

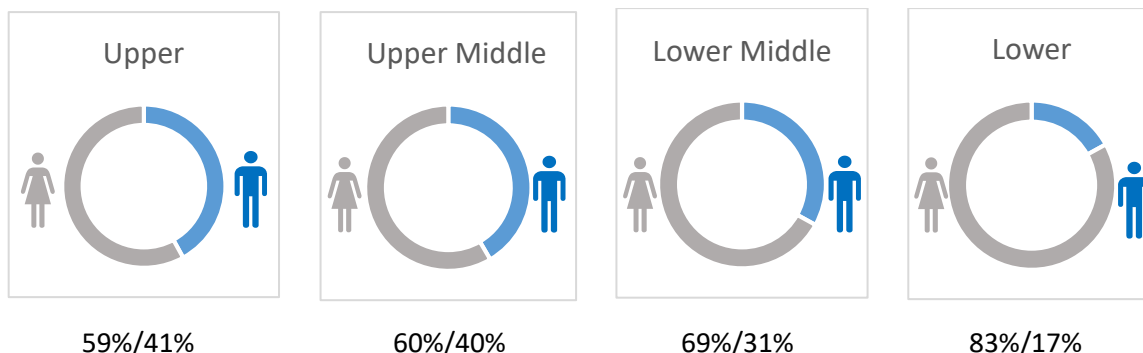
Overall Gender Pay Gap

Difference between men & women	Mean (Average)	Median (Middle)
Gender Pay Gap	9.71%	5.78%
Gender Bonus Gap	0%	0%

Our mean average gender pay gap has increased by 1.81%, whilst the median gap has reduced by 5.32% for this reporting period.

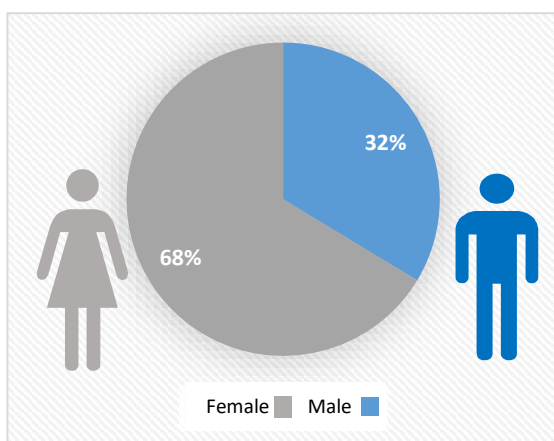
This data represents a total workforce headcount of 1,260. Our recruitment & retention practices continue to encourage equality, diversity and inclusion.

Hourly Pay by Quartile

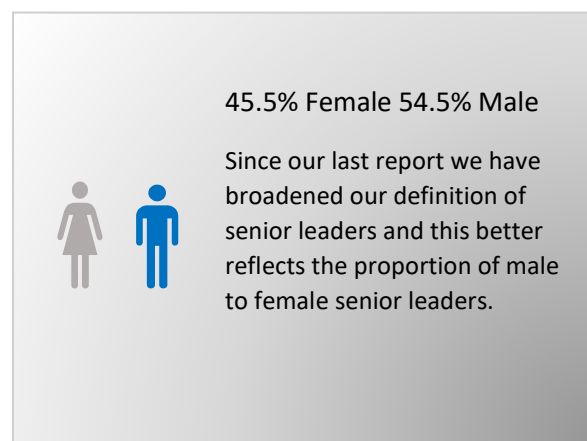


This year's quartile figures are largely the same as our previous report. The higher % of women in the lower quartile continues to demonstrate that part time and term time only contracts are currently more attractive to women. This group continues to be of great value to the College and we are invested in their development and progression opportunities. We have also increased our engagement with individuals employed on an occasional basis to provide even greater opportunity for flexible working.

Workforce Profile



Women in Senior Leadership Team



How will we make a difference?

We are currently engaged in reviewing our reward strategy to create a framework to review pay levels and career progression routes. We continue to use redacted applications within our recruitment process, alongside recruitment & unconscious bias training for all hiring managers and employees. Equality, diversity and inclusion continue to be strategic drivers and we maintain our status by being a mindful employer, disability confident and Leaders in Diversity. The male/female split of an extended group of senior leaders does show more balance but not necessarily in proportion to the number of women we employ. We will, therefore, continue to create opportunities for leadership (including launching a Leadership and Management programme in 2020) to ensure that all our female employees have good and supported access to progress to leadership positions.

I confirm this data is accurate at April 2020:

Dr Julie Mills (CEO & Principal)

David Meadowcroft (Chair of Governors)