

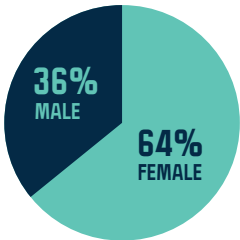
UK Gender Pay Report 2020

CLOSING THE GAP AT ARDEN UNIVERSITY

CLOSING THE GAP

The gender pay gap shows the difference in average pay between women *and* men in all roles across the organisation. *This is different to equal pay i.e. women and men receiving the same pay for the same role

As we have now passed the reporting threshold, employing around 300 people on the snapshot date, 2020 is the first year that Arden University has been required to publish a gender pay report. Our overall population is around **64% female**, and **36% male**



► Understanding Gender Pay Gap Reporting

How are the median and mean pay gaps calculated?

The median is the middle point of a range of numbers and the mean is the average of a range of numbers. How do we calculate this for gender pay gap reporting?

Median pay gap – If all our male colleagues stood in a line in order of lowest hourly rate earned to highest and all females did the same, the median pay gap (as a percentage) is the difference in pay between the middle colleague on the male line and the middle colleague on the female line.

Mean pay gap – If we add together all the hourly rates of male colleagues, calculate the average and then do the same for female colleagues, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.

How is the bonus gap calculated?

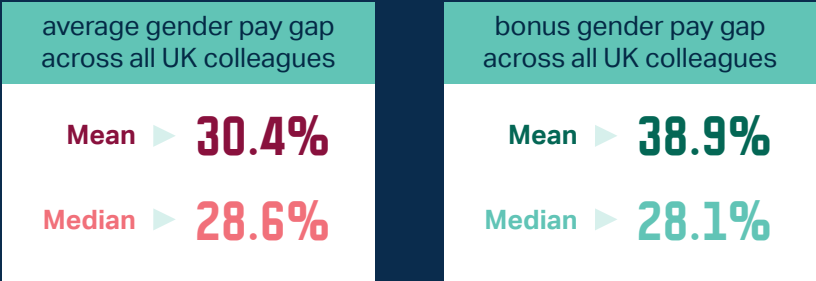
The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of male and female colleagues receiving a bonus (as a percentage of the total male and female population).

How are the pay quartiles calculated?

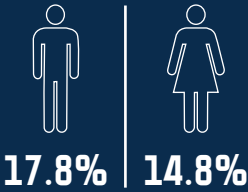
Pay quartiles are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups of colleagues and calculating the percentage of males and females in each.

WHAT IS THE GENDER PAY GAP AT ARDEN UNIVERSITY?

► Pay difference between women and men as at 5 April 2020:



The proportion of eligible Arden colleagues who received a **bonus** was



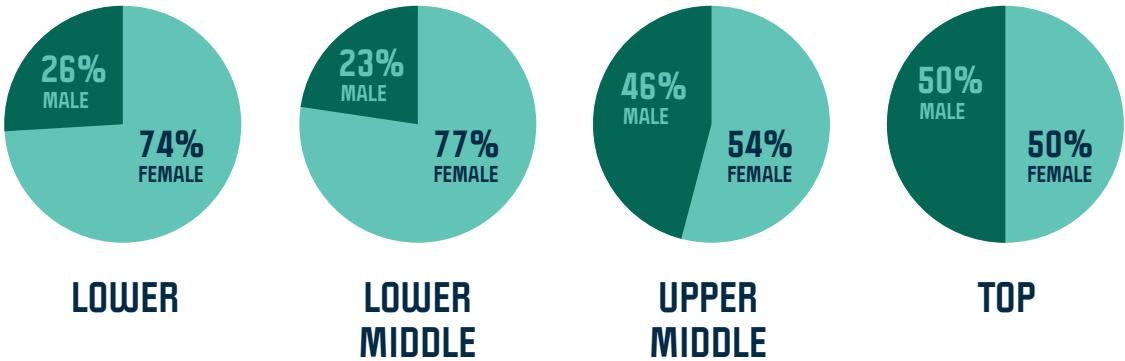
The above snapshot shows the difference between average hourly pay levels of all women compared to men, irrespective of their role or level in the organisation.

This is expressed as a percentage of men's average pay. The hourly pay figure includes all items specified in the regulations, including bonus and other one-off cash payments.

The median average pay of all our women in the UK is **28.6%** lower than all our men.



► Pay Quartiles across UK employees as at 5 April 2020:



CONCLUSIONS & HOW WE WILL CLOSE THE GAP

We regularly review, benchmark and analyse our colleagues pay to ensure men and women are treated equally when performing the same role. This report has shown that we pay fairly for equivalent roles and we are therefore confident that **we do not have equal pay issues**.

Instead, our gender pay and bonus gaps reflect our organisational structure. We have proportionately more women than men in our organisation but proportionately more men in higher level, higher paid leadership roles. Almost the entire gender pay gap is attributable to this organisational profile.

Therefore, our pay gap is explained by lower female representation in middle and senior leadership roles, as we have proportionally more men in these roles.

Increasing the number of women in senior roles is a priority for us, and we have already made progress in this area. We expect this to be further supported by the work we are doing to support career development, internal promotions and supporting all colleagues to ensure that they are inspired and enabled to reach their potential.

WHAT WE HAVE DONE SO FAR:



Developed our careers website to ensure our recruitment process is clear and transparent. We also provide support for each stage of the application process, to help everyone navigate through the process and widen our talent pool



Introduced job evaluation and grading which is our first step in supporting career development, greater transparency, and ensure that our reward arrangements are competitive and consistent.



Increased maternity pay and introduced both flexible and agile working



Set a 2025 goal that 75% of roles will be filled internally with a 50:50 split of women in senior leadership positions

When combined with our ambitious growth agenda, we believe all these initiatives will help us to achieve gender balance and equality, close the gender pay gap, and support everyone to develop, grow, and thrive at Arden.

We confirm that the information contained within this report is accurate

Carl Lygo

Professor Carl Lygo
CEO & Vice Chancellor

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Tracie Greenhalgh
Chief People Officer