



**Queen Margaret  
University**  
EDINBURGH

**Equal Pay Review  
2022  
(2021 Data)**

## Contents

|       |                                                                          |    |
|-------|--------------------------------------------------------------------------|----|
| 1.    | Section 1 – Introduction .....                                           | 3  |
| 2.    | Queen Margaret University’s Equal Pay Statement .....                    | 3  |
| 1.2   | What is an Equal Pay Review? .....                                       | 3  |
| 1.3   | Queen Margaret University’s Approach .....                               | 3  |
| 1.4   | Methods of Calculation .....                                             | 4  |
| 2.0   | Section 2 - Gender .....                                                 | 5  |
| 2.1   | Gender (Mean Pay Gap) .....                                              | 5  |
| 2.2   | Gender (Median Pay Gap) .....                                            | 6  |
| 2.3   | Gender Pay Gap Benchmarking .....                                        | 6  |
| 2.4   | Gender (Academic and Professional Services) .....                        | 6  |
| 2.5   | Gender Pay Gap – Grade .....                                             | 7  |
| 2.5.1 | Grade 10 .....                                                           | 7  |
| 2.5.2 | Grade 9 .....                                                            | 8  |
| 2.5.3 | Grade 8 .....                                                            | 8  |
| 2.5.4 | Grade 5 .....                                                            | 8  |
| 3.0   | Section 3 – Ethnicity/Race .....                                         | 10 |
| 3.1   | Ethnicity – Mean and Median Pay Gaps .....                               | 10 |
| 3.2   | Ethnicity – Academic and Professional Services .....                     | 10 |
| 3.3   | Ethnicity – Grade .....                                                  | 11 |
| 3.3.1 | Grades 8 and 9 .....                                                     | 11 |
| 3.3.2 | Grade 4 .....                                                            | 11 |
| 4.0   | Section 4 Disability .....                                               | 12 |
| 5.0   | Section 5 – Sexual Orientation .....                                     | 13 |
| 6.0   | Update on Equal Pay Review Action Plan .....                             | 14 |
| 6.1   | Actions – All Strands .....                                              | 14 |
| 6.2   | Actions – Gender .....                                                   | 15 |
| 6.3   | Actions – Race .....                                                     | 16 |
| 6.4   | Actions – Disability .....                                               | 16 |
|       | Appendix A - Gender Pay Gap Analysis by Grade – All Staff .....          | 1  |
|       | Appendix B - Gender Pay Gap Analysis by Grade – Academic Staff .....     | 2  |
|       | Appendix C - Gender Pay Gap Analysis – Professional Services Staff ..... | 3  |
|       | Appendix D – Gender Pay Gap – FT/PT - All Staff .....                    | 4  |
|       | Appendix E – Gender Pay Gap – FT/PT – Academic Staff .....               | 4  |
|       | Appendix F – Gender Pay Gap – Professional Services Staff .....          | 4  |
|       | Appendix G – Gender Pay Gap – Age .....                                  | 5  |
|       | Appendix H – Equal Pay Action Plan .....                                 | 6  |

## 1. Section 1 – Introduction

### 2. Queen Margaret University's Equal Pay Statement

Queen Margaret University is committed to supporting and promoting equality of opportunity for all employees.

The University recognises that under the Equality Act 2010, both women and men have the right to equal pay for work of equal value; this applies to all employees regardless of full or part-time status, casual or temporary contract or length of service.

In addition to the above, the University also recognises its duty to provide equal pay for work of equal value regardless of differences in sex, age, race, religion or belief, gender re-assignment, sexual orientation, marital status, pregnancy/maternity or disability.

The University has in place, a pay and grading system which is used to assist in determining equal pay across the University. The pay and grading system is applied transparently, based on objective criteria to ensure that it is free from unlawful bias.

The University's policies and procedures associated with pay and remuneration have been developed and implemented with a view to eliminating unlawful bias and are systematically monitored and reviewed.

In order to put the University's commitment to equal pay for work of equal value into practice, the University will:

- Undertake equal pay reviews in accordance with the Public Sector Equality Duty (PSED) for all current staff and starting pay for new staff;
- Monitor the impact of its policies and procedures associated with pay and remuneration and take appropriate action where necessary;
- Provide guidance for managers involved in decisions about recruitment, pay, benefits and promotions.

We intend through the above actions, to avoid unfair discrimination and to reward fairly the skills, experience and potential of all staff.

### 1.2 What is an Equal Pay Review?

The purpose of an Equal Pay Review is to examine arrangements within an organisation's remuneration procedures in order to establish, and address if there are any pay inequalities between protected characteristics.

It focuses on comparisons between pay arrangements between groups of workers, which allows for significant pay gaps to be identified and investigated. It has been recognised that there are numerous benefits to carrying out such a review, such as eliminating pay inequalities, demonstrating the university's commitment to equal pay and opportunities, ensuring that an organisation's pay procedures are transparent, and maintaining the organisation's commitment to upholding the standards of the Public Sector Equality Duty.

### 1.3 Queen Margaret University's Approach

The data referred to within this report reflects salary data on 30th March 2021. The Public Sector Equality Duty doesn't require data to be published for this period. In order to demonstrate the University's continued commitment towards equal pay, it has been agreed to undertake an Equal Pay Review annually in order to review the University's progress and identify if further actions are required.

This data is broken down by the relevant areas (Academic/Professional Services), Grades, Gender, Ethnicity, Disability and other protected characteristics, for which reliable data is available, in order to allow a detailed analysis to take place. It is recognised that the organisation has less information available in relation to some of the protected characteristics, resulting in less analysis being able to take place in some areas. In order to protect the confidentiality of staff salary information, in cases where there are relatively small numbers of staff recorded under a particular characteristic, it has not been possible to publish data.

## 1.4 Methods of Calculation

Any difference between the mean and median pay of male and female employees is referred to as a gender 'pay gap' and has been calculated following the formula provided in the public sector equality duty guidelines.

The gender pay gap has been calculated using the mean and median salaries and hourly pay of female employees, expressed as a percentage of the mean and median salaries of male employees doing work of equal value (same Grade). The salary data has been expressed as a full-time equivalent salary and includes those individuals who work part time hours to allow for comparison.

A positive percentage demonstrates a pay gap in favour of women and a negative percentage

pay gap demonstrates a pay gap in favour of males.

The pay gap columns within each of the tables provided in Section 3 have been colour coded to highlight significant gaps as follows:

Significant negative pay gap favouring male and non-BAME, (>5%): **Highlighted in dark red with white text in bold**

Significant pay gap in favour of females and BAME (<5%) ***Highlighted in grey with black text in bold italics***

The European Human Rights Commission (EHRC) considers a pay gap of 5% or greater to be significant.

## 2.0 Section 2 - Gender

|                                        | Gender Pay Gap (Inc SLT) | Gender Pay Gap (Exc. SLT) |
|----------------------------------------|--------------------------|---------------------------|
| Mean Gender Pay Gap in Annual Salary   | -3.89%                   | 1.17%                     |
| Mean Gender Pay Gap in Hourly Pay      | -3.86%                   | 1.11%                     |
| Median Gender Pay Gap in Annual Salary | 0.00%                    | 0.00%                     |
| Median Gender Pay Gap in Hourly Pay    | 0.00%                    | 2.14%                     |

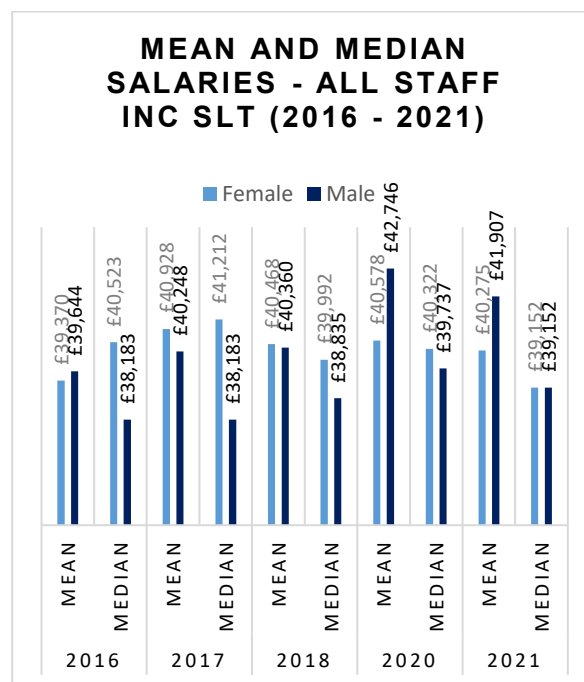
|                           | 2016         | 2017         | 2018   | 2020          | 2021   |
|---------------------------|--------------|--------------|--------|---------------|--------|
| Mean Pay Gap (Inc. SLT)   | -0.37%       | 1.69%        | -0.27% | <b>-5.07%</b> | -3.89% |
| Median Pay Gap (Inc. SLT) | <b>6.13%</b> | <b>6.13%</b> | -2.98% | 1.47%         | 0.00%  |
| Mean Pay Gap (Exc. SLT)   | 1.02%        | 1.52%        | -0.23% | -1.12%        | 1.17%  |
| Median Pay Gap (Exc. SLT) | <b>9.30%</b> | <b>6.13%</b> | 2.98%  | 2.99%         | 0.00%  |

### 2.1 Gender (Mean Pay Gap)

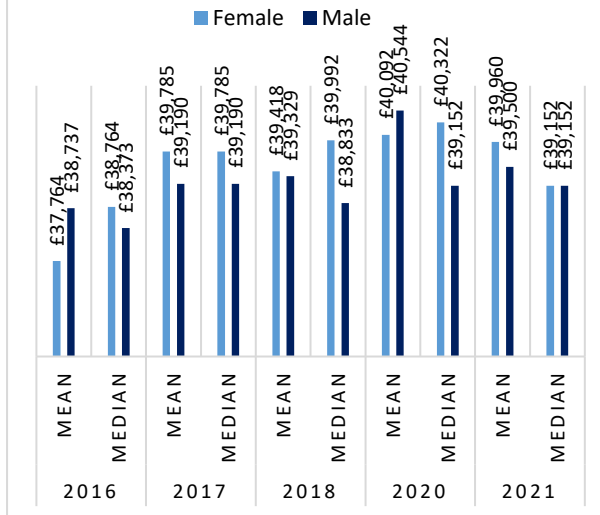
Analysis of the data set within our Equal Pay Review 2022 (based on data from 30th March 2021) indicates that, for all staff (including the Senior Leadership Team), there is a pay gap in terms of mean salary of some -3.89% between female and male employees, in favour of male employees. This has reduced slightly since 2020 and is now considered not to be significant. It is acknowledged that this pay gap has changed considerably over the course of the past five years, with it being recorded as significant, at **-5.07%** in the most recent Equal Pay Review in 2020. This year's analysis has seen this figure reduce to -3.89%. Future reviews will continue to monitor progress of this figure.

When excluding the salaries of SLT members, the Mean Pay Gap is now shown to be favouring female employees at 1.17%. This figure has fluctuated slightly over the course of the past five years, it is noted that none of these

fluctuations have resulted in a figure that is considered significant.



## MEAN AND MEDIAN SALARIES - ALL STAFF EXC SLT (2016-2021)



### 2.2 Gender (Median Pay Gap)

Exclusive and inclusive of SLT salaries, the median pay gap is now 0.00%. As with previous audits, these gaps have continued to narrow since 2016. The changes in this figure have been more significant than the changes in the Mean Pay Gap figure. It is acknowledged that in 2016 both the median figures favoured female employees at **6.13%** (including SLT) and **9.3%** (excluding SLT). Although there are no current pay gaps, given that these figures previously favoured female employees, there may be future concerns should these figures start favouring male employees.

### 2.3 Gender Pay Gap Benchmarking

By way of context, the Advance HE report titled 'Equality and Higher Education Staff Statistical Report 2021', reported a mean pay gap of 15.7% in favour of male employees and a median pay gap of 11.1% across UK HEIs. As with previous years the overall gender pay gap in Scotland continues to be wider, with a mean negative female pay gap of 16.6% and median pay gap of 16.2%. It is acknowledged that these figures have narrowed slightly in recent years. In terms of benchmarking, QMU continues to perform significantly better in

terms of the pay gaps reported for UK and Scottish HEIs.

Nevertheless, QMU is not complacent, and will commit to continuing to work to reduce pay gaps where they exist in our staff population.

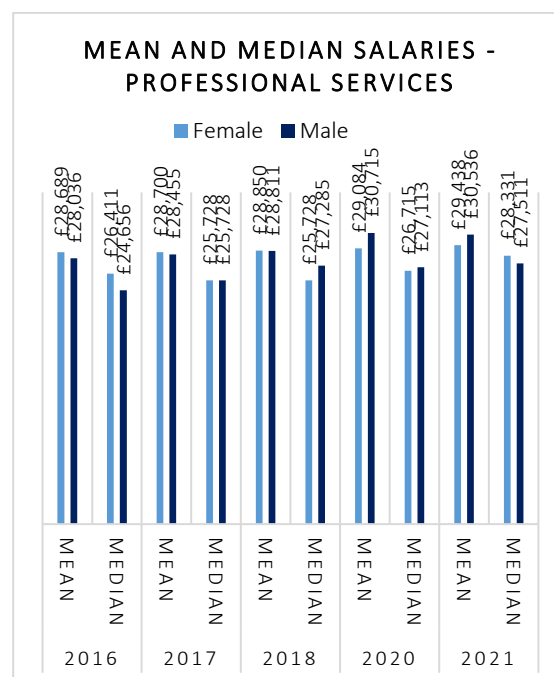
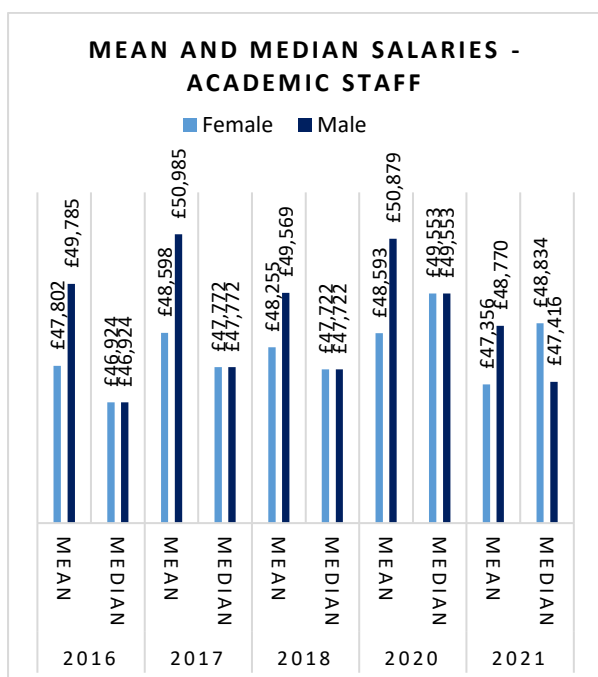
### 2.4 Gender (Academic and Professional Services)

Upon analysing data broken down to Academic and Professional Services categories, it is determined that there are no significant pay gaps present. Within the category of Academic Staff it has been noted that the mean pay gap has narrowed and is now only 2.9% in favour of male employees. For the first time since 2016, there is an academic median pay gap, 2.99%, present, favouring female employees.

It is observed that within Professional Services the mean pay gap has also narrowed and is no longer considered to be significant. It is noted that since 2016 this figure has changed quite substantially, from favouring female employees in 2018 with a Pay Gap of 2.44%. Similar to the Academic Median Pay Gap, the Professional Services Median Pay Gap now favours female employees at 2.98%.

|                                        | Gender Pay Gap (Academic) | Gender Pay Gap (Professional) |
|----------------------------------------|---------------------------|-------------------------------|
| Mean Gender Pay Gap in Annual Salary   | -2.90%                    | -3.60%                        |
| Mean Gender Pay Gap in Hourly Pay      | -2.92%                    | -4.31%                        |
| Median Gender Pay Gap in Annual Salary | 2.99%                     | 2.98%                         |
| Median Gender Pay Gap in Hourly Pay    | 2.99%                     | 2.98%                         |

|                                        | 2016  | 2017   | 2018         | 2020          | 2021   |
|----------------------------------------|-------|--------|--------------|---------------|--------|
| Mean Pay Gap (Academic)                | 3.98% | -4.68% | 2.65%        | -4.49%        | -2.90% |
| Median Pay Gap (Academic)              | 0.00% | 0.00%  | 0.00%        | 0.00%         | 2.99%  |
| Mean Pay Gap (Professional Services)   | 2.33% | 0.86%  | 2.44%        | <b>-5.31%</b> | -3.60% |
| Median Pay Gap (Professional Services) | 7.63% | 0.00%  | <b>5.71%</b> | -1.47%        | 2.98%  |



## 2.5 Gender Pay Gap – Grade

Full details of salary and gender pay gap calculations can be found in Appendices A, B and C. This data is categorised by overall university population data and the split into Academic and Professional Services categories. Pay gaps by grade which are considered significant are highlighted within the following sections.

### 2.5.1 Grade 10

When considering the entire employee population the mean pay gap, as with previous years, it has been identified that there are pay gaps within Grade 10 favouring male employees.

A mean pay gap of -14.64% exists along with a

median pay gap of -16.21%. Further analysis of the data, breaking it down to Academic and Professional Services Categories by Grade indicates that there are mean (-15.85%) and median (-18.65%) pay gaps favouring male employees within Grade 10 of the Academic staff category.

It appears that placement on the University's Discretionary pay scale is influencing this pay gap. While slightly more female employees have been placed within this scale, the smaller number of male employees are placed on higher pay points, resulting in this pay gap. Rather than progressing through this pay scale on an annual basis, placement on these pay points is determined by application process in line with the University's Reward and Recognition Policy, this means that it cannot be assumed that this gap could level out as a result of female employees progressing through the

pay scale in this same way that it would be by female employees progressing through the pay scales on an annual basis.

All staff are afforded the opportunity to be placed within the discretionary pay scales, this suggests that there is not any inequality of process. To ensure this is the case, Equality Impact Assessments are conducted in order to determine if there is any underlying bias present. It is important to note the organisation's commitment to fair and equal recruitment and selection processes and the robust processes in place including selection panels and selection decisions being based on evidence provided in interviews rather than gender.

### 2.5.2 Grade 9

Within the Grade 9 Professional Services Employee population, there is a median pay gap of -6.96% favouring male employees. This figure may be influenced by the relatively small number of employees currently appointed within this grade, effectively skewing the data slightly.

As with other grades, the gender imbalance of placement within the discretionary pay points appears to be influencing this pay gap, in this case, more male employees within the relatively small employee population on this grade are placed on the Discretionary Pay points.

### 2.5.3 Grade 8

There also continues to be pay gaps within Grade 8, with a mean (5.00%) and median (6.02%) favouring female employees.

In comparison to lower grades within the Professional Services there are less employees appointed to this grade, meaning that there is less data to compare. The data indicates that more female employees are placed on higher points of the Grade 8 scale, including discretionary pay points. On this basis, it is suggested that length of service is a contributing factor in relation to this pay gap as placement on the University's standard pay scale is on the basis of annual incremental

progression, meaning, within the same employee population, this gap may narrow as male employees progress through the pay points.

As with Grade 10, placement on the discretionary pay scale may also be influencing this pay gap, with more female employees placed on the discretionary pay points. Given that placement on the discretionary pay points can only be applied once an employee has reached the top point on the standard pay scale, this gap could also narrow once male employees within this grade have the opportunity to apply to be placed on these points.

### 2.5.4 Grade 5

It is noted that the pay gap at Grade 4 in the 2020 audit is no longer of concern, however a median pay gap of 6.01%, favouring female employees within Grade 5 has emerged. There are a third more female employees appointed within this grade. There are a variety of roles within the context of this grade, however a large proportion of them are administrative. As with other grades, female employees are currently appointed at higher pay points within the scale of this grade suggesting that length of service may also be a contributing factor within this grade.

## 2.6 Gender (Age)

A full breakdown of salary and pay gap data relating to age can be accessed in appendix G.

In analysing the data by protected characteristics, the previously identified pay gaps favouring male employees between the ages of 25-34 and 45-54 have narrowed and are no longer considered to be significant. Within the 35-34 age bracket, there continues to be a mean (6.19%) and median (9.23%) pay gaps, favouring female employees.

It is also important to note that within these age brackets there is evidence of occupational segregation, there are significantly more male employees employed in IT focused roles, while females are the predominant gender employed in roles with an administrative focus. Upon examining the data, it can be confirmed that there is close to two thirds more female employees employed within this age range.



Further investigation will be required in order to identify causes of this and to determine if there are any appropriate actions QMU can take in order to close these gaps.

The pay gap within the population of staff at the age group 65+ has changed significantly. There is now a mean pay gap in favour of male staff of -13.20%, there now is no longer a pay gap in the median data. A more detailed analysis will be required to fully understand the reason for this change. It is observed that as more employees move into this age category, there will be fluctuations in trends.

### 3.0 Section 3 – Ethnicity/Race

|                                           | Ethnicity Pay Gap<br>(Inc SLT) | Ethnicity Pay Gap<br>(Exc. SLT) |
|-------------------------------------------|--------------------------------|---------------------------------|
| Mean Ethnicity Pay Gap in Annual Salary   | -15.40%                        | -12.61%                         |
| Mean Ethnicity Pay Gap in Hourly Pay      | -15.19%                        | -12.37%                         |
| Median Ethnicity Pay Gap in Annual Salary | -13.68%                        | -9.70%                          |
| Median Ethnicity Pay Gap in Hourly Pay    | -13.68%                        | -9.70%                          |

|                           | 2017   | 2018   | 2020   | 2021    |
|---------------------------|--------|--------|--------|---------|
| Mean Pay Gap (Inc. SLT)   | -5.19% | -6.54% | -3.75% | -15.40% |
| Median Pay Gap (Inc. SLT) | -0.65% | -2.77% | -2.90% | -13.68% |
| Mean Pay Gap (Exc. SLT)   | _____  | _____  | _____  | -12.61% |
| Median Pay Gap (Exc. SLT) | _____  | _____  | _____  | -9.70%  |

#### 3.1 Ethnicity – Mean and Median Pay Gaps

The Ethnicity mean and median pay gaps have widened significantly since 2020, with the mean now at -15.40% and median at -13.68%, favouring non-BAME employees. For the first time, this calculation has also been conducted excluding SLT salaries. As can be seen above, excluding SLT salaries does narrow the gap slightly, it still however remains significant.

#### 3.2 Ethnicity – Academic and Professional Services

As with the overall employee population, when the data is categorised to Academic and Professional Services populations, the pay gaps remain significant, they have also widened since 2020. Upon reviewing the ethnicity data for the entire University employee population, it is evident that BAME employees make up a very small percentage of the overall employee composition (approximately 5%). Although there are BAME employees employed across the majority of grades within the University, there is a much stronger presence of non-BAME employees within the higher grades. This is a key issue for the University to consider and seek to address.

The University is conducting an EDI culture review led by Professor Paul Miller, EDI and Anti-racism Adviser to the Principal. Further analysis of these pay gaps will form part of that

review. Findings from the culture review will support us in the further development of our EDI strategy and action plan, and to develop a meaningful anti-racism strategy and action plan.

The University undertakes Equality Impact Assessments in order to be confident that there is no underlying bias in policy and procedure, further investigation will be required in order to identify methods to close these gaps.

|                                           | Ethnicity Pay Gap<br>(Academic) | Ethnicity Pay Gap<br>(Professional Services) |
|-------------------------------------------|---------------------------------|----------------------------------------------|
| Mean Ethnicity Pay Gap in Annual Salary   | -16.09%                         | -21.98%                                      |
| Mean Ethnicity Pay Gap in Hourly Pay      | -16.08%                         | -21.99%                                      |
| Median Ethnicity Pay Gap in Annual Salary | -18.63%                         | -27.02%                                      |
| Median Ethnicity Pay Gap in Hourly Pay    | -18.63%                         | -27.02%                                      |

### 3.3 Ethnicity – Grade

Full details of salary information and pay gaps relating to ethnicity can be accessed in Appendix H.

Due to the relatively small number of BAME staff employed within a number of grades, in order to protect the confidentiality of employee salary information it is not possible to publish a breakdown for each grade.

#### 3.3.1 Grades 8 and 9

Within Grade 9, mean (-10.57%) and median (-13.70%) pay gaps favouring non-BAME employees have been identified. Pay Gaps of -8.02% (mean) and -11.11% (median) also favouring non-BAME employees have been identified.

Upon reviewing the employee data for both of these grades, it is identified that the majority of BAME employees appointed, are appointed at lower points of each grade's respective pay scale, indicating that their appointments have taken place more recently. Therefore, as service length increases, salary will also increase through incremental progression, while may result in the pay gap narrowing.

#### 3.3.2 Grade 4

A median pay gap of 6.27% favouring BAME employees has been identified. When compared with non-BAME employees, there are relatively small numbers of employees appointed at Grade 4. On this basis, full distribution across all pay points within the grade is not possible.

Whereas, due to considerably higher numbers of non-BAME employees being appointed within this grade, there is fuller distribution of appointments across all pay points within the grade.

#### 4.0 Section 4 Disability

| Disability Pay Gap                         |         |
|--------------------------------------------|---------|
| Mean Disability Pay Gap in Annual Salary   | -16.63% |
| Mean Disability Pay Gap in Hourly Pay      | -16.72% |
| Median Disability Pay Gap in Annual Salary | -25.48% |
| Median Disability Pay Gap in Hourly Pay    | -27.04% |

|                | 2017    | 2018    | 2020    | 2021    |
|----------------|---------|---------|---------|---------|
| Mean Pay Gap   | -5.68%  | -9.49%  | -22.82% | -16.63% |
| Median Pay Gap | -18.67% | -19.79% | -30.75% | -27.04% |

As indicated in the tables above, significant pay gaps continue to be present in mean, -16.63% and median, -27.04% data in favour of staff who have not declared a disability. It is acknowledged that the staff data the university currently holds is not robust enough to offer a detailed comparison by grade. The University is committed to encouraging staff to declare if they have a disability and will explore appropriate mechanisms for doing this. The University is committed to supporting staff and applicants who have declared a disability. Anecdotally, positive feedback has been received from employees who have received support through reasonable adjustments. It is possible to confirm that pay gaps still exist within both Academic and Professional services. Initial investigation indicates that almost 64.29% staff who have declared a disability are employed in positions at Grade 6 or below, this figure compares with 35.27% of staff who have not declared a disability, and these figures will directly influence the significance of this pay gap and suggest that disability segregation may exist.

Members of the University's HR team have recently engaged with external support relating to the Disability Confident Scheme in order to review what actions the University can undertake in order to provide further support.

## 5.0 Section 5 – Sexual Orientation

As in previous years analysis indicates that there aren't any significant pay gaps in relation to sexual orientation, however it is acknowledged that a large percentage of the population has declared this information as unknown.

| Sexuality Pay Gap                         |       |
|-------------------------------------------|-------|
| Mean Sexuality Pay Gap in Annual Salary   | 3.80% |
| Mean Sexuality Pay Gap in Hourly Pay      | 4.13% |
| Median Sexuality Pay Gap in Annual Salary | 2.99% |
| Median Sexuality Pay Gap in Hourly Rate   | 2.99% |

|                      | LGBTQ+  | Declined to Specify/Not Known & Heterosexual |
|----------------------|---------|----------------------------------------------|
| Mean Annual Salary   | £42,284 | £40,737                                      |
| Median Annual Salary | £40,322 | £39,152                                      |
| Mean Hourly Pay      | £23.10  | £22.18                                       |
| Median Hourly Pay    | £22.15  | £21.51                                       |

## 6.0 Update on Equal Pay Review Action Plan

As part of the University's Equal Pay Review and Mainstreaming Reporting, published in April 2021, an Equal Pay Action Plan was agreed. Actions identified in the plan continue to progress, a review of progress will take place in October 2022 and April 2023 as part of work towards the next Equal Pay Review and Mainstreaming Report. Full details can be accessed in Appendix I.

### 6.1 Actions – All Strands

**In line with guidance published by Advance HE on the collection of diversity monitoring data, put in place actions to actively encourage those employees with a protected characteristic to declare this to the university. The initial priority will focus on the collection of Staff Disability Data.**

Work related to this action has been delayed, however the HR Team remains committed to the enhancement of the University's employee equality data.

The New Starter Information form will be reformatted to include language explaining the importance of collecting equality data, whilst also reassuring employees of confidentiality. This will include supportive language as well as information on where support can be accessed.

An exercise to encourage existing staff to update information will also be undertaken. The format of this exercise is still to be determined, however it will be shared with employees at the earliest opportunity.

**Ensure that our revised Reward and Recognition Policy and Procedure provides transparent process for reward and promotion of all staff by conducting an annual Equality Impact Assessment of the Reward and Recognition process.**

The 2021/22 Reward and Recognition processes, encompassing Academic Promotions and Contribution Pay have recently concluded. All associated policies have been Equality Impact Assessed.

Applications were invited from all eligible employees, employees were made aware of

these opportunities via a variety of communication methods and were invited to attend briefing sessions for further information. Employees who were absent from work due to maternity/paternity leave or sickness also received invitations to apply should the wish to.

Following the conclusion of Reward and Recognition processes, a further Equality Impact Assessment will be conducted in order to assess if there is any underlying bias and to influence improvements in future cycles.

**Maintain our commitment to HR related policy reviews, every 3 years, as agreed with Trade Unions and ensure that our commitment to supporting equality and diversity is embedded across all policies and procedures. Immediate priorities include the Special Leave Policy and Absence Management Policy.**

The HR Team are continuing to undertake Policy reviews, however some have been delayed due to circumstances relating to the COVID-19 Pandemic.

Recent work in this area has focused on the Dignity at Work Policy and Procedure. External consultation was utilized in order to enhance this policy. Employees had the opportunity to present their views via consultation sessions, as well as attend training sessions following completion of the policy.

Policy reviews have also focused on Paternity/Shared Paternity Leave and Carer Leave Policies. A benchmarking exercise which reviewed QMU's carers related leave policies against four other Scottish Universities has recently been conducted. A paper will be presented to SLT in June 2022, which will recommend where QMU can enhance or even lead the way in terms of its carer related benefits.

**Information, including data and collated feedback on staff experiences will be shared with all stakeholders, including TUs, fostering shared and stakeholder informed responses to any issues identified.**

The HR Team is focused on sharing and responding to information transparently with all stakeholders via mechanisms that are presently in place e.g., Trade Union Meetings. A consultation exercise relating to the University's Hybrid Working statement was recently

undertaken, all employees were invited to present their views. A summary of feedback received, and the University's response will be shared with stakeholders in due course.

**Expand our understanding of issues related to equality and diversity that have arisen as a consequence of the COVID-19 pandemic in order to address them and embed support towards staff through our policies and procedures. This may include areas such as work life balance, gender based violence and mental health.**

This action remains ongoing, and it is anticipated that further actions will emerge as recovery from the COVID-19 Pandemic continues. Current areas of focus include mental health, Stress Risk Assessment training which is currently being promoted to all line managers with monthly training sessions in this area scheduled.

Members of the HR Team recently attended an updated Mental Health First Aid training session in order to enhance understanding of current issues relating to mental health and identify where further support could be provided to employees.

Through discussions with line managers, monitoring of work/life balance are continuing. Special arrangements for working parents/carers for periods of COVID-19 related isolation were also applied in order to support personal circumstances and allow flexibility during isolation periods.

The Health, Safety and Wellbeing Adviser is working on created a Staff Mental Health and Wellbeing Strategy for the University due to be launched in early 2023.

## 6.2 Actions – Gender

**Promote female career development through established programmes, including Aurora, Athena Swan, DEVELOP, Mentoring, and ensure equal access by all staff to promotion opportunities through the management of PER and Reward and Recognition.**

The Aurora application process for 2021/22 was a success with 9 delegates being enrolled on the AdvanceHE development course which started in November 2021.

The internal QMU Aurora network have been following a schedule of meetings since the start of the 2021/22 Academic year.

- Members of the network have undertaken two training sessions on mentorship skills which was well received and will aid future mentorship both amongst current network members but will also support the mentorship of new members too.
- The network met to discuss some of the barriers faced by women in leadership position within HE – ideas for action from this session were shared with the Head of HR and the Principal for their information.
- The network lead on events to celebrate International Women's Day 2022.

As the network continues to grow it is hoped in future years, the network moves beyond being a network for only Aurora delegates but can be a female leadership network open to all women at the University.

Equality of opportunity is considered a priority in regard to development opportunities within the University. All staff are invited to participate in the University's Performance Enhancement Review process and to take ownership of their own development by suggesting and agreeing personal objectives in agreement with their line manager.

**We will investigate the root causes of the negative change in the mean gender pay gap and we will discuss options for resolving these causes with the Senior Leadership Team and our recognised Trade Unions. Initial analysis indicates that length of service and a higher number of male employees being placed on the organisation's discretionary pay points are factors. However detailed research will be undertaken to fully understand these, and other identified factors.**

While the current mean pay gap (including SLT salaries) is not considered to be significant, it is recognised that this figure previously favoured female employees.

In order to fully understand the trends that influence this figure and identify areas of change, a more thorough investigation of data is required. Metrics that are being considered include Labour Turnover, length of time to

promotion (female vs male) and employee retention statistics.

### 6.3 Actions – Race

**Address the ethnicity pay gap by engaging with Advance HE's Race Equality Project Lead in respect of the 'Investing in a Diverse Workforce' theme for advice and guidance. In addition, we will use new joiner and leaver surveys, as well as other means, to enhance our knowledge on the experience of all staff in applying and working at QMU in order to inform the university's future actions.**

The University is conducting an EDI culture review led by Professor Paul Miller, EDI and Anti-racism Adviser to the Principal. This review will include analysis of various HR policies and procedures alongside facilitated conversations with staff and students on the subject of race. Findings will support us in the further development of our EDI strategy and action plan, and to develop a meaningful anti-racism strategy and action plan.

Work is underway within HR to review and update the way in which we promote QMU as an employer of choice to potential applicants. A new 'Work with Us' website is currently under development, HR and Marketing colleagues are working together to develop a staff content strategy linked to our new website. Promoting the importance of EDI to the University through our new website is a key consideration as part of this work.

**We will implement changes identified as a result of benchmarking each of the key stages of our recruitment process against the Scottish Government's Minority Ethnic Recruitment Toolkit.**

The university's Recruitment and Selection Policy and Procedure is due to be reviewed as part of the EDI culture review mentioned above.

**Through the Race Equality Steering Group, chaired by the Principal, we will progress work-streams that invest in a diverse workforce, foster an anti-racist culture of understanding, record and respond effectively to racist incidents, monitor and review organisational race data and consult with community partners.**

The inaugural meeting of the Race Equality Steering Group took place in May 2022. Discussion ranged from constructing systematic, anti-racist development practices to decolonising the curriculum, and from reviewing data to consulting with community partners.

### 6.4 Actions – Disability

**Continue to ensure our practice is in line with the Disability Confident Scheme and examine if there are additional measures that can be introduced to attract, retain, and develop disabled staff.**

The University currently has level 1 membership of the Disability Confident Scheme – Disability Confident Committed. Following recent discussions between the HR team and representatives from the DWP, an exercise assessing current actions within the University's Recruitment, Retention and Staff Development processes will shortly be undertaken. Through this exercise, it is anticipated that further actions will be identified that will further the support the University provides in this area, both internally and externally.

**We will introduce self-referral system, whereby employees and line managers, can confidentially refer themselves for additional support measures in the work place should they require it to support a disability in the workplace.**

The University is committed to the consideration of additional support measures for employees, should they require it to support a disability in the workplace. Employees are supported internally through the University's Health, Safety and Wellbeing and HR teams, and can access external support, should it be required via Occupational Health partners and other specialist services. Employees are encouraged to inform line managers and internal support team from the early stages of engagement with the University i.e. recruitment procedures and via their HR induction session. A Reasonable Adjustments Policy is currently being developed, this will be communicated to all staff upon completion.



Appendix A - Gender Pay Gap Analysis by Grade – All Staff

| Grade | Mean Salary: Male | Mean Salary: Female | Mean Hourly Rate: Male | Mean Hourly Rate: Female | Median Salary: Male | Median Salary: Female | Median Hourly Rate: Male | Median Hourly Rate: Female | Mean Pay Gap: Salary | Mean Pay Gap: Hourly Rate | Median Pay Gap: Salary | Median Pay Gap: Hourly Rate |
|-------|-------------------|---------------------|------------------------|--------------------------|---------------------|-----------------------|--------------------------|----------------------------|----------------------|---------------------------|------------------------|-----------------------------|
| G2    | ---               | ---                 | ---                    | ---                      | ---                 | ---                   | ---                      | ---                        | ---                  | ---                       | ---                    | ---                         |
| G3    | £19,281           | £19,187             | £10.37                 | £10.32                   | £19,612             | £19,133               | £10.55                   | £10.29                     | -0.49%               | -0.49%                    | -2.44%                 | -2.44%                      |
| G4    | £21,746           | £22,124             | £11.70                 | £11.91                   | £20,675             | £21,236               | £11.12                   | £11.42                     | 1.82%                | 1.82%                     | 2.71%                  | 2.71%                       |
| G5    | £26,999           | £27,297             | £14.52                 | £14.69                   | £26,726             | £28,331               | £14.38                   | £15.24                     | 1.10%                | 1.18%                     | 6.01%                  | 6.01%                       |
| G6    | £30,915           | £31,237             | £16.70                 | £16.50                   | £30,494             | £31,865               | £16.58                   | £17.07                     | 1.04%                | -1.20%                    | 4.50%                  | 2.98%                       |
| G7    | £35,316           | £35,618             | £19.14                 | £19.34                   | £34,301             | £34,804               | £18.65                   | £19.12                     | 0.85%                | 1.05%                     | 1.47%                  | 2.56%                       |
| G8    | £44,695           | £45,350             | £24.50                 | £24.88                   | £44,704             | £45,361               | £24.30                   | £24.92                     | 1.46%                | 1.54%                     | 1.47%                  | 2.56%                       |
| G9    | £58,884           | £56,853             | £32.18                 | £31.17                   | £59,135             | £59,135               | £32.49                   | £32.49                     | -3.45%               | -3.13%                    | 0.00%                  | 0.00%                       |
| G10   | £78,645           | £67,131             | £42.12                 | £36.88                   | £77,105             | £64,605               | £42.37                   | £35.50                     | <b>-14.64%</b>       | <b>-14.72%</b>            | <b>-16.21%</b>         | <b>-16.21%</b>              |

Appendix B - Gender Pay Gap Analysis by Grade – Academic Staff

| Grade | Mean Salary: Male | Mean Salary: Female | Mean Hourly Rate: Male | Mean Hourly Rate: Female | Median Salary: Male | Median Salary: Female | Median Hourly Rate: Male | Median Hourly Rate: Female | Mean Pay Gap: Salary | Mean Pay Gap: Hourly Rate | Median Pay Gap: Salary | Median Pay Gap: Hourly Rate |
|-------|-------------------|---------------------|------------------------|--------------------------|---------------------|-----------------------|--------------------------|----------------------------|----------------------|---------------------------|------------------------|-----------------------------|
| G6    | £29,466           | £30,641             | £16.19                 | £16.84                   | £29,176             | £30,046               | £16.03                   | £16.51                     | 3.99%                | 3.99%                     | 2.98%                  | 2.98%                       |
| G7    | £33,797           | £34,365             | £18.57                 | £18.88                   | £33,797             | £33,797               | £18.57                   | £18.57                     | 1.68%                | 1.68%                     | 0.00%                  | 0.00%                       |
| G8    | £44,573           | £45,152             | £24.49                 | £24.81                   | £44,046             | £44,046               | £24.20                   | £24.20                     | 1.30%                | 1.30%                     | 0.00%                  | 0.00%                       |
| G9    | £58,598           | £56,883             | £32.16                 | £31.24                   | £59,135             | £59,135               | £32.49                   | £32.49                     | -2.93%               | -2.85%                    | 0.00%                  | 0.00%                       |
| G10   | £80,919           | £68,097             | £44.46                 | £37.42                   | £81,791             | £66,539               | £44.94                   | £36.56                     | <b>-15.85%</b>       | <b>-15.85%</b>            | <b>-18.65%</b>         | <b>-18.65%</b>              |



#### Appendix D – Gender Pay Gap – FT/PT - All Staff

| Position Basis | Female Mean FTE Salary | Female Mean Hourly Rate | Female Median FTE Salary | Female Median Hourly Rate | Male Mean FTE Salary | Male Mean Hourly Rate | Male Median FTE Salary | Male Median Hourly Rate | Mean Gap Pay (Salary) | Mean Gap Pay (Hourly Rate) | Median Pay Gap (Salary) | Median Pay Gap (Hourly Rate) |
|----------------|------------------------|-------------------------|--------------------------|---------------------------|----------------------|-----------------------|------------------------|-------------------------|-----------------------|----------------------------|-------------------------|------------------------------|
| Full Time      | £40,991                | £22.36                  | £41,526                  | £22.82                    | £39,993              | £21.75                | £38,017                | £20.45                  | 2.50%                 | 2.80%                      | <b>9.23%</b>            | <b>11.57%</b>                |
| Part Time      | £38,815                | £21.10                  | £36,914                  | £19.86                    | £38,524              | £21.07                | £39,152                | £21.51                  | 0.76%                 | 0.14%                      | <b>-5.72%</b>           | <b>-7.69%</b>                |

#### Appendix E – Gender Pay Gap – FT/PT – Academic Staff

| Position Basis | Female Mean FTE Salary | Female Mean Hourly Rate | Female Median FTE Salary | Female Median Hourly Rate | Male Mean FTE Salary | Male Mean Hourly Rate | Male Median FTE Salary | Male Median Hourly Rate | Mean Gap Pay (Salary) | Mean Gap Pay (Hourly Rate) | Median Pay Gap (Salary) | Median Pay Gap (Hourly Rate) |
|----------------|------------------------|-------------------------|--------------------------|---------------------------|----------------------|-----------------------|------------------------|-------------------------|-----------------------|----------------------------|-------------------------|------------------------------|
| Full Time      | £50,072                | £27.51                  | £49,553                  | £27.23                    | £53,492              | £29.39                | £49,553                | £27.23                  | <b>-6.39%</b>         | <b>-6.42%</b>              | 0.00%                   | 0.00%                        |
| Part Time      | £44,624                | £24.52                  | £44,046                  | £24.20                    | £43,011              | £23.63                | £41,526                | £22.82                  | 3.75%                 | 3.77%                      | <b>6.07%</b>            | <b>6.07%</b>                 |

#### Appendix F – Gender Pay Gap – Professional Services Staff

| Position Basis | Female Mean FTE Salary | Female Mean Hourly Rate | Female Median FTE Salary | Female Median Hourly Rate | Male Mean FTE Salary | Male Mean Hourly Rate | Male Median FTE Salary | Male Median Hourly Rate | Mean Gap Pay (Salary) | Mean Gap Pay (Hourly Rate) | Median Pay Gap (Salary) | Median Pay Gap (Hourly Rate) |
|----------------|------------------------|-------------------------|--------------------------|---------------------------|----------------------|-----------------------|------------------------|-------------------------|-----------------------|----------------------------|-------------------------|------------------------------|
| Full Time      | £30,241                | £16.27                  | £28,331                  | £15.24                    | £31,486              | £16.94                | £28,331                | £15.24                  | -3.95%                | -3.95%                     | 0.00%                   | 0.00%                        |
| Part Time      | £28,856                | £15.25                  | £28,331                  | £15.24                    | £26,682              | £14.35                | £25,941                | £13.95                  | <b>8.15%</b>          | <b>6.23%</b>               | <b>9.21%</b>            | <b>9.21%</b>                 |

Appendix G – Gender Pay Gap – Age

| AGE              | Female Mean FTE Salary | Female Mean Hourly Rate | Female Median FTE Salary | Female Median Hourly Rate | Male Mean FTE Salary | Male Mean Hourly Rate | Male Median FTE Salary | Male Median FTE Hourly Rate | Mean Pay Gap (Salary) | Mean Pay Gap (Hourly Rate) | Median Pay Gap (Salary) | Median Pay Gap (Hourly Rate) |
|------------------|------------------------|-------------------------|--------------------------|---------------------------|----------------------|-----------------------|------------------------|-----------------------------|-----------------------|----------------------------|-------------------------|------------------------------|
| <b>Age 16-24</b> | £23,673                | £12.88                  | £18,709                  | £10.06                    | £18,342              | £9.87                 | £18,342                | £9.87                       | <b>29.07%</b>         | <b>30.54%</b>              | 2.00%                   | 2.00%                        |
| <b>Age 25-34</b> | £29,319                | £15.95                  | £29,176                  | £16.03                    | £30,681              | £16.70                | £30,046                | £16.51                      | -4.44%                | -4.47%                     | -2.90%                  | -2.90%                       |
| <b>Age 35-44</b> | £37,409                | £20.41                  | £37,466                  | £20.37                    | £35,229              | £19.14                | £34,301                | £18.65                      | <b>6.19%</b>          | <b>6.63%</b>               | <b>9.23%</b>            | <b>9.23%</b>                 |
| <b>Age 45-54</b> | £43,127                | £23.51                  | £42,793                  | £23.02                    | £43,127              | £23.51                | £42,793                | £18.65                      | 0.00%                 | 0.00%                      | 0.00%                   | 0.00%                        |
| <b>Age 55-64</b> | £45,318                | £24.79                  | £49,553                  | £27.23                    | £50,462              | £27.57                | £49,553                | £27.23                      | <b>-10.19%</b>        | <b>-10.10%</b>             | 0.00%                   | 0.00%                        |
| <b>Age 65+</b>   | £46,465                | £25.40                  | £49,553                  | £27.23                    | £53,897              | £29.49                | £49,553                | £27.23                      | <b>-13.79%</b>        | <b>-13.87%</b>             | <b>0.00%</b>            | <b>0.00%</b>                 |

## Appendix H – Equal Pay Action Plan

| Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Protected Characteristic addressed | Target Completion Date                              | Owner                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------|-------------------------------------------------------|
| Promote female career development through established programmes, including Aurora, Athena SWAN, and ensure equal access by all staff to promotion opportunities through the management of PER and Reward and Recognition.                                                                                                                                                                                                                                                           | All                                | Ongoing<br><br>To be reviewed at regular intervals. | HR Department                                         |
| Ensure that our revised Reward and Recognition Policy and Procedure provides transparent process for reward and promotion of all staff by conducting an annual Equality Impact Assessment of the Reward and Recognition process.                                                                                                                                                                                                                                                     | All                                | Annual EQIA completed Sept 2022                     | HR Department                                         |
| We will investigate the root causes of the negative change in the mean gender pay gap and we will discuss options for resolving these causes with the Senior Leadership Team and our recognised Trade Unions. Initial analysis indicates that length of service and a higher number of male employees being placed on the organisation's discretionary pay points are factors, however detailed research will be undertaken to fully understand these, and other identified factors. | Gender                             | Ongoing                                             | HR Department                                         |
| We will provide training to managers to raise awareness of issues relating to occupational segregation and gender pay gaps, whilst continuing to promote E-learning Unconscious Bias training to all managers and recruitment and selection panelists.                                                                                                                                                                                                                               | All                                | Training offered during 22/23                       | HR Department                                         |
| In line with guidance published by Advance HE on the collection of diversity monitoring data, put in place actions to actively encourage those employees with a protected characteristic to declare this to the university. The initial priority will focus on the collection of Staff Disability Data.                                                                                                                                                                              | All                                | Starting in August 2022                             | HR Department<br><br>Equality and Diversity Committee |
| Continue to ensure our practice is in line with the Disability Confident Scheme and examine if there are additional measures that can be introduced to attract, retain, and develop disabled staff.                                                                                                                                                                                                                                                                                  | Disability                         | December 2022                                       | HR Department                                         |
| Maintain our commitment to HR related policy reviews, every 3 years, as agreed with Trade Unions and ensure that our commitment to supporting equality and diversity is embedded across all policies and procedures.                                                                                                                                                                                                                                                                 | All                                | Ongoing                                             | HR Department                                         |

|                                                                                                                                                                                                                                                                                                                                                                                                       |            |                                |                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------|----------------------------------------------------------------------------------|
| Address the ethnicity pay gap by engaging with Advance HE's Race Equality Project Lead in respect of the 'Investing in a Diverse Workforce' theme for advice and guidance. In addition, we will use new joiner and leaver surveys, as well as other means, to enhance our knowledge on the experience of all staff in applying and working at QMU in order to inform the university's future actions. | Race       | Ongoing                        | HR Department                                                                    |
| We will implement changes identified as a result of benchmarking each of the key stages of our recruitment process against the Scottish Government's <a href="#">Minority Ethnic Recruitment Toolkit</a>                                                                                                                                                                                              | Race       | December 2022                  | HR Department                                                                    |
| Through the Race Equality Steering Group, chaired by the Principal, we will progress work-streams that invest in a diverse workforce, foster an anti-racist culture of understanding, record and respond effectively to racist incidents, monitor and review organisational race data and consult with community partners.                                                                            | Race       | April 2023 and actions ongoing | Principal & Vice-Chancellor<br>Equality and Diversity Committee<br>HR Department |
| We will introduce self-referral system, whereby employees and line managers, can confidentially refer themselves for additional support measure in the work place should they require it to support a disability in the workplace.                                                                                                                                                                    | Disability | TBC                            | Health. Safety and Wellbeing Manager                                             |
| Information, including data and collated feedback on staff experiences will be shared with all stakeholders, including TUs, fostering shared and stakeholder informed responses to any issues identified.                                                                                                                                                                                             | All        | Ongoing                        | HR Department                                                                    |
| Expand our understanding of issues related to equality and diversity that have arisen as a consequence of the COVID-19 pandemic in order to address them and embed support towards staff through our policies and procedures. This may include areas such as work life balance, gender based violence and mental health.                                                                              | All        | Ongoing                        | HR Department<br>Equality and Diversity Committee                                |