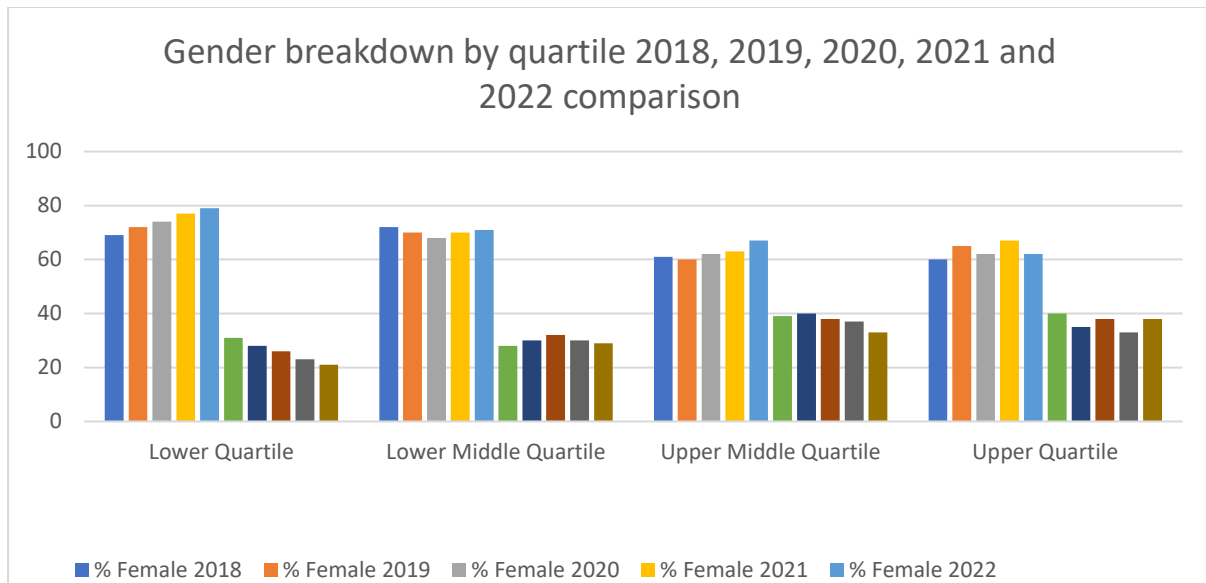


**Gender Pay Gap
March 2023**

The College has recently published data on the Gender Pay Gap.

The mean average shows that females are paid 91p for every £1 a male earns, this compares to 93p in March 2021. The median average shows we pay females 85p for every £1 a male earns compared to 90p in March 2021.



The above analysis tells us that the predominance of women in our lower/middle grades and under-representation of women in higher paid roles is the main driver for our gender pay gap. There are no quick wins to closing the gap. We are focussing on improving our retention rates and investing more in supporting and progressing our most talented women so that they are able to compete successfully for our most senior roles.

We know that flexible working and shared parental leave policies are critical for improving retention, especially after maternity leave. We already have robust flexible working and shared parental leave policies in place but we'll be doing more to promote them amongst women and men to improve take-up. We don't want flexible working to be seen as an exclusively female domain but something that anyone can do to achieve the best work/life balance for them.

Women are proportionately under-represented at the most senior levels. Successful implementation of our plans to retain more females will increase our talent pool of women ready for progression but we recognise that it is not enough to retain our female workforce, we need to identify talent and nurture it.

To increase the proportion of women whom are promoted, we will establish and embed a robust talent and succession planning strategy to ensure we are focussed on growing our own pipeline of future leaders, which will involve tracking the progression of our employees at critical career points.