



The James
Hutton
Institute

Gender Pay Gap **Report**

The James Hutton Institute

March 2019



Background

Operating since 2011, the James Hutton Institute has offices and laboratories in Aberdeen and Dundee, we also operate 3 research farms, host BioSS (Biomathematics and Statistics Scotland) and have 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). All of the above work is supported by our Equality, Diversity and Inclusion Committee.

Our People Strategy 2017 – 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 second published report. This year although not legally required, we have included information from JHL. We also provide a comparison with the information published in 2018 (relating to April 2017) but acknowledge that change in this area is best measured over a longer period so will continue to provide comparisons in future reports.

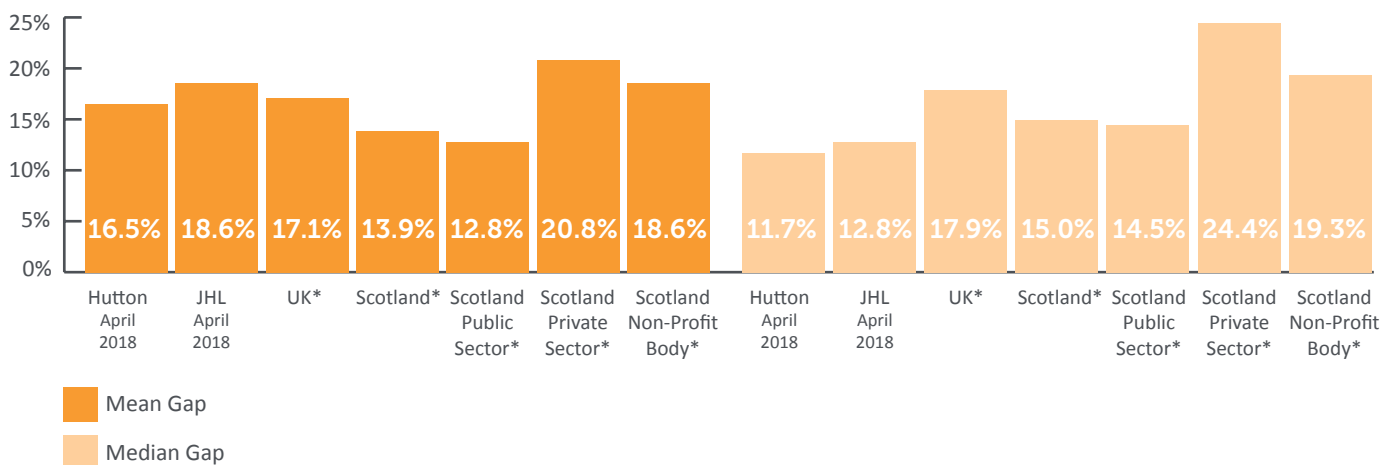
We have taken the framework provided by the government and produced the required information (as at 5 April 2018) but have expanded the analysis to include reviews of salary by grade. We have also outlined the actions that we will be taking to address the issues we have identified.

Following analysis of the figures we found :

- Our mean and median pay gaps for the Institute were 16.5% and 11.7%
- The mean and median pay gaps for JHL were 18.6% and 12.8%

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 published Oct 2018



Comparisons against April 2017 are noted below for the Institute (there were no published JHL figures).

The changes in the mean and median gaps for the Institute and JHL are a result of several factors including turnover and our pay award. There are more female than male recruits included in the figures which results in more women being positioned at the bottom of the relevant salary band and more of these were in lower

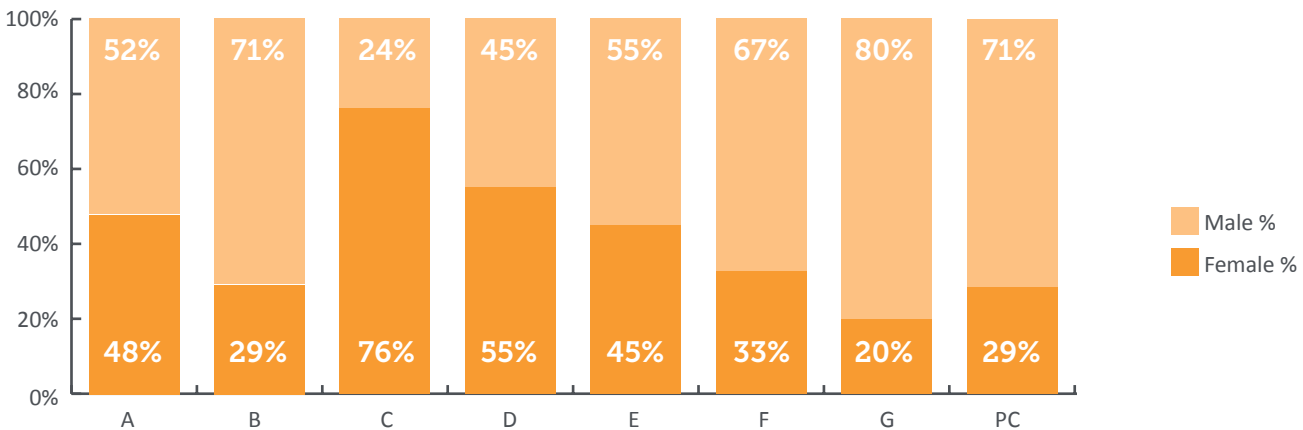
grades. However more women have also left from the lower grades than men. We implemented a pay award which we believe has positively impacted the median figure as it provided a higher increase as a percentage of salary to lower grades where women are in the majority. We will monitor and actively consider the impact of our staff turnover and pay awards on the gender pay gap position.

	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%

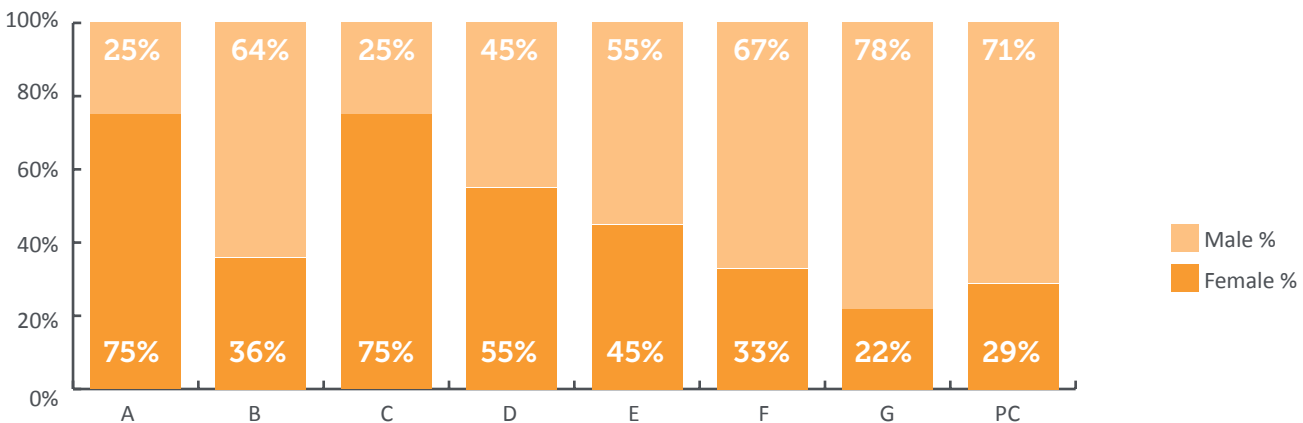
We have a grading system in the Institute which runs from Hutton A to Hutton PC (JHL does not currently have a grading system). Jobs are allocated a grade based on the content and the personal requirements of the post

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 April 2017 figures included).

Gender Split by Grade 2017



Gender Split by Grade 2018



Grades 2017

Grades	Mean Gender Pay Gap	Median Gender Pay Gap	Median Gender Salary Gap
A	-6.2%	5.5%	0.0%
B	7.4%	1.9%	2.0%
C	1.4%	0.5%	0.0%
D	0.9%	-0.5%	-1.0%
E	-9.7%	0.0%	-2.0%
F	0.5%	3.9%	4.0%
G	0.7%	0.0%	0.0%
PC*	21.3%	10.6%	9.0%

*Includes Chief Executive and Executive Team

Grades 2018

Grades	Mean Gender Pay Gap	Median Gender Pay Gap	Median Gender Salary Gap
A	0.2%	0.1%	0.0%
B	5.0%	0.2%	6.0%
C	0.9%	0.8%	0.0%
D	0.3%	0.0%	0.0%
E	2.0%	0.7%	0.0%
F	-4.4%	-0.1%	3.0%
G	18.4%	15.8%	0.0%
PC*	16.0%	4.1%	3.0%

*Includes Chief Executive and Executive Team

There has been a mix of positive and negative changes across the individual grades. The two changes of particular note are at Bands G and PC.

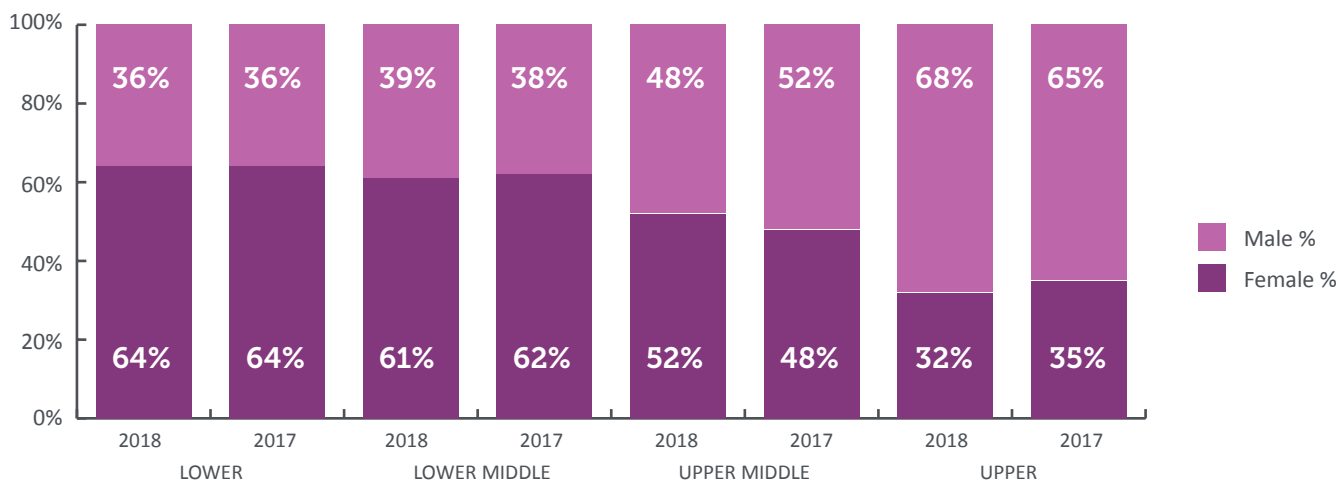
The PC change has been positive and has come about as a result of direct action to address the gap in this small group of staff.

The change in the Band G however has been negative and appears significant but, upon inspection, can be explained by the hourly rate calculation (explained

previously). Our employees can flex their pension contribution levels at designated times during the year and one woman in this Band made a significant change in her salary sacrifice arrangement. Among a small group of only 6 female Band G employees this had a significant impact on both the mean and median hourly rates. The figures in the table above show that the mean gap of overall annual salary (before salary sacrifice) for Band G is 1%.



Hutton Gender Split across quartiles 2017 and 2018

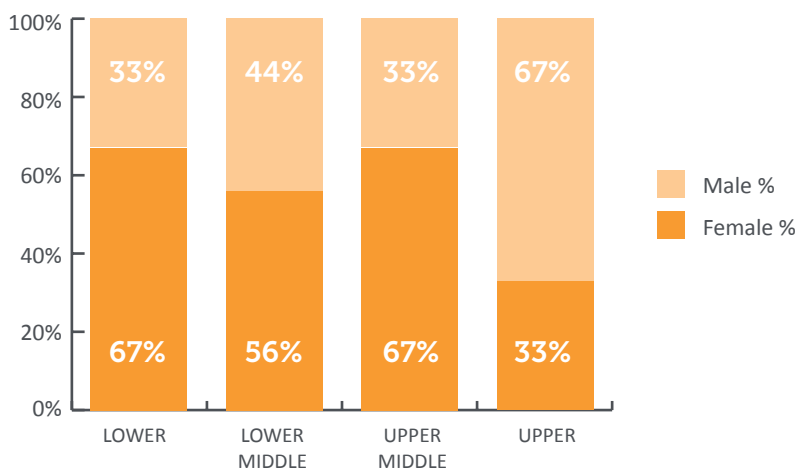


We are also required to publish the distribution of salaries across quartiles. In April 2017 the distribution of salaries across 4 quartiles showed that there were more women in the bottom two quartiles whereas in April 2018 they were also in the majority in the upper middle quartile.

The information about the pay gaps in grades and the distribution across quartiles shows that, although we employed more women than men in the Institute in April 2018, more men are in the senior grades and therefore we have an overall gender pay gap.

In James Hutton Limited the picture is less clear.

JHL Gender Split across quartiles 2018



Bonus Information

Both the Institute and JHL have bonus provisions which are based on performance or special contribution and can be contractual depending on role.

In April 2017 there were no payments made in the Institute which were eligible for inclusion in our report.

In April 2018 there were 6 reportable payments; 4 female (1.54% of women) and 2 male (0.85% of men). The difference in mean bonus pay was -9.52% meaning that the average payment to women was 9.52% higher than those to men. The median difference was 4.76%.

In James Hutton Limited two bonuses were paid, both to men representing 12.5% of males. This results in a bonus pay gap of 100%.

What we are doing

The Institute Athena SWAN action plan (November 2018 – 21) directly addresses the pay gap issue by including an action to improve our monitoring, analyse our data and generate actions. Achieving our aim of a 50/50 gender balance by grade will significantly reduce our gender pay gap however our low voluntary turnover rate (c.2%) and the lower proportion of women pursuing a career in STEMM subjects impact our ability to do so through traditional recruitment means.

The plan therefore also identifies actions which we believe will address the gender pay gap by addressing related issues. The key actions (which will also apply to JHL) are noted overleaf.



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 support for diversity and eliminate opportunities for bias/discrimination

Outcomes:

- The production of a recruitment diversity plan
- 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
- The development and delivery of a management training module 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
- At least 90% of 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
- The introduction of a network of parents and carers to engage and interact with colleagues with at least 2 formal events taking place each year

Statutory Report

In line with the statutory requirement our reporting figures are:

Mean Gender Pay Gap	16.5%	
Median Gender Pay Gap	11.7%	
Mean Bonus GPG	-9.5%	
Median Bonus GPG	4.8%	
Bonus Distribution		
	Male	0.9%
	Female	1.5%
Quartiles	Male %	Female %
	Lower	64.5%
	Lower Middle	61.3%
	Upper Middle	51.6%
	Upper	32.3%

We can confirm that the information contained within this report is accurate and, along with our proposed actions, represents our on-going commitment to addressing gender related issues identified in the Institute including the gender pay gap.



Professor Colin Campbell **Professor James C Curran**
 Chief Executive Chair of the Board

