

The Glasgow School of Art

Equal Pay Review

February 2023

Equal Pay Statement

The Glasgow School of Art (GSA) recognises the importance of equality, values diversity, and is committed to ensuring that all staff are treated equitably regardless of their age, race (including nationality, ethnic or national origin), disability, sexual orientation, gender (including gender re-assignment), marital, civil partnership or parental status, religion or belief, or lack of religion or belief. A fundamental part of these principles is that staff should receive equal pay for work of equal value.

GSA recognises that, in order to achieve equal pay for employees carrying out equal work, it should operate a pay system which is transparent, based on objective criteria and free from unfair bias on any grounds, including sex, race or disability. This principle is central to GSA's policy on equality, pay, and related matters including occupational segregation and career development.

1.0 ABOUT THIS REPORT

This is the seventh Equal Pay Review to be conducted, the first having been carried out in 2010. This Equal Pay Review examines the differences in pay between females and males as at February 2023. In this report, where possible comparisons will be made against previous reports in order to contextualise the data and identify any positive/ negative progress towards equal pay.

An Equal Pay Review is an analysis of an organisation's pay structure in order to identify and eliminate any gaps that cannot be explained on objective grounds other than gender. The methodology used is detailed in Appendix 1. This report aims to achieve the following:

- identify the gender pay gap using both mean and median calculations, comparing the outcome with previous reviews;
- establish the reasons for any significant differences in pay considering issues such as occupational segregation and ensure that these reasons are objectively justified;
- recommend actions to address any issues identified.

Appendix 2 contains some of the tables prepared for this report and some tables are presented throughout the report.

Total figures for the purpose of this report is 690 (figures taken 1 February 2023). Total headcount is 656. This accounts for the fact that some staff have more than one role.

2.0 THEMES

The following four themes have emerged from this and previous Equal Pay reviews, and these are explored more fully below:

- Theme 1: GSA Grade Structure
- Theme 2: Salaries above Spine Point 51
- Theme 3: Occupational Segregation
- Theme 4: Gender Balance by seniority

Theme 1 – GSA Grade Structure

The current grade structure came into effect on 1 April 2007 as a result of the implementation of the national Pay Framework Agreement. The grade structure was developed following an evaluation of all roles falling within the scope of the Agreement using the Higher Education Role Analysis (HERA) tool. The grading structure is provided in Appendix 3. The 51-point grade structure is operated across the HE sector, each institution worked in partnership to set grade boundaries at a local level during the national Pay Framework project in 2007. In January 2020, GSA commissioned a review of the grading structure to determine the costs associated with adjusting the grade boundaries in line with best practice. The outcome of this work was paused due to the pandemic. It is planned that this work will be picked up as part of the Pay and Reward pillar in the People Strategy.

However, following continued analysis of equal pay, it is clear that the current spine points structure contributes to gender (table below) and so this is a priority area for review in the People Strategy, to be reviewed with Trade Union colleagues and informed by equal pay data across all protected characteristics.

Table 1 – Gender Pay Gap based on Mean Salary

Grade	Apr-19			Feb-21			Feb-23		
	Women	Men	Pay Gap %	Women	Men	Pay Gap %	Women	Men	Pay Gap %
1	47	19	-0.4	33	19	0.2	31	21	-0.1
2	7	5	3.7	5	5	2.9	11	4	-1.4
3	43	12	-0.1	33	8	-1.2	44	25	1.4
4	23	14	0.1	44	28	-2.2	45	30	-1.2
5	47	41	-2.5	47	51	-1	50	44	-3.0
6	27	15	-3.5	32	14	-2	36	23	2.7
7	110	99	-0.9	109	99	-0.7	127	105	-1.5
8	23	28	-1	24	25	-0.8	31	28	-1.9
9	6	15	0.2	5	11	-0.3	6	12	-0.2
FE64 Scale 1	0	1	N/A	0	1	N/A	0	1	N/A
Other	8	11	-5.6	8	10	-1.4	8	8	7.2
Total Pay Gap based on mean salary	341	260	-15.39%	340	271	-9.50%	389	301	-7.38%

In recent years, spinal points 1 and 2 have been removed from the scale owing to the impact of the voluntary living wage level (as determined by the Living Wage Foundation). Effective 1st October 2022, GSA applied the current real Living Wage hourly rate to those who are below this (spinal points 3 – 6) and GSA is committed to becoming an accredited real Living Wage Employer.

Theme 2 – Salaries above the 51 point grade structure

For the purposes of this report, all staff who are paid above the nationally agreed pay structure are categorised as “Other”. This group consists of the senior staff within GSA who have their salary level set by the Remuneration Committee of the Board of Governors. The role and remit of the Remuneration Committee can be found at

<https://gsofa.sharepoint.com/sites/intranet/ProfessionalSupport/HR/PublishingImages/Pages/HR-Policies/Remuneration%20Committee%20Framework.pdf>

The balance between males and females within the “Other” group at GSA has significantly improved compared to previous years. In 2019, the equal pay gap was -5.6% where women in the ‘other’ category earned 5.6% less than men in this category. In 2021, however, the equal pay gap moved to females in this group earning 1.8% more than the men, with a further increase in 2023 to women earning 7.2% more than men in this category. The main cause for this shift was the appointment of a female Director, and a female Director of Estates. Further analysis of this group of staff has been undertaken to consider the nature of the roles and reporting lines. This will be considered in Section 4.1.

The introduction and subsequent revisions of the Remuneration Committee Framework will seek to deliver transparent, objective and fair setting of salaries within this group, informed by robust external benchmarking data for the professional roles in the labour market and relevant internal benchmarking data that takes into account the different portfolios, impact and accountability in roles in the ‘other’ category.

Theme 3 – Occupational Segregation

Occupational segregation occurs where females or males are concentrated in different types of role (horizontal) or within different grades (vertical).

The report highlights some examples of occupational segregation both horizontal (domestic assistant roles) and vertical (roles categorised as “Other”) across the grade structure and between part time and full-time staff. GSA has a wider range of roles ranging from Academical/Teaching to professional roles and further assessment of job types needs to take place for further exploration of the extent of occupational segregation this will be developed within the People Strategy.

Theme 4 – Gender Balance by seniority

The report evidences that there are more women than men in senior roles at GSA at the time of this report. This illustrates a shift in what previous audits have reported and represents ongoing changes within the Senior Leadership Group.

3.0 PAY GAP ANALYSIS – Gender

Headlines

- Relatively small changes in the numbers of people employed within a particular grade can have a disproportionate impact on the pay gap, for example in grades 2 and 9.
- The continued automatic progression of all staff through the grading structure combined with fair and consistent application of starting salaries for men and women has resulted in a gradual and sustained narrowing of the gender pay gap across those grades that historically demonstrated large pay gaps. Consequently, there are no large pay gaps now evident in any of the grades.
- Although clear progress has been achieved, there remains a -7.5% pay gap in favour of men in the senior staff group when the Director’s salary is excluded.
- Whilst it is possible to identify occupational segregation in some grades, the range of unique roles that exist within grades does not always allow for this to be demonstrated in a meaningful way. Further work to understand this is required and it may be that additional data needs to be collected

The table below provides a summary of the gender pay gap for GSA staff, as at 1st February 2023 on a mean basis. It presents the gender pay gap within each pay grade and shows an overall gender pay gap of -7.38% when comparing the average earnings of a female against the average earnings of a male at GSA.

Table 1 – Gender Pay Gap based on Mean Salary

Grade	Apr-19			Feb-21			Feb-23		
	Women	Men	Pay Gap %	Women	Men	Pay Gap %	Women	Men	Pay Gap %
1	47	19	-0.4	33	19	0.2	31	21	-0.1
2	7	5	3.7	5	5	2.9	11	4	-1.4
3	43	12	-0.1	33	8	-1.2	44	25	1.4
4	23	14	0.1	44	28	-2.2	45	30	-1.2
5	47	41	-2.5	47	51	-1	50	44	-3.0
6	27	15	-3.5	32	14	-2	36	23	2.7
7	110	99	-0.9	109	99	-0.7	127	105	-1.5
8	23	28	-1	24	25	-0.8	31	28	-1.9
9	6	15	0.2	5	11	-0.3	6	12	-0.2
FE64 Scale 1	0	1	N/A	0	1	N/A	0	1	N/A
Other	8	11	-5.6	8	10	-1.4	8	8	7.2
Total Pay Gap based on mean salary	341	260	-15.39%	340	271	-9.50%	389	301	-7.38%

In 2021, the gender pay gap was -9.5% and in 2019 it was -15.5%, which was also the case in 2017. The overall figure continues to improve, and the underlying trend on a grade by grade basis is also more positive in those grades that previously demonstrated a large gender pay gap.

In June 2022, UCEA reported that the gender pay gap for the Higher Education Sector for 20-21 is -16.2% in favour of men. UCEA also reported that the pay gap for the whole of the economy for 20-21 was -15.4%. We expect further information on 21-22 pay gap in June 2023. Although GSA are still reporting a gender pay gap, it is clear that a gender pay gap still exists in the sector, and economy as a whole, and in fact, GSA figures are showing an upward trajectory in comparison.

GSA’s ambition is for there to be no pay gap across the protected characteristics and the People Strategy identifies actions including job evaluation, pay spine review and a career framework that will be monitored to ensure a positive impact in this space.

The table below provides information on the pay gap on a median basis. This method, as matters stand, is probably less meaningful as the gap by individual grade is more prone to greater swings depending on the size and nature of the data set.

Table 2 – Gender Pay Gap based on Median Salary

	Apr-19			Feb-21			Feb-23		
Grade	Women	Men	Pay Gap %	Women	Men	Pay Gap %	Women	Men	Pay Gap %
1	£16,460	£16,460	0	£17,046	£23,528	-27.5	£19,092	£19,092	0
2	£19,202	£17,079	12.5	£19,612	£18,009	8.9	£19,578	£20,388	-4.0
3	£21,414	£21,125	1.4	£23,066	£22,742	1.4	£21,630	£21,630	0
4	£26,243	£26,243	0	£26,715	£26,715	0	£27,929	£27,929	0
5	£28,660	£30,395	-5.7	£30,046	£31,865	-5.7	£31,880	£33,314	-4.3
6	£35,210	£37,345	-5.7	£35,844	£38,017	-5.7	£39,169	£36,386	7.6
7	£45,892	£48,676	-5.7	£46,718	£49,553	-5.7	£50,300	£51,805	-2.9
8	£58,089	£58,089	0	£59,135	£59,135	0	£60,027	£61,823	-2.9
9	£61,618	£61,618	0	£62,727	£62,727	0	£65,578	£65,578	0
FE64 Scale 1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Other	£73,320	£88,174	-16.9	£76,500	£85,117	-10.1	£84,811	£92,942	-8.7
Total Pay Gap based on median salary			-24.40%			-4.80%			-2.52%

4.1 Commentary on Gender Pay Gaps by Grade

Each grade will now be considered in relation to any objective justification that can be identified as contributing to a pay gap.

Grade 1 – In 2023, there is a -0.1% gender pay gap within grade 1 in favour of men, compared to a 0.2% pay gap in favour of women in 2021. This can be attributed to the fact that in 2023 there are less females reported in the grade than in previous years, and more men.

The minor percentage pay gap indicates that there is no substantial equal pay issue within this grade. However, further work is being delivered in 2023 to review the contractual arrangements for staff in this grade as part of service redesign and equal pay will be an important aspect of this change programme.

Grade 2 – In 2023, the gender pay gap in grade 2 is -1.4% in favour of men, compared to 2.9% in 2021. Throughout the years, there has been a shift in balance between males and females in the grade. Although there are more females than males in this grade, the males have an overall longer length in service placing their spinal point higher up the grade. There are seven women out of eleven whose length of service is 1 year or less, thus impacting the pay gap. This outcome in grade 2 highlights the potential variations that can occur when considering relatively small numbers of staff.

Grade 3 – The pay gap in grade 3 has moved to 1.4% in 2023, in favour of females from -1.2% in favour of men in 2021. The number of staff has changed quite significantly and there are now 11 more females and 17 more males in grade 3 than there were in 2021, although there are still more females in the grade.

There are six females with 20 plus years' service compared with four males. There are also 18 males in the grade that have 1 years' service or less, contributing to the pay gap being in favour of women.

Grade 4 - The gender pay gap for this grade in 2023 stands at -1.2%, which is a shift in favour of females since 2021 (-2.2%). There remains a balance between female and male employees and their position on the pay spine which can be observed by the median pay gap of 0%. However, there are more females and males

reported in 2023 than in 2021. Additionally, as shown in grade 2, even small changes within the group can lead to changes to the overall pay gap.

Grade 5 - The gender pay gap in grade 5 has widened to -3% in favour of males. In 2021, it was -1% in favour of males. Although there has been an increase in males reported in this grade (an additional 7 males), there are more females than males overall. There are twelve males and eleven females with more than 15 years' service. However, there are twelve females with less than one years' service compared with six males, impacting the gender pay gap in this grade. Further exploration of GSA recruitment activity will enable a more detailed assessment of this trend and this will be progressed through the work of the People Strategy.

Grade 6 – The pay gap has slightly risen in favour of women from 2% in 2021 to 2.7% in 2023. Since the previous review, there are three more female staff in the grade, and nine more males. Those male staff who have joined GSA have been appointed at the lower end of the scale, and female staff have continued to progress through the grade.

Grade 7 – The gender pay gap has widened further to 1.5% in favour of men in 2023 from -0.7% in 2021. There has been an increase to the numbers of both male and female staff reported in the grade (more men than women), and staff have continued to progress through the grade. Grade 7 is the longest in the GSA pay structure with nine spinal column points and previous reports highlighted the impact of additional members of new female staff starting at the bottom of the scale.

Grade 8 – Similar to 2021, there continues to be a better gender balance of males and females employed in grade 8. There are now 31 females and 28 males in the grade. The gender pay gap in grade 8 has widened, and is now -1.9% compared to -0.8% in 2021 and -1.0% in 2019. The median gender pay gap is still -2.9% which was the figure reported in 2017. Further assessment of this grade is required across the protected characteristics to better understand this trend and will be captured in the pay and reward work of the People Strategy.

Grade 9 - There are only two spine points in grade 9. Therefore, employees with more than two years of service in this grade cannot progress any further in the grade. There remains an imbalance in the gender profile in this grade with six female and twelve male employees. Given the low number of spinal points, the gender pay gap in this grade is particularly susceptible to fluctuation depending on the numbers of females and males employed. There is no substantial pay issue within this grade. In 2023 the gender pay gap is -0.2% in favour of males compared with -0.3% in 2021.

The median gender pay gap is 0.0%, which has remained unchanged since 2015.

Others - The "Other" category consists of those members of staff (including the Director of the School) whose salaries are determined by the Remuneration Committee of the Board of Governors. Currently there are eight males and eight females, compared to ten males and eight females in 2021.

When the Director's salary is excluded the mean gender pay gap for this group is -7.5% which demonstrates that there has been some improvement since 2021 (-8.5%).

As a whole, the majority of the females in this category are employed in roles which are remunerated at a lower level and there remains, therefore, a degree of vertical occupational segregation within this group. Whilst there is a clear gender pay gap within this group further analysis is required to obtain a clearer picture. A further factor for the senior staff cohort is the external benchmarking of the different roles and professional backgrounds and remits. The Remuneration Committee will continue to take into account equal pay data alongside external benchmarking data in reaching decisions on salary placement for senior roles.

4.2 Pay Gap – Part Time/Full Time Staff

At GSA whilst we have 690 remunerated roles held by employees (inclusive of those with duplicate roles, as above) our full-time equivalent workforce is 296. Therefore, the majority of employees work at GSA on a part time basis, whilst this may be due to the role requirements it is often due to continuing to have other roles elsewhere.

Table 5 splits the workforce into part time and full-time categories. The overall pay gap between part time and full-time employees stands at -7.16% in favour of full-time employees, which has remained the case since reporting in 2019. The pay gap between full time and part time is not solely a gender issue as we do have both male and females who work part time. As 60% of females work part time (in comparison to 53% of males), this widens the pay gap amongst part time employees.

There are 394 part time posts and of these 234 are females and 160 are males. The overall pay gap between part time males and part time females is -7.16%, which has narrowed from -11.9% in 2021. The overall pay gap in relation to part time employees is also influenced by the fact that over half of the part time workers are females (60%).

Previous reports highlighted that there was evidence of occupational segregation when the split between grades 1 to 5 and grade 6 and above were considered. This appears to have lessened somewhat since reporting in 2019. Incorporating both full time and part time roles, currently 60% of females compared to 40% of males occupy roles in grades 1 to 5, whilst 54% of females and 46% of males occupy roles in grade 6 and above.

Overall the gender pay gap for part time staff favours males. This is because the majority of the part time males are in the higher grades and the majority of part time females are in the lower grades. This means that comparative salaries are higher for males therefore the overall gender pay gap is in their favour, albeit less so than in previous reporting years.

A significant factor is that fact that there are more females than males employed in grade 7. However, in this grade, of the 127 females, 71% are part time. Typically, within this grade the majority of staff are lecturers (also often part time posts). In other grades the numbers of staff are relatively low and it is not always possible to draw any firm conclusion from the figures given.

5.0 Conclusion

GSA understands that the right to equal pay between women and men is a legal right under both domestic and European law. In addition, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires institutions to publish pay gap information on a biannual basis.

It is good practice and reflects the values of GSA that pay is awarded fairly and equitably and discussed in partnership with Trade Union colleagues.

GSA recognises that in order to achieve equal pay for employees doing the same or broadly similar work, work rated as equivalent, or work of equal value, it should operate pay systems which are transparent, based on objective criteria and free from unlawful bias.

GSA also recognises underlying drivers of pay inequality, including occupational segregation, inequality of unpaid care between men and women, lack of flexible working opportunities, and traditional social attitudes.

In line with the General Duty of the Equality Act 2010, GSA objectives are to:

- eliminate unfair, unjust or unlawful practices and other discrimination that impact on pay equality
- promote equality of opportunity and the principles of equal pay throughout the workforce
- promote good relations between people sharing different protected characteristics in the implementation of equal pay.

The GSA People Strategy 2023-27 provides a range of interventions and programmes of work that will support our commitment to progress on equal pay across all protected characteristics.

APPENDIX 1

METHODOLOGY

Data

The Equal Pay Review uses existing staff data to provide an overview of pay patterns across the institution. The information was collated from the payroll database on 1st February 2023. The protected characteristics extracted from the reports are gender, age and hours worked (part time/full time).

The data collected is for GSA contracted staff and **does not** include visiting staff. GSA publishes an Equality Monitoring Report dealing with staff matters and this should be consulted where further information is required, bearing in mind that due to variations in timing and the nature of data sets used, there may be slight differences in numbers.

The “Other” category contains members of staff, inclusive of the Director of the School, whose salaries are determined by the Remuneration Committee of the Board of Governors rather than by the HERA job evaluation scheme.

The report indicates the percentage value of any pay gaps. This is shown as -% if women are paid less than men and a +% if women are paid more than men. This principle is applied where one protected characteristic is compared to everyone else. The calculation used to determine the pay gap is based on hourly rate and, as recommended by the Equality Challenge Unit, is as follows:

- A. the difference of the male gross hourly rate is calculated against the female gross hourly rate
- B. the difference in gross hourly rate divided by male gross hourly rate x 100 = + or - %

Given that GSA does not make any bonus payments it has not been necessary to incorporate these factors into calculations.

Where length of service is referred to in this review, overall length of service is used rather than length of service within the grade.

Information is also given on the median pay gap (if all hourly rates were ordered in a list, the median salary would be the middle salary).

Grade Points

Employees are allocated to a grade on the pay scale. All employees with more than 6 months service in a particular grade, progress to the next spine point within the grade in April each year, irrespective of performance. The salaries attached to each grade increase in August each year when nationally negotiated pay awards are agreed. All internal promotions are automatically appointed to the bottom of the new grade.

APPENDIX 2

Table 3 – “Other” Group Gender Pay Gap

	2019	2021	2023
Whole Group	-5.60%	1.80%	7.20%
Whole Group excluding Director	-18.00%	-8.50%	-7.50%
Direct reports to Director	N/A	1.50%	-9.70%
Direct reports to others	-7.6%	2.70%	-4.00%

Table 4 – Number of Employees Grade 6 and above by gender

Grade	Apr-19		Feb-21		Feb-23	
	Women	Men	Women	Men	Women	Men
6	27	15	32	14	36	23
7	110	100	109	99	127	105
8	23	28	24	25	31	28
9	6	15	5	11	6	12
Other	8	11	8	10	8	8
Total	174	169	178	159	208	176

Table 5 – Mean Gender Pay Gap between Part Time and Full Time employees

Grade	Part Time 2021			Full Time 2021			Part Time 2023			Full Time 2023			
	Women	Men	Pay Gap %	Women	Men	Pay Gap %	Women	Men	Pay Gap %	Women	Men	Pay Gap %	
1	31	7	0.22	2	12	0.45	28	5	0.42	3	16	-0.2	
2	3	4	9.45	2	1	13	8	3	-3.7	3	1	5.5	
3	17	1	-3	16	7	-2	31	15	-1.5	13	10	2	
4	36	22	-1.4	8	6	-5.9	30	24	-0.63	15	6	-1.3	
5	26	19	-0.9	21	32	-1.86	24	19	-2	26	25	-3.9	
6	13	3	-3.43	19	11	-2.38	13	6	3.3	23	17	2	
7	75	68	-1.12	34	31	0.27	90	77	-0.89	37	28	3	
8	4	4	1.5	20	21	-1.22	9	10	-4.6	22	18	0.9	
9	1	1	0	4	10	-0.44	1	1	-0.6	5	11	-4.8	
FE64	N/A	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Other	0	0	N/A	8	10	1.82	0	0	N/A	8	8	7.2	
Total	206	130	1.32%	134	141	1.74%	234	160		156	140		
Overall Pay Gap between P/T and F/T employees						-6%	Overall Pay Gap between P/T and F/T employees						-7.16%

Appendix 3: Pay Spines

Point	Grade		From 1st August 2022
51			£65,578
50	Grade 9		£63,673
49			£61,823
48			£60,027
47			£58,284
46			£56,592
45			£54,949
44		Grade 8	£53,353
43			£51,805
42			£50,300
41			£48,841
40			£47,423
39			£46,047
38			£44,737
37			£43,414
36			£42,155
35	Grade 7		£40,931
34			£39,745
33			£38,592
32			£37,474
31			£36,386
30			£35,333
29		Grade 6	£34,308
28			£33,314
27			£32,348
26			£31,411
25			£30,502
24			£29,619
23	Grade 5		£28,762
22			£27,929
21			£27,131
20			£26,396
19			£25,642
18		Grade 4	£24,948
17			£24,285
16			£23,715
15			£23,144
14			£22,662
13			£22,149
12	Grade 3		£21,630
11			£21,197
10			£20,761
9			£20,400
8			£20,134
7			£19,863
6			£19,578
5		Grade 2	£19,333
4			£19,092
3	Grade 1		£18,898

