

A large circular graphic with a white center and a thick, multi-colored border. The border is composed of many small, overlapping segments in a rainbow color palette, including shades of green, yellow, orange, red, purple, and blue. The text "COLEG CAMBRIA PAY GAPS 2023" is centered within the white circle in a bold, dark blue font.

**COLEG  
CAMBRIA  
PAY GAPS  
2023**

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# Background

**In the UK, all organisations that employ 250 or more colleagues are required to report annually their Gender Pay Gap. This is a legal requirement that was introduced in 2017 by the UK government to tackle gender inequality in the workplace.**

Organisations are required to report from a 'snapshot' of data on a set date which creates a level playing field for all reporting organisations. The reporting period runs from April 1st to March 31st of the previous year.

It is important to note that pay gap calculations do not account for factors such as varying job roles, responsibilities, performance, or seniority levels. Therefore, a gender pay gap does not necessarily imply that an organisation is discriminating against a particular gender. Instead, it highlights the need for organisations to review their recruitment, promotion, and pay processes along with family friendly policies to ensure equity, fairness and transparency.

It is also important to note that the gender pay gap is not the same thing as equal pay, which is a separate legal requirement that stipulates that men and women should be paid the same amount for doing the same work.

The gender pay gap is calculated by taking all colleagues within an organisation and comparing the average pay between men and women. There are several reasons why gender pay gaps can occur. One factor is the prevalence of gender bias within certain industries, which can result in for example men being employed in roles that generally attract a higher salary than roles that typically may suit more women. Additionally, women are often more likely to take on caring responsibilities within their families, which can impact their ability to work full-time and progress in their careers.

Overall, the college needs to take steps to address gender pay gaps and ensure all colleagues are paid fairly for the work that they do. By doing so, we create a more equal and inclusive workplace that benefits everyone.

**To report our gender pay gap, there is a requirement to report six different measures;**

- **Median pay gap** - the difference between the median pay for one group of colleagues compared with another group. For example in gender pay reporting, the difference between median pay for female colleagues and the median pay for male colleagues (for ethnicity reporting, ethnic minority and white colleagues, disability reporting, disabled and abled body colleagues). The median is equal to the middle value within pay rates, once arranged in an ascending order. This median is used to prevent the data being skewed by a small number of colleagues earning the highest salaries.
- **Mean pay gap** - the difference between mean pay for two groups of colleagues. The mean is calculated by summing all the individual pay rates and dividing by the number of individuals.
- **Median bonus gap** - The difference between the median bonus pay paid to male colleagues and that paid to female colleagues.
- **Mean bonus gap** - The difference between the mean bonus pay paid to male colleagues and that paid to female colleagues.
- **Bonus proportions** - The proportion of male and female colleagues who were paid bonus pay during the relevant period.
- **Quartile pay bands** - The proportion of male and female full-pay relevant colleagues in the lower, lower-middle, upper-middle and upper quartile pay bands.

This year, we have taken a further step towards reviewing our pay data and pay gaps by conducting analysis in other areas. We have explored factors such as ethnicity and disability to gain additional insights into the issue of pay equity. Our objective is to ensure that every colleague is compensated fairly and equitably, regardless of their background or personal characteristics.

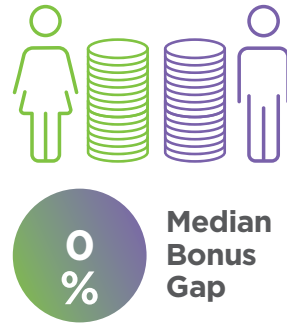
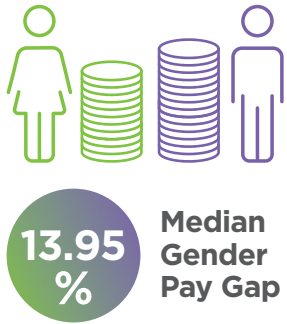
# Our Gender Pay Gap

Key:

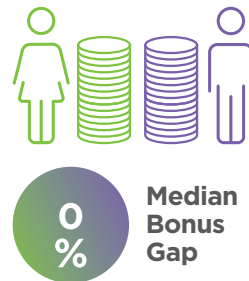
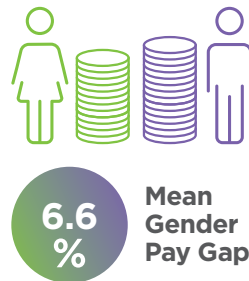
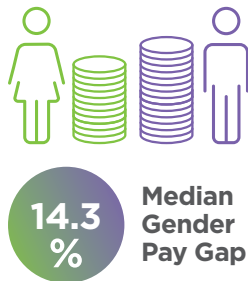
Female

Male

## 2023



## 2022



## Hourly Wages

When comparing average hourly wages (median), women receive 86p for every £1 that men receive.

When comparing average hourly wages (mean), women receive 93p for every £1 men receive.

## 2023



## 2022



## 2023



## 2022



# Gender Pay Gap - The data

Coleg Cambria's pay gap data was collected on the snapshot date of 31st March 2023. At this time, the college employed 1,359 people, 539 (39.7%) were male and 820 (60.3%) were female. This ratio split is broadly in line with the previous year (39% and 61%).

## Quartiles

The snapshot of data was broken down into each pay quartile which represents a quarter or 25% of our total workforce;

Hourly Rate Quartiles 2023 on colleague numbers								
	Lower	%	Lower Middle	%	Upper Middle	%	Upper	%
Male	113	33%	108	32%	147	43%	171	50%
Female	226	67%	232	68%	193	57%	169	50%
Total	339		340		340		340	

## Median

To determine the median gender pay gap, first, we arranged the colleagues based on their hourly pay. We then compared the earnings of a woman in the middle of the female pay range with a man in the middle of the male pay range. The difference between these is the median gender pay gap.

	Male	Female	Gap
Median Hourly Pay	£18.78	£16.16	13.95%

This year the median gender pay gap shows that females receive 13.95% less pay than males. This has narrowed from 2022 by 0.38 percentage points. The gap is attributed to the volume of females which fall in the lower and lower middle quartile as there are over twice as many females in these two quartiles than males. This year we have also seen an increase of 10 more females across these two bandings and a decrease of 12 males when compared to last year.



# Gender Pay Gap - The data

## Mean

To determine the mean gender pay gap, the hourly pay rates received by women are added together and then divided by the number of women within the organisation. This is then repeated for men. The difference between these two results represents the mean gender pay gap.

	Male	Female	Gap
Mean Hourly Pay	£18.70	£17.32	7.39%

The 2023 data highlighted that, on average, male colleagues earned 7.39% more per hour than female colleagues. This variance has increased when compared to 2022 where the gap was 6.64%. The gap is attributed to the male to female ratio spread in the quartiles.

## Further analysis show roles that fall within each quartile as:

- Lower quartile: Cleaners, Learning Assistants, Administration, Invigilators and Nursery Nurses.
- Lower middle quartile: Business support roles, WBL Practitioners, Progress Coaches and early career Lecturers.
- Upper middle quartile: the majority of this quartile is made up of Lecturers and WBL practitioners and some management roles
- Upper quartile: Lecturers, Curriculum Directors, Technical Training Officers and Senior Management.

From this, we can see that our Lecturers, WBL practitioners and Management sit across multiple quartiles which shows an allowance for salary incremental progression.

To get a clearer picture of where our biggest disparity of gender pay gaps lie, we break this down into categories within the college as seen below;

Categories	Mean	Median
Lecturers	3.14%	3.57%
TTO	100%	100%
Curriculum Support (IDs/Progress Coaches/Learning Assistants)	3.57%	11.03%
Animal Practitioners	0.00%	0.00%
Farm Workers	0.00%	0.00%
Business Support	-1.22%	0.00%
WBL	0.06%	0.00%
Management	-2.74%	0.00%
Senior Post Holders	-9.58%	0.00%

# Gender Pay Gap - The data

From a median perspective the largest gender pay gap, where we employ both male and female colleagues, can be seen amongst our curriculum support category. This variance is driven by a higher proportion of female colleagues working within lower paid roles, such as Learning Assistants and Progress Coaches. In 2023 83% of the females within the curriculum support category were employed within these roles compared to 44% of male colleagues.

The Gender Pay Gap for TTO's shows 100% as we do not employ any females within a TTO role.

Animal Practitioners and Farm Workers pay disparities show that both male and female colleagues are paid the same, meaning there is no gap. Although there are slightly more males employed as Animal Practitioners and Farm Workers (6 male vs 4 female and 4 male vs 1 female), within the individual roles there is no variance from either a mean or median perspective as they are paid the same salary.

From this data, we can see the mean gender pay gap within our Management team and Senior Post Holders is higher for female colleagues than males, however there is no difference in the median.



# Understanding our other pay gaps

This year, as an organisation that is committed to being proactive about inclusion, we have taken further steps to review areas of potential pay gaps. This level of cultural intelligence will enable us to have a clearer understanding of pay gaps and to identify any areas that require further attention. Despite being our first year carrying out this additional analysis, we are confident that the data we collect will provide us with valuable insights to help close the gap in the future.

It is important to note as it is the first data collection of this type of data, we will be unable to compare year-on-year analysis to determine whether or not the pay gap is closing. However, the data we collect will inform us of the areas we must focus on in the next reporting year. By doing so, we hope to make significant strides towards closing the pay gap and promoting equal pay for all colleagues.

## Disability

Our disability pay gaps reflect the differences in the average pay of colleagues who have stated they have a disability compared with those who have not disclosed a disability from the 'snapshot' data taken on 31st March 2023. From this 70 of our colleagues disclosed a disability with 1289 of our colleagues not disclosing a disability.

**Mean:**

**0.70%**

**Median:**

**0.00%**

## Disability Quartiles

Disabled: Hourly Rate Quartiles 2023 on colleague numbers									
Disabled?	Lower	%	Lower Middle	%	Upper Middle	%	Upper	%	Total
Yes	20	6%	14	4%	20	6%	16	5%	70
No	319	94%	326	96%	320	94%	324	95%	1289
<b>Total</b>	<b>339</b>		<b>340</b>		<b>340</b>		<b>340</b>		<b>1359</b>

From the data, pleasingly we can see that there is no pay gap between people who have informed us they have a disability versus those colleagues that have not declared a disability. From the pay quartile breakdown for disability there is an even split of people who have stated they have a disability across all quartiles.



# Understanding our other pay gaps

## Ethnicity

Our Ethnicity pay gaps reflect the differences in the average pay of colleagues who identify as Asian, Black or Multiracial with the average pay of those who identify as white on the 'snapshot' date of 31st March 2023. This shows 1297 (95.5%) of our colleagues identify as White and 62 (4.5%) as non-white.

**Mean:**

**-18.83%**

**Median:**

**-22.76%**

## Ethnicity Quartiles

Ethnicity: Hourly Rate Quartiles 2023 on colleague numbers									
Ethnicity	Lower	%	Lower Middle	%	Upper Middle	%	Upper	%	Total
White	314	93%	327	96%	322	94.8%	334	98%	1297
Prefer not to say	11	3%	6	2%	9	2.6%	5	>1%	31
Non-white	14	4%	7	2%	9	2.6%	1	>1%	31
<b>Total</b>	<b>339</b>		<b>340</b>		<b>340</b>		<b>340</b>		<b>1359</b>

When reviewing pay gaps, the mean and median are worked out by comparing the minority group against the majority. For the purpose of our Ethnicity calculations, the minority group is our non-white population. In this circumstance, our pay gap shows as a minus number which shows a large gap between the two groups.

The data shows those who identify as white are employed in higher paying roles than those who identify as non-white (from both a mean and median perspective). For the purpose of this analysis, we have separated those 31 colleagues who have selected 'prefer not to say' as we are unable to identify the ethnic origin of these 31 people. The quartile breakdown shows the majority of our colleagues who identify as non-white sit within the lower pay quartile, with a fairly even split in the lower middle and upper middle quartile, however >1% sits within the upper quartile pay band.

# Factors which affect the 2023 pay data;

**As a college, we strive for the workforce to represent the diverse nature of the student population and community. The college operates fair processes in pay, recruitment and career progression to ensure that all colleagues are treated fairly and rewarded equally, regardless of protected characteristic.**

## Pay Approach

We are a Living Wage employer, which means that all colleagues receive a salary that supports their basic needs and allows them to live with dignity. We also operate pay spines that are nationally agreed for lecturing and Instructor Demonstrator roles. The pay award is also nationally negotiated on an annual basis, this approach results in less scope for bias to creep into pay scales. By adhering to these principles, we ensure that our colleagues are valued and respected for their contributions to the organisation.

Our recruitment process is designed to ensure that we are recruiting the right people for the job. We believe that skills, experience, and responsibilities are the most important factors when it comes to determining pay, and we base our compensation packages on these factors, regardless of gender, ethnicity, gender identity or disability. We are committed to providing equal opportunities and removing barriers. To achieve this, we have implemented several policies and procedures that are designed to promote fairness and equality in the recruitment process. One of the key elements of our recruitment process is our job analysis and job description process. This involves carefully assessing the requirements of each job role, including the skills, experience, and responsibilities needed to perform the job effectively. We then use this information to develop job descriptions that accurately reflect the requirements of each role. In addition to this, we ensure that our recruitment process is free from any bias or discrimination. We do not discriminate based on gender, ethnicity, gender identity or disability, and we are committed to providing equal opportunities to all candidates who meet the requirements of the job.

We are also committed to reducing the pay gap and as a result have implemented several measures to ensure this. One of these measures includes the national review of Business Support pay scales. This review aims to identify a common payscale throughout Wales. Locally we benchmark roles to identify any discrepancies and ensure that colleagues are receiving fair and equal pay for their work. By conducting this national and local review, we hope to promote transparency and accountability in our pay practices.

We understand the significance of closing the pay gap and are dedicated to taking the necessary steps to achieve this goal. The national review of Business Support pay scales is just one of the many actions that we have in progress to ensure that all colleagues are treated fairly and equitably.

This year saw organisational change in some areas of the college, which has led to an increase in colleagues occupying positions in lower paid roles. An instance of such change occurred in August 2022 when the cleaning team was insourced through a TUPE transfer. The transfer allowed the college to enhance our quality and operational controls. There has also been a need this year to review the way in which our Nursery operates to ensure it meets the needs of our client population that use it as well as the ratios stipulated by the government, this has resulted in an increase of hires for Nursery nurses. Both of these positions typically receive a high number of applications from female candidates.

Work-life balance is important for everyone, regardless of gender. However, it is often the case that caregiving responsibilities tend to fall disproportionately on females. Consequently, factors such as maternity leave policies, access to affordable childcare, and flexible working arrangements can have a significant impact on women's ability to advance their careers. The college regularly reviews its policies and has significantly increased the amount of paid time off for maternity leave and paternity leave. In addition, we offer an agile working policy for colleagues to utilise.

# Closing the gap

**We are committed to reflecting the society and community in which we operate, and this includes making efforts to improve diversity at all levels of the workforce, particularly in more senior roles. However, achieving this goal will take time and a sustained commitment to shifting cultural norms.**

There are several key strategies that we can employ to improve diversity at all levels of the organisation. One important step is to actively recruit and promote individuals from underrepresented groups. To achieve this, it might involve reaching out to diverse communities, partnering with organisations that support diversity and inclusion, and offering training and development programs that help colleagues from diverse backgrounds advance in their careers.

Another strategy is to create a workplace culture that fosters diversity and inclusion. This might involve promoting open communication and collaboration, encouraging colleagues to share their perspectives and experiences, and providing opportunities for mentorship and networking. Last year, our leadership programme, Aspiring Leaders, ran with a specific focus on engaging individuals from underrepresented backgrounds with an aim to enhance diversity within our management team. The programme is due to run again this year and we will again encourage applications from underrepresented groups. By promoting a culture of diversity and inclusion, we can help to reduce any gaps that currently exist.

Finally, we need to measure and track progress in terms of diversity and inclusion. This involves collecting data on the diversity of the workforce, setting goals for improvement, and regularly assessing the effectiveness of diversity and inclusion initiatives. By monitoring progress and making adjustments as needed, we can ensure that we continue to make strides towards a more diverse and inclusive workplace.

We understand that closing the pay gap is a complex issue that requires a long-term commitment. As a college, we are committed to taking the necessary steps to ensure that all our colleagues are paid fairly and equitably. We believe that working together can create a more inclusive and equitable workplace for everyone.

# Closing the gap

## Key actions to close our pay gaps;

Workforce Diversity	Inclusive and equitable culture	Leadership and Accountability	Data Transparency
<p>Attracting and recruiting a diverse workforce.</p>	<p>Enhance our colleague experience through our inclusive culture that retains the diverse workforce and ensures equal opportunities.</p>	<p>Ensuring leaders are accountable for diversity, equality and inclusivity.</p>	<p>Being transparent with our pay gap data to be accountable for our actions to address them.</p>
<p>A full end-to-end review of our recruitment processes to ensure it is fully inclusive so we are attracting the right talent.</p> <hr/> <p>Running our Aspiring leader's programme to ensure we are developing the right people to build a more diverse management population, allocating minimum places for under represented groups.</p> <hr/>	<p>Promotion of our internally diverse groups via our Equality and Diversity programme to give them opportunities to influence business outcomes.</p> <hr/> <p>Action planning following our staff survey to better understand the needs of the workforce culture.</p> <hr/> <p>Unconscious bias training delivered to the whole workforce</p> <hr/> <p>Review of our family friendly and leave policies.</p> <hr/>	<p>Taking unconscious bias training further with Managers in line with the delivery of a new Raise and Resolve policy.</p> <hr/> <p>Inclusive leadership module of management development programme</p> <hr/> <p>Interviewers to be trained on Unconscious Bias for Hiring.</p> <hr/>	<p>We publish our Gender pay gap annually and moving forward will continue to publish our ethnicity and disability pay gaps internally to inform us further.</p> <hr/> <p>National Business support salary scales.</p> <hr/>



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