



# 2019 GENDER PAY GAP REPORT

# FOREWORD

UCAS supports gender pay gap reporting, believing that transparency promotes the opportunity for positive growth and change.

We endeavour to create a culture where all employees, regardless of gender or any other characteristic, are able to maximise their personal growth and potential.

Our values – customer-focused, collaborative, accountable, service excellence, and trusted – are the foundation of our employees' attitudes, motivations, and expectations, and reflect that how we achieve is as important as what we achieve.

We foster a culture of collaboration and inclusion at every level, and this is evident in the women we have in leadership roles at both Executive and senior management level, resulting in a negative mean hourly pay gap at these levels.

There is more work for us to do in encouraging women into some of our technically-skilled roles. We have seen improvement in the gender split within our Analysis and Insights business unit two years in a row, but this positive shift needs to be seen in technically-skilled roles within our other areas too.

Overall we have seen improvement since we first started reporting, with our gender pay gap having fallen for three years consecutively. We will continue to explore and invest in innovative solutions that will make a positive difference and further close the gap.



'At UCAS, we want our people to flourish, perform, and achieve. We work collectively to create an engaging and inclusive culture, where individuals are encouraged to be the best they can be, and where contribution and talent are the only criteria for success.'

**CLARE MARCHANT,  
CHIEF EXECUTIVE**

# OUR FINDINGS

Table 1 shows our median and mean gender hourly pay gap, and gender bonus gap. This is at the snapshot date of 5 April 2019 for hourly pay. For the bonus gap, calculations encompass the 12-month period prior to 5 April 2019.

Our median gender hourly pay gap has fallen from 26.2% in 2016, 25.4% in 2017, and 25.1% in 2018 to 22.3%. This is higher than the national median of 17.3% (ONS). Our mean gender hourly pay gap has also fallen from 16.6% in 2018 to 14.9%. This means that, on average, we pay men £3.49 more per hour than women (last year this figure was £3.79). We have seen a reversal in the mean gender bonus gap from 16% last year to -23.4% this year, while the median bonus gap remained at 0%.

A main driver for this is our gender distribution among the pay quartiles. As the upper quartile of hourly rates is close to a 2:1 ratio of men to women, we find that the number of values at this upper range will keep the median for male pay at a higher value than that of female employees. The lower quartile for hourly pay is close to a 1:2 ratio of men to women, so their median value will be lower, causing a larger difference (Fig. 2).

This shows that the distribution of men and women through the pay bands does not reflect the overall gender composition of our workforce (53.1% female, 46.9% male).

**TABLE 1**

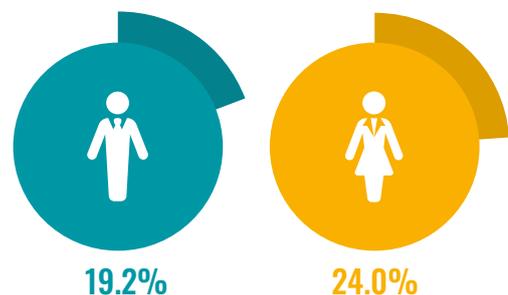
	Mean	Median
Gender hourly pay gap	14.9%	22.3%
Gender bonus gap	-23.4%	0.0%

**FIG. 1**

## MEAN HOURLY PAY

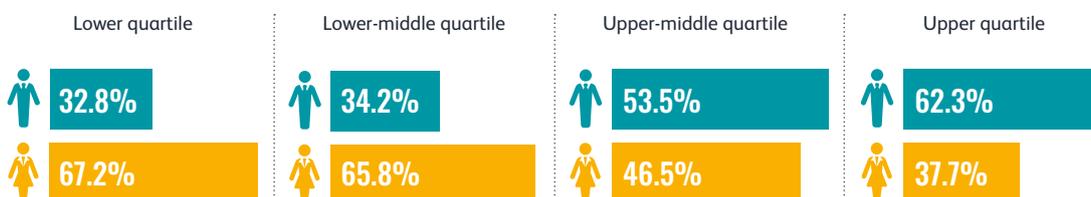


## PROPORTION OF MALE AND FEMALE EMPLOYEES RECEIVING A BONUS



**FIG. 2**

## GENDER DISTRIBUTION PER QUARTILE OF HOURLY RATE



# WHY DO WE HAVE A PAY GAP?

The main reason for our gender pay gap is that we have far fewer women (46 employees) than men (106 employees) in our technically-skilled roles (Analysis and Technical job families).

By analysing the gender splits of our different areas (Fig. 3), we see that the Technology business unit has a higher proportion of male employees (69% male vs. 31% female). The technically-skilled roles in this business unit command some of our highest salaries, accounting for most of our mean and median pay gaps.

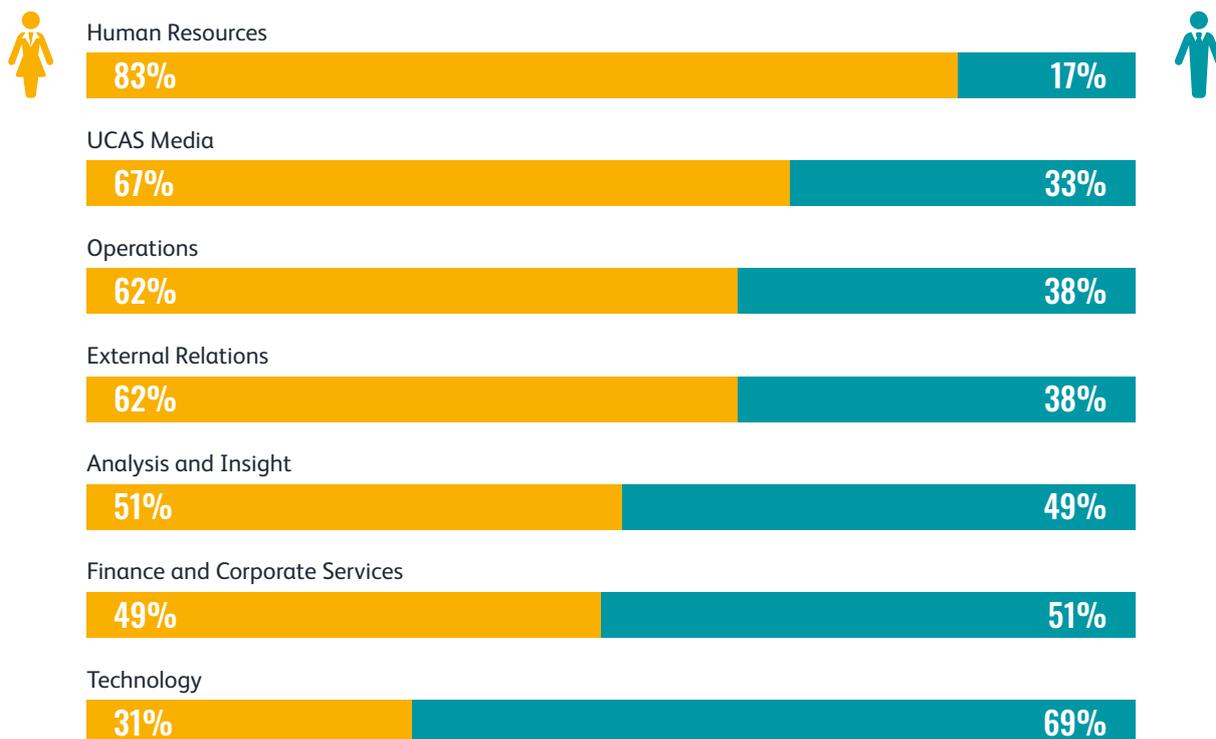
Conversely, many of our lower paid roles sit in the Human Resources, Media, Operations, and External Relations business units, which are female-dominated.

The higher number of men in our technically-skilled roles follows the national trend of STEM roles being male-dominated. Further analysis shows that if we were to remove the Analysis and Technical job families from the calculations, we would see our mean hourly pay gap fall from 14.9% down to 3.2%, and the median hourly pay gap fall from 22.3% to 0.3%.

Thus we can conclude that by improving the gender distribution in this area, we will over time see a reduction in our overall gender pay gap.

FIG. 3

GENDER SPLIT BY BUSINESS UNIT



# GENDER DISTRIBUTION AND GAP AT SENIOR LEVELS

There are six role levels at UCAS (A – F), each of which has different salary ranges within a role family. By analysing the mean and median gender hourly pay gaps at different levels (Fig. 4), we can see the largest gaps are in the middle tier roles.

We are confident we have a diverse Executive Team and Senior Management Group. At our most senior level (A), UCAS has a 60% to 40% gender split of female to male. Furthermore, 50% of UCAS' Senior Management Group are female, evidencing that we have, and continue to promote, gender diversity in our senior management structure.

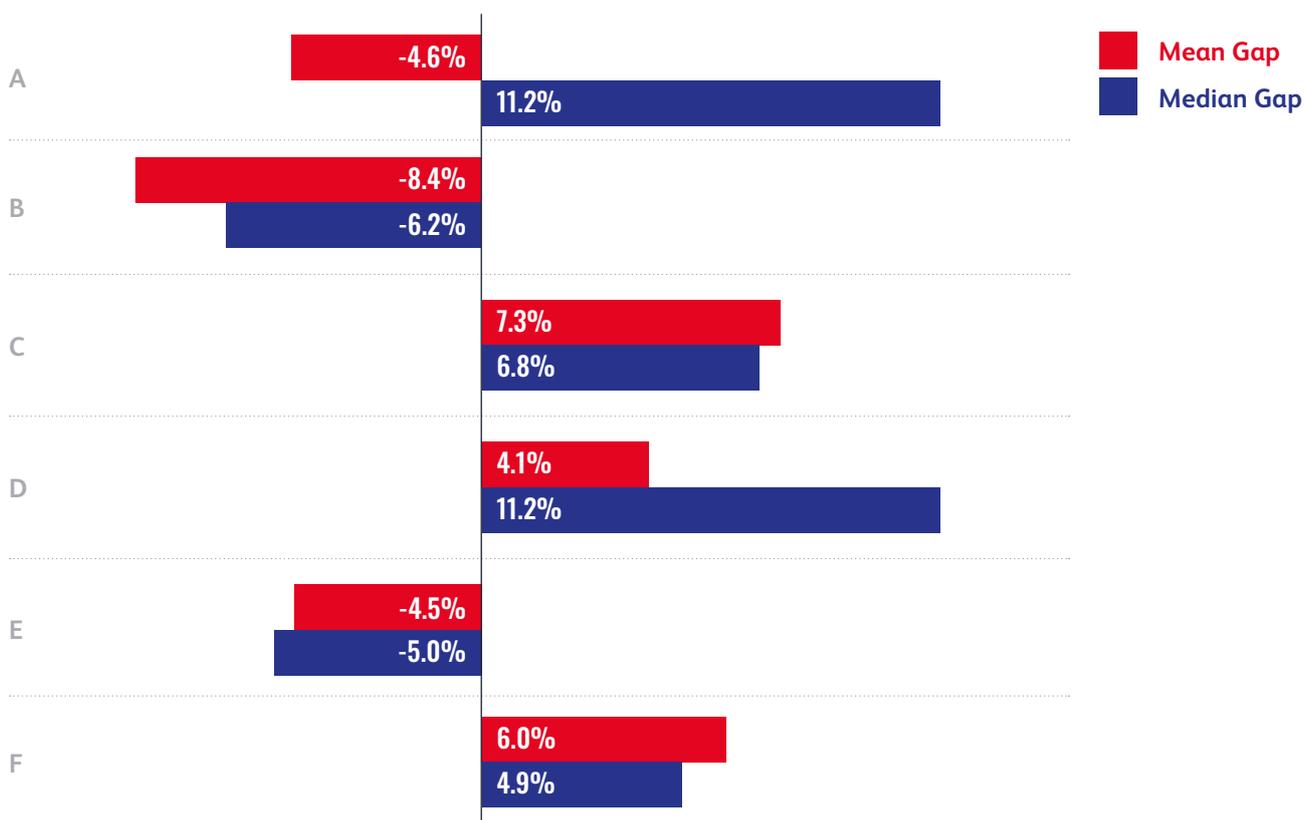
Our two most senior levels (A and B) have negative mean hourly pay gaps of 6.4% and 4.7% respectively. This means that, on average, we pay women at level A £4.06 more per hour than men, and women at level B £1.81 more per hour than men.

Levels C and D have the highest mean hourly pay gaps, of 8% and 5.9% respectively. This means that, on average, we pay men at level C £2.23 more per hour than women, and men at level D £1.19 more per hour than women.

This is because the majority of technically-skilled employees are male, and at levels C and D, supporting our belief that our pay gap is skills-based.

FIG. 4

GENDER HOURLY PAY GAPS BY ROLE LEVEL



# OUR COMMITMENT

Although we have seen a decrease in our gender pay gap since reporting started, we acknowledge that this positive change has been slow, and we hope to speed up the tempo and achieve significant and sustainable improvement.

Attracting female applicants to our technically-skilled roles remains the biggest challenge. The recruitment market for women in STEM (science, technology, engineering, and mathematics) is extremely competitive, with the graduate position also being challenging – only 26% of STEM graduates are female, and in engineering

and technology specifically, this figure is just 16%\*. Despite this, we have seen a reversal in the gender split of our technically-skilled Analysis and Insights business unit, from 42% female vs. 58% male two years ago, to 51% female vs. 49% male this year.

Our Executive Team and UCAS Board remain committed to investing in our employee value proposition. Through the aims and outcomes of our 'People Promise,' we will strive to deliver an improved approach to our talent acquisition, development, mobilisation, and retention.

## TALENT DEVELOPMENT

- > We continue to invest in our learning and leadership academies, promoting an environment where every individual can recognise and grow their potential.
- > We continue to embed our recently launched talent framework, and develop its associated talent and succession programmes.
- > We create clear career pathways that are gender neutral, and challenge and recognise the possibility of bias in career discussions.

## TALENT ACQUISITION

- > We continue to challenge and test our recruitment processes to eliminate unconscious bias – we advertise roles using gender neutral job descriptions, and specialist women in tech and diversity in tech job boards.
- > We continue to invest in our graduate and apprenticeship programmes, expanding on the recent Level 4 technology and corporate apprenticeship programmes.
- > We continue to explore new ways of working, and promote our flexible working and family friendly employee value propositions, focusing on acquiring the most talented individuals, without being bound by where and when they work.

## TALENT MOBILISATION AND RETENTION

- > We continue to ensure our leaders are setting the example for a collaborative and inclusive culture, where people can be themselves, and everyone's contribution is equally valued.
- > We create a flow of talent through the company and beyond, promoting opportunities for networking, career change, and development. For example, we are hosting an 18-24 Code First: Girls programme this autumn.
- > We continue to review all our policies and processes in line with our recently launched equality, diversity and inclusion policy, promoting high standards of inclusivity, equality, and fairness across the business.