

# GENDER PAY GAP REPORT 2020/21

UCAS



# FOREWORD



“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

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 have and continue to promote 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 had a 50:50 gender split.

Although we have seen a decrease in our gender pay gap since reporting started, we do acknowledge that the 2020 numbers have not improved significantly compared to 2019. This is against the backdrop of a very difficult year and changes to our business, which should not detract from our continued efforts to encourage and 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.

# OUR FINDINGS

Figure 1 shows the summary of our gender pay gap figures to be published by 5th October 2021. The data used to calculate the gender pay gap and pay quartiles is as at the snapshot date of 5 April 2020; for the bonus pay gap, the data encompasses the 12 months ending 5 April 2020.

Our Median gender hourly pay gap widened compared to 2019 from 22.3% to 23.0%; this is higher than the national median of 15.5% (ONS). Our mean gender hourly pay gap has narrowed slightly compared to 2019 from 14.9% to 14.7%. This means that, on average, we pay men £3.49 more per hour than women (this remains unchanged compared to 2019). The mean bonus pay gap returned to being in favour of men in 2020 (17.5%), which is comparable to the 2018 figure (16%), whereas last year the bonus pay gap was -23.4% (in favour of females). The median bonus pay gap has increased this year from 0% to 3%.

The main driver for our gender hourly pay gap continues to be our gender distribution among the pay quartiles as the proportion of males progressively increases from the Lower through to the Upper Quartile whilst the opposite is true for females. However, compared to 2019 there was an increase in 2020 in the proportion of females in the Upper Middle and Upper Quartiles (47% to 50% and 38% to 43% respectively) and this will have influenced the narrowing of the mean gender pay gap; conversely, there has been a slight increase of males in the lower middle quartile (from 34% to 37%) and this will have impacted the median hourly pay gap.

In terms of our bonus pay gap although the Median pay gap has widened this year, the mean pay gap has narrowed from -23.4% to 17.5%, albeit in favour of males (last year's figure was a negative figure and therefore in favour of females). Fluctuations in the bonus pay gap from year to year are to be expected due to the variable nature of company and individual performance which impacts the level of bonus payments.

	MEAN %	MEDIAN %
<b>GENDER HOURLY PAY GAP</b>	<b>14.7%</b>	<b>23.0%</b>
<b>GENDER BONUS GAP</b>	<b>17.5%</b>	<b>3.0%</b>

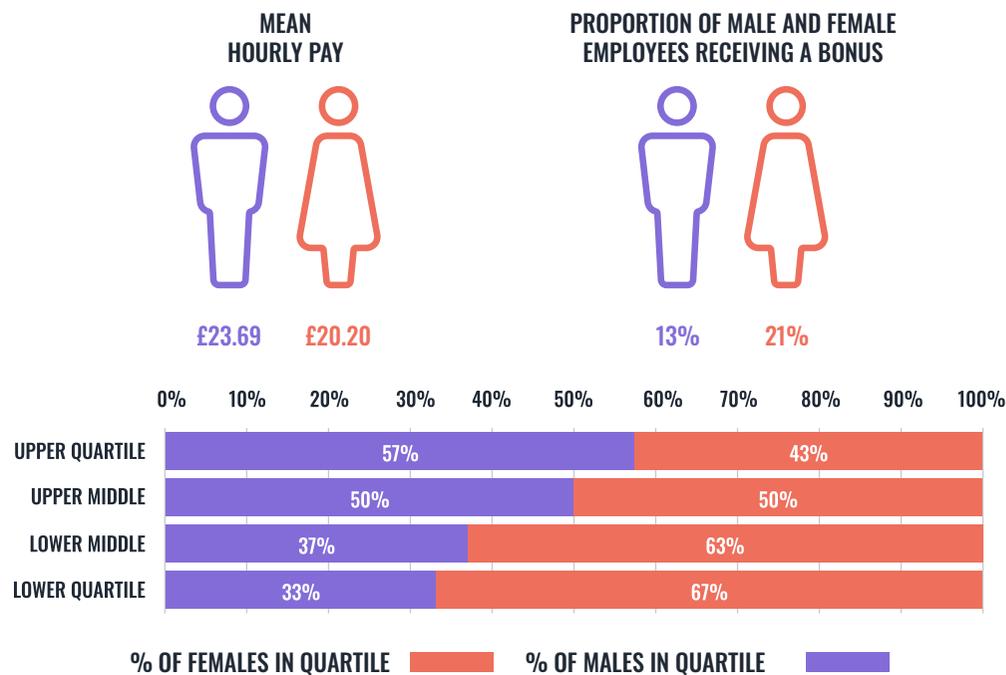


Figure 1. Summary of UCAS gender pay gap figures

# WHY DO WE HAVE A PAY GAP?

By analysing the gender splits of our different areas (Fig. 2), we see that Technology is the only business unit that has a higher proportion of male employees (76% male vs. 24% female) and this is a driver for our hourly gender pay gap. 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 Technology business unit from the calculations, we would see our mean hourly pay gap fall from 14.7% down to 8.4%, and the median hourly pay gap falls from 23% to 7.9%.

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.

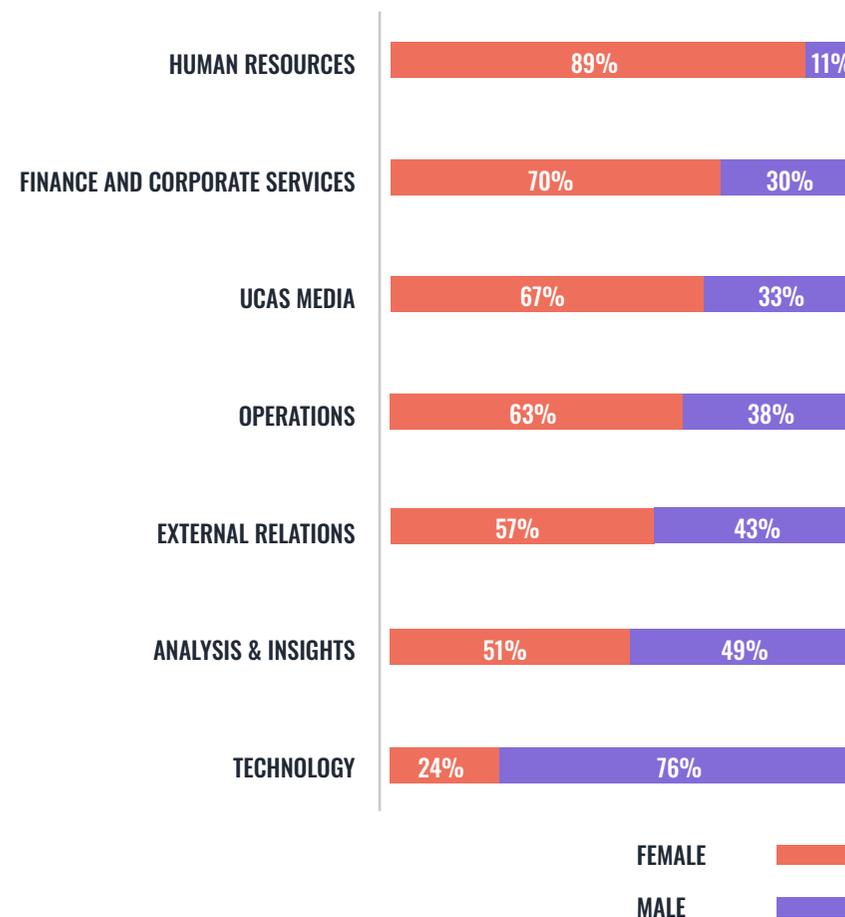


Figure 2. Gender split by business unit

# OUR COMMITMENT

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 & 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 that is fair and equitable for all.

## TALENT ACQUISITION

We know our gender pay gap is being driven by our digital, data and technology (DDAT) workforce, 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 underrepresented groups, including our commitment to women in STEM by becoming a Wise Campaign Member, a Tech Talent Charter signatory and sponsoring the Women In Tech annual award celebration.
- > Actively promoting our flexible benefits and enabling more women into DDAT careers through home and part-time working opportunities.
- > Investing in our graduate and apprenticeship programmes, and expanding these for DDAT roles by 43% in 2021/22.

\* [www.wisecampaign.org.uk/statistics/core-stem-graduates-2019](http://www.wisecampaign.org.uk/statistics/core-stem-graduates-2019)

- > Providing regular recruitment and selection training for managers, including unconscious bias inclusive language (when writing job descriptions and adverts).
- > Encouraging the disclosure of equality information through the recruitment process so that we can monitor progress against our commitments.
- > Maintaining robust job evaluation through our newly implemented framework.

## TALENT DEVELOPMENT

- > Improving the way we assess and grow potential through our new talent framework, introducing a 'Top Talent' programme across all levels and a 2020/21 cohort that is gender neutral.
- > Roll-out of our new development programme 'ULead' to grow inclusive leadership.
- > Monitoring and reporting all talent development programmes by gender to ensure these are fair and equitable.

## TALENT MOBILISATION AND RETENTION

- > 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.
- > Implementing career pathways across DDAT and sales roles that have been developed with staff to ensure these are fair and achievable for all.
- > Running internal careers fairs to promote DDAT opportunities encouraging talent to apply for these.

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