



Heriot-Watt University Equal Pay Statement

April 2017- March 2021

Equal Pay Statement April 2017 – March 2021

Contents

List of Figures	3
List of Tables	3
1. Introduction	4
2. Heriot-Watt University Equal Pay Policy Statement	4
3. Occupational Segregation	5
4. Equal Pay Working Group	5
5. Notes on the Equal Pay Statement	6
6. Summary Findings	7
7. Equal Pay Gap 2013-17	9
8. Dubai Campus	10
9. Ethnicity Pay Gap	11
10. Disability Pay Gap	11
11. Progression, Promotion, Reward and Recruitment	12
11.3 Contribution Board	13
11.5 Professional Service Regrading	13
11.6 Academic advancement	14
11.7 Senior Academic promotions	14
11.8 Reward	15
11.13 Recruitment	16
13. Further Information	17
14. Equal Pay Statement Action Plan	18

Equal Pay Statement April 2017 – March 2021

List of Figures

Figure 1: Hourly Gender Pay Gap at 31 December 2016, Scottish Campuses.....	9
Figure 2: Hourly Gender Pay Gap at 31 December 2015, Scottish Campuses.....	10
Figure 3: Hourly Gender Pay Gap at 31 December 2014, Scottish Campuses.....	10
Figure 4: Hourly Gender Pay Gap at 31 December 2013, Scottish Campuses.....	10
Figure 5: Hourly Gender Pay Gap at 31 December 2016, Dubai Campuses	11
Figure 6: Hourly Disability Pay Gap at 31 December 2016, Scottish Campuses	11
Figure 7: Hourly Ethnicity Pay Gap at 31 December 2016, Dubai Campus.....	11
Figure 8: Hourly Disability Pay Gap at 31 December 2016, Scottish Campuses	12
Figure 9: Hourly Disability Pay Gap at 31 December 2016, Dubai Campus	12

List of Tables

Table 1: Contribution Board 2016, by gender, full/part time academic and professions services staff covering all grades	13
Table 2: Professional Services Regradings Breakdown by Gender 2016	13
Table 3: Academic Advancement Board 2016 by Gender	14
Table 4: Academic promotion success rates by gender and grade 2013-2016*extract from University Athena SWAN Bronze Renewal Application November 2016	15
Table 5: Cycle to Work Scheme Uptake at 14 March 2017 by Gender and full/part time	16
Table 6: Childcare Voucher Uptake 31 December 2016	16

Equal Pay Statement April 2017 – March 2021

1. Introduction

- 1.1** The Equality Act 2010 placed a duty on public authorities to undertake and publish an Equal Pay Statement. From 2017 these statements should cover gender, disability and ethnicity and include policies on equal pay and information about occupational segregation between men and women, between people who are disabled and those who are not, between people of minority racial groups and those who are not¹.
- 1.2** Equal pay across our staff groups is understood as part of our core activities with the University adopting an annual equal pay auditing process since 2013, initially covering gender we incorporated disability and ethnicity from 2015 publishing the data and findings on our webpages at www.hw.ac.uk/equality.
- 1.3** Our equal pay audit covers calendar years with those employed by the University at the 31 December in any given year included in the audit. As a result our data is retrospective. This document includes data from 2016, building on our annual published data since 2013.
- 1.4** Over the coming year we will make changes to our annual 31 December census date. In line with new legal requirements we will be adopting the 31 March as our annual census date. We will produce equal pay gap data based on the 31 March 2017 to meet the March 2018 reporting deadline. We do not anticipate that pay gap information altering the analysis or actions outlined in this Equal Pay Statement.
- 1.5** This Equal Pay Statement follows the same format as previous publications. We continue to follow Equality and Human Rights Commission Guidance on conducting equal pay audits and determining 'significance' within the data. 'Significance' refers to any pay gap of 5% or more. Where a pattern of pay gaps is established favouring men or women any pay gap of 3% is regarded as significant. We apply this methodology across our analysis of equal pay relating to all protected characteristics. We are taking active steps to further explore any intersection of protected characteristics impacting on equal pay and expect this to further develop over the next four years.
- 1.6** Our Equal Pay Statement covers our Scottish and Dubai Campuses. Our Dubai Campus differs greatly in its employee structure from our Scottish Campuses principally due to an infrastructure partner providing professional service functions, therefore our employees at the Dubai Campus cover mainly academic roles. Our Malaysia Campus is not included due to structural differences as the campus is not integrated across our academic schools.

2. Heriot-Watt University Equal Pay Policy Statement

- 2.1** Our Equal Pay Policy Statement is based on an underpinning belief that staff should receive equal pay for like work.

¹ p33 www.ecu.ac.uk/wp-content/uploads/2017/02/ECU_Public-sector-equality_Scotland-2017.pdf

Equal Pay Statement April 2017 – March 2021

- 2.2** We recognise that there can be an impact on equal pay linked to gender, disability and ethnicity. Indeed any protected characteristic may impact on equal pay and we are committed to understanding how those characteristics affect individuals and groups.
- 2.3** We are committed to undertaking equal pay audits and taking remedial action where necessary outlined in our four yearly Equal Pay Statement and accompanying action plan which is monitored via our Equality Outcomes 2017-21.

3. Occupational Segregation

- 3.1** We examine equal pay as part of our legal requirements and also to address issues surrounding occupational segregation which we understand as the concentration of men and women:
- in different kinds of jobs (horizontal segregation) or
 - in different grades (vertical segregation).
- 3.2** Occupational segregation is one of the barriers which prevents women and men from fulfilling their potential in the labour market, and consequently contributes to the pay gap. Women tend to be concentrated in the lower paid jobs (e.g. caring, catering, cleaning, clerical, cashiering) and the lower grades within an organisation.
- 3.3** We may also see occupational segregation resulting from other protected characteristics and our annual equal pay audit process enables us to better understand:
- how and why occupational segregation occurs
 - how to best tackle the issue to ensure our structures do not perpetuate occupational segregation
 - the types of proactive measures we can take to rectify unlawful imbalances.
- 3.4** Tackling occupational segregation is not simply a question of progressing equality in Scotland; it is also beneficial to Scotland's overall social and economic well-being. We need to ensure that the pool of talent and skills available to employers is not inhibited by stereotypical perceptions of what women and men 'do', and that everyone's skills are being utilised to the maximum potential.

4. Equal Pay Working Group

- 4.1** This Equal Pay Statement develops the findings of successive equal pay audits since 2013 and has been produced following recommendations to establish a short-term working group to examine the data further and develop actions to create impactful outcomes.

Equal Pay Statement April 2017 – March 2021

4.2 Membership of the Equal Pay Working Group (EPWG) has been drawn from Academic and Professional Services staff, is chaired by the Director of Human Resource Development and includes Trade Union representation. The remit of the EPWG has been to consider:

- Development of a common, agreed goal for the University relating to equal pay
- Targeted, measureable and lawful grade interventions
- Examination of reward and benefits and impact on pay
- Appropriate/fit for purpose communication and publishing of equal pay data

4.3 The EPWG has met twice to consider our equal pay data and create an outline of actions and will continue to meet to oversee our implementation of recommendations. It is anticipated that the EPWG will continue to meet until March 2018 when our next equal pay data is to be published. At this stage the EPWG will be reviewed with a view to mainstreaming the Equal Pay Statement action plan with our Equality Outcomes monitoring.

4.4 Our annual process of gathering and publishing equal pay data has enabled us to develop a rolling understanding of equal pay resulting from regular diagnosis of the issues facing the University. We continue to see issues around occupational segregation impacting on equality of access to opportunities and the University is committed to addressing these matters through existing work programme such as;

- our Athena SWAN commitments and progress
- continuous improvement to our progression and promotions processes
- providing improved development opportunities for professional services staff.

5. Notes on the Equal Pay Statement

5.1 Where the tables refer to a very small number of individuals, totals have been omitted or aggregated to avoid the risk of identification, in line with the Information Commissioner's Office Anonymisation Code of Practice <https://ico.org.uk/media/1061/anonymisation-code.pdf>. Where data refers to a unit of 5 or less we have replaced the figure with <5 in the number column/row and **N/A** in the percentage column/row to ensure anonymity.

5.2 This Equal Pay Statement has used a range of data to illustrate our findings and support recommendations for future actions. We have reduced the number of tables reproduced in the Equal Pay Statement for ease of reading and to comply with the Information Commissioner's Office Anonymisation Code of Practice. A full range of our graphical representations is available in our companion documents; 'Heriot-Watt University Equal Pay Statement, Dubai Campus Book of Tables April 2017' and 'Heriot-Watt University Equal Pay Statement, Scottish Campuses Book of Tables April 2017'. These documents are for internal use only and any request to use the data will be responded to on a case by case basis with the data amended to reflect our obligations to preserve anonymity.

Equal Pay Statement April 2017 – March 2021

- 5.3** We present information covering our operations in Scotland and Dubai. Our Malaysian Campus operates a different pay structure and is not governed by the same legal frameworks. We are taking forward action to bring Malaysian reporting into our mainstream reporting over the four years of this Equal Pay Statement.
- 5.4** We are presenting figures relating to our Scottish and Dubai campuses covering:
- The overall gender pay gap
 - The overall ethnicity pay gap
 - The overall disability pay gap
- 5.5** Our companion documentation includes more detailed data covering:
- Staff by spine point by grade and gender
 - Staff by spine point by grade and ethnicity
 - Staff by spine point by grade and disability
 - Hourly pay comparison by grade and gender
 - Hourly pay comparison by grade and ethnicity
 - Hourly pay comparison by grade and disability
 - Hourly pay distribution by activity, grade and gender
 - Hourly pay distribution by activity, grade and ethnicity
 - Hourly pay distribution by activity, grade and disability
- 5.6** The EPWG also looked at data broken down by School where each of our Schools is defined across all campuses and includes data from Scottish and Dubai Campuses. For the purpose of this Equal Pay Statement we only present data relating to each School's gender pay gap. A full Book of Tables is to be made available to each School as part of our action plan.

6. Summary Findings

- 6.1** As noted in previous equal pay audits, the University is making slow progress and low impact on issues around equal pay of men and women. While we have begun collecting and publishing information relating to other protected characteristics there is not enough data to draw conclusions on equal pay for disabled staff or gather meaningful information on ethnicity and equal pay. We anticipate this changing with the extension of self-service in our people management system which is due to come on-stream toward the end of 2017. We also recognise the need to take forward greater scrutiny of the impact of other protected characteristics such as age.
- 6.2** Equal pay issues across the University continue to be driven by the distribution of women within certain kinds of roles, which tend to be at the lower end of the salary scale better explained as horizontal (job type) occupational segregation. In addition, lower salary scale roles and the concentration of women in professional service functions effectively embeds gender related occupational segregation. While this is most obvious at our Edinburgh

Equal Pay Statement April 2017 – March 2021

Campus there is a similar pattern at our Dubai Campus, although it should be noted that professional service functions are outsourced.

- 6.3** This the first time we have published equal pay related information for our Dubai Campus. The data shows a much lower gender pay gap than the University as a whole, but one that is still significant at 18.3%. There is a concentration of staff from grade 7 onwards which replicates the pattern of higher representation of men in academic roles as seen in our Scottish Campuses. There is likely more concerted activities that could be undertaken around recruitment and progression to address these issues.
- 6.4** Our employee numbers have not altered dramatically with a fairly static picture in terms of equal pay since our 2013 publications. We are seeing a continuing trend of equalising of pay across our academic, research and mid-grade professional services posts, however progress is slow and there has been negligible change in the distribution of women higher grade roles which will have the most impact on our pay gap.
- 6.5** Since 2013 all staff gender hourly pay gap has reduced by just over 3% (from 33.8% in 2013 to 30.4% in 2016 Scottish Campus staff). This slow progress is principally due to occupational segregation; women concentrated in particular jobs that tend to be at lower grades. Most women are distributed between grades 3-8, whereas most men are distributed across grades 7-10 – where grade 10 has no upper ceiling. In short, our vertical (pay level) occupation segregation issues are illustrated by most of our female employees clustered in lower grade roles and most of our male employees clustered in higher grade roles.
- 6.6** There are significant issues with the data we hold on broader protected characteristics. We have very low disclosure of disability and the relatively low numbers of staff recorded as non-white and should be careful about drawing conclusions from such information. Our findings show that gender is the defining characteristic affecting our equal pay gap. As our data stands there are few patterns to suggest the structural barriers to equality in pay; we see that our equal pay gap continues to be influenced through the access of particular groups (women) to particular roles (higher grade academic roles). We also see that where men and women are more evenly distributed pay gaps decrease.
- 6.7** We recognise there is a need to explore more fully intersectionality and the effect on equal pay. We can see a range of factors impacting on part time workers who are largely women. A disclosure drive through our self-service functionality and the need to create an environment where people are confident to disclose is crucial.
- 6.8** Along with the diagnosis of influencing factors we are taking forward activities that will impact on equal pay over time. Our Athena SWAN commitment provides a banner under which we take forward gender focused initiatives to enhance and improve progression, career development and promotion. We are taking forward activities to enhance and improve leadership skills and embed an understanding of gender equality issues across all of our working. We are also looking to focus on recruitment and retention.
- 6.9** Our progression, promotion and reward processes require additional focused work to ensure that there is equality of access. We can see from our data that there is low access to

Equal Pay Statement April 2017 – March 2021

progression and promotions by part time staff shown through low presentation of part time staff at Contribution and Promotions Boards. We can also see that rewards such as Cycle to Work and childcare vouchers show more uptake by men. There are likely actions that can be taken forward to address and focus on how we ensure awareness and access to opportunities across our staff groups.

- 6.10** Our Dubai structures are another area requiring additional focus, given this is the first time we have published Dubai data. A review of the salary structures and benefits is due to take place over the coming year (2017-18). That review will look to specifically address equal pay related issues.
- 6.11** We include in this Equal Pay Statement an action plan covering 2017-21 detailing the activities we will be taking forward. Some specific issues addressed include:
- the number of women in academic roles at grade 10
 - the gender pay gap for women in academic roles at grade 8
 - the gender pay gap for women in campus services grade 5
 - research to explore the relationship between part-time work, gender and progression within academic roles to include issues around starting salary and length of time for progression.

7. Equal Pay Gap 2013-17

- 7.1** Our Equal Pay Gap information refers to the gender pay gap. Below are tables covering 2013-15. They show that over the last 3 years our overall gender pay gap is reducing, albeit at a very slow pace.

Figure 1: Hourly Gender Pay Gap at 31 December 2016, Scottish Campuses

	Average Hourly Rate			Headcount				% Headcount			
	Female	Male	Pay Gap	Female	Male	Female	Male	Female	Male	Female	Male
All Staff	18.51	24.13	- 30.4%	882	981			47%	53%		
Excl SMT	18.35	23.75	- 29.4%	879	974			47%	53%		

Equal Pay Statement April 2017 – March 2021

Figure 2: Hourly Gender Pay Gap at 31 December 2015, Scottish Campuses

HWU 2015 Staff Hourly Pay - Average by Gender

	Average Hourly Rate			Headcount				% Headcount			
	Female	Male	Pay Gap	Female	Male	Female	Male	Female	Male	Female	Male
All Staff	18.04	23.66	- 31.2%	869	966			47%	53%		
Excl SMT	18.04	23.66	- 31.2%	869	966			47%	53%		

Figure 3: Hourly Gender Pay Gap at 31 December 2014, Scottish Campuses

HWU 2014 Staff Hourly Pay - Average by Gender

	Average Hourly Rate			Headcount				% Headcount			
	Female	Male	Pay Gap	Female	Male	Female	Male	Female	Male	Female	Male
All Staff	17.65	23.57	- 33.6%	884	961			48%	52%		
Excl SMT	17.50	23.17	- 32.4%	881	952			48%	52%		

Figure 4: Hourly Gender Pay Gap at 31 December 2013, Scottish Campuses

HWU 2013 Staff Hourly Pay - Average by Gender

	Average Hourly Rate			Headcount				% Headcount			
	Female	Male	Pay Gap	Female	Male	Female	Male	Female	Male	Female	Male
All Staff	17.11	22.90	- 33.8%	866	995			47%	53%		
Excl SMT	16.97	22.51	- 32.7%	863	984			47%	53%		

8. Dubai Campus

8.1 Figure 5 shows the Dubai Campus hourly gender pay gap, which is significantly lower than the gender pay gap at our Scottish Campuses which may suggest that within a newer structure endemic gender pay issues are less prevalent. The pay gap is still significant at 18.3% and we should note that the Dubai Campus does not include professional service functions across grades 1-4, which are outsourced. Given the number of women in lower grade roles at the Scottish Campuses there is an obvious impact on the overall gender pay gap.

8.2 The salary/pay structures at the Dubai Campus are due for review over 2016 and it the EPWG recommends issues around occupational segregation and particularly equality considerations around the benefits package form a substantial part of that process.

Equal Pay Statement April 2017 – March 2021

Figure 5: Hourly Gender Pay Gap at 31 December 2016, Dubai Campuses

HWU 2016 Staff Hourly Pay - Average by Gender				Dubai Campus			
	Average Hourly Rate		Pay Gap	Headcount		% Headcount	
	Female	Male		Female	Male	Female	Male
All Staff	20.13	23.82	- 18.3%	44	60	42%	58%
Excl SMT	20.13	23.29	- 15.7%	44	59	43%	57%

9. Ethnicity Pay Gap

9.1 Figure 6 presents the ethnicity pay gap at our Scottish Campuses and figure 7 the ethnicity pay gap at our Dubai Campus. There is quite a different pay pattern with a 5.4% pay gap for BME groups at the Scottish Campuses against a positive 9.2% pay gap for BME groups at our Dubai campus. Different demographics and small numbers require the EPWG to give greater consideration to understanding the reasons behind these figures.

Figure 6: Hourly Disability Pay Gap at 31 December 2016, Scottish Campuses

HWU 2016 Staff Hourly Pay - Average by Ethnicity				Scottish Campuses			
	Average Hourly Rate		Pay Gap	Headcount		% Headcount	
	White	BME		White	BME	White	BME
All Staff	21.10	22.24	- 5.4%	1,449	165	90%	10%
Excl SMT	20.82	22.24	- 6.8%	1,442	165	90%	10%

Figure 7: Hourly Ethnicity Pay Gap at 31 December 2016, Dubai Campus

HWU 2016 Staff Hourly Pay - Average by Ethnicity				Dubai Campus			
	Average Hourly Rate		Pay Gap	Headcount		% Headcount	
	White	BME		White	BME	White	BME
All Staff	23.37	21.21	+ 9.2%	27	50	35%	65%
Excl SMT	23.37	20.53	+ 12.2%	27	49	36%	64%

10. Disability Pay Gap

10.1 Figure 8 and Figure 9 illustrate the overall pay gap for disabled staff at our Scottish and Dubai campuses. With only 1 declaration of disability at the Dubai campus very little weight can be given to the pay gap figure of 14.1%. Equally, with only 4% of our staff at Scottish campuses the 34.3% pay gap should be treated with caution. Our Equality

Equal Pay Statement April 2017 – March 2021

Outcomes alongside this Equal Pay Statement action plan are tackling low disclosure as a priority area.

Figure 8: Hourly Disability Pay Gap at 31 December 2016, Scottish Campuses

HWU 2016 Staff Hourly Pay - Average by Disability				Scottish Campuses							
	Average Hourly Rate			Headcount				% Headcount			
	Known Disability	No Known Disability	Pay Gap	Known Disability	No Known Disability	Known Disability	No Known Disability	Known Disability	No Known Disability	Known Disability	No Known Disability
All Staff	16.43	22.06	- 34.3%	63	1,680			4%	96%		
Excl SMT	16.43	21.75	- 32.4%	63	1,670			4%	96%		

Figure 9: Hourly Disability Pay Gap at 31 December 2016, Dubai Campus

HWU 2016 Staff Hourly Pay - Average by Disability				Dubai Campus							
	Average Hourly Rate			Headcount				% Headcount			
	Known Disability	No Known Disability	Pay Gap	Known Disability	No Known Disability						
All Staff	19.73	22.50	- 14.1%	1	93			1%	99%		
Excl SMT	19.73	22.15	- 12.3%	1	92			1%	99%		

11. Progression, Promotion, Reward and Recruitment

11.1 Alongside equal pay data we are also examining our reward package and the experience of colleagues in our progression and promotion procedures. Our progression and promotion processes include contribution (for all staff includes bonuses and contribution points within pay scales), professional service regrading (professional services staff only), academic advancement (academic staff only) and senior promotions (academic staff only). The cycle takes place in the first quarter of the calendar year and the information contained in this Equal Pay Statement refers to 2016 data.

11.2 Boards for each of these process routinely gather information on protected characteristics for monitoring purposes. However, as with some of our other data, it is difficult to build a picture across protected characteristic groups in part due to low disability disclosure and likely incomplete information concerning ethnicity. We are actively taking steps to address these matters and this information concentrates on gender and replicates information

Equal Pay Statement April 2017 – March 2021

relating to part time staff. Some of our information around reward, progression and promotion was gathered via our Athena SWAN structures.

11.3 **Contribution Board** considers submissions for either bonus payments or salary scale spine point increases based on exceptional performance. It is worth noting that during the 2016 cycle women made up 51% of the staff population. Within our academic staff group (includes researchers) women account for 33% of the population. Across the University 23% of staff work on a part time basis of which 11% are women in academic roles and 72% of our part time staff are women within professional services.

11.4 Table 1 outlines the results of the Contribution Board in 2016 showing the total number of cases at University level by gender and full/part time then broken down to show academic and professional services cases. The data shows that part time staff do not feature strongly in contribution cases; only 9% of cases were for part time staff, against 23% of the overall staff population. Given that 72% of the part time staff population is female there is a need to address issues around recognition of part time staff to ensure that any gender bias is removed.

Table 1: Contribution Board 2016, by gender, full/part time academic and professions services staff covering all grades

All Cases Received			Academic Cases			Professional Services Cases		
Gender	Full Time	Part Time	Gender	Full Time	Part Time	Gender	Full Time	Part Time
	51	<5		35	<5		16	<5
Male	55%	N/A	Male	73%	N/A	Male	36%	N/A
	34	6		11	<5		23	<5
Female	37%	6%	Female	23%	N/A	Female	51%	N/A
Total No.	85	8	Total No.	46	<5	Total No.	39	6
Total %	91%	9%	Total %	96%	N/A	Total %	87%	13%

11.5 **Professional Service Regrading** recognises that in some circumstances the nature of a role may change over time and this may result in an increase in the range, complexity and/or level of duties and responsibilities. In such circumstances a regrading may be appropriate. In 2016 eleven cases were presented with ten resulting in successful regrading. The numbers are small and there is little difference in success rates for men and women, as shown in table 2.

Table 2: Professional Services Regradings Breakdown by Gender 2016

	Male	Female
Number of Cases	<5	7
Number promoted	<5	6
Success rate	100%	86%

Equal Pay Statement April 2017 – March 2021

11.6 [Academic advancement](#) covers academic and research grades 6 and 7 and are shown in table 3 by grade and gender. For grade 6 the numbers submitted for both men and women are reasonably small with little to suggest a particular pattern. At grade 7 we already see the difference in the number of men presenting cases for advancement and a higher number of men promoted than women.

Table 3: Academic Advancement Board 2016 by Gender

	Grade 6		Grade 7	
	Male	Female	Male	Female
Number of cases	<5	<5	13	7
Number promoted	<5	<5	7	<5
Success rate	100%	N/A	54%	43%

11.7 [Senior Academic promotions](#) success rates by gender and grade over 2013-16 are shown in Table 4. Overall, success rates have improved for men and women, with a 73% success rate for both in 2016; beyond that it is difficult to see trends. We have been taking forward work year on year to provide more information about how the promotions process works including example CVs and have incorporated consideration of personal circumstances for the Promotions Board, following our processes for the REF2014. Alterations to our processes have seen a reduction in the number of applications for promotions but an increase in the quality of applications. We envisage continuing this process and incorporating annual improvements.

Equal Pay Statement April 2017 – March 2021

Table 4: Academic promotion success rates by gender and grade 2013-2016*extract from University Athena SWAN Bronze Renewal Application November 2016

Year	Grade applied for	Female (No.)		Male (No.)		F (%)	M(%)
		Applied	Successful	Applied	Successful	Success Rate	Success Rate
2013	8	7	<5	11	7	57%	64%
2014		9	6	16	8	67%	56%
2015		<5	<5	7	<5	100%	43%
2016		<5	<5	6	<5	100%	83%
2013	9	11	7	16	12	64%	75%
2014		13	10	16	8	77%	50%
2015		<5	<5	18	12	75%	67%
2016		7	<5	12	8	71%	67%
2013	10	<5	<5	<5	<5	100%	40%
2014		<5	<5	8	<5	N/A	63%
2015		<5	<5	7	<5	75%	57%
2016		<5	<5	7	<5	N/A	71%
2013	Total	20	13	32	21	65%	66%
2014		25	18	40	22	72%	55%
2015		11	9	34	21	82%	62%
2016		11	8	26	19	73%	73%

- 11.8** [Reward](#) and employee engagement are a part of the overall package of employment at Heriot-Watt. Alongside staff discount offers open to all employees the University operates a Staff Scholarship scheme for all members of staff of the University and a Remission of Fees scheme for spouses/civil partners and children of members of staff, and retired members of staff of the University. The policy covers eligibility for fee reductions offering Remissions of Fees for study.
- 11.9** Salary sacrifice Schemes are also open to all members of staff. Gym Membership and Give As You Earn are open to all and are in operation for all who wish to take up the offers.
- 11.10** Specific schemes are in place via Cycle to Work and Childcare vouchers. Cycle to Work helps colleagues in UK campuses with the cost of travelling to work by bike, allowing staff in UK campuses to obtain a bike and equipment up to the value of £1,000 from a selected number of local bike providers, saving at least 30% on the cost of a new bike. The University purchases the chosen bike and equipment and employees will then pay a monthly salary sacrifice charge to effectively 'hire' these goods over a 12 month period. Employees have the use of the bike for both commuting to work and private purposes and at the end of the salary sacrifice arrangement may continue to use the bike and equipment at no further cost.

Equal Pay Statement April 2017 – March 2021

11.11 Table 5 shows current uptake of the Scheme by gender and full/part time working. Nearly 65% uptake of the scheme is by men and more can be done to encourage women to take up the benefit through information and awareness raising.

Table 5: Cycle to Work Scheme Uptake at 14 March 2017 by Gender and full/part time

	Female	Male	Total
Full time	19	42	61
	28%	63%	
Part time	<5	<5	6
	N/A	N/A	
Total No.	24	43	67
Total %	36%	64%	

11.12 The University operates a Childcare Voucher scheme, a government initiative that allows working parents to save on their childcare costs. The vouchers are taken from salary before Tax and NI contributions are deducted meaning the scheme can save staff up to £933 per annum. Table 6 shows men benefit more from uptake of the scheme.

Table 6: Childcare Voucher Uptake 31 December 2016

	Female		Male	
	Number of Recipients	£ Vouchers	Number of Recipients	£ Vouchers
Full time	47	9316.53	109	21587.13
	24%		55%	
Part-time	41	7449.16	<5	729
	21%		N/A	
Grand Total	88	16765.69	112	22316.13

11.13 [Recruitment](#) provides us with a specific opportunity to impact on the composition of our staff groups. We recognise that we could do more to attract diversity through the way we recruit, retain and progress staff. We will be taking actions to address;

- how we recruit; specifically addressing the language we use and ensuring that those who partner with us in the recruitment processes are addressing gender equality issues through tender documentation and results
- where we recruit; considering using alternative means to advertise and raise awareness of opportunities at Heriot-Watt.

11.14 We will also address the content of our recruitment processes ensuring wide spread use of gender decoder tools and assessing job titles for suitability.

Equal Pay Statement April 2017 – March 2021

13. Further Information

13.1 A 'Book of Tables' for our Scottish and Dubai campuses has been produced as companion documents to this Statement which includes data used by the EPWG covering:

- Equal Pay gap, gender, ethnicity and disability
- Staff by spine point by grade and gender
- Staff by spine point by grade and ethnicity
- Staff by spine point by grade and disability
- Hourly pay comparison by grade and gender
- Hourly pay comparison by grade and ethnicity
- Hourly pay comparison by grade and disability
- Hourly pay distribution by activity, grade and gender
- Hourly pay distribution by activity, grade and ethnicity
- Hourly pay distribution by activity, grade and disability

13.2 Our action plan is contained in at section 14 and will be monitored through the University's Equality Outcomes processes.

14. Equal Pay Statement Action Plan

Fundamentals for Success 2017-21

Action No.	Area for action	Evidence base	Outcome	Owner	Deadline
1.	Publish new EPA by March 2018 with the 31 March census date	Legal requirement	Legal Compliance	E&D Partner	March 2018
2.	Self-service for all PCs from end 2017	External requirements: HESA, Athena SWAN , Legal Internal information needs	Improved people information	Head of HR Services	December 2017
3.	Extend equal data to cover initially age and extending to all protected characteristics in due course	Current data need	Better understanding of equal pay affecting all protected groups	E&D Partner & HR Services	March 2018
4.	EPWG to continue to March 2018	Volume of data and need to meet external & internal requirements	Equal pay activities overseen by cross-membership group	E&D Partner	March 2018
5.	Improved and more detailed analysis of reward and pay and what this means for equal pay	Legal requirement	Full understanding of reward on pay and relevant actions in place	Head of Reward and Employee Engagement	March 2018
6.	Build in equality related considerations to the salary scale review of Dubai	Internal review requirement	Overseas campus staff scales on UK	HRD Partner Dubai	December 2018

Equal Pay Statement April 2017 – March 2021

Fundamentals for Success 2017-21

Action No.	Area for action	Evidence base	Outcome	Owner	Deadline
			contracts adhere to legal requirements		
7.	Create a better understanding of intersectionality and equal pay	Legal requirement	Better understanding of equal pay affecting all protected groups	EPWG	March 2019
8.	Take steps to address issues around recruitment such as use of positive employment statements and use of gender decoder	Athena SWAN, Equality Outcome and Equal Pay Statement development	All job adverts include positive action statement	HR Services	May 2017
9.	Take steps to address equality in succession planning and retention initiatives	Athena SWAN, Equality Outcome and Equal Pay Statement development	Fair, open and accessible succession planning and retention initiatives	Head of OD	?
10.	Continue to pursue positive change in processes for recognition (contribution), progression and Promotion	Athena SWAN, Equality Outcome and Equal Pay Statement development	Improved processes with increase in high quality and successful applications	Head of Reward and Employee Engagement	Annual and ongoing

Equal Pay Statement April 2017 – March 2021

Fundamentals for Success 2017-21

Action No.	Area for action	Evidence base	Outcome	Owner	Deadline
11.	Ensure that employee rewards such as salary sacrifice schemes are open and accessible to all	Athena SWAN, Equality Outcome and Equal Pay Statement development	Schemes well communicated and uptake improved across all groups	Head of Reward and Employee Engagement	December 2018
12.	Supply Schools with pay gap data	Equal Pay Statement development	Schools are aware and understand equal pay issues at individual School level	Heads of School	June 2021
13.	Build on the Career Pathways for Professional Services project currently underway	Internal project	Could assist in illustrating alternative pathways and breakdown progression barriers addressing issues around relatively slow in-house progression (if our equalising comes from recruitment rather than in-house progression)	Head of HR Projects	?

Equal Pay Statement April 2017 – March 2021

Equality Interventions 2017-19

Action No.	Area for action	Evidence base	Outcome	Owner	Deadline
14.	Inclusion of clauses in head-hunter tender to include at least – but targeting for higher than - national benchmark number of men and women in any given field.	EPWG and lack of progress through initiatives such as Global Platform	12 month pilot of advertising post using an agency specialising in equality activities such as diversity jobs	Head of HR Services	August 2017
15.	Create better information around career pathways for both professional services and academic staff documenting through case studies	Internal project	Could assist in illustrating alternative pathways and breakdown progression barriers addressing issues around relatively slow in-house progression (if our equalising comes from recruitment rather than in-house progression)	Head of HR Projects	March 2019

Equal Pay Statement April 2017 – March 2021

16.	Use of gender decoder for all adverts	EPWG	All adverts are free from gender bias	Head of HR Services	March 2019
17.	Review all job titles for gender bias	EPWG	Job titles are free from gender bias	Head of HR Services	March 2019
18.	Part-time work and equal pay in academic roles project'	EPWG	Understanding of the impact of part-time working , gender and starting salary on academic career progression	E&D Partner/EPWG	January 2019
19.	Explore equal pay data and structures for Malaysia with a view to incorporating data into annual reporting	EPWG	Malaysia equal pay data included in annual reporting	Head of Reward/EPWG	March 2021

Equal Pay Statement April 2017 – March 2021

Proposed Equality Interventions 2019-21 - TBC March 2019

Acti on No.	Area for action	Evidence base	Outcome	Owner	Deadline
2	12 month pilot of advertising post using an agency specialising in equality activities such as diversity jobs.	To be taken forward following assessment of actions 14-17	Could broaden the pool of applicants and potentially successful job applicants	TBC	TBC
2	Use apprenticeship scheme to target particular groups for certain jobs/opportunities.	To be taken forward based on funding and outcome of staff population changes	Could address occupational segregation in some roles	TBC	TBC
2	Look to addressing issues relating to lack of PT progression creating dedicated sessions for both PT staff and managers to help better understand performance.	TO be addressed following outcome of action 18	Ensure PT working is not a barrier to progression	TBC	TBC