

# Senior Staff Pay - Universities in Wales Academic Year 2016/17

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## Senior Staff Pay – Universities in Wales

### Background

1. HEFCW's 2015-16 Remit Letter requested that HEFCW provide an annual report to Welsh Government on senior pay levels and awards in universities in Wales.
2. Universities are not public sector organisations. They are autonomous bodies established by either Royal Charter or as Higher Education Corporations under the terms of the 1992 Further and Higher Education Act (the '1992 Act'). HEFCW therefore has no powers under the terms of the 1992 Act to directly influence University employment terms and conditions, including the levels of senior staff salaries.
3. The setting of senior staff salaries falls under the responsibilities of each University's Governing Body. The Committee of University Chairs (CUC) publishes a 'Higher Education Code of Governance'<sup>1</sup>, which covers staff remuneration amongst other matters. This CUC document notes that '*The proper remuneration of all staff, especially the Vice-Chancellor and his/her immediate team, is an important part of ensuring institutional sustainability and protecting the reputation of the institution*'. The CUC has also recently published an HE Senior Staff Remuneration Code<sup>2</sup> which sets out the three core principles in relation to the setting of senior pay of: fairness, independence and transparency.

### How universities set senior pay

4. In respect of the mechanism by which Universities set senior staff salaries, the CUC document states that '*governing bodies must establish a Remuneration Committee to consider and determine, as a minimum, the emoluments of the Vice-Chancellor and other senior staff as prescribed in constitutional documents or by the governing body*'. The CUC and Leadership Foundation for Higher Education (LFHE)<sup>3</sup> also publish a guide on 'Getting to Grips with Human Resource Management'<sup>4</sup> which provides more detailed guidance for University Governing Body members on HR matters including Senior Staff remuneration. This provides guidance on the composition and role of University Remuneration Committees.
5. All Universities in Wales have a Remuneration Committee to set their senior staff salaries. The Universities and Colleges Employers Association (UCEA) produces for its member HEIs (which include all the Welsh HEIs) a range of materials that are intended to assist in determining senior remuneration. This includes senior salary benchmarking services, some international comparator data and sector-level pay ratios. Drawing on such information and seeking

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<sup>1</sup> [www.universitychairs.ac.uk/wp-content/uploads/2015/02/Code-Final.pdf](http://www.universitychairs.ac.uk/wp-content/uploads/2015/02/Code-Final.pdf)

<sup>2</sup> [www.universitychairs.ac.uk/higher-education-remuneration-code-2/](http://www.universitychairs.ac.uk/higher-education-remuneration-code-2/)

<sup>3</sup> The LFHE became Advance HE from 1 April 2018.

<sup>4</sup> [www.lfhe.ac.uk/filemanager/root/site\\_assets/research\\_resources/g2g/G2G%20HR%20Management.pdf](http://www.lfhe.ac.uk/filemanager/root/site_assets/research_resources/g2g/G2G%20HR%20Management.pdf)

additional reward expertise as needed, the Remuneration Committee oversees the agreement and review of these senior staff salaries.

### Disclosure of senior pay

6. Universities publish information on senior staff salaries in their annual financial statements. The published HEFCW Accounts Direction to Higher Education Institutions informs institutions of HEFCW's requirements relating to their annual financial statements and in particular the disclosure of remuneration and severance payments for higher paid employees (including the head of institution). Under HEFCW's [2016/17 Accounts Direction](#), universities were required to follow the *Statement of Recommended Practice: Accounting for Further and Higher Education 2015* (the 2015 SORP) and revised Financial Reporting Standards (FRS102) when preparing their financial statements. This required universities to disclose the following:

- a) The actual total remuneration of the head of institution disclosing separately:
  - i) Salary;
  - ii) Performance-related and other bonuses awarded for the financial year, including any deferred payment arrangements and separate disclosure of amounts waived;
  - iii) Any sums paid by way of expenses allowances (in so far as those sums are charged to UK income tax);
  - iv) The estimated money value of any other taxable benefits received by the head of institution, other than in cash (in particular company cars, subsidised loans including mortgage subsidies, and subsidised accommodation);
  - v) Contributions to relocation costs; and
  - vi) Any sums paid in respect of the head of institution under any pension scheme.

The HEI must show a sub-total excluding pension contributions and a total including them. Salary sacrifice arrangements should be described. Where there is a change of head of institution (including an acting head of institution) either between years or during a year, details are to be shown separately for each person, and relevant start and finish dates given.

- b) The number of higher-paid staff other than the head of institution whose emoluments received in the year (including taxable benefits in kind, but excluding compensation for loss of office and employer pension costs) fall in bands of £10,000 from a starting point of £100,000. Payments funded from external sources, including the NHS, should be included in emoluments. Royalties or other payments that are outside the affairs of the HEI do not count as emoluments for this purpose. Remuneration should be disclosed gross of any salary sacrifice arrangements. This disclosure is additional to that required by FRS 102. Disclosure is not required for staff who joined or left part-way through a year but who would have received emoluments in these bands in a full year.

- c) The total compensation paid to key management personnel. FRS102 defines key management personnel as “*those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity*”. Compensation includes all forms of consideration paid, payable or provided by the institution or on its behalf in exchange for services to the institution. Institutions are required to disclose this information at an aggregate level, not an individual level. The disclosure should be reported gross of any salary sacrifice arrangements.
- d) The aggregate amount of any compensation paid to any head of institution and higher paid employee for loss of office and the number of employees who have been paid such compensation.

### Senior pay in 2016/17

- 7. For the purposes of this report, senior staff have been defined as all those members of staff at Welsh universities paid over £100,000 per year, as disclosed in the 2016/17 financial statements.

#### *Head of institution*

- 8. The total emoluments, together with the pension contributions where applicable, for the Vice-Chancellor of each Welsh university are provided at **Annex A**.
- 9. For the purposes of consistency, as not all institutions make pension contributions for the Vice-Chancellor, emoluments have been compared excluding any pension contributions, but including other benefits. Where applicable, other benefits will include benefits in lieu of pension contributions. With the exception of Aberystwyth University, Cardiff Metropolitan University and Wrexham Glyndŵr University, the total emoluments (salary and benefits but excluding pension contributions) for the Vice-Chancellor increased between 2015/16 and 2016/17. These increases in total emoluments (excluding pension contributions) range from 1.2% for Bangor University and Swansea University to 2.2% for University of Wales Trinity Saint David. By comparison the UK mean (from Times Higher Education V-C Pay Survey 2018<sup>5</sup>) increased by 3.9% between 2015/16 and 2016/17 to £268,103. The increases, or in some cases reductions, in total emoluments for the Vice-Chancellors of Welsh universities are therefore generally lower than those for the Vice-Chancellors of comparable UK universities and, in all instances, the level is below the UK mean. Individual comparisons are provided below based on information from institutions' published financial statements:
  - a) The total emoluments (excluding any pension contributions) for the Vice-Chancellors of Aberystwyth, Bangor and Swansea Universities in 2016/17 (£211,000, £248,000 and £254,000 respectively) were below the UK mean of £268,103. They were also below the average emoluments

<sup>5</sup> [www.timeshighereducation.com/sites/default/files/breaking\\_news\\_files/v-c\\_pay\\_survey\\_2018\\_full\\_results\\_2.pdf](http://www.timeshighereducation.com/sites/default/files/breaking_news_files/v-c_pay_survey_2018_full_results_2.pdf)

for the Vice-Chancellors of other mid-sized research-led UK universities (University of Aberdeen, University of Bath, Durham University, University of East Anglia, University of Essex, University of Hull, Keele University, University of Kent, Lancaster University, University of Surrey) as illustrated by the equivalent 2016/17 figures in the 2018 Times Higher Education Survey of Vice-Chancellors' Salaries<sup>6</sup>.

- b) The total emoluments (excluding pension contributions) for the Vice-Chancellor of Cardiff University in 2016/17 at £257,000 were below the UK mean of £268,103, and also below the Russell Group average of £331,828. They were also lower than those for the Vice-Chancellors of the other members of the Great Western Four (GW4) group of universities (University of Bath, University of Bristol, University of Exeter), as illustrated by the 2016/17 figures for those universities in the 2018 Times Higher Education Survey of Vice-Chancellors' Salaries<sup>6</sup>.
- c) The total emoluments for the Vice-Chancellor of the University of South Wales at £228,000 were lower than the UK mean of £268,103. They were also significantly lower than those for the Vice-Chancellors of other similar metropolitan universities (e.g. Glasgow Caledonian University, Birmingham City University, University of Wolverhampton, Liverpool John Moores University, Nottingham Trent University, University of Portsmouth, Northumbria University, Manchester Metropolitan University, University of the West of England, De Montfort University, Coventry University), as illustrated by the 2016/17 figures for those universities in the 2018 Times Higher Education Survey of Vice-Chancellors' Salaries<sup>6</sup>.
- d) The total emoluments (excluding pension contributions), which included benefits in lieu of pension contributions, for the Vice-Chancellorship of Cardiff Metropolitan University at £248,740 were below the UK mean of £268,103 (two individuals held the post of Vice-Chancellor during the period 2016/17) . On this basis they were mid-range but excluding benefits in lieu of pension contributions they were in the lowest quartile when compared to the emoluments for the Vice-Chancellors of other mid-sized (based on income) teaching-led universities (e.g. University of Derby, University of Northampton, University of Bedfordshire, University of Lincoln, University of Worcester, Bath Spa University, Edgehill University), as illustrated by the 2016/17 figures for those universities in the 2018 Times Higher Education Survey of Vice-Chancellors' Salaries<sup>6</sup>.
- e) The total emoluments (excluding pension contributions) for the Vice-Chancellor of the University of Wales Trinity Saint David at £237,000 was lower than the UK mean of £268,103. They were also lower-mid-range when compared to the emoluments for the Vice-Chancellors of other mid-sized (based on income) teaching-led universities (e.g. University of Derby, University of Northampton, University of Bedfordshire, University of Lincoln, University of Worcester, Bath Spa University, Edgehill

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<sup>6</sup> [www.timeshighereducation.com/sites/default/files/breaking\\_news\\_files/v-c\\_pay\\_survey\\_2018\\_full\\_results\\_2.pdf](http://www.timeshighereducation.com/sites/default/files/breaking_news_files/v-c_pay_survey_2018_full_results_2.pdf)

University), as illustrated by the 2016/17 figures for those universities in the 2018 Times Higher Education Survey of Vice-Chancellors' Salaries<sup>7</sup>.

- f) The total emoluments (excluding pension contributions) for the Vice-Chancellor of Wrexham Glyndŵr University at £187,000 was significantly lower than the UK mean of £268,103. This would be approximately mid-range when compared to the emoluments for the Vice-Chancellors of other small UK universities (based on income) (e.g. Newman University, University of Cumbria, University of Gloucestershire, St Marys University Twickenham, Chichester University, Abertay University, Buckinghamshire New University, Queen Margaret University Edinburgh, Leeds Trinity University, Falmouth University, Liverpool Hope University), as illustrated by the 2016/17 figures for those universities in the 2018 Times Higher Education Survey of Vice-Chancellors' Salaries<sup>7</sup>.
10. The ratio of the highest earnings to the median earnings for each institution is provided at **Annex A**. The median earnings is calculated based on all staff employed by the institution, with 'earnings' defined as total taxable employment earnings, including base salary, allowances, variable/ performance pay, and the cash value of benefits in-kind. These ratios range from 5.4:1 for Wrexham Glyndŵr University to 8.04:1 for Aberystwyth University. Comparable UK data is not yet publically available for 2016/17.

#### *Senior staff*

11. The number of employees at Welsh universities receiving emoluments in excess of £100,000 are also provided at **Annex A**.
12. Cardiff University had by far the largest number of staff in Wales that were in receipt of emoluments of over £100,000, in 2016/17, at 116. This represented a decrease from 128 in 2015/16. This is in the lower midrange for Russell Group universities with medical schools, for example: University of Exeter 115; University of Bristol 114; University of Liverpool 119; University of Birmingham 144; University of Leeds 155; University of Glasgow 167; University of Manchester 220; University of Edinburgh 219.
13. The Welsh university with the next highest number of senior staff was Swansea University, with 34 staff earning in excess of the £100,000 per year disclosure threshold, an increase from 33 in 2015/16.
14. Bangor University had 17 staff paid over the £100,000 disclosure threshold, a decrease of one from 18 in 2015/16.
15. All other Welsh universities had less than ten senior staff paid over the £100,000 disclosure threshold.

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<sup>7</sup> [www.timeshighereducation.com/sites/default/files/breaking\\_news\\_files/v-c\\_pay\\_survey\\_2018\\_full\\_results\\_2.pdf](http://www.timeshighereducation.com/sites/default/files/breaking_news_files/v-c_pay_survey_2018_full_results_2.pdf)

### *Gender pay equality*

16. By July 2017 half of the Welsh universities had appointed female Vice-Chancellors, namely Aberystwyth University, Cardiff Metropolitan University, University of South Wales and Wrexham Glyndŵr University.
17. Information from the Higher Education Statistic Agency (HESA) staff record on the average pay for different categories of senior staff is provided by gender for each institution at **Annex A** (Full Time Staff only). It should be noted that, in some instances, figures have not been shown due to the small population size. Even where figures are given the small population means that changes in composition can have marked effects and this makes it difficult to draw very firm conclusions.
18. The Other Senior Academic category includes those contract levels relating to the Vice-Chancellor, Deputy Vice-Chancellor and Pro-Vice-Chancellor roles and other senior academic roles such as Registrar, Academic Heads and Directors. The average salary for Full Time Other Senior Academic staff was lower for female staff at Bangor University, Cardiff Metropolitan University, Swansea University, the University of Wales Trinity Saint David and Wrexham Glyndŵr University and higher at Cardiff University and the University of South Wales. Whilst this may indicate that, in some instances, there is a gender pay gap, it is difficult to draw meaningful conclusions due to the small population size for this category of staff at each institution (the population size for Other Academic Staff at Aberystwyth University was too low to publish figures). The average salary for Full Time Professors was lower for female staff at all Universities except Cardiff Metropolitan University and for Managers, Directors and Senior Officials was lower for female staff at all Universities. Overall, this indicates that there is still a gender pay gap in Welsh universities for senior staff categories, with gender balance more notable as a challenge at the senior levels in all organisations. Links are provided to universities' Strategic Equality Plans in the Annexes, with the plans setting out each institution's objectives for addressing the gender pay gap.
19. HEFCW is also supporting work on gender pay by the Equality Challenge Unit (ECU)<sup>8</sup> who publish UK HE pay gap statistical analysis and produce sector specific guidance<sup>9</sup>. The ECU report 'Equality in higher education: staff statistical report 2017'<sup>10</sup>, based on 2015/16 data, shows that the gender pay gap for Professors was lower in Wales than for other UK nations/regions. Similarly, ECU data which is to be published in due course, shows that this trend has been repeated in 2016/17. HEFCW will be issuing guidance regarding consistency in the reporting of pay gaps, with institutions to report gaps as part of their annual equality reporting under the Equalities Act 2010. The next reports will be published by 31 March 2019.

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<sup>8</sup> The ECU became Advance HE from 1 April 2018.

<sup>9</sup> [www.lfhe.ac.uk/filemanager/root/site\\_assets/research\\_resources/g2g/G2G%20HR%20Management.pdf](http://www.lfhe.ac.uk/filemanager/root/site_assets/research_resources/g2g/G2G%20HR%20Management.pdf)

<sup>10</sup> [www.ecu.ac.uk/publications/equality-in-higher-education-statistical-report-2017/](http://www.ecu.ac.uk/publications/equality-in-higher-education-statistical-report-2017/)

## **Conclusion**

20. Universities in Wales operate in a UK and international marketplace (e.g. in respect of student recruitment, research and staff recruitment), with UK and international league tables now widely published. Consequently the pay of University Vice-Chancellors, and other senior staff, in Wales needs to be broadly comparable with that for other UK universities if Welsh institutions are to be able to attract talented and ambitious individuals to these key roles. The published information indicates that salaries of senior staff in Wales are broadly comparable, although in all instances Vice-Chancellors' total emoluments were below the overall UK mean and largely lower than those for the Vice-Chancellors of UK comparator institutions. The published information also indicates that there is a gender pay gap for senior staff at Welsh universities, although the existence and scale of any gap varies by staff category and institution.

## **Further development of reporting for 2017/18**

21. Welsh universities will continue to work towards the development and publication of Annual Pay Policy Statements, where not already in place, and these will be referred to (and links provided) in the 2017/18 report.
22. It should be noted that English institutions will be required to submit broadly equivalent information to that contained in this report in their financial statements for 2017/18, as stipulated in the Office for Students' Accounts Direction for 2017/18. The HESA Finance Record for 2017/18 is in the process of being amended to include this additional information. It is anticipated that from 2017/18 HEFCW will be able to base this Senior Pay Report largely on information drawn from the HESA Finance Record.

## Aberystwyth University

### 1. Emoluments of Vice-Chancellor

	<b>2016/17 £000</b>	<b>2015/16 £000</b>
Salary*	211	311
Benefits in kind	-	1
	211	312
Pension contributions	21	28
<b>Total</b>	<b>232</b>	<b>340</b>

\*Includes non-pensionable allowance of £35,000 in 2016/17. The remuneration for both years represents the combined totals of the Vice-Chancellor and Acting Vice-Chancellor (2016/17 £73,000 and £138,000 respectively; 2015/16 £75,000 and £237,000 respectively)

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	<b>2016/17 Number</b>	<b>2015/16 Number</b>
£100,000-£109,999	4	4
£110,000-£119,999	1	1
£120,000-£129,999	1	2
£130,000-£139,999	1	1
<b>Total numbers</b>	<b>7</b>	<b>8</b>

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	<b>2016/17</b>	<b>2015/16</b>
Key Management Personnel Employment Cost £'000	1,290	1,365
Number of Key Management Personnel	17	16

No senior staff received compensation for loss of office in 2016/17 or 2015/16.

### 3. Remuneration Committee

Yes.

The Remuneration Committee is constituted to consider and determine matters relating to the remuneration of Senior Staff at the University, within an overall framework approved by the Council as part of this sub-committee's defined terms of reference. A copy of its terms of reference can be found at [www.aber.ac.uk/en/media/departmental/governance/newtermsofreference/remuneration-committee.pdf](http://www.aber.ac.uk/en/media/departmental/governance/newtermsofreference/remuneration-committee.pdf).

The Committee's membership is wholly composed of Independent Members, with the Vice-Chancellor, the Director of Human Resources, and the University Secretary in attendance as appropriate during meetings.

In agreeing any changes to the remuneration of the Vice-Chancellor, the Pro Vice-Chancellors and other members of the University Executive Group, the Remuneration Committee is mindful of the affordability of any such determinations. All decisions taken by the Remuneration Committee is reported to the Council.

### 4. Pay Policy

Aberystwyth University is currently working on a template Annual Pay Policy Statement, with the intention that it is released in line with the normal annual reporting timeline in autumn 2018. This statement will aim to include the information recommended in the Transparency of Senior Pay in the Devolved Welsh Public Sector document from December 2016.

### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only).

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic <sup>11</sup>	*	*	*
Professor	65,315	72,080	71,012
Managers, Directors and Senior Officials	41,074	50,677	46,245

\* Figures not published as average based on a population of seven or fewer

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan<sup>12</sup>. The University confirm that their mean gender pay gap is 15.3% and their median gender pay gap is 16.2%, this gap can be seen in the upper quartile with there being a split of 35% female and 65% male.

<sup>11</sup> No data available

<sup>12</sup> [www.aber.ac.uk/en/media/departmental/equalityanddiversity/pdf/strategiequalityplan/ENG-Strategic-Equality-Plan--31-5-2017-update----publish.pdf](http://www.aber.ac.uk/en/media/departmental/equalityanddiversity/pdf/strategiequalityplan/ENG-Strategic-Equality-Plan--31-5-2017-update----publish.pdf)

Below is a list of current and future initiatives that the University is working on to address the gender pay gap and support equality for all genders:

- Signed the pledge for 50/50 by 2020 to provide more senior level women at committee level
- Re-designed academic promotions methodology and process to minimise gender bias and this has resulted in improved levels of female applications and successes
- Limited gender bias in internal and external recruitment due to a e-recruiter applicant system with anonymised applications
- The Equal pay review in 2015 confirmed that the University does not have an issue on gender pay gap within grades, with the exception of professorial level where there remains a legacy issue which is being reduced. A further Equal Pay review will be conducted in 2019 post completion of the university wide restructuring.

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

Staff Category	Mean Pay Increase
Senior Team	1.6%*
Professorial scale roles	1.1%
All staff on Spine 2 to 51 of the JNCHES Single Pay Spine	1.28%**

\*This represented 1.1% representing a national annual cost of living award for all staff with one individual's contractual arrangement increasing the mean from 1.1%.

\*\*This represented a minimum increase of 1.1% with up to 3.1% at the lower end of the pay spine.

Ratios of highest earnings to the median earnings:

Year	Earnings Ratio
2016/17	8.04:1
2015/16	8.18:1

## Bangor University

### 1. Emoluments of Vice-Chancellor

	<b>2016/17 £000</b>	<b>2015/16 £000</b>
Salary	248	245
Benefits in kind	-	-
	248	245
Pension contributions	5	2
Total	253	247

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	<b>2016/17 Number</b>	<b>2015/16 Number</b>
£100,000-£109,999	6	2
£110,000-£119,999	3	5
£120,000-£129,999	2	4
£130,000-£139,999	2	3
£140,000-£149,999	1	1
£150,000-£159,999	1	1
£160,000-£169,999	1	1
Total numbers	16	17

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	<b>2016/17</b>	<b>2015/16</b>
Key Management Personnel Employment Cost £'000	1,495	1,353
Number of Key Management Personnel	10	9

No senior staff received compensation for loss of office in 2016/17 or 2015/16.

### 3. Remuneration Committee

Yes.

At its meeting in December 2017, the University's Remuneration Committee membership was amended and it was agreed that the terms of reference and membership would be reviewed in 2018 following sector guidance. Now the CUC's Remuneration Code has been finalised the University will move towards adopting its recommendations.

### 4. Pay Policy

Bangor University intends to develop an Annual Pay Policy Statement in 2018 and in doing so, will follow the guidance outlined in the "Transparency of Senior Pay in the Devolved Welsh Public Sector" document.

In regards to the exit payments for senior staff, the University currently uses the same procedures for all staff, except that senior staff exit payments are reported to the Remuneration Committee. This is one of the areas that will be addressed within the Annual Pay Policy Statement.

### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only).

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	58,678	74,443	70,502
Professor	68,589	70,727	70,170
Managers, Directors and Senior Officials	51,708	58,168	55,561

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan<sup>13</sup>.

The University has carried out seven annual Equal Pay Audits to date and following the last audit have entered into discussions with campus trade unions regarding gender pay gap reporting. It is anticipated that they will report on this and publish in 2019.

<sup>13</sup>[www.bangor.ac.uk/humanresources/equalitydiversity/Strategic\\_Equality\\_Plan\\_2016\\_EN.pdf](http://www.bangor.ac.uk/humanresources/equalitydiversity/Strategic_Equality_Plan_2016_EN.pdf)

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

<b>Staff Category</b>	<b>Mean Pay Increase</b>
Senior Team members	-0.7%*
All Other Staff	2.21%**

\*below annual inflationary award of 1.1 % due to one retirement

\*\*above annual inflationary award due to the impact of incremental rises on top of the inflationary award.

Ratios of highest earnings to the median earnings:

<b>Year</b>	<b>Earnings Ratio</b>
2016/17	6.9:1
2015/16	6.5:1

Notes: A number of senior post holders in post in 15/16 were replaced by individuals on lower salaries in 16/17.

Having introduced the Living Wage in February 2015 the University did not continue to pay future increases to the Living Wage rate and thus the lower salaried staff increases became less with the differential in Grade rate and Living Wage rate narrowing.

## Cardiff University

### 1. Emoluments of Vice-Chancellor

	<b>2016/17 £000</b>	<b>2015/16 £000</b>
Salary	256	252
Benefits in kind	1	1
	<b>257</b>	<b>253</b>
Pension contributions	45	41
<b>Total</b>	<b>302</b>	<b>294</b>

\*Includes a bonus of £9,000 in 2016/17 and £8,000 in 2015/16.

In addition to the emoluments above, there is a 5 year deferred bonus arrangement in place. A maximum of £49,000 will be payable in December 2017 if performance targets are met.

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	<b>2016/17 Number</b>	<b>2015/16 Number</b>
£100,000-£109,999	48	47
£110,000-£119,999	24	37
£120,000-£129,999	20	15
£130,000-£139,999	5	10
£140,000-£149,999	6	5
£150,000-£159,999	4	5
£160,000-£169,999	5	5
£170,000-£179,999	2	-
£180,000-£189,999	1	2
£190,000-£199,999	-	2
£220,000-£229,999	1	-
<b>Total numbers</b>	<b>116</b>	<b>128</b>

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	<b>2016/17</b>	<b>2015/16</b>
Key Management Personnel Employment Cost £'000	1,955	1,910
Number of Key Management Personnel	12	12

In addition, a number of senior staff received compensation for loss of office. The total cost of this compensation for loss of office was as follows:

	<b>2016/17 £'000</b>	<b>2015/16 £'000</b>
Total compensation for loss of office and (Number of staff compensated)	24 (2 staff members)	379 (5 staff members)

### **3. Remuneration Committee**

Yes.

The composition and duties, powers and terms of reference of the Remuneration Committee can be found in Ordinance 10, Section D available at [www.cardiff.ac.uk/about/organisation/governance/charter-statutes-ordinances](http://www.cardiff.ac.uk/about/organisation/governance/charter-statutes-ordinances).

In summary, the Committee shall review and determine the salaries, terms and conditions and, where appropriate, severance conditions of the President and Vice-Chancellor and such other members of staff as the Council deems appropriate including non-clinical Professors and those on equivalent academic and related grades, taking into account comparative information on salaries and other emoluments and conditions of service in the university sector and elsewhere as appropriate.

The Remuneration Committee has five members who are fully independent of the management of the University.

### **4. Pay Policy**

Cardiff University's Senior Pay Policy can be found at [www.cardiff.ac.uk/public-information/corporate-information/committees/remuneration-committee](http://www.cardiff.ac.uk/public-information/corporate-information/committees/remuneration-committee). This was approved by the Remuneration Committee at its meeting on 9 May 2017.

Information on the Vice-Chancellor's pay can also be found on the University's internet at [www.cardiff.ac.uk/public-information/corporate-information/senior-staff-pay-and-expenses/vice-chancellors-salary](http://www.cardiff.ac.uk/public-information/corporate-information/senior-staff-pay-and-expenses/vice-chancellors-salary).

### **5. Gender Pay Equality**

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only). Note that the data in the table therefore excludes all part time staff, and as such is not the complete picture on gender pay at the University.

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	*	94,962	93,982
Professor	80,909	86,295	85,028
Managers, Directors and Senior Officials	42,474	47,218	44,513

\* Figures not published as average based on a population of seven or fewer

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan <sup>14</sup>.

The University has also published its gender pay gap which can be found at <https://gender-pay-gap.service.gov.uk/viewing/employer-details?id=MdHnhGCmdd4WHkU0I4rZmA%21%21> and the supporting report at [www.cardiff.ac.uk/\\_data/assets/pdf\\_file/0009/1138149/Cardiff-University-gender-pay-gap-report-2017.pdf](http://www.cardiff.ac.uk/_data/assets/pdf_file/0009/1138149/Cardiff-University-gender-pay-gap-report-2017.pdf) which provides information on the reasons for the pay gap and outlines some of their actions in reducing the identified pay gap.

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

Staff Category	Mean Pay Increase
Senior Team members	1.7%*
All Other Staff**	1.7%

\* the 1.7% pay increase for Senior Team members excludes pay adjustments for two individuals made for gender equality purposes.

\*\*excludes clinical staff who are paid on the NHS pay scale for 2016/17.

Ratios of highest earnings to the median earnings (N.B. comparable information is not available for 2015/16):

Year	Earnings Ratio
2016/17	7.14:1*
2015/16	Not available

\*information based on the 2017 Gender Pay Audit data.

<sup>14</sup>[www.cardiff.ac.uk/\\_data/assets/pdf\\_file/0011/169238/2016-Strategic-Equality-Plan-v0.4.pdf](http://www.cardiff.ac.uk/_data/assets/pdf_file/0011/169238/2016-Strategic-Equality-Plan-v0.4.pdf)

## Cardiff Metropolitan University

### 1. Emoluments of Vice-Chancellor

	2016/17 £000	2015/16 £000
Salary	200*	235**
Benefits in kind	21	18
Benefits in kind in lieu of pension contributions	28	25
<b>Total</b>	<b>249</b>	<b>277</b>

\* 2016/17 represent the current and previous VC combined (£20,920 to 31/8/16; £227,820 from 1/10/16)

\*\*Includes a payment in lieu of annual leave of £29,230. Excluding this payment the total emoluments were approximately £248,000.

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	2016/17 Number	2015/16 Number <sup>15</sup>
£100,000-£109,999	2	1
£120,000-£129,999	2	3
£130,000-£139,999	2	1
£140,000-£149,999	1	1
£150,000-£159,999	-	1
<b>Total numbers</b>	<b>7</b>	<b>7</b>

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	2016/17	2015/16
Key Management Personnel Employment Cost £'000	886	1,088*
Number of Key Management Personnel	7**	7*

\*A proportion of salary costs and FTEs relate to other duties

\*\* One post was vacant December 2016 to July 2017.

In addition, a number of senior staff received compensation for loss of office. The total cost of this compensation for loss of office was as follows:

	2016/17 £'000	2015/16 £'000
Total compensation for loss of office and (Number of staff compensated)	778 (3 staff members)	-

<sup>15</sup> Figures have been re-stated by the University.

### 3. Remuneration Committee

Yes.

Following a recent change in composition to remove the President & Vice-Chancellor as a member, the University's Remuneration Committee is comprised of six 'lay' governors, is attended by the Vice-Chancellor (excluding for items regarding her salary and terms and conditions), and is serviced by the Clerk to the Governors. The Committee's Terms of Reference, as approved in March 2018, were supplied to HEFCW.

### 4. Pay Policy

The format of the University's Annual Pay Policy Statement is under development with a view to its Remuneration Committee agreeing the format and contents of the first such Statement later in 2018. They envisage that, in so far as it is appropriate and with due regard to data compliance legislation, the Statement will follow the good practice guidance on Policy Statements set out in the Public Services Staff Commission Report: *Transparency of Senior Pay in the Devolved Welsh Public Sector*.

The extant Senior Staff Severance Policy is currently under review with a view to presenting a revised version to their governing body for approval later in 2018.

### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only).

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	60,435	63,862	62,184
Professor	*	71,922	72,235
Managers, Directors and Senior Officials	55,763	68,822	64,832

\* Figure not published as average based on a population of seven or fewer

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan<sup>16</sup>.

<sup>16</sup>[www.cardiffmet.ac.uk/about/structureandgovernance/Documents/Equality%20and%20Diversity/Strategic%20Equality%20Plan%20and%20Action%20Plan%202016-20.pdf](http://www.cardiffmet.ac.uk/about/structureandgovernance/Documents/Equality%20and%20Diversity/Strategic%20Equality%20Plan%20and%20Action%20Plan%202016-20.pdf)

The University notes a senior staff gender pay gap of:

	31 March 2018	31 March 2017
Female Mean as a Percentage of Male Mean	-11.34%	-70.49%
Female Median as a Percentage of Male Median	2.32%	-69.88%

In assessing the reasons for the pay gap at senior post-holder level, it was identified that the gap in 2016/17 was caused by there being only one female member of staff in the group, that member of staff being the most highly paid. Following a senior management restructuring exercise, by the same capture date of 31 March in 2017/18 the gap had been reduced through the recruitment of more female senior post-holders. However the spread across different rates of pay amongst women has led to a difference between the mean and median pay gap for 2017/18;

A report on the University's overall gender pay gap is to be presented to the Resources Committee in May 2018, at which stage decisions will be made on reporting and publishing.

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

Staff Category	Mean Pay Increase
Senior Team members	1.1%
All Other Staff*	1.1%

\* for those on point 8 of the 51 point pay spine salary scale or above.

Ratios of highest earnings to the median earnings:

Year	Earnings Ratio
2016/17	7:1
2015/16	Not available

## Swansea University

### 1. Emoluments of Vice-Chancellor

	<b>2016/17 £000</b>	<b>2015/16 £000</b>
Salary	247	245
Benefits in kind	7	6
	254	251
Pension contributions	-	-
Total	254	251

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	<b>2016/17 Number</b>	<b>2015/16 Number</b>
£100,000-£109,999	10	11
£110,000-£119,999	6	7
£120,000-£129,999	7	4
£130,000-£139,999	2	3
£140,000-£149,999	1	2
£150,000-£159,999	1	2
£160,000-£169,999	2	3
£170,000-£179,999	2	-
£180,000-£189,999	1	-
£190,000-£199,999	1	-
Total numbers	33	32

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	<b>2016/17</b>	<b>2015/16</b>
Key Management Personnel Employment Cost £'000	1,042	1,198
Number of Key Management Personnel	7	7

No senior staff received compensation for loss of office in 2016/17 or 2015/16.

### 3. Remuneration Committee

Yes.

At their meeting in March 2018, the University Council decided that it would align to the CUC Remuneration Code of Practice, with an updated policy and approach to be adopted by Council at their meeting in July 2018.

The University currently has a published transparency statement in relation to remuneration <https://www.swansea.ac.uk/about-us/governance/publicaccountability/>.

### 4. Pay Policy

The University Council will be adopting a policy aligned to the CUC Remuneration Code of Practice (to be published in May 2018). The policy will be published on the University's website.

Any payment made in relation to the ending of employment by reason of resignation, redundancy or retirement is made in line with the University's relevant policy. Where an employee of any pay grade resigns, they are normally expected to work a notice period in line with their written statement of terms and conditions. These arrangements apply to all employees.

### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2015/16 for senior staff categories (Full Time Staff only).

Average salary 2015/16 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	*	97,372	95,701
Professor	65,695	75,935	74,043
Managers, Directors and Senior Officials	50,104	54,880	52,794

\* Figure not published as average based on a population of seven or fewer

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan<sup>17</sup>.

The University has an established "Gender Pay Working Group" whose remit is to recommend actions to tackle any identified discrimination in policies, processes and practices that impact on the reported gender pay gap, and that could be implemented by the University to ensure fairness in remuneration, recruitment, selection, appointment, promotion and reward.

<sup>17</sup> [www.swansea.ac.uk/media/Strategic%20Equality%20Plan%202016-2020%20web%20version.pdf](http://www.swansea.ac.uk/media/Strategic%20Equality%20Plan%202016-2020%20web%20version.pdf)

The Group has made progress towards understanding the underlying issues that have contributed to the reported gender pay gap. A number of changes have been implemented in recent years relating to promotion, reward and appointments procedures that are expected to have an impact on the average gender pay gap over time.

The University currently publishes the following information in relation to Equality and gender pay:

- Annual Report 2016/17  
[www.swansea.ac.uk/media/Annual%20Equality%20Report%202016-17%20Web%20Version.pdf](http://www.swansea.ac.uk/media/Annual%20Equality%20Report%202016-17%20Web%20Version.pdf)
- Strategic Equality Plan - Outcome 3 specifically relates to gender pay.  
[www.swansea.ac.uk/media/Strategic%20Equality%20Plan%202016-2020%20web%20version.pdf](http://www.swansea.ac.uk/media/Strategic%20Equality%20Plan%202016-2020%20web%20version.pdf)
- Gender Pay Objective Action Plan  
[www.swansea.ac.uk/media/Gender%20Pay%20Action%20Plan.pdf](http://www.swansea.ac.uk/media/Gender%20Pay%20Action%20Plan.pdf)

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

Staff Category	Mean Pay Increase
Senior Team members	6.5%*
All Staff	3%**

\* Includes an exceptional item relating to changed pension arrangements for one person (that was cost neutral to the University).

\*\* Includes annual increments awarded to individuals who are still progressing through the pay scale, and the annual pay award for all staff, average 2.05% (excludes zero hours and casual staff).

Ratios of highest earnings to the median earnings:

Year	Earnings Ratio*
2016/17	7.28:1
2015/16	7.25:1

\* The difference in the ratio between 2015/16 and 2016/17 is small, at only 0.03% and could be due to a number of factors. The University will continue to monitor this information going forward.

## University of South Wales

### 1. Emoluments of Vice-Chancellor

	2016/17 £000	2015/16 £000
Salary	225	222
Benefits in kind	3	3
	228	225
Pension contributions	-	-
Total	228	225

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	2016/17 Number	2015/16 Number
£100,000-£109,999	1	1
£110,000-£119,999	1	1
£130,000-£139,999	3	3
Total numbers	5	5

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	2016/17	2015/16
Key Management Personnel Employment Cost £'000	710	845
Number of Key Management Personnel	5	6

No senior staff received compensation for loss of office in 2016/17 or 2015/16.

### 3. Remuneration Committee

Yes.

The University has a Remuneration Committee with a membership exclusively of lay governors that is responsible for approving senior staff remuneration and making recommendations to the Board on the remuneration of the Executive including the Vice-Chancellor. The Vice-Chancellor is not a member of the Remuneration Committee and the Chair of the University Board does not chair it. The Board was to consider in July 2018 whether to extend membership of Remuneration Committee to staff and students.

The Board receives an annual report of the work of Remuneration Committee that details its considerations and is available to the whole Board including staff and students.

#### 4. Pay Policy

The University's Annual Pay Policy was considered by the Boards HR Committee in November 2017, by the Remuneration Committee in June 2018 and by the Board in July 2018. The Pay Policy is available on the University intranet: <http://hr.southwales.ac.uk/paypolicystatement/>.

The University does not have a written policy for exit payments to senior staff, or any other staff. It pays statutory redundancy payments in the event of compulsory redundancy or, if an employee is leaving with a voluntary settlement, the University makes a payment using the mid-point between actual weekly pay and statutory weekly pay. If necessary, it does make payments in lieu of notice.

#### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only).

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	64,354	60,567	62,055
Professor	61,945	63,555	63,084
Managers, Directors and Senior Officials	53,973	56,200	55,245

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan <sup>18</sup>.

The University regularly considers its gender pay gap, which at 12.18% is lower than both the Welsh and UK HEI gender pay gap. Their Athena Swann Action Plan has particular actions that the University has undertaken to reduce the overall gender pay gap. The Action Plan is being finalised for submission in May 2018 and when finalised will be shared with HEFCW.

The University has not specifically looked at its gender pay gap for senior staff. However, our Executive Director of Organisational Development has confirmed for the very small number of roles that are considered to be at the same level within the Vice-Chancellor's Executive Board (the SMT) the gender pay gap is zero.

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<sup>18</sup> [http://hr.southwales.ac.uk/media/files/documents/2016-04-20/USWGroup\\_Strategic\\_Equality\\_Plan\\_2016\\_to\\_2020.pdf](http://hr.southwales.ac.uk/media/files/documents/2016-04-20/USWGroup_Strategic_Equality_Plan_2016_to_2020.pdf)

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

<b>Staff Category</b>	<b>Mean Pay Increase</b>
Senior Team members	1.1%
All Other Staff	1.1%

Ratios of highest earnings to the median earnings:

<b>Year</b>	<b>Earnings Ratio</b>
2016/17	6.62:1
2015/16	6.51:1

Notes: USW appoints new staff to the minimum point of incremental grades. As staff leave and new staff are appointed they are paid less than their predecessors whilst they progress to the maximum point of their grade. The VC's salary increased in 2016/17 by the national pay award as did that of other staff but the ratio changed for the reason set out above.

## University of Wales Trinity Saint David

### 1. Emoluments of Vice-Chancellor

	<b>2016/17 £000</b>	<b>2015/16 £000</b>
Salary	223	218
Benefits in kind	14	14
	237	232
Pension contributions	42	39
Total	279	271

The Vice-Chancellor is also Vice-Chancellor of the University of Wales who make a 20% contribution to the above costs which are stated gross

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	<b>2016/17 Number</b>	<b>2015/16 Number</b>
£100,000-£109,999	1	-
£110,000-£119,999	1	-
£130,000-£139,999	-	2
£140,000-£149,999	2	-
Total numbers	4	2

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	<b>2016/17</b>	<b>2015/16</b>
Key Management Personnel Employment Cost £'000	1,448*	1057*
Number of Key Management Personnel	10	8

\*Excludes £74,000 (2015/16 £68,000) recharged from University of Wales for the cost of key management employed by the University of Wales, but working across both institutions. These costs were included in the financial statements under other operating expenses.

No senior staff received compensation for loss of office in 2016/17 or 2015/16.

### 3. Remuneration Committee

Yes.

The Terms of Reference for the University's Senior Remuneration Committee are published on the University's website and contain information regarding the remit, membership and operation of the committee: [www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/governance/uwtsd-ordinances.pdf](http://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/governance/uwtsd-ordinances.pdf)

The Chair of the Senior Remuneration Committee presents the recommendations of the Committee to the University's Council. It is likely that the Senior Remuneration Committee will consider the recently published CUC Remuneration Code at its next meeting in November 2018 and this is likely to include a review of the Senior Remuneration Committee's operation to ensure compliance with the code.

### 4. Pay Policy

The University is due to publish its Annual Pay Policy Statement and matters were discussed by the Senior Remuneration Committee in June 2018.

The Senior Remuneration Committee is responsible for reviewing and determining, on an annual basis, the severance conditions of the senior staff, namely the Vice-Chancellor, Deputy Vice-Chancellors and the Pro Vice-Chancellors.

### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only)#.

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	62,315	69,208	66,910
Professor	*	*	*
Managers, Directors and Senior Officials	53,256	52,738	53,006

\* Figures not published as average based on a population of seven or fewer

# Figures have been re-stated by University

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan <sup>19</sup>.

The University developed the following policies and actions in 2016/17 to address the potential causes of any gender pay differences:

- The University re-evaluated posts using the HERA scheme and re-created job families in the post-merger context so as to enable an equal pay audit to be carried out in 2017/18;

<sup>19</sup>[www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/strategies-policies/strategic-plan-equality-2016-2020.pdf](http://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/strategies-policies/strategic-plan-equality-2016-2020.pdf)

- The University published an updated Flexible working policy and an updated Regrading Policy and procedure in 2017;
- The University participated in the Leadership Foundation for Higher Education Aurora programme designed for female staff in 2017 on a pilot basis and decided to continue to sponsor places on this programme each year going forwards.

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

<b>Staff Category</b>	<b>Mean Pay Increase</b>
Senior Team members	1.66%
All Other Staff	2.88%

Ratios of highest earnings to the median earnings:

<b>Year</b>	<b>Earnings Ratio**</b>
2016/17	6.57:1
2015/16	6.51:1

\*\* Calculated by UCEA in accordance with the methodology stated in the "Pay multiples in higher education" briefing, 6 June 2018.

## Wrexham Glyndŵr University

### 1. Emoluments of Vice-Chancellor

	2016/17 £000	2015/16 £000
Salary	187	62*
Benefits in kind	-	-
Relocation costs	-	1
	187	62
Pension contributions	31	10
<b>Total</b>	<b>218</b>	<b>73</b>

\*An additional £270,581 was paid to an Interim Vice-Chancellor, employed through an agency, between 1/8/2015 and 31/3/2016. The current Vice-Chancellor took up post from 1/4/2016, so the 2015/16 salary represents only the salary for 1/4/2016 to 31/7/2016.

### 2. Analysis of Employees' Emoluments excluding the Vice-Chancellor (excluding employers' pension contributions)

Number of employees by £10,000 band:

	2016/17 Number	2015/16 Number
£110,000-£119,999	1	-
<b>Total numbers</b>	<b>1</b>	<b>-</b>

The total employment cost for key management personnel, and the number of staff to which that relates, was as follows:

	2016/17	2015/16
Key Management Personnel Employment Cost £'000	776	900*
Number of Key Management Personnel	6	8

\*This includes £306k paid to directly employed staff (6 individuals) and interim resources who the University had also engaged covering the Vice-Chancellor and Director of Finance roles. These were remunerated via payments to the recruitment agency, disclosed as other operating costs to the net sum of £594k to 31 July 2016.

No senior staff received compensation for loss of office in 2016/17 or 2015/16.

### 3. Remuneration Committee

Yes.

During 2016/17 the Remuneration Committee met once to consider the remuneration of the Institution's designated 'senior postholders', and previously agreed benchmarking data; and review the Board's remuneration policy and procedure. A report of the work of the Remuneration Committee was made to the full Board of Governors in July 2017.

### 4. Pay Policy

The University confirmed that it was in the process of preparing its 2016/17 Annual Pay Policy Statement. The final draft was presented to the Board of Governors' Remuneration Committee in June 2018 and subsequently to the Board of Governors in July 2018. It has subsequently been provided to HEFCW.

### 5. Gender Pay Equality

The HESA Staff Record provides the following information on average salaries by gender in 2016/17 for senior staff categories (Full Time Staff only).

Average salary 2016/17 from HESA Staff Record	£		
	Female	Male	All
Other Senior Academic	*	*	85,596
Professor	*	*	*
Managers, Directors and Senior Officials	50,620	51,800	51,295

\* Figures not published as average based on a population of seven or fewer

Further information on the University's objectives in relation to pay and gender is provided in the University's Strategic Equality Plan<sup>20</sup>.

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<sup>20</sup> [www.glyndwr.ac.uk/en/AboutGlyndwrUniversity/EqualityandDiversity/StrategicEqualityPlan/](http://www.glyndwr.ac.uk/en/AboutGlyndwrUniversity/EqualityandDiversity/StrategicEqualityPlan/)

## 6. Additional Pay Equality Information

Pay Increases 2016/17:

<b>Staff Category</b>	<b>Mean Pay Increase</b>
Senior Team members	2.05%
All Other Staff	2.1%

Ratios of highest earnings to the median earnings:

<b>Year</b>	<b>Earnings Ratio</b>
2016/17	5.4:1
2015/16	5.4:1