

GENDER PAY GAP REPORT 2021/22





INTRODUCTION

UCAS sees gender pay equality as pivotal to its overall charitable purpose and believes 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 rewarded for contribution and are able to truly maximise their personal growth and potential.

We have updated our values to reflect UCAS' ambition to be the go-to place for UK higher education, apprenticeships and lifelong learning. We want to be: Ambitious, Smart, Inclusive and Trusted and these values are the foundation of our employees' attitudes, motivations, and expectations, reflecting that how we achieve is as important as what we achieve.

We have and continue to proactively strive towards gender diversity across UCAS, and this is evident in the number of women we have in leadership roles at both Executive and senior management level. At our most senior level, UCAS has a 50:50 gender split.

Although we have seen a decrease in our gender pay gap since reporting started, we do acknowledge that the 2021 numbers have seen a slightly less favourable position than 2020 (notwithstanding the gender bonus pay gap being in favour of females). This is against the continued backdrop of a very difficult couple of years and changes to our business, which should not detract from our continued efforts to encourage maintain a diverse workforce.

Our Executive and Board remain committed to equality, diversity and inclusion by increasing investment, growing our organisational maturity and broadening our pay gap monitoring and reporting to include other protected characteristics wherever it is possible for us to do so.

FOREWORD



AT UCAS WE WANT OUR PEOPLE TO FLOURISH, PERFORM, ACHIEVE AND BELONG.

WE MAINTAIN A STRONG FOCUS ON PHYSICAL AND MENTAL WELLBEING, WORKING COLLECTIVELY TO CREATE AN ENGAGING, FLEXIBLE AND INCLUSIVE CULTURE, WHERE INDIVIDUALS ARE ENCOURAGED AND RECOGNISED TO BE THE BEST THEY CAN BE, AND WHERE CONTRIBUTION AND TALENT ARE THE ONLY CRITERIA FOR SUCCESS.

FOCUSING ON NARROWING THE GENDER PAY GAP IS CRUCIAL, HOWEVER MY COMMITMENT EXTENDS TO A MUCH WIDER NEED FOR DIVERSITY ACROSS OUR WORKFORCE. ENCOURAGING MIXED REPRESENTATION IN ALL OUR ROLES IS PARAMOUNT IN ENSURING UCAS TRULY UNDERSTANDS AND REPRESENTS ALL ITS CURRENT AND POTENTIAL CUSTOMERS.

CLARE MARCHANT, CHIEF EXECUTIVE

OUR FINDINGS

FIG 1 – For the 2021-22 reporting period, UCAS median gender pay gap has increased by 1.1%, from 23.0% to 24.1% in favour of males. This is above the 2021 national median gender pay gap of 15.4% and is being caused, predominantly, by a gender imbalance between the top and bottom half of the organisation. The mean gender pay gap has increased by 1.2% compared to 2020 from 14.7% to 15.9%, which is 1% above the 14.9% National mean gender pay gap in 2021.

FIG 2 – Although having a fairly equally balanced overall population concerning gender, we still see the top half of the organisation being male-dominated and the bottom half being female-dominated. This is the main driver behind the larger pay gap in favour of males, especially the low male representation in the bottom half. Both the Upper Quartile and Upper Middle are male-dominated, with the Lower Middle and Lower Quartile being female-dominated. A decrease in female representation in the Upper Middle (50% to 42%) occurred from 2020 to 2021, along with an increase in female representation in the Lower Middle (63% to 67%). This movement is driving the change in the headline figures.

Within the pay quartiles, only one reports a pay gap greater than 5%, this being the Upper Middle median, at 6.9% in favour of females, therefore this does give a good indication of pay parity between roles at similar levels held by males and females for the majority of the organisation.

FIG – 3 In terms of our bonus pay, for the 2021-2022 reporting period, UCAS median bonus gender pay gap for 2021 is 0%, which is an improvement from the 3% gap in favour of males reported in 2020. UCAS mean bonus gender pay gap for 2021 is 52.5% in favour of females, which is a 70% swing from 2020 when it was 17.5% in favour of males. The overall proportions in 2021 have increased significantly due to recognition payments being awarded as a one-off thank you bonus instead of the annual consolidated pay award. Since 2017 females have seen a higher proportion of bonus payments compared to males. The largest differentials are in 2018 and 2020 with 8% more females receiving bonuses than males. Of the 10 largest bonus payments in 2021, 80% were to female employees

YOUR GENDER PAY GAP

Headline figures comparing the basic hourly pay of all employees inclusive of cash payments and allowances.

	MEAN %	MEDIAN %
YOUR GENDER PAY GAP	15.9%	24.1%
CHANGE	1.2%	1.1%
2020 GAP	14.7%	23.0%
NATIONAL AVERAGE GAP*	14.9%	15.4%
CHANGE	0.3%	-0.1%
2020 GAP	14.6%	15.5%
EDUCATION SECTOR*	17.6%	25.4%
YOUR GENDER BONUS PAY GAP	-52.5%	0.0%
CHANGE	-70%	-3.0%
2020 GAP	17.5%	3.0%

A minus indicates the gap is in favour of females
*Source ONS.gov.uk (Released 26 October 2021)

FIG 1.

BONUS PAYMENTS

The proportion of male and female in receipt of a bonus.

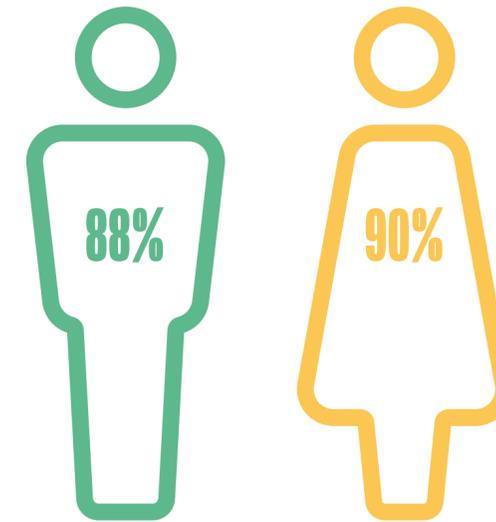


FIG 3.

PAY QUARTILES

The proportion of male and female employees by quartile pay bands.

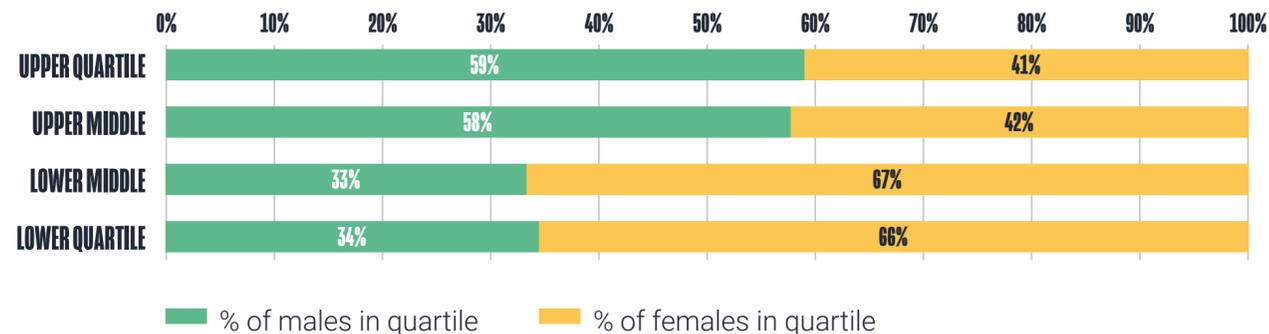


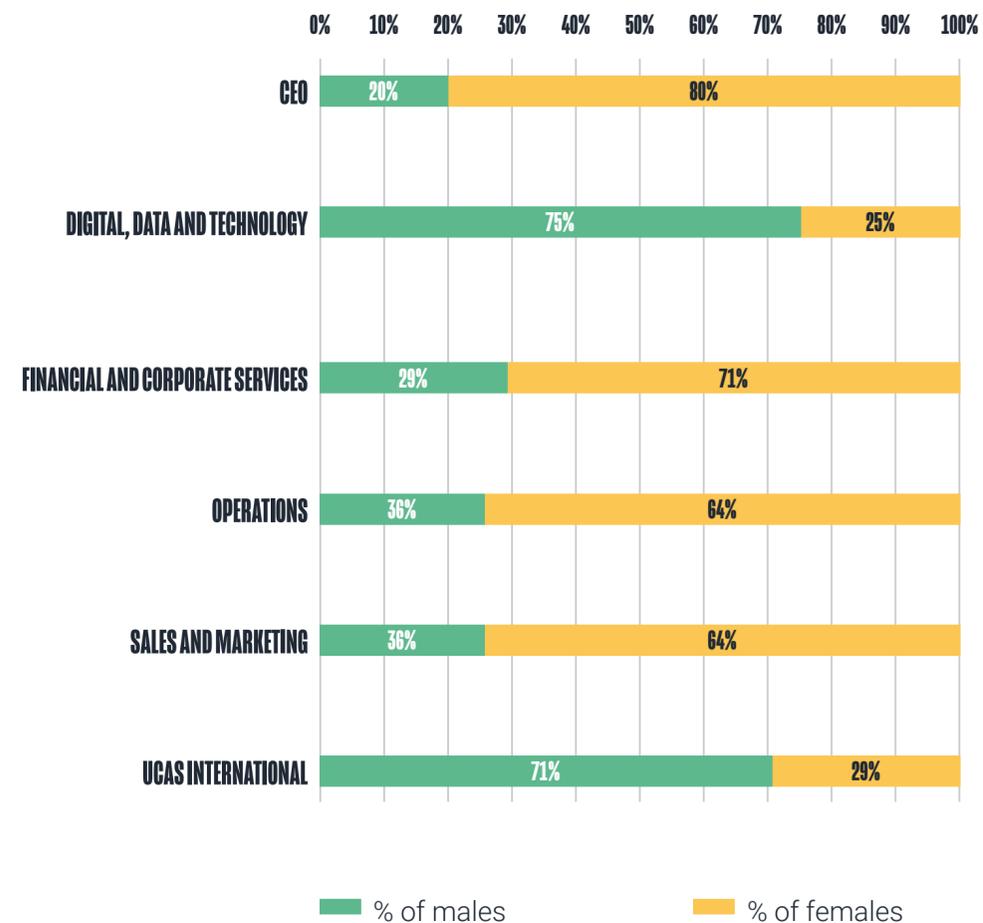
FIG 2.

WHY DO WE HAVE A PAY GAP?

By looking at the gender split by business unit, no area mirrors the overall gender split of the organisation. Digital, Data and Technology along with UCAS International are heavily male-dominated whereas all other business units are female dominated. The data and technology skilled roles command some of our highest salaries, predominantly filled by males, where, conversely, many of our lower-paid roles (looking at hourly pay without bonus) sit in the Operations and Sales and Marketing business units which are female dominated. This is a major contributor to the mean and median pay gaps. Please note that our sales (predominantly filled by females) are subject to a bonus scheme, therefore their actual and potential earnings would include an additional bonus.

Digital, Data and Technology records a median and mean pay gap in favour of males, at 5.2% and 2.1% respectively with UCAS International, although made up of 7 employees in total, registers a median and mean pay gap of 37.3% and 35.4% respectively.

Although the business units of CEO, Finance and Corporate Services, Operations and Sales and Marketing are heavily female-dominated, for all four business units both the mean and median are in favour of males. Further detailed analysis is underway to establish the key reasons for this differential, with early indications showing more males in the management level roles being one of the key contributors.



OUR COMMITMENT

Our Executive Team and UCAS Board remain committed to investing in our employee value proposition. Through our people objective within our corporate strategy (Be an employer of choice where colleagues feel they can flourish, perform, achieve, and belong) we will strive to deliver an improved approach to our talent acquisition, development, mobilisation and retention that is fair and equitable for all. We have already started to action our commitments and will build upon these as we progress through to 2025, in line with the outcomes laid out in our corporate strategy.

UCAS has a robust approach to pay and grading, with pay scales reviewed annually and every three years a root and branch review undertaken for individual roles across UCAS. This approach will continue to ensure any gender pay gaps, with the same grade and department (work of equal value) or the same role (like work) are identified and corrected.

Attracting female applicants to our technically-skilled roles remains one of our biggest challenges. 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%*.

*www.wisecampaign.org.uk/statistics/core-stem-graduates-2019

TALENT ACQUISITION

We know our gender pay gap is largely being driven by our digital, data and technology (DDAT) roles and that is why we are committed to improving gender equality and representation by:

- > Growing our external groups and networks to actively promote and encourage people from under-represented groups
- > Expanding and actively promoting our flexible ways of working and flexible benefits, and enabling more women into DDAT careers through home and part-time working opportunities.
- > Providing regular recruitment and selection training for managers, including unconscious bias inclusive language (when writing job descriptions and adverts).
- > Continuing to encourage the disclosure of equality information through the recruitment process so that we can monitor progress against our commitments.
- > Explore and develop early career pathways, (work experience, internships, apprentices and graduates) providing opportunities to encourage under-represented groups into digital and data careers

TALENT DEVELOPMENT AND RETENTION

- > Improving the way we assess and grow potential through our talent framework, continuing with our 'Top Talent' programme across all levels and with cohorts that are gender neutral.
- > Developing and launching new development academies, initially the digital academy and the sales and marketing academy which will provide technical skill development and career pathways which are gender neutral. These academies will provide the next step after our early career pathways
- > Improving our talent and succession planning capability, to ensure managers have the right skills and tools to build talent pipelines and actively work to mobilise these across the business.
- > Running internal careers fairs to promote DDAT opportunities encouraging talent to apply for these.