

**CITY** OF GLASGOW  
COLLEGE

## Gender Pay Gap Report 2019



Let Learning Flourish

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## Foreword from the Principal

## Foreword from the Principal

As Scotland's largest technical and professional skills college, and an established flagship for a new era of tertiary education, City of Glasgow College not only values and advances Equality, Diversity and Inclusiveness (ED&I), we aim to lead the way in promoting these principles.

Our college serves a richly diverse community so it is natural and right for our workforce to reflect that multiplicity.

We want to ensure that our students - who are at the heart of everything we do, and our staff - our greatest asset, have the best possible opportunities available to them to realise their full potential, improve their life chances, and reach their educational and career goals.

ED&I values are incorporated into our daily practices and policies and by committing to equality, diversity and inclusiveness, our college sees real people benefits. Our college's established Digital Badge Award Scheme, a City innovation, encourages staff to develop their understanding of ED&I issues, and to sign up as Equalities Champions.

There is also widespread external recognition of our progress in ED&I, underlining our inclusive approach and core corporate values. The LGBT rights charity Stonewall lists City of Glasgow College as one of the top 100 Employers in the UK for 2019. Not only are we one of only five Scottish employers to feature, we are also leading the way as the only Scottish educational institution on the list. I'm proud to see our team efforts to create an inclusive workplace for lesbian, gay, bisexual and transgender employees and students acknowledged in this way.

Throughout 2018, our college also picked up further accolades, with wins at the Herald Gen Analytics Diversity Awards and Employers Network for Equality and Inclusion (UK). Awards for our inclusive procurement process and delivering impact through innovation again recognised our college team's efforts in delivering genuine improvements in the work place.

City of Glasgow College is committed to creating an inclusive culture that provides equality of opportunity, process, and outcome for all our students, staff and stakeholders. This report reflects our dedication and success in fulfilling these responsibilities.

Paul Little, Principal and CEO

April 2019



# Introduction

This Gender Pay Gap report, incorporating our Gender Pay Gap with both the mean and the median will be reported so as to demonstrate the progress the College has made to reduce the gender pay gap as required under the Equalities Act Scotland 2010.

Approximately 41% of our students are from Glasgow, with the remainder from other parts of Scotland, UK and from many countries across the world. In 2017-2018 we welcomed students from almost 130 different countries to our diverse and vibrant student community. We deliver above average success rates for our students. Our innovative approaches to learning and teaching enable personalised development across a range of over 2,000 courses from Access Level to Masters. There are opportunities to study at a level that encourages success and progression, enabling our students to reach their full potential and improve their life chances, regardless of background or protected characteristic.

City of Glasgow College is a powerhouse of technical and professional programmes. Our recent organisation restructure has seen the College move from 6 faculties to four. This new structure will allow the College to streamline its business and ensure that the curriculum allows the best possible experience for students, offering high class learning that is accessible and relevant. The faculties outline below represent our learning and teaching structure during the 2017-2018 calendar year.

- Building, Engineering & Energy.
- Business.
- Creative Industries.
- Education and Society.
- Leisure & Lifestyle.
- Nautical Studies.

From 2018-19 these were replaced by the four Faculties below:

- Creative Industries.
- Education and Humanities.
- Hospitality and Leisure.
- Nautical Science and STEM.

Sections of underlined text in the electronic version of this report are active hyperlinks, often to additional resources. For example, for ease of understanding, definitions of terms used are detailed within an [ED&I Glossary](#).



# Commitment

# Commitment

## College Values

Equality, Diversity & Inclusiveness is one of 6 core College values:

- The Individual.
- *Equality, Diversity & Inclusiveness.*
- Integrity, Honesty and Transparency.
- Excellence & Achievement.
- Partnership.
- Innovation & Enterprise.

## College Behaviours

Through student and staff engagement, behaviours were identified which support the College values and promote a positive culture. These agreed behaviours are being communicated and developed through a variety of approaches, including the "Our Behaviours" booklet and related training sessions, as well as the new "Digital Badges Initiative". Such approaches help promote and reinforce the behaviours to ensure they become embedded within the College culture.

## College Strategic Priorities 2017-20215

Over the reporting period, the College values of "equality, diversity & inclusiveness" has been addressed by the following strategic aims:

1. To be an inspirational place of learning.
2. To enable individuals to excel and realise their full potential.
3. To live our values, value our people and innovate in partnership.
5. To deliver excellence in performance.

## Access and Inclusion

The College will encourage access and inclusion, and thus widen participation, by recognising, prioritising and meeting the needs of individuals and groups which comprise the communities the College serves. Some key enablers of access and inclusion include:

- Curriculum Design.
- Marketing and Communications.
- Community Engagement.
- Student Recruitment and Selection.
- Student Funding.
- Student Services.
- Student Learning Support.
- HR Recruitment and Selection.
- IT Support and Infrastructure.

## Equality, Diversity & Inclusion Policy and Mainstreaming Vision

The College's [Equality, Diversity & Inclusion \(ED&I\) Policy](#) details the aims, scope and responsibilities for ED&I. The College's Mainstreaming Vision is:

"To nurture an environment in which the equality, diversity and inclusion of students, staff and visitors from all backgrounds are routinely anticipated, expertly accommodated and positively celebrated."

## Equality, Diversity & Inclusion Statement

"Equality, Diversity & Inclusiveness for all:

- Fairness.
- Opportunity.
- Respect.





Purpose

## Purpose

To meet the requirements of the Equality Act 2010, this report will detail how the College has analysed the pay gap information and outlined a plan for how it will take forward any actions identified.

The College is required to publish its pay gap information every two years and publish a full Equal Pay analysis every four years.

The specific duties, as outlined in the Equality Act 2010 to:

- Publish gender pay gap information
- Publish information on the percentage difference among staff between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime) based on the most recent data available.

The Gender Pay Gap report for 2019 will present the pay difference for both male and female staff. The Scottish Funding Council and Advance HE have requested that all colleges publish both the Mean and the Median figure, in order to truly reflect and understand the Pay gap across the organisation.

In our previous reports we published our mean pay gap and this will be reflected in our analyses of the current pay gap figure.

Since 2017 when we last published the gender pay gap, the College undertook an extensive reorganisation of its leadership and management structure. The key drivers for change were to:

- Improve the Student Experience and increase student success
- Improve Academic Management and Curriculum Leadership
- Scale up the Industry Academy model supporting technical and professional education
- Support better productivity with an agile and responsive curriculum
- Support Scottish Government and Glasgow Region priorities within the context of diminishing public resources
- Increase diversification of College Income through growth and development of income streams
- Optimise organisational performance
- Support financial sustainability through a leaner management structure

The Board was fully supportive of this restructuring, which was successfully implemented through 2018 into the start of 2019.

The restructure had an impact on the number of faculties moving from six to four and reshaped our staff profile. The data presented reflects this new structure and the pay gap figure. (See Appendix 1)

The requirements to devise equality outcomes and report on progress, as well as completed equality impact assessments and information on equal pay, are available from the [ED&I section](#) of the College's website.



# Approach

# Approach

An Equal Pay Audit involves:

- The comparison of pay of men and women doing equal work.
- The identification of any equal pay gaps.
- The explanation and justification of gaps using objective criteria.
- The addressing of any gaps that cannot be satisfactorily explained on the grounds of work content.
- Data Collection Approach

Data used in the Audit has been extracted from iTrent, the College's HR Information System, on 1st April 2018.

## Calculating the Gender Pay Gap

Calculating the Gender Pay Gap The percentage gender pay gap is calculated using the mean hourly salaries of females expressed as a percentage of the average hourly salaries of male staff doing work of equal value:

$$(M - F) = \text{Total} * 100 / M = \text{Pay Gap}$$

M = mean hourly rate of pay of male employees.

F = mean hourly rate of pay of female employees.

The median is the difference of the middle value of the female hourly rate and the middle value of the male hourly rate for all staff.

For the purpose of this report 'Salary' is defined as basic annual salary and does not include any contractual or non-contractual allowances. All salaries have been adjusted to represent a full time equivalent hourly salary to allow direct comparison of salary whether an employee is full or part time.



# Data Measurement

# Data Measurement

## Pay Gap Analysis

The analysis is by pay grade since staff in the same pay grade are in jobs that have been subjected to an analytical job evaluation scheme and rated as being equivalent. As a general guide, any differences of 5% or more, or patterns of 3% or more, require exploration and explanation. Pay gaps of 5% or more are highlighted in red.

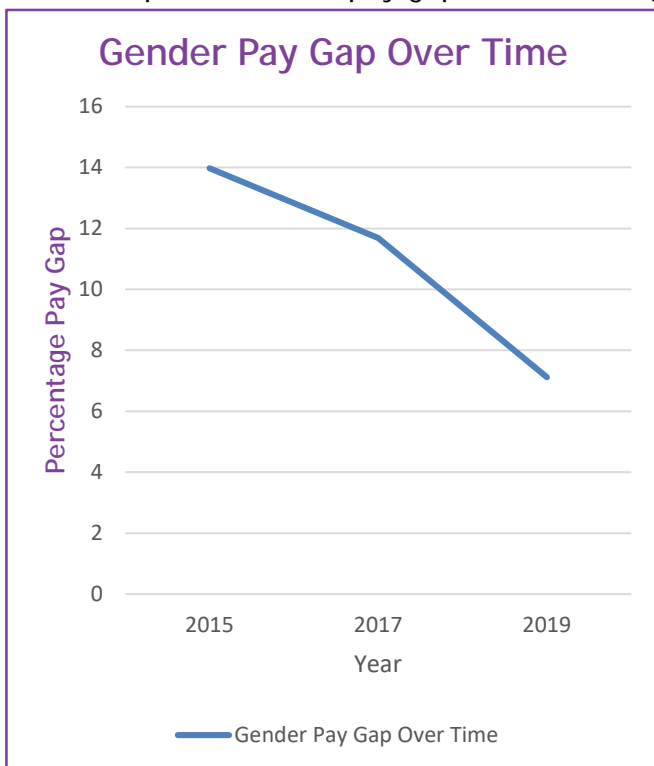
The college has 1578 staff, 849 female staff and 732 male staff. We have 661 full time staff and 913 part time staff. Female staff are over represented in part time staff and in support roles.

## Sex (Gender) Pay Gap

We published our pay gap for the College in 2017 which was 11.69%. For primary

contacts, the mean average hourly rate is £17.03. The differential between male and female employees is £1.46; £17.82 compared to £16.36. In 2015 we reported a pay gap of 13.98%. This was an improvement of 2.29%.

In 2019, the data used as taken from the 1<sup>st</sup> February 2019, the pay gap figure was **7.12%** this represents a reduction in the pay gap of a 4.49% within a two-year period and a reduction of 6.72% since 2015 when the pay gap figure was 13.98 %.



We found no significant pay gaps when we analysed the average hourly rate of basic pay for male and female staff in the same pay grades.

There is a higher proportion of female staff in the lower grades and a lower proportion of female staff in the higher grades. However, the College will continue to monitor the recruitment process of the senior management team ensure that this is being addressed.

Our analysis of the average basic pay of male and female staff in the same grade for each staff group found the gender pay gap is generally negligible. This is the key analysis since staff in these jobs have been rated as equivalent using an analytical job evaluation system. Pay grades and more female staff in the lower pay grades.

The following outlines the pay gap differences across the organisation. The College is delighted to see the continuing reduction in the pay gap but recognises that in reference to the Equality and Human Rights standards we are required to explore and address the pay gap difference of 5% and above.

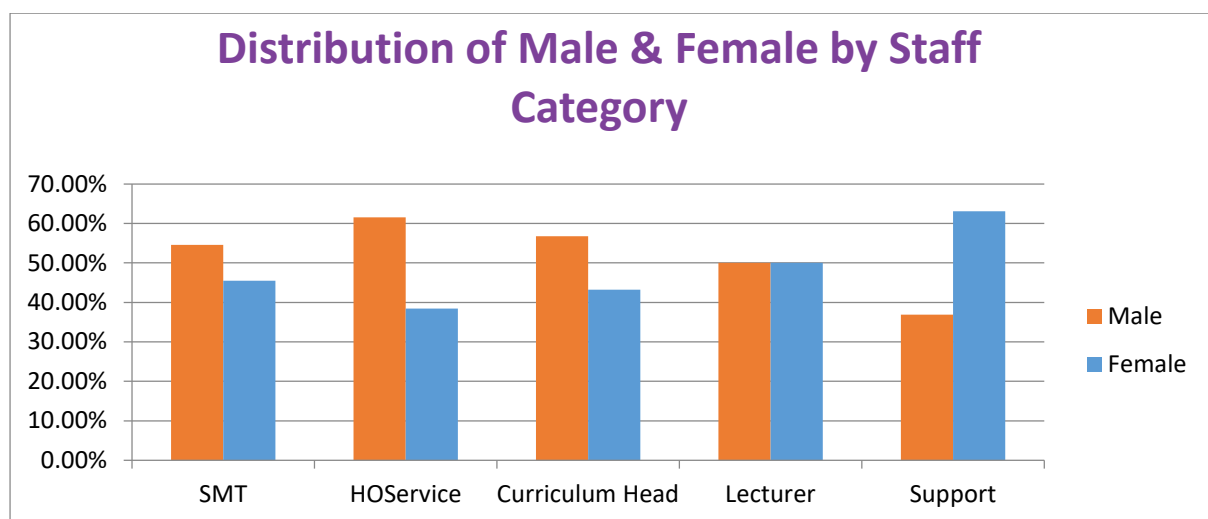
Overall this improvement has been as result of both the recruitment process and the reorganisation structure of the College, which ensured that there was no gender bias on the recruitment process. This is representative of the culture shift to become a more inclusive employer and falls in line with our College Value of delivering Equality Diversity and Inclusion at the City of Glasgow College. The growing awareness of the impact of delivering best practice on equalities can be reflected in our reduction of the pay gap.



# Distribution of Male and Female Staff by Staff Category

Similar to our report in 2017, the following graph and table, analysis of the distribution of male and female staff by staff category shows there is an uneven distribution within the College. In general, there is a higher proportion of female staff found in lower grade support roles and a lower proportion of female staff found in higher grade roles, for example Heads of Service and Curriculum Head positions. However, there is a gender balance of 50% male and 50% females within the Lecturer positions.

**Table 1**  
Distribution of Male and Female Staff by Category



\* Key SMT: Senior Management Team HOS: Head of Service CH: Curriculum Head SL: Senior Lecturer

**Table 2**  
Distribution of Male and Female Staff by Category in figures.

Gender	SMT	Head of Service	Curriculum Head	Lecturer	Support	Total
Female	5	5	32	496	308	846
Male	6	8	42	496	180	732
Total	11 *	13	74	992	488	1578

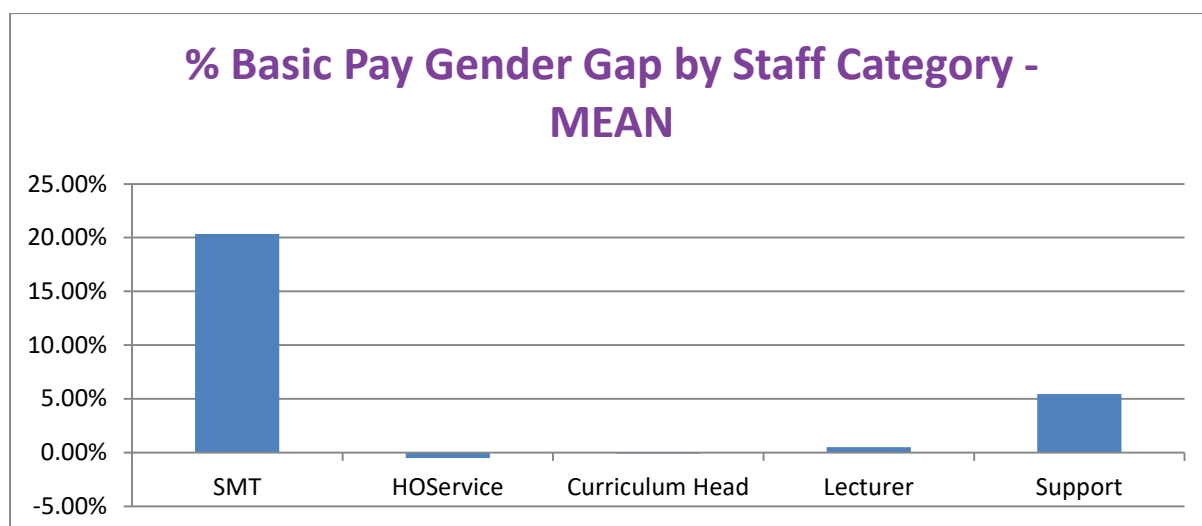
**Table 3**

**Distribution of Male and Female by Category in percentage.**

Gender	SMT	Head of Service	Curriculum Head	Lecturer	Support	Total
Female	45.45%	38.46%	43.25%	50.0%	63.11%	100%
Male	54.55%	61.54%	56.76%	50.0%	36.39%	100%

**Table 4**

**Average Gender Basic Pay Gap by Staff Category**



The table below shows that the basic pay gender pay gap is not significant for staff within Head of Service, Curriculum Head and Lecturer staff categories. The average basic pay of male staff is significantly higher within SMT and support staff. SMT has different characteristics because it contains a collection of senior posts with considerable variation, and at different management levels.

**Table 5 Average Gender Basic Pay by Staff Category (percentages)**

Staff Category	Mean Pay Gap
SMT	20.35%
Heads of Service	-0.51%
Curriculum Head	-0.08%
Lecturer	0.05%
Support	5.43%

Note: As a general guide, any differences of 5% or more, or patterns of 3% or more, require exploration and explanation. Pay gaps of 5% or more are highlighted in red.

Table 5 clearly indicates that the pay gap differentials are focused within support and with the Senior Management Team, which is predominately male.

The gender balance of Heads of Service has fallen 53.33% to 38.46%, and the male Heads of Service has increased from 46.47 to 61.54%. Similarly, in the Curriculum Heads female representation has fallen from 44.90% to 43.25% and male has increase to 56.76% from 55.10%. For the heads of service position this is a difference of 14.87%.

#### **Difference of Average Female Hourly Rate/Average Male Hourly Rate**

The differential overall between male salary and the female salary is £1.36, with the female hourly rate at £17.73 and the male average hourly rate at £19.09.

This translates into a Mean pay Gap of **7.12%**

The imbalance in gender representation has contributed to the pay gap identified in senior management and in the support roles. The Support role grades are also representing a larger number of part time work.

## Average Gender Basic Pay Gap by Staff Category - MEAN

Table 6

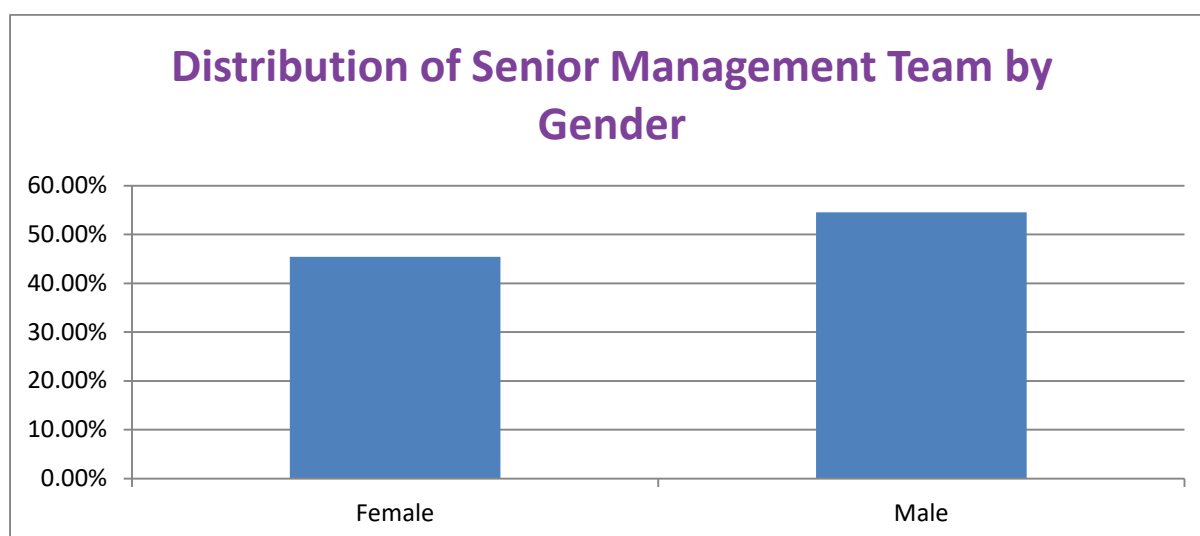
All Staff	All Staff Average Basic Pay	Male Average Basic Pay	Female Average Basic Pay	Basic Pay Gender Gap %
SMT	£45.14	£49.74	£39.62	20.35%
HO Service	£27.55	£27.49	£27.63	-0.51%
Curriculum Head	£25.32	£25.31	£25.33	-0.08%
Lecturer	£19.99	£20.04	£19.94	0.50%
Support	£13.15	£13.62	£12.88	5.43%
Total	£18.36	£19.09	£ 17.73	7.12%

## Distribution of Senior Management Team by Gender

The gender basic pay gap of 20.35% for Senior Management Team, SMT, is as a result of the uneven gender distribution of staff by spinal point. This figure remains almost unchanged since 2017 when the equivalent figure was 20.25%. The table represent 45.45% Female and 54.55% male.

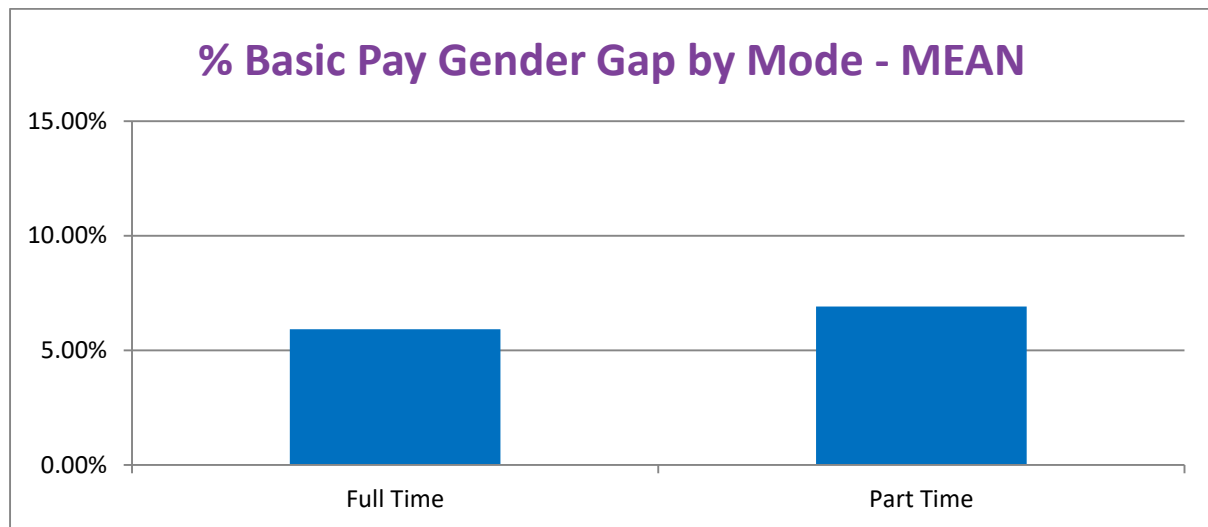
Table 7

## Senior Management Team Pay Gap



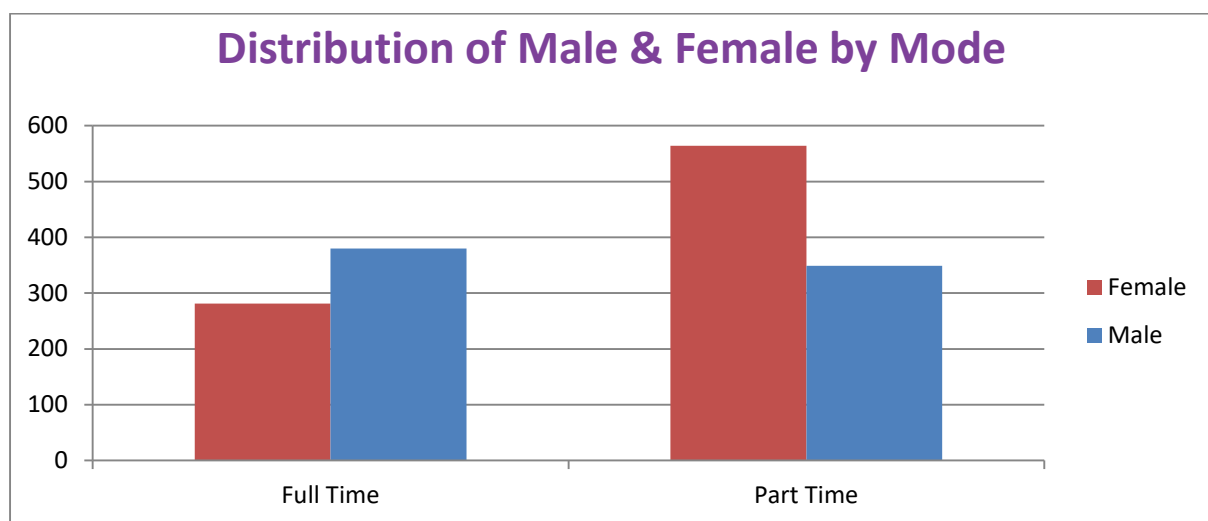
# Pay Gender Gap by Mode

Table 8



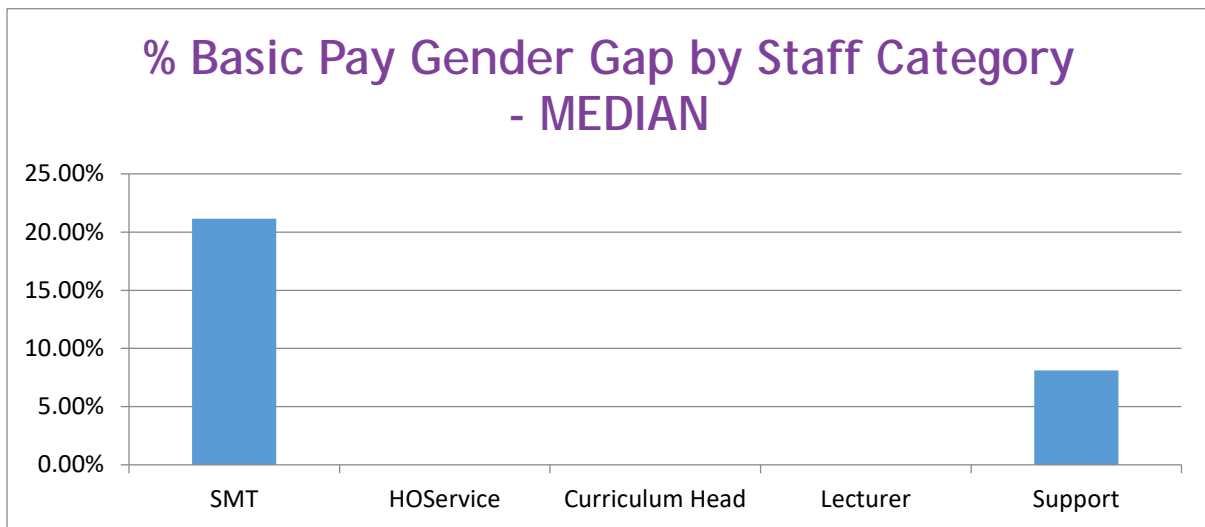
The pay gap by mean for part time working is represented at 6.92% whilst the fulltime mean is 5.92%. The part time mean is represented by predominantly female staff that work part time hours and are predominately represented in support. Overall the majority of the work force is represented as part time at 57.85% with 42.15% working on full time contracts.

Table 9



The representation of women in part time roles mirrors what we see in the wider educational structures and in industry.

Table 10



The median is 4.99%

The median gap based on the difference of the middle value of the female hourly rate and the middle value of the male hourly rate for all staff is 4.99%.

The median and the mean gap demonstrates a real commitment in reducing the gender pay gap significantly within two years. A combination of factors has ensured that we remain diligent in achieving our values of Fairness, Opportunity, and Respect.

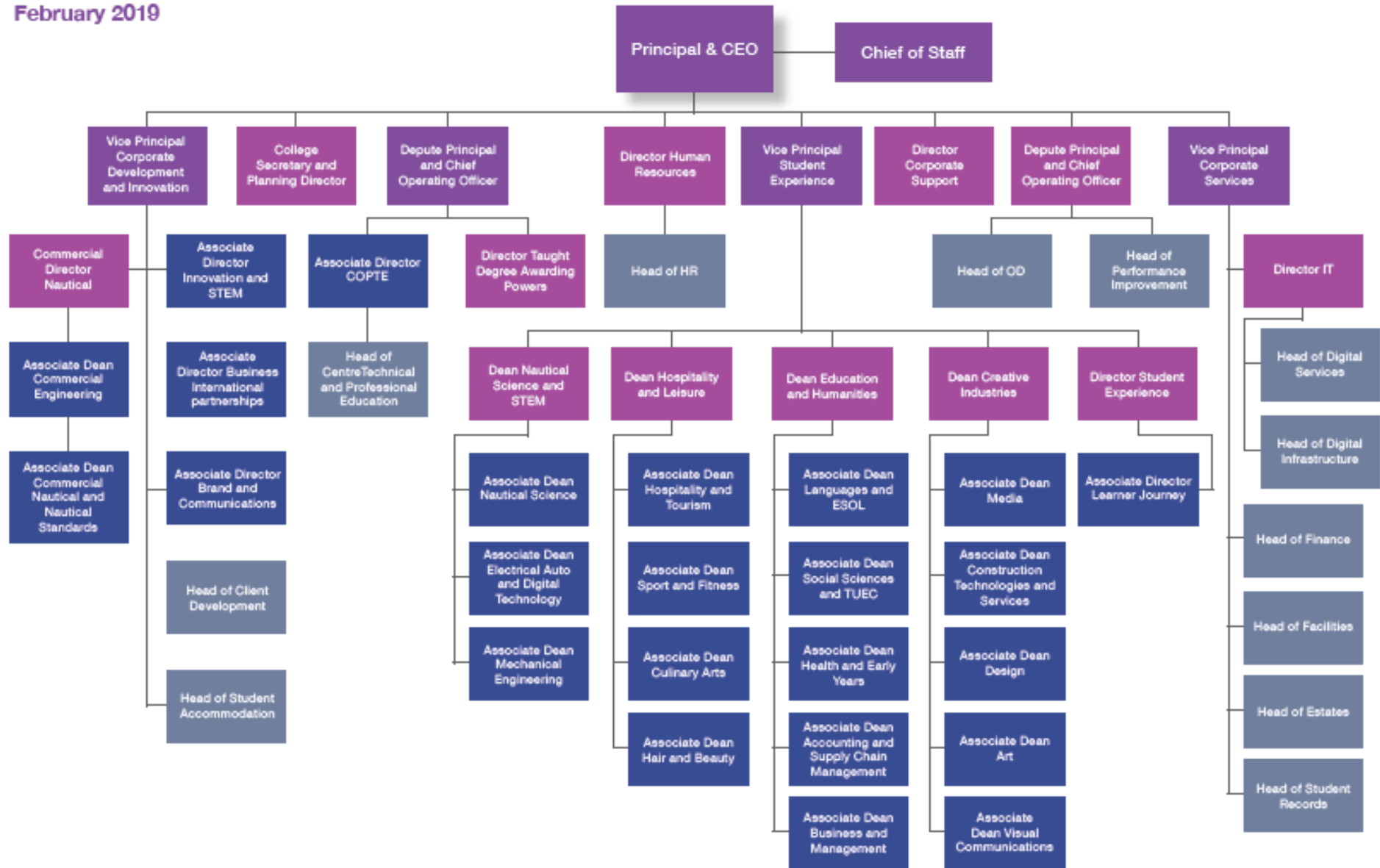
## Looking Forward

The City of Glasgow College remains committed to equal pay for work of equal value for all employees. We will continue to implement and monitor policies and practices that will support our aim to close the pay gap. We will do this by continuing:

- To monitor both the mean and the median pay gap over the next reporting cycle to ensure that we continue to reduce the gender pay gap.
- To monitor review our Recruitment and selection process for Senior Management team to reduce any identified gender bias
- To deliver our Equal Pay action plan by 2021



**CITY LEADERSHIP STRUCTURE**  
February 2019





**CITY** OF GLASGOW  
COLLEGE



[www.cityofglasgowcollege.ac.uk](http://www.cityofglasgowcollege.ac.uk)

190 Cathedral Street  
Glasgow G4 0RF  
tel: 0141 375 5555