



Harper Adams University is a leading specialist university tackling the future development of our planet's food production, processing, animal sciences, engineering, land management and sustainable business. We have a rich heritage in these fields of education and enquiry.

The challenges we face in addressing the Gender Pay Gap include those relating to the specific industry areas in which we specialise and the legacy of those areas. We are seeing changes in the balance of equality between men and women in our roles, but these are slow to come through in applications for positions that will enable significant changes to our Gender Pay Gap statistics.

We are wholly committed to closing the gap. We recognise that we need to continually identify areas where there are emerging gaps and the reasons for them in order to implement changes that will be effective. We also recognise that the areas where our gender pay gaps are largest are with senior academic staff and in the areas of domestic support staff. We have completed an analysis of starting salaries of academic staff and confirmed that no group is disadvantaged by the approach we take.

We are also committed to addressing barriers to equality. All of our staff are trained in Equality and Diversity and our "Avoiding Unconscious Bias" training is completed by staff and managers to support the continued elimination of bias from our people processes. We have embedded new guidance on gender neutral language into the recruitment process to ensure that no applicant is consciously or unconsciously deterred from applying.

The commitment to equality comes from the very top of our institution where gender equality is clearly evidenced through the make-up of our senior management team.

The University has an excellent equal pay record. It is proud to promote the flagship HE-sector Aurora Programme for women through which we continue to see very positive results in successful applications for promotion from women in both academic and professional service departments.

We continue to work on recommendations from expert external consultancy support, which was undertaken in order to establish what works to enable women to progress within our University. We have embedded career progression discussions into our annual Performance Development Reviews. Applicants for academic promotion are given detailed feedback whilst all shortlisted applicants are supported through expert mentoring. Promotion decisions are made by a gender-balanced selection panel and we have reviewed our selection criteria to ensure that the contribution of all academic colleagues is valued and recognised equally.



## Addressing the pay gap

Harper Adams University has made good progress in closing the Gender Pay Gap and is committed to taking further action. Many of the reasons for the gap are historic and driven by issues such as the subject matter we teach (and have taught historically) and low staff turnover in a number of areas. However, the University will work towards closing the gap as quickly as possible.

The steps we have already taken include:

We review, update and implement our policy on Equality and Diversity

Our staff undertake compulsory Equality and Diversity Training

We invest in unconscious bias training for Managers, HR Professionals and our Board of Governors

We maintain gender equality in our SMT makeup

We carry out regular reviews and can demonstrate equal pay for equal work

We have clear guidelines for determining starting salaries, which are applied consistently

We support the development of women through a programme that leads to successful appointments to senior roles in the University

We are creating a culture of developing women in leadership roles and benefit from successful mentoring resulting from the Aurora Programme

We operate a successful and well utilised flexible working policy, which has continued to be reviewed, updated and publicised

We offer enhanced maternity and paternity pay policies and we promote shared parental leave

We offer a teaching route for professorial promotions to try to encourage a wider range of applicants for this level of post, with strengthened academic citizenship criteria

We have embedded progression discussions embedded in Performance Development Review  
We have completed an analysis of starting salaries

We have created and issued guidelines for gender neutral language and unconscious bias recruiting managers

Encouraging and supporting professional development for management and leadership

Encouraging and supporting professional development in traditionally male dominated subject areas

Offering further external networking opportunities for academic staff to encourage and support applications for promotion

Ongoing review of workload allocation

Explore the gender pay gap by age and target actions to address the gaps for older employees

Continuing to develop targeted action plans, recognising that different areas of the University have different issues and priorities

Continuing to encourage and mentor for academic promotion and for senior female academics to become mentors to aspiring applicants

Mentoring specifically for applicants seeking professorial title

Assessing the impact of contracts, especially the use of fixed term and casual contracts

Exploration of further career progression pathways

Continuing to ensure a gender-neutral process for recruitment including, for example, gender neutral language which encourages applicants from all genders

Through our staff survey

Through committees within the University with a focus on equality