

DATE: 17 NOVEMBER 2021

SUBJECT: GENDER PAY GAP (GPG) – LINCOLN COLLEGE GROUP (SNAPSHOT DATE 31 MARCH 2021)

REPORT BY: CLAIRE O’HARA (GROUP HEAD OF HR)

1 INTRODUCTION

- 1.1 The Lincoln College Group is committed to equality for all and this includes our work to continually improve gender related barriers to equality.
- 1.2 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require employers in Great Britain with more than 250 employees to publish the following four types of figures annually on their own website and on a government website:
- Gender pay gap (mean and median averages);
 - Gender bonus gap (mean and median averages);
 - Proportion of men and women receiving bonuses;
 - Proportion of men and women in each quartile of the organisation’s pay structure.
- 1.3 The Lincoln College Group (for the purposes of this report) comprises of three entities: Lincoln College (LC), Lincoln College Corporate Support Solutions (LCCSS) and Deans Sport and Leisure (DSL). The main section of this report shows the combined data of all entities, with separate figures stated at the end of the report and [reported](#) in accordance with the legislation.
- 1.4 The gender pay gap (GPG) shows the difference between the average (mean or median) earnings of men and women. Used to its full potential, GPG reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.
- 1.5 **Note:** The GPG is different from equal pay, which compares the pay of males and females doing the same jobs, similar jobs or work of equal value within an organisation. At the College, roles of equal value are paid on the same grade within the College’s grading structure.

2 CONTEXT

- 2.1 Gender pay gaps exist across all industries and sectors. The reasons for them, particularly at organisation level are complex and in part are shaped by the roles that men and women play in society. Although attitudes and practices have changed significantly over time the impact remains prevalent, evidenced through occupational segregation (the distribution of workers across and within occupations based upon demographic characteristics, most often gender).
- 2.2 According to the [Office for National Statistics](#) (ONS) as at 26 October 2021, the UK overall GPG (**all employees**) currently stands at 15.4% (median) and 14.9% (mean) in favour of men; this reduces to 7.9% (median) and 11.9% (mean) for full time employees; it reduces even further for part time employees to -2.7 (median) and 4.3% (mean) for part time staff.
- 2.3 The UK GPG for teaching and educational professionals stands at 5.4% median and 10.9% mean and the Education Sector stands at 25.4% median and 17.6% mean for all employees.
- 2.4 The ONS prefers median rather than mean earnings because the median is not affected by extreme values. However, as the mean gap captures the fact that the upper end of the earnings distribution is dominated by men, the mean is also an important measure.

- 2.5 The following tables summarise the sector and Lincoln College overall averages for ease of reference and comparison.

	UK Overall	UK Teaching & Educational Professionals	Education Sector	Lincoln College Overall
Median	15.4%	5.4%	25.4%	18.4%
Mean	14.9%	10.9%	17.6%	15.7%

Table 1: Sector Average Comparisons – All Employees

	UK Full Time Staff	UK Teaching & Educational Professionals	Education Sector	Lincoln College Full Time Employees
Median	7.9%	7.1%	13%	18.8%
Mean	11.9%	11.6%	13.1%	15.4%

Table 2: Sector Average Comparisons – Full Time Employees

	UK Part Time Staff	UK Teaching & Educational Professionals	Education Sector	Lincoln College Part Time Employees
Median	-2.7%	5.7%	33.9%	8.9%
Mean	4.3%	12%	29.2%	2.4%

Table 3: Sector Average Comparisons – Part Time Employees

3 LINCOLN COLLEGE GENDER PAY GAP

3.1 The Mean Gender Pay Gap

3.1.1 This calculation requires the college to show the difference between the mean hourly rates of pay that male and female employees receive.

3.1.2 Appendix 1, Table 1 shows that Lincoln College (All) mean GPG at 31 March 2021 is 15.7%, LC mean GPG is 12.4%, LCCSS mean GPG is 13.1% and DSL mean GPG is 1.8%.

3.1.3 Compares to a UK GPG of 14.9%.

3.2 The Median Gender Pay Gap

3.2.1 This calculation requires the college to show the difference between the median hourly rates of pay that male and female employees receive.

3.2.2 Appendix 1, Table 2 shows that Lincoln College (All) median GPG at 31 March 2021 is 18.4%, LC median GPG is 16.3%, LCCSS median GPG is 0% and DSL median GPG is -9.2%.

3.2.3 Compares to a UK median GPG of 15.4%.

4. LINCOLN COLLEGE BONUS PAY GAP

4.1 Bonuses are defined in regulation 4; they include anything that relates to profit sharing, productivity, performance, incentive and commission, long service awards (with a monetary value) are also included.

4.2 Appendix 1, Table 8 shows that the proportion (in percentage terms) of Lincoln College (All) male and female employees who received bonus pay during the period of 12 months preceding 31 March 2021 was 4% of females (21/489 employees) and 4% of males (13/349 employees).

4.3 The proportion (in percentage terms) of Lincoln College male and female employees who received bonus pay during the period of 12 months preceding 31 March 2021 was 6% female (17/269 employees) and 4% male (10/229 employees).

4.4 The proportion (in percentage terms) of LCCSS male and female employees who received bonus pay during the period of 12 months preceding 31 March 2021 was 2% female (4/216 employees) and 3% male (3/116 employees).

4.5 The Mean Bonus Pay Gap (BPG)

4.5.1 Appendix 1, Table 9 shows that the mean BPG stands at 87.8% for Lincoln College (All), 88.5% for LC and 84.8% for LCCSS.

4.6 The Median Bonus Pay Gap (BPG)

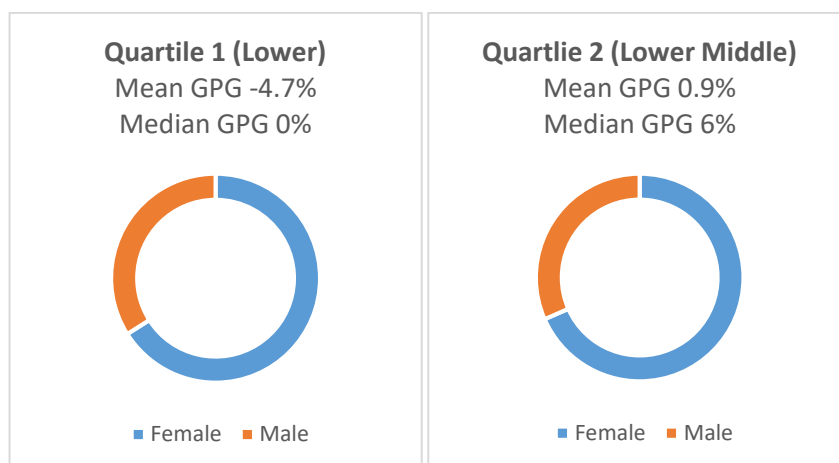
4.6.1 Appendix 1, Table 9 shows that the median BPG stands at 0% for Lincoln College (All), -33.3% for LC and 99.5% for LCCSS.

4.6.2 The swing from the mean to the median values is as a result of a number (25) of long service award payments for between the value of £50 - £200 being made to 7 male and 18 female Lincoln College employees.

5 PAY QUANTILES

5.1 Pay quartiles show the percentage of men and women employees in four equal sized groups based on their hourly pay. Pay quartiles give an indication of women's representation at different levels of the organisation.

5.1 Appendix 1, Tables 11 to 14 show the proportion of male and female employees in four pay bands i.e. lower hourly pay quartile (Q1), lower middle hourly pay quartile (Q2), upper middle hourly pay quartile (Q3) and upper hourly pay quartile (Q4). This is captured below for Lincoln College (All); see Table 13 for proportions for LC, LCCSS and DSL.



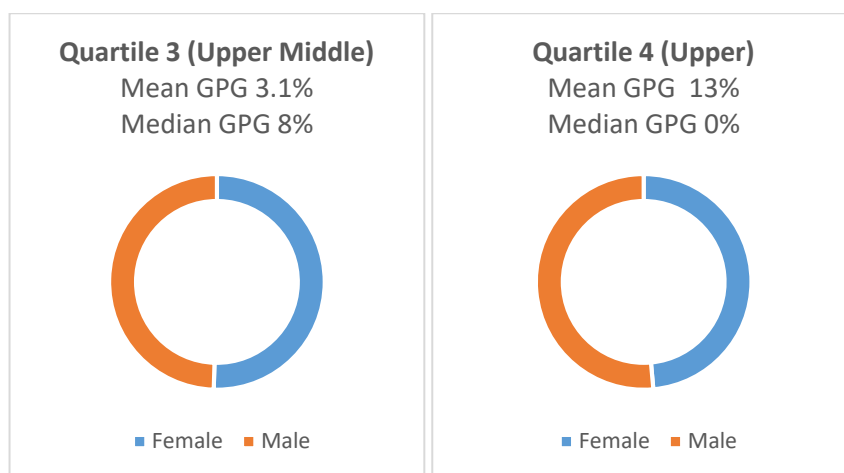


Chart 1: Proportion of Males and Females in Each Pay Quartile

- 5.2 The pay quartile figures show the root cause of the college's GPG; we have a higher proportion of females in our lower pay quartiles (our lower pay grades) and a higher proportion of males in our upper pay quartile (our higher pay grades).
- 5.3 The most significant mean GPG is for Quartile 4 i.e. 13%, Appendix 1, Table 14 shows that this is also the case across all subsidiary companies.
- 5.4 Quartile 1 includes support staff on up to the mid-point of pay scale 3 i.e. Apprentices, Cleaners, Learning Support Assistants (LSAs), Customer Service Assistants and Invigilators. Quartile 2 includes support staff on pay scales 3 - 6 i.e. Administration Assistants, Technicians, Assessors, Instructors. Quartile 3 includes support staff on pay scales 6 – PO1 and LCCSS mid-point of pay scale 6 to scale 9 i.e. HR Officers, Sub Departmental Managers/Team Leaders and Lecturers up to point 6 on the Lecturer pay scale. Quartile 4 includes Lecturers on point 7 and above of the Lecturer pay scales, all Heads, Leads and Directors (and those on management spine above spinal column point 0).

6 NARRATIVE

- 6.1 The Lincoln College Equality Objective related to gender pay is to reduce the mean GPG from 14.9% (March 2019) to 12% by March 2024. Although we are pleased to see that the college's mean GPG long term trend has fallen and compares reasonably well with the UK and Education Sector GPG figures published by the ONS, we know that a meaningful reduction in the college's GPG will take time and we recognise that we need to do more to reduce the gap at a greater pace.
- 6.2 The key factor behind the Lincoln College GPG across the board is the balance of men and women across the four pay bands; 66% of our workforce in the lower quartile are women (compared to a workforce profile of 58%) and 51% of our workforce in the upper quartile are men (compared to a workforce profile of 42%). The profile of our organisation, with more men at senior levels and significantly more women in the lower pay quartile means that our average male hourly rate is higher than our average female hourly rate.
- 6.3 Of the 11 employees on executive pay for the purpose of annual reporting (those who earn in excess of £60,000 per annum) only 2 (18%) are female.
- 6.4 In terms of the college's workforce profile; 60% of female employees work part time compared to 34% of males. The college's mean GPG amongst part time employees is 2.4% (4.3% UK average) and the median GPG is 8.9% (-2.7% UK average). The college's mean GPG amongst full time employees increases to 15.4% (11.9% UK average) and the median GPG is 18.8% (7.9% UK average).

6.5 Whilst there has been no significant change in the gender profile of the College there has been a steady decrease in female employees over the last 10 years i.e. 58% from 62% in 2011/12 (compares to a sector average of 64%).

6.6 Also, of note is that females occupy only 43% of the college's managerial roles (10% lower than 5 years previously); this compares to a sector average of 57% (according to the [AoC College Workforce Survey - 2018/19](#)).

7 ACTIONS TO CLOSE THE GAP

7.1 One of the biggest drivers of the GPG is that women tend to spend more time out of the labour market and work part time. The college's launch of the Flexible Ways of Working Policy in September 2021 (including the introduction of the right to request flexible working from day 1 of employment from 1 July 2021) promises to go some way to address the college's GPG.

7.2 It is often assumed that senior jobs naturally require long hours and constant availability so cannot be done flexibly or part time. The college is on a journey to normalise flexible working by actively supporting all male and female employees to achieve a good work life balance.

7.3 Action: To review flexible working practices regularly and act if barriers are identified.

7.4 Another driver is that women are not progressing in the workplace as fully as their talents would allow. Women are more likely to work part time which is associated with limited pay progression and can face barriers and bias during recruitment and promotion processes.

7.5 The college is committed to create an inclusive culture where all employees feel valued and supported. Leaders and managers role model positive and inclusive behaviour such as working flexibly and communication around talent management processes such as emerging leaders encourage the fact that everyone has the potential to participate and be successful.

7.6 Action: To review our recruitment and promotion processes regularly and act if barriers are identified.

7.7 To invest in mentoring and coaching for high potential female talent for academic year 2022/23 (in addition to Emerging Leaders and Determined to Lead).

7.8 The college believes that over time our commitment to fostering inclusion, fairness and flexibility will be reflected in our GPG figures. To progress in the right direction requires a concerted effort at every level of the college and at every point in the employee lifecycle, from recruitment through to progression opportunities and how we retain our people by keeping them engaged.

7.9 Action: To review the college's Family Schemes Policies, processes and benefits to support positive user experiences prior, during and post leave.

7.10 Action: To understand more from what our data tells us about these critical employee lifecycle points.

REPORT END

Appendix 1: Data (as at 31 March 2021)

Mean GPG	Lincoln College: All	Lincoln College	Corporate Support Solutions	Deans	UK
31 March 2018	16.1%	14.2%	14.8%	-	17.2%
31 March 2019	14.9%	13.3%	11.2%	-	16.3%
31 March 2020	16.3%	13.7%	14.6%	-6.1%	13.9%
31 March 2021	15.7%	12.4%	13.1%	1.8%	14.9%

Table 1: Mean Gender Pay Gap: 2018 – 2021

Median GPG	Lincoln College: All	Lincoln College	Corporate Support Solutions	Deans	UK
31 March 2018	17.8%	25.2%	8.3%	-	17.8%
31 March 2019	15.6%	20.6%	5.2%	-	17.4%
31 March 2020	17.7%	16.3%	5.6%	-12.6%	14.9%
31 March 2021	18.4%	16.3%	0.0%	-9.2%	15.4%

Table 2: Median Gender Pay Gap: 2018 – 2021

Headcount					
Company	Female	Male	Total	% Female	%Male
Lincoln College: All	489	349	838	58%	42%
Lincoln College	269	229	498	54%	46%
Corporate Support Solutions	216	116	332	65%	35%
Deans	4	4	8	50%	50%

Table 3: Headcount

	Part Time/Full Time Split			
	Female (HC)		Male (HC)	
	PT	FT	PT	FT
Lincoln College: All	292	197	119	230
Lincoln College	155	114	69	160
Corporate Support Solutions	135	81	47	69
Deans	2	2	3	1

Table 4: Headcount – Part Time/Full Time Employees by Gender

	Female (HC)		Male (HC)	
	PT	FT	PT	FT
Lincoln College: All	60%	40%	34%	66%
Lincoln College	58%	42%	30%	70%
Corporate Support Solutions	63%	38%	41%	59%
Deans	50%	50%	75%	25%

Table 5: Percentage Part Time/Full Time Employees by Gender

	Mean GPG - Full Time			Median GPG - Full Time		
	Female	Male	Difference	Female	Male	Difference
Lincoln College: All	£14.34	£16.96	15.4%	£12.95	£15.94	18.8%
Lincoln College	£16.36	£18.07	9.5%	£16.41	£17.41	5.8%
Corporate Support Solutions	£11.59	£14.41	19.6%	£11.10	£11.62	4.4%
Deans	£10.58	£13.43	21.2%	£10.58	£13.43	21.2%

Table 6: Mean Gender Pay Gap by Full Time and Part Time Employees

	Mean GPG - Part Time			Median GPG - Part Time		
	Female	Male	Difference	Female	Male	Difference
Lincoln College: All	£12.02	£12.32	2.4%	£10.59	£11.62	8.9%
Lincoln College	£14.10	£15.17	7.0%	£13.28	£16.41	19.0%
Corporate Support Solutions	£9.68	£8.37	-15.6%	£8.78	£8.72	-0.7%
Deans	£8.72	£8.63	-1.1%	£8.72	£8.72	0.0%

Table 7: Mean Gender Pay Gap by Full Time and Part Time Employees

	Numbers: Bonus Pay					
	Female	Male	% Female	% Male	% All Females	% All Males
Lincoln College: All	21	13	62%	38%	4%	4%
Lincoln College	17	10	63%	37%	6%	4%
Corporate Support Solutions	4	3	57%	43%	2%	3%
Deans	0	0	0%	0%	0%	0%

Table 8: Numbers of Employees Receiving Bonus Pay by Gender (includes long service awards)

	Mean Bonus Pay			Median Bonus Pay		
	Female	Male	Difference	Female	Male	Difference
Lincoln College: All	£759.91	£6,205.38	87.8%	£200	£200	0.0%
Lincoln College	£645.88	£5,612.00	88.5%	£200	£150	-33.3%
Corporate Support Solutions	£1,244.55	£8,183.33	84.8%	£50	£9,500	99.5%
Deans	£0.00	£0.00	0.0%	£0	£0	0.0%

Table 9: Bonus Pay Gender Pay Gap

	The Gender Split in Each Pay Quartile - Headcount											
	Q1			Q2			Q3			Q4		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Lincoln College: All	138	71	209	143	66	209	106	104	210	102	108	210
Lincoln College	84	40	124	64	60	124	60	65	125	61	64	125
Corporate Support Solutions	47	36	83	61	22	83	60	23	83	48	35	83
Deans	1	1	2	0	2	2	2	0	2	1	1	2

Table 10: Headcount by Gender by Pay Quartile

	The Gender Split in Each Pay Quartile - Percentage											
	Q1			Q2			Q3			Q4		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Lincoln College: All	66%	34%	100%	68%	32%	100%	50%	50%	100%	49%	51%	100%
Lincoln College	68%	32%	100%	52%	48%	100%	48%	52%	100%	49%	51%	100%
Corporate Support Solutions	57%	43%	100%	73%	27%	100%	72%	28%	100%	58%	42%	100%
Deans	50%	50%	100%	0%	100%	100%	100%	0%	100%	50%	50%	100%

Table 11: Proportion of Females and Males in each Pay Quartile

Quartile	Lincoln College: All		Lincoln College		LCCSS		Deans	
	% of Total Female	% of Total Male	% of Total Female	% of Total Male	% of Total Female	% of Total Male	% of Total Female	% of Total Male
Q1: Lower Hourly Pay	28%	20%	31%	17%	22%	31%	25%	25%
Q2: Lower Middle Hourly Pay	29%	19%	24%	26%	28%	19%	25%	25%
Q3: Upper Middle Hourly Pay	22%	30%	22%	28%	28%	20%	25%	25%
Q4: Upper Hourly Pay	21%	31%	23%	28%	22%	30%	25%	25%

Table 12: Gender Spread by Quartile of All Employees

Quartile	Quartile Mean GPG											
	Lincoln College All			Lincoln College			LCCSS			Deans		
	Female	Male	GPG	Female	Male	GPG	Female	Male	GPG	Female	Male	GPG
Q1: Lower Hourly Pay	£8.52	£8.14	-4.7%	£10.15	£10.34	1.8%	£8.00	£7.52	-6.3%	£8.72	£8.44	-3.3%
Q2: Lower Middle Hourly Pay	£10.87	£10.97	0.9%	£13.77	£14.17	2.8%	£8.83	£8.93	1.1%	£8.72	£8.72	0.0%
Q3: Upper Middle Hourly Pay	£14.85	£15.33	3.1%	£17.74	£17.59	-0.8%	£10.31	£10.33	0.2%	£10.33	£8.72	-18.5%
Q4: Upper Hourly Pay	£19.91	£22.87	13.0%	£20.54	£23.93	14.2%	£14.85	£19.53	24.0%	£10.84	£13.43	19.3%

Table 13: Quartile Mean GPG

Quartile	Quartile Median GPG											
	Lincoln College All			Lincoln College			LCCSS			Deans		
	Female	Male	GPG	Female	Male	GPG	Female	Male	GPG	Female	Male	GPG
Q1: Lower Hourly Pay	£8.72	£8.72	0.0%	£9.79	£9.93	1.4%	£8.72	£8.20	-6.3%	£8.72	£8.44	-3.3%
Q2: Lower Middle Hourly Pay	£10.91	£11.61	6.0%	£13.28	£13.74	3.3%	£8.78	£8.78	0.0%	£8.72	£8.72	0.0%
Q3: Upper Middle Hourly Pay	£14.23	£15.47	8.0%	£17.41	£17.41	0.0%	£10.27	£10.33	0.6%	£10.33	£8.72	-18.5%
Q4: Upper Hourly Pay	£18.47	£18.47	0.0%	£18.88	£19.33	2.4%	£13.17	£15.28	13.8%	£10.84	£13.43	19.3%

Table 14: Quartile Median GPG