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OF ESTATE MANAGEMENT

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# Gender Pay Gap Report

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# Gender Pay Gap Report

## Approval History

Version	Date	Name	Organisation
V1.00	13/12/2018	Board of Trustees	UCEM

## Document History

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V00.02	12/11/2018	Final draft presented to the Senior Leadership Team	LW / CM / CN
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# Gender Pay Gap Report

## 1. Introduction

University College of Estate Management (UCEM) is the leading provider of supported online education for the Built Environment, with a 100-year history of providing the highest quality learning opportunities. At any one time, it has over 3,500 students from more than 100 countries benefiting from its qualifications taught by tutors with extensive industry experience.

UCEM helps to enhance Built Environment professional careers through its accredited property-related and construction programmes, offered at Postgraduate, Undergraduate and Apprenticeship levels.

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, UCEM is required to carry out gender pay gap reporting. It is important to highlight that gender pay gap differs from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. Gender pay gap shows the differences in the average pay between men and women. This report focuses on gender pay gap only, however UCEM supports equal pay for men and women at work.

Within this report we publish the six calculations required under the Regulations:

1. Gender pay gap as a *mean average*
2. Gender pay gap as a *median average*
3. Bonus gender pay gap as a *mean average*
4. Bonus gender pay gap as a *median average*
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four groups ordered from lowest to highest pay.

# Gender Pay Gap Report

## 1.1 Declaration



I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'Ashley Wheaton'.

Ashley Wheaton, Principal



I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'J. G. T. Gellatly'.

John Gellatly, Chair, UCEM Board of Trustees

# Gender Pay Gap Report

## 2. Gender pay gap data

### 2.1 Pay data

We collected our data on 5 April 2018, when our workforce consisted of 186 women and 173 men; this is a total workforce of 359. The figures show that UCEM has a **mean gender pay gap of 16.4%** and a **median gender pay gap of 13.2%**. Our workforce size has increased by 19.7% (59 individuals) since the previous reporting period.

In the **lower quartile**, there were 68 women and 22 men (53 women and 22 men previously). This is an increase in women in this quartile, and follows the trend from the previous year, where typically there are more women undertaking administration roles in the lower quartile.

In the **lower middle quartile**, there were 37 women and 53 men (39 women and 36 men previously). This appears to buck the trend from the previous year, with more men now falling within this quartile than women. The introduction at UCEM of salary sacrifice for two of its pension schemes (see later), is a contributing factor to this movement. For the first time, our front-line online teaching employees fall within this quartile.

In the lower quartiles, 58.3% of our employee group were women, compared to 61% the previous year.

In **upper middle quartile**, there were 32 women and 58 men (22 women and 53 men previously); the increase in women (10) being double that of men. A large proportion of employees within this quartile, were in an academic (tutoring) delivery role.

It is worth noting again that the academic delivery team continues to be the most fluid group of employees (same position as the previous reporting period). Due to the nature of our academic semester structure, student numbers and the subject expertise required, employment is on a fixed-term basis with changes to this group, every six to seven months. These factors combined, may result in changes to the gender split during any reporting year.

In the **upper quartile**, there were 49 women and 40 men (36 women and 39 men previously), which is an increase of 13 women and just one man. Due to the increase in workforce size affecting all quartiles, this quartile now contains academic delivery employees, as well as those holding senior professional and senior academic roles, with management responsibility. Naturally our Senior Leadership Team (SLT) fall within this quartile, the make-up of which is the same as the previous year (3 full-time women and 5 full-time men). Again, we note the impact on our gender pay gap for the fact the holder of our Principal position, was male.

#### 2.1.1 The impact of pensions salary sacrifice

Of the total workforce, 288 (80%) were in a pension scheme. UCEM has three pension schemes and the breakdown for the reporting period was as follows:

- 219 were in the The People's Pension\* scheme (58% women and 42% men);
- 35 were in the Prudential scheme (69% women and 31% men);
- 34 were in the Universities Superannuation Scheme\* (USS) (47% women and 53% men).

*\*These are the schemes open to new entrants to UCEM.*

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Early in 2018 and prior to the data collection date, UCEM implemented a pensions salary sacrifice arrangement for The People's Pension and Prudential schemes only. The default position was salary sacrifice, unless individuals specifically chose to opt out; only 7 individuals (2.7%) chose to do so.

The salary sacrifice arrangement also allowed individuals to review their level of pension contributions and increase contributions (and the sacrifice) above the standard amount. This was the result:

- The People's Pension. 8% of total membership opted for higher contributions and double the number of women than men – 12 women versus 6 men – sacrificed higher amounts.
- Prudential. 43% of total membership opted for higher contributions; this was 12 women and 3 men.

Women opted for higher contributions and the resulting impact, for the purposes of gender pay reporting, is that it reduces the average hourly rate for these women, due to the salary sacrifice (the more salary that is sacrificed then the less salary there is to calculate the hourly rate). As less men sacrificed more than the standard contribution amount, their average hourly pay rates will not be affected as much. It is important to highlight this and take it into account, when interpreting our gender pay gap.

The high take-up generally of salary sacrifice, has impacted average hourly rates. These have reduced to account for the sacrifice, particularly in the lower middle and upper middle quartiles; this has also led to movement of individuals between quartiles. Overall though, our average hourly rate has increased across UCEM despite the salary sacrifice since the previous reporting period. The fact that more women are sacrificing a higher percentage of their pay than men, would suggest there is a slight impact (reduction) in the average hourly rate for women.

## 2.1.2 Statement about flexible working

A continuing trend from the previous year is that more women than men were undertaking administration roles in the lower quartile. UCEM continues to try to attract both men and women into these roles, as part of recruitment efforts.

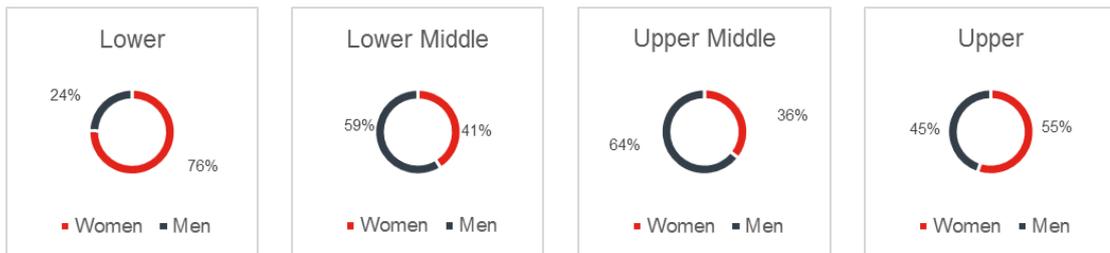
UCEM is a very flexible employer and, once again, almost half of our employee group have part-time status. During the reporting period we continued to see both men and women take advantage of part-time working. As before, a higher proportion of part-time men work in academic rather than administration roles, however there is almost an equal split of men and women in part-time academic roles.

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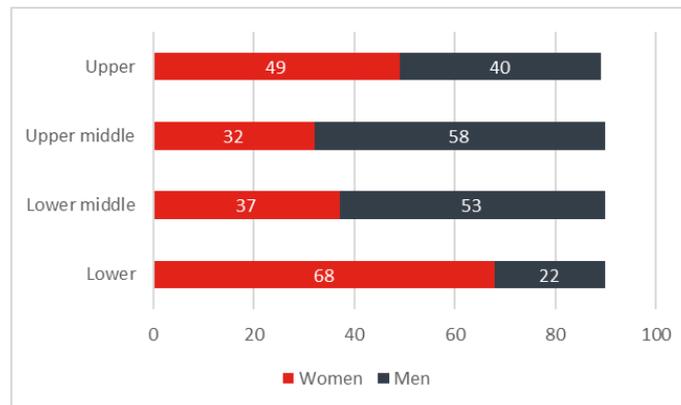
## Summary of the key reporting data:

	Women's earnings are:	Previous year
Mean gender pay gap in hourly pay	16.4% lower	17% lower
Median gender pay gap in hourly pay	13.2% lower	19.3% lower

## Proportion of women and men in each pay quartile:



## Number of women and men in each pay quartile:



## Total workforce:

Year	Women	Men	Total	Total change
2018	186	173	359	19.7% increase
2017	150	150	300	n/a – first reporting year

## 2.2 Bonus data

In the reporting year 2017-18, 154 employees (42.9%) received a bonus; 99 were women and 55 were men. Bonuses at UCEM are linked to job performance, with some also being job role specific. Since the previous year and despite an overall increase in total workforce, the number of women receiving a bonus has doubled (50 to 99), whereas for men it has increased slightly (39 to 55).

We wish to highlight that a significant number of employees in the lower quartile received a bonus, showing that the position in our quartile range is no barrier to receiving a bonus award – it is all about good job performance.

The difference in the **mean bonus payment was 39.8%** and the difference in the **median bonus payment was 15.4%**. It is important to highlight that the higher bonus awards were received by employees holding job roles where a key feature of the total remuneration

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package (and contract of employment), was a performance-related bonus, as opposed to any reason relating to gender.

Summary of the key reporting data:

	Women's bonuses are:	Previous year
Difference in mean bonus payments	39.8% lower	34.4% lower
Difference in median bonus payments	15.4% lower	20.9% higher

Proportion of women and men receiving a bonus payment:



## 3. Closing remarks and next steps

We are pleased that our gender pay gap continues to stand below the mean national average. Employee engagement levels at UCEM continue to be high, as do the number of flexible working arrangements in place – both formal and informal. During the last year we have been proactive at promoting the types of flexibility we can offer, when advertising job roles, which we know appeals to both women and men.

We have undertaken further refinement of our pay structure and job levels and expanded our pay benchmarking exercise to cover senior staff. We have yet to develop a formal pay policy, but further steps have been taken to move towards this. In relation to equal pay, conversations between the SLT and the HR team have occurred and will continue to occur, so that equal pay remains a feature of plans and discussions around recruitment, pay levels, and promotion opportunities.

During the reporting year we concluded another round of formal management development, which has facilitated opportunities for internal progression for women and men. With a continued focus on performance in job roles, opportunities for development and progression will continue to exist, for both genders.

Over the next year we will engage with published materials and guidance from the Government Equalities Office, as well as from other sources, as we recognise the need to work further to close the gender pay gap.