

Foreword

Harper Adams University is a leading specialist university tackling the future $\dot{\varsigma}$ è \dot{u} è \ddot{i} ò \dot{o} õ \dot{o} ë \ddot{n} ÷ \dot{o} é \dot{o} ø \ddot{o} ó \ddot{i} ä \ddot{n} è ÷ \ddot{o} é \dot{o} ò $\dot{\varsigma}$ ø æ ÷ \dot{i} ò \ddot{n} engineering, landmanagement and sustainable business. We are a specialist University with a rich heritage.

The challenges we face in addressing the Gender Pay Gap include those relating to the specific industry areas in which we specialise and the legacy of those areas. We are seeing changes in the balance of equality between men and womenin our roles, but these are sbw to come through in applications for positions that will enable significant changes to our Gender Pay Gap statistics.

We are wholly committed to closingthe gap. We recognise that we need to continually identify areas where there are emerging gaps and the reasons for them in order to implement changes that will be effective. We also recognise that the areas where our gender pay gaps are largest are wistenior academic staff and in the areas of domestic support staff. We have completed an analysis of starting salaries of academic staff and confirmed that no group is disadvantaged by the approach we take.

We are also committed toaddressing barriers to equality. All of our staff are $\div \tilde{0} \ \tilde{a} \ \tilde{l} \ \tilde{n} \ \hat{c} \ \tilde{l} \ \tilde{0} \ \tilde{a} \ \tilde{l} \ \tilde{i} \ \tilde{o} \ \tilde{a} \ \tilde{l} \ \tilde{i} \ \tilde{o} \ \tilde{o} \ \tilde{l} \ \tilde{i} \ \tilde{u} \ \tilde{o} \ \tilde{o} \ \tilde{l} \ \tilde{u} \ \tilde{o} \ \tilde{o} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{o} \ \tilde{i} \ \tilde{o} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{o} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{o} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{o} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{o} \ \tilde{o} \ \tilde{c} \ \tilde{u} \ \tilde{u}$

The commitment to equality comes from the very top of our institution where gender equality is clearly evidenced through the make-up of the senior management team.

The University has an excellent equal pay record. It is proud to promote the flagship Aurora Programme for women through which weontinue to seevery positive results in successful applications for promotion fom women in both academic and professional service departments.

Over the lastyear, we havebeen working on recommendations fromexpert external consultancy support, which was undertaken in ordeto establish what works to enable women to progress withinour University. We have embedded career progression discussions into our annual Performance Development Reviews. Applicants for academic promotion are given detailed feedback whilst all shortlisted applicants are supported through expert mentoring. Promotion decisions are made by a gendebalanced selection panel and we have reviewed our selection criteria to ensure that the contribution of all academic colleagues is valued and recognised equally.

Dr David Llewellyn Vice-Chancellor Harper Adams University 255

Employees $\frac{8}{418}$

Pay quartiles

Male % Female % (headcount)

Upper

Male % Female % (headcount)