Gender and bonus pay gap report 2019
In our third gender pay gap report, we’re pleased to share both our progress over the last few years and our plans for the future. It is vital we build on successes so far and continue to develop Jisc as an inclusive and diverse organisation - capable and passionate about delivering world-class products and services and thought leadership in our sectors.

This year, our mean pay gap is largely unchanged - we have more work to do. While we’re making progress, we need to take more substantial action in order to drive the changes we want and need.

Challenges around the gender pay gap are complex, deeply influenced by wider society. We know we can’t tackle them alone and plan to work with partners, other organisations and a range of communities to effect real change. As part of this, we’re proud to be maintaining our commitment to the Tech Talent Charter - to keep learning from others and demonstrate our commitment to be an inclusive and diverse employer; an organisation where we can be ourselves, celebrate difference and thrive.

Andy Macdonald,
Group director for people
On 5 April 2019, Jisc employed 725 people

43% (311 female)

57% (414 male)
Our figures

Gender pay gap

**Median**
- 2019 – 14.1%
- 2018 – 10.2%
- 2017 – 15.9%

**Mean**
- 2019 – 17.7%
- 2018 – 17.6%
- 2017 – 18.1%

Bonus pay gap

**Median**
- 2019 – 0%
- 2018 – 55.6%
- 2017 – 25.8%

**Mean**
- 2019 – 51.4%
- 2018 – 31.4%
- 2017 – 39%

Proportion of staff receiving bonus

- **72.0%**
- **75.9%**
Quartiles

<table>
<thead>
<tr>
<th>Year</th>
<th>Lower (0% - 25%)</th>
<th>Lower middle (25% - 50%)</th>
<th>Upper middle (50% - 75%)</th>
<th>Top (75% - 100%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>33%</td>
<td>49.6%</td>
<td>60%</td>
<td>75%</td>
</tr>
<tr>
<td>2018</td>
<td>40%</td>
<td>54%</td>
<td>57%</td>
<td>69%</td>
</tr>
<tr>
<td>2019</td>
<td>41%</td>
<td>51%</td>
<td>63%</td>
<td>73%</td>
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What’s driving our pay gap?

A gender pay gap is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

While our mean pay gap has remained almost the same, our median pay gap has increased. This has been driven by higher salary posts predominantly being taken by males. Since our last report, Jisc has had 227 new starters - only 90 (40%) were female. 79 of the newly filled posts were at a mid to senior pay level or above - of these, 60 (76%) were filled by males. These were more technical roles, for which there are typically far fewer female applicants. We must keep encouraging more women into technical roles, and preparing and developing our female talent for leadership positions.

This year’s bonus figures are affected by a group-wide bonus, given in 2018. It reduced the median gap to 0% but increased the mean to 51.4% as more people received a bonus. We’re reviewing our approach to bonuses, including eligibility criteria.
Our commitment to inclusion and diversity

There is much more to be done to achieve our long-term aim of significantly reducing our gender pay gap.

When we first reported our gender pay gap, we developed a plan which prioritised four areas of focus:

• promoting the technology sector
• encouraging women into Jisc
• supporting women to stay in Jisc
• helping women to progress upwards

That plan is now, largely, complete and brought home significant achievements. We have updated our careers web pages and our recruitment processes to reflect our objective to be a modern, progressive, inclusive employer. We have further developed our apprentice programme, increasing numbers significantly. We signed up to the Tech Talent Charter and launched the STEM ambassadors programme. We also took part, for the first time, in a bring your daughter to work day which proved popular across the organisation. We have also introduced online training resources for unconscious bias and have embedded diversity and inclusion into our mandatory people manager training.

We have celebrated International Women’s day and launched our Equality Diversity and Inclusion network which now has more than 100 members.

Alongside this, we’ve updated and re-launched our parental care policy and made significant progress in our journey to make flexible working the norm. The results of our recent engagement survey demonstrate that progress with more than 80% of respondents answering positively to questions about flexible working at Jisc. Last year, we held a successful ‘Women in Jisc’ event to help us further understand the experiences of women in the business and discuss ideas for improvement, including the development of our coaching offer which is going from strength to strength and particularly popular with our females.
29% of our technical roles are filled by women against an industry average of 24%*, but we are not complacent.

We’ve done a lot and we’re proud of our achievements.

We want to increase that number by encouraging more women to join us and ensuring we retain our female staff. We have, at the time of publishing this report, increased the number of women on our executive leadership team from one to three. We will manage our talent to well to ensure we are preparing women for leadership roles. We’re currently reviewing and refreshing our inclusion and diversity strategy to further clarify our aims and bring all our staff and managers together.

Our planned activity will ensure we unlock our potential and enhance inclusion, for all our staff as well as the sectors and communities we support.

*Tech Talent Charter 2019 benchmarking report
Meet some of our people

“Women aren’t well represented within cyber security”

“I’m the only woman in the security operations centre (SOC) and there are only a few women in technical roles across cyber security. It was the same when I was applying for my apprenticeship, with mainly male applicants.

“I haven’t found that it’s made a difference. I’ve always felt comfortable and never felt I’ve been treated differently because of my gender. If anything, people go out of their way to make us welcome and appreciated because there are so few women!

“I joined Jisc in October 2017 as a degree apprentice. Working here has helped a lot with my degree modules. I learn things on the job that I can apply to my degree and lots of the people I work with have experience they’re happy to share with me.

“I’ve also had loads of opportunities for progression, like attending professional courses and going to cyber security conferences outside of the education sector.

“At the end of my apprenticeship I definitely want to stay in cyber security. Working here has helped me identify threat intelligence as the area I’d like to specialise in.”

Nicole Stewart,
Cyber security analyst apprentice
“I thank Jisc for the stress-free environment you have created for all the women working here.”

“I have worked at Jisc as a datawarehouse and BI developer since April 2016.

“Jisc is the first company I worked for in the UK. Previously I worked in India and relocated to the UK after I got married. I joined this company with many apprehensions as I was new to the place and people when I started.

“The work environment has been very supportive and healthy. Being a new mother takes a lot of attention and time for the little one and I am fortunate that I got all the support and encouragement from my team that I needed. Flexible working has really helped me to balance my family commitments as a new mother and my responsibility as a Datawarehouse developer.

Vamshi Gurujala, Datawarehouse and BI developer
Alice Colban,
Deputy chief executive and chief operating officer

“It’s important we have fair opportunities to progress.”

“I started work at Jisc as a placement student during my degree, back when Jisc was still in HEFCE! When I graduated I joined as an executive officer supporting various sub committees, in particular the electronic libraries programme as Jisc’s remit started to expand into the library sector. I progressed over a period of years to supporting the Jisc board and running finance and corporate services. I was instrumental in helping Jisc come together in its current form and today I’m our chief operating officer and deputy CEO.”

“For a while I was the only woman on the executive leadership team. Role models and representation are very important and we’ve recently made good progress to show more diversity in our leadership. One of the ways we’ve done this is by making sure senior women are represented right across Jisc.”

“It’s important we have fair opportunities to progress. We’ve put in place a coaching network and we’ll be rolling out a mentoring programme soon too, alongside our leadership and management activities. This should give all staff the opportunity to further their careers. We’ve also worked hard to ensure clear paths of progression through technical career pathways. This means everyone can progress their career, whether that’s as a manager or as a subject specialist.”

“Talent management is vital once people have joined us, and we also need to make sure we attract a diverse range of new talent into the organisation too. Our job ads say you don’t need to meet 100% of the job description to apply. We know this is something that prevents some women from applying for roles that can be a step forward. And we have an excellent flexible working culture that makes it easier for our men and women to balance working with their lives.”