



**2021/22**

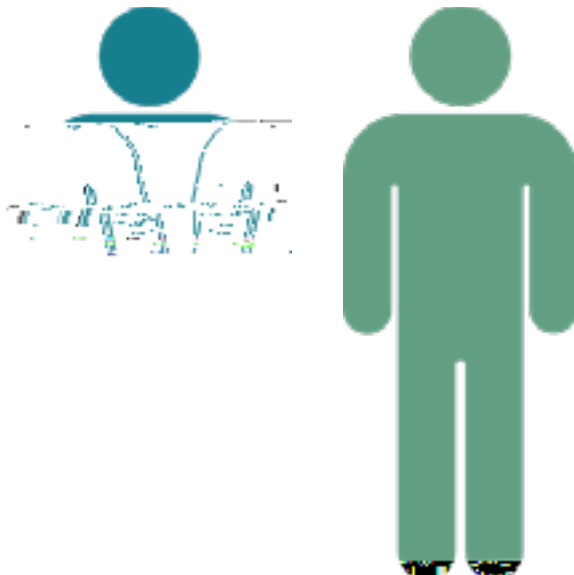


Our mission is to be a university community that inspires and enables individuals to exceed their expectations by providing students and staff alike with the opportunity to achieve excellence.

We are committed to advancing gender equality as we want to ensure that every individual who studies, or works with us in any capacity, has the opportunity to be themselves and flourish. We recognise that, although there are societal barriers and external factors, our structure, processes and decision making can close the gender pay gap and we will take actions to address.

The University is committed to providing professional development opportunities and support to women who wish to progress through the organisation.

This report complies with the Gender Pay Gap legislation introduced in 2017 for all employers with more than 250 employees to publish their gender pay gap as at a snapshot date of 31 March the previous year. This is then published on the Government website and is publicly available for comparison and review.





**In 2021, we increased pay levels on the lower scale points of the University's pay scale by raising the hourly rate above that of the Real Living Wage.**

**We developed and delivered a Career Development Programme for Professional Services staff based on the AUA Professional Behaviours, to increase skills and visibility, provide opportunities to network and support the opportunity to move into future roles. The first cohort commenced in February 2022.**

**We invited invitations from academic colleagues for promotion to Reader and Professor level. 57 per cent of those promoted into either Reader or Professor roles were women. The outcomes will be visible in our next gender pay gap report.**

**Academic and Professional Services colleagues developed an accredited Leadership and Management Programme aimed at middle managers to aid with succession planning and encourage networking at this level. The first cohort will commence in April 2022.**

**Recruitment and professional development colleagues provide interview training to ensure that all recruiting managers and interview panel members are trained in Recruitment and Selection training, including inclusivity and unconscious bias. We continue to support new staff to understand our values through induction and training on commencement in post. New staff are assigned a Mentor.**

**We continue to support University-wide online Unconscious Bias and Equality and Diversity training, essential for all staff, tracking and monitoring completion. Face-to-face sessions are also available.**

**We have implemented revised processes and procedures along with anonymised applications at the shortlisting stage of recruitment, to reduce bias in the selection process.**

**We have introduced a Women's networking group and a networking group for staff with children and family responsibilities with the aim of helping to improve flexible working arrangements at all levels to improve family friendly policies and working practices.**

**We supported further places for staff to attend the Advance HE Diversifying Leadership Programme. Two of the three candidates that took part in 2021-22 were women.**

**We continue to monitor the percentage of female applicants, the percentage being interviewed, the percentage appointed and starting salaries in order to identify any issues at the recruitment stage.**

**We continue to monitor male and female progression within Professional Services roles in order to identify any barriers to progression for women.**

