



The James  
**Hutton**  
Institute

# Gender Pay Gap **Report**

The James Hutton Institute

5 April 2019



## Background

Operating since 2011, the James Hutton Institute has offices and laboratories in Aberdeen and Dundee, operate 2 research farms, host BioSS (Biomathematics and Statistics Scotland) and has a commercial subsidiary, James Hutton Limited (JHL).

We hold Athena SWAN Bronze Charter status. Initially established to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research the charter has developed and is now designed to encourage and recognise work undertaken to address gender equality more broadly in STEMM and arts, humanities, social sciences, business and law (AHSSBL) occupations.

We are a Stonewall Diversity Champion undertaking work to support our LGBT employees and students and are signatories to the Scottish Business Pledge which includes our commitments as a Living Wage Employer and achieving a 50/50 Board gender split by 2020 (which we achieved in 2017) and are now aiming to sustain. All of the above work is supported by our Equality, Diversity and Inclusion Committee.

Our People Strategy 2016 – 2021, developed to support our Strategic Priorities and reflect our Values, includes the objective of “the promotion of equality where difference is understood and valued” and this, alongside our Value of “respecting and valuing our people”, is key to becoming the organisation that we strive to be.

## Our Results

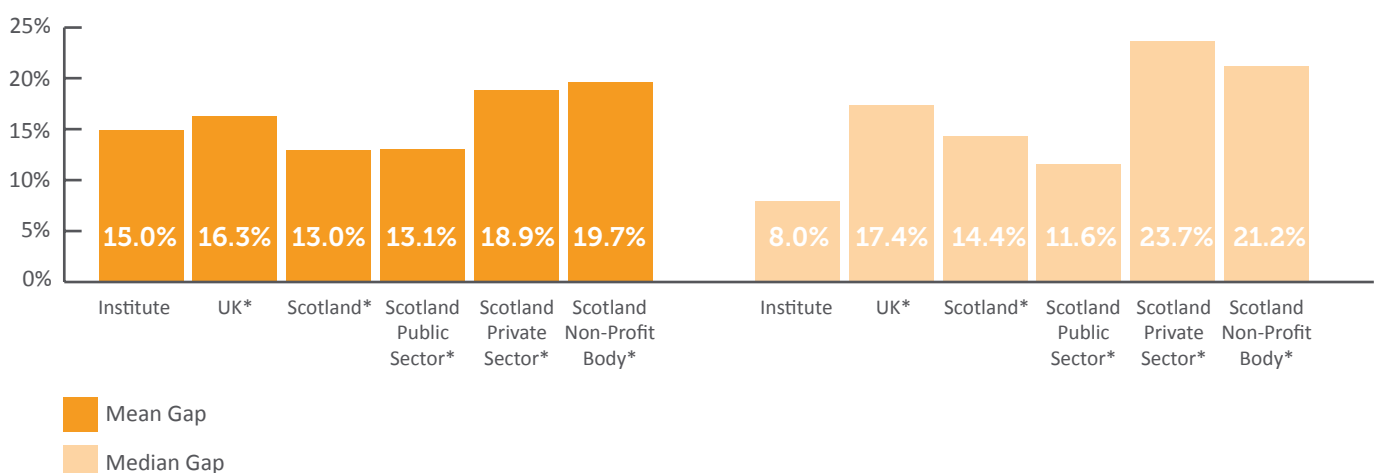
This is our third published report. We also provide a comparison with the information published in previous years. Change in this area is best measured over a longer period, and we will continue to provide comparisons in future reports to build up an understanding of whether and how our actions are influencing change over time.

As in last year’s report, we have taken the framework provided by the government and produced the required information (as at 5 April 2019) but included expanded analysis reviewing salary by grade. We have also outlined the actions that we are taking to address the issues identified.

Following analysis of the figures as at 5 April 2019 we found that our mean and median pay gaps were 15.0% and 8.0%.

These figures have been calculated using the statutory guidance which includes basic pay, allowances, piecework pay, pay for leave and shift premium pay before tax but after salary sacrifice deductions. Employee pension contributions are paid using salary sacrifice.

How these compare to national figures is shown below.



\*figures used relate to Annual Survey of Hours and Earnings   
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworking-hours/datasets/annualsurveyofhoursandearningsasgenderpaygaptables>



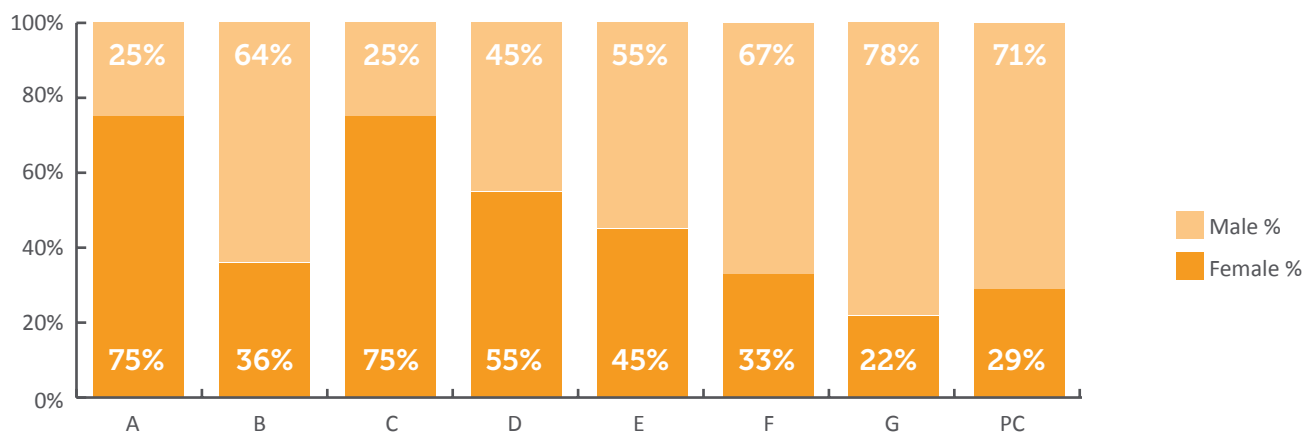
Comparisons against prior years are noted below:

	The James Hutton Institute		Scotland		UK	
	Mean Gap	Median Gap	Mean Gap	Median Gap	Mean Gap	Median Gap
April 2017	16%	12.6%	15.2%	16.1%	17.4%	18.4%
April 2018	16.5%	11.7%	13.9%	15%	17.1%	17.9%
April 2019	15%	8%	13%	14.4%	16.3%	14.6%

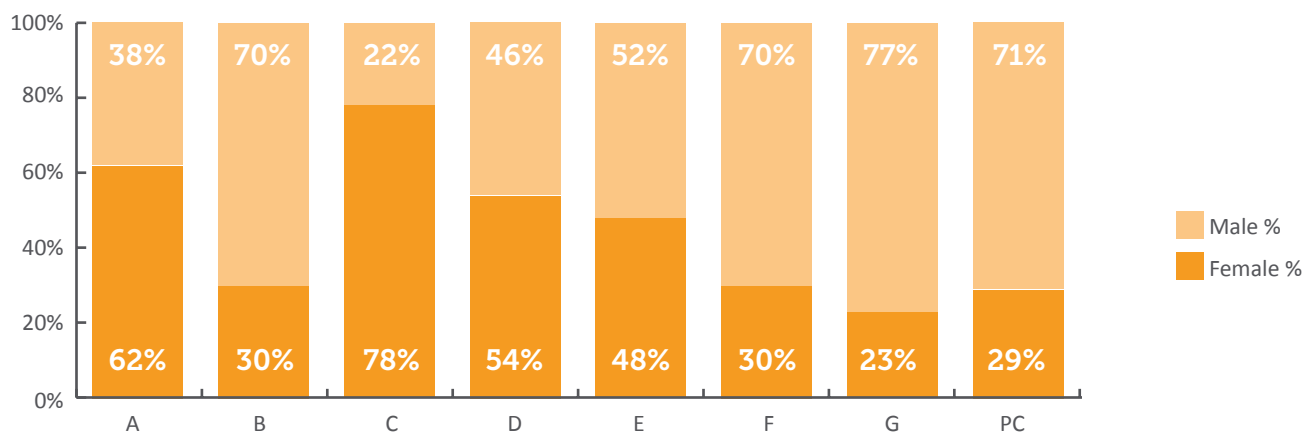
The mean gap has fallen slightly, although not markedly. The median gap has, however, decreased more significantly, by early 4 percentage points, and is now just over half the mean gap. This relationship between the mean and the median gap suggests that although we are achieving some movement towards greater balance of pay within pay grades, a greater proportion of males remain in more senior roles. Our analysis of pay gap by grade, below, confirms this.

We have a grading system in the Institute which runs from Hutton A to Hutton PC. Jobs are allocated a grade based on the content and the personal requirements of the post holder and this is assessed through an objective job evaluation system. Within each grade the pay gaps are much smaller than at Institute level as noted below (with a comparison with the previous year's figures included).

### Gender Split by Grade April 2018



### Gender Split by Grade April 2019



## Grades April 2018

Grades	Mean Gender Pay Gap	Median Gender Pay Gap
A	0.2%	0.1%
B	5.0%	0.2%
C	0.9%	0.8%
D	0.3%	0.0%
E	2.0%	0.7%
F	-4.4%	-0.1%
G	18.4%	15.8%
PC	16.0%	4.1%

## Grades April 2019

Grades	Mean Gender Pay Gap	Median Gender Pay Gap
A	0.7%	1.6%
B	6.1%	0.4%
C	0.3%	0.0%
D	0.3%	0.0%
E	1.7%	0.0%
F	0.8%	1.8%
G	3.4%	1.7%
PC	14.3%	1.5%

There has been a mix of positive and negative changes across the individual grades. In general, though, the mean and median pay gap within grade is significantly less than our overall mean and median pay gap.

We are also required to publish the distribution of salaries across quartiles. In April 2017 the distribution of

salaries across 4 quartiles showed that there were more women in the bottom two quartiles whereas in April 2018 they were also in the majority in the upper middle quartile, by two percentage points. In April 2019, this pattern persisted.

## Hutton Gender Split across quartiles 2017 to 2019

		Lower	Lower Middle	Upper Middle	Upper
2017	Male	36%	38%	52%	65%
	Female	64%	62%	48%	35%
2018	Male	36%	39%	48%	68%
	Female	64%	61%	52%	32%
2019	Male	39%	39%	47%	68%
	Female	61%	61%	53%	32%

The analysis above of the pay gaps within grades and the distribution across quartiles shows that, although we employed more women than men in the Institute in April 2019, more men are in the senior grades and therefore we have an overall gender pay gap, despite generally less pronounced gender pay gaps within grades.

### Bonus Information

Bonus provisions are based on performance or special contribution, and can be contractual depending on role.

In April 2019 there were 3 reportable payments, all female (1.2% of women). As all bonus payments were to females, and none to males, there is no meaningful calculation of a % mean or median gender difference.



## What we are doing

To close our gender pay gap we need to have a more even balance of women and men in each grade. Our aspiration is to get to a 50/50 balance across all grades however our voluntary turnover rate is low (around 2%) and the fundamental issue of the number of females pursuing a career in STEM subjects also impacts our ability to do so through traditional recruitment means.

In addition to a specific objective to reduce our gender pay gap – which requires us to improve monitoring, continue to analyse our data to understand the issues and generate and implement actions as a result – our Athena SWAN action plan (November 2018 – November 2021) identifies actions which we believe will also contribute to reducing the Gender Pay Gap by addressing related issues. The key actions are noted below.

### ***Work to support the make-up of the Institute at all levels to be more reflective of the overall population including attention to redress the under-representation of women in senior roles.***

Outcomes:

- At least 20% of staff have a Career Review Meeting in each year with at least 50% being female
- 15% more promotion applications from women in lower grades
- 10% more females in positions at Band D and above as a result of promotion or re-evaluation
- The implementation of a robust succession planning process across all areas of the Institute

### ***Ensure that recruitment practices and procedures promote diversity and eliminate opportunities for bias/discrimination***

Outcomes:

- Include a diversity plan as part of our recruitment policy and procedures to eliminate opportunities for bias
- Improved recruitment procedures to reflect equality-related best practice
- At least 2 qualified female candidates are included on vacancy shortlists at Band E and above
- Gender balanced applicant numbers and interview panels
- The availability of improved recruitment statistics

### ***Support for career development through processes such as promotion, personal development reviews and mentoring***

Outcomes:

- 100% completion of personal development review process within the timetable
- Continue delivery of the management development programme to improve the use and effectiveness of career review meetings
- Improved support for promotion candidates including continued delivery of workshops and development of a network of promotions coaches
- All promotion interview panels are gender balanced
- Internal and external mentoring programmes are rolled out with at least 50% of participants being female

### ***A suite of policies is in place that support and encourage employees to manage their work-life balance and support career/personal development in a way that is mindful of this***

Outcomes:

- Improved maternity leave process through the provision of additional guidance and the establishment of a buddy scheme
- Increased awareness about flexible working options and shared parental leave resulting in an increased participation level
- Policies in place to support and encourage employees to manage work-life balance while supporting career/personal development

**Professor Colin Campbell**  
Chief Executive

**Professor James C Curran**  
Chair of the Board

