gap and the bonus gap figures differ. Bonus gap figures use 'relevant employees', defined as a person employed on the snapshot date. Pay gap figures use 'full-pay relevant employees', defined as a relevant employee who is not, during the relevant pay period, being paid at a reduced rate or nil as a result of the employee being on leave. The number of relevant employees will be higher than the number of full-pay relevant employees.

# Gender Pay Gap 2019

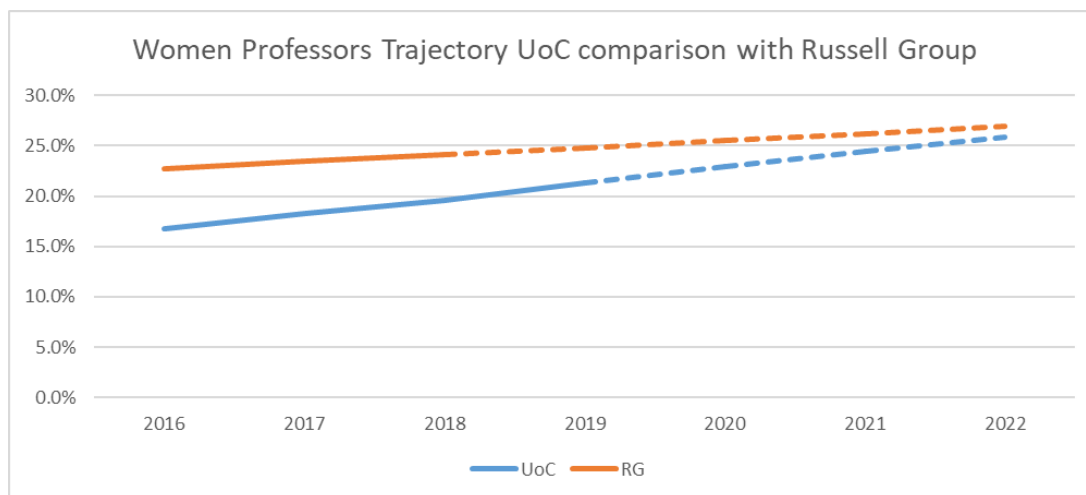
## The Academic University

Gender Pay Gap	
Median	Mean
13.2%	19.9%

Pay Quartile Distribution		
	Women	Men
	Proportion	Proportion
Upper	36.5%	63.5%
Upper Middle	50.3%	49.7%
Lower Middle	54.7%	45.3%
Lower	64.0%	36.0%
All Quartiles	51.4%	48.6%

We are aware that one of the reasons for our gender pay gap is the underrepresentation of women in senior grades. It is encouraging that representation of women in the higher grades has started to increase.

One example of sustained progress is the rise in the proportion of women professors from 16.8% in 2016 to 22.9% today. We are, though, slightly behind our target to reach the average proportion of women professors of the Russell Group by 2022. The 2018 level is 24.1%, and the trajectory of the University compared to the Russell Group is as follows:



Gender Bonus Gap	
Median	Mean
25.5%	76.0%

Proportion of women and men receiving a bonus	
Women	Men
Proportion	Proportion
5.0%	5.2%

There has been a large reduction in the Academic University's median bonus figures this year, from 72.4% to 25.5%. As the proportions of people receiving bonuses demonstrate, bonuses are not widely used in the Academic University, although there has been an increase in the number of awards made as part of one of our contribution-based reward schemes, especially amongst women.

# Ethnicity Pay Gap 2019

## The Academic University

Ethnicity Pay Gap	
Median	Mean
0.0%	2.5%

Ethnicity Bonus Gap	
Median	Mean
-3.6%	-15.9%

Pay Quartile Distribution		
	BAME	White
	Proportion	Proportion
Upper	10.8%	89.2%
Upper Middle	16.3%	83.7%
Lower Middle	17.0%	83.0%
Lower	10.2%	89.8%
All Quartiles	13.6%	86.4%

Proportion of BAME and White employees receiving a bonus		
	BAME	White
	Proportion	Proportion
	3.3%	5.7%

This year we have chosen to publish Ethnicity Pay Gap data for the Academic University. We do not currently hold this data for the University Group.

The current figures for the ethnicity pay gap for the Academic University show a 2.5% mean pay gap in favour of White staff, and a 0.0% median pay gap.

In 2019 the University successfully applied for a Race Equality Charter (REC) Bronze award. The achievement of the Bronze award is an important milestone, and signals a strong commitment to equality. As part of its application, the University set a goal of a 95% ethnicity disclosure rate by 2022.

#### Note on methodology:

The Academic University's ethnicity pay gap figures have been calculated using the same data and a similar methodology that has been used for the mandatory gender pay gap reporting, comparing the pay of those recorded as White, and those recorded as Black, Asian and Minority Ethnic (BAME). However, it should be noted that the figures do not include those who have not disclosed their ethnicity to the Academic University (current disclosure rate is 87.1%).

# What we're doing to close the gap

## The Academic University

### 1.

#### Institutional Culture and Family Friendly Actions

- We continue to support our employees with caring responsibilities, for instance developing a fourth University workplace nursery.
- To help reach our target to increase flexible working by 5% by 2022, a thorough review of current flexible working policies and practices is under way for implementation in the 2020/21 academic year.
- The Emergency Leave for Dependents policy was extended in 2019, and now provides up to five working days' paid leave in any rolling 12-month period.
- A number of training programmes are in place, including: Inclusive Leadership (64 participants in the first round of the programme with a further 107 participants due to attend in the Lent and Easter 2020 programmes); Harassment Prevention (over 1,700 have attended the course to date) and Understanding Implicit Bias (introduced in 2016 and to date delivered to 4,039 staff).

### 2.

#### Career Progression and Pay Actions

- The introduction of a Cambridge Living Wage has increased the pay of our lowest paid staff from August 2019. Women represent 55% of those receiving an increase.
- We have increased investment in our academic promotions system and next year we will introduce a new scheme with more inclusive criteria that should help more women and others who are underrepresented at senior levels to progress.
- In 2019 we supported more women than ever before to attend the Advance HE Aurora Women's Leadership Programme.
- We have a number of established programmes and initiatives that play an important part in supporting the career progression of women. These include: the Returning Carers Scheme (financial support for academic and research staff to build up their research profiles after a period away from work); the Supporting Parents and Carers at Cambridge (SPACE) network (resources for staff with caring responsibilities) and the CV mentoring scheme.
- In 2019 we launched a new career development programme for women in professional services roles, including career development workshops and one-to-one coaching sessions.

### 3.

#### Recruitment Actions

- The University has set a target to increase recruitment applications from women and BAME candidates by 5% by 2021.
- Equality and Diversity and Implicit Bias training is now mandatory for all members of staff who serve on recruitment and promotion panels.
- In Lent term 2020 we launched Recruitment Essentials: a programme designed to ensure fair and transparent recruitment practice for Professional Services staff.
- The Diverse Recruitment Framework (DRF) has recently been launched. The DRF will assist institutions in embedding the principles of diverse recruitment into all phases of the process, from the advertisement, to shortlisting and interviewing.

# What we're doing to close the gap

## Cambridge University Press

Gender Pay Gap	
Median	Mean
15.9%	20.7%

Pay Quartile Distribution		
	Women	Men
	Proportion	Proportion
Upper	44.4%	55.6%
Upper Middle	59.6%	40.4%
Lower Middle	71.6%	28.4%
Lower	68.4%	31.6%
All Quartiles	61.0%	39.0%

Gender Bonus Gap	
Median	Mean
59.0%	43.2%

Proportion of women and men receiving a bonus	
Women	Men
Proportion	Proportion
83.9%	84.0%

### 1.

## Cultural and Family Friendly Initiatives

- Colleagues at the Press have established a UK Gender Balance Network, which is committed to helping the Press attract, develop and retain a more gender-balanced colleague base across all areas and levels of the business.
- The Press offers support to colleagues prior to and on return from parental leave, to ensure they can step back into the workplace easily.
- Flexible working arrangements are being reviewed in conjunction with Working Families, the UK's work-life balance charity, with the aim of making it easier for women and men to work flexibly and fit in with business requirements. Remote working is being trialled in 2020.

### 2.

## Career Progression and Pay Initiatives

- The Press has relaunched their global mentoring programme, which is open to everyone. Women in senior roles are actively encouraged to put themselves forward as mentors to support other aspiring women.
- The Press carries out benchmarking of roles to ensure colleagues are paid appropriately in relation to their peers.
- An Equal Pay Audit is being undertaken for the first time this year.

### 3.

## Recruitment Initiatives

- The Press proactively aims for gender balanced shortlists when recruiting for roles.
- The Press reviews all UK job advertisements for gender bias, as well as how the Press is presented to potential candidates.
- In the last year, half of the Press' senior hires have been women. There are more men being recruited in junior levels too, and 10 of the 23 recent apprentice appointments were men.
- A training programme for recruiting managers, which covers unconscious bias, has now been completed, and they are offered ongoing guidance, information and support.

# What we're doing to close the gap

## University of Cambridge Local Examinations Syndicate

Gender Pay Gap	
Median	Mean
7.0%	8.6%

Pay Quartile Distribution		
	Women	Men
	Proportion	Proportion
Upper	44.9%	55.1%
Upper Middle	54.4%	45.6%
Lower Middle	62.4%	37.6%
Lower	51.9%	48.1%
All Quartiles	53.4%	46.6%

Gender Bonus Gap	
Median	Mean
8.8%	32.7%

Proportion of women and men receiving a bonus	
Women	Men
Proportion	Proportion
88.6%	90.0%

### 1. Cultural Initiatives

- All HR colleagues are now trained in Unconscious Bias, and e-training is being rolled out to all recruiting managers.
- An Equality, Diversity and Inclusion strategy was initiated in October 2019, bringing together a range of expertise from across the business to form a dedicated working group, with corporate board-level sponsorship. The core strategic aims of the project are to increase transparency and fairness in recruitment, progression and succession, and inclusive behaviours.
- The Women in Leadership network has run panel discussions focussed on gender bias in recruitment, and explored strategies to retain female colleagues later in their careers. The network also provided visible support for the University of Cambridge's Rising Tide exhibition, as well as cultivating an active online community of over 550 people who share experiences, initiatives and innovative ideas towards promoting women in leadership.

### 2. Career Progression Initiatives

- Following feedback that suggested employees, particularly women, perceived career progression and professional development opportunities to be limited, we continued to support women at all levels of the organisation to attend leadership development programmes. In 2019, 55% of participants in the three main leadership development programmes were women.

### 3. Family Friendly Initiatives

- Following an extensive consultation and design phase, working closely with the Parents and Carers and Women in Leadership Staff Networks, a new approach to flexible working was launched. This was underpinned by a clearer and simpler principles-based policy that encourages enabling flexible working in all roles and a year-long programme of communications and engagement. One key aim of this was to increase career progression opportunities for women at all levels of the organisation, and to be a more attractive employer for women and people of diverse backgrounds.