



Gender Pay Gap Report 2017



‘QAA has a predominantly female workforce and has made great strides in appointing and promoting women into senior roles. However, we recognise that this data demonstrates that the majority of lower paid roles in QAA are carried out by women.’

We welcome the valuable information this report provides and will continue to seek ways to achieve a gender balanced organisation with aligned pay.’

Douglas Blackstock
Chief Executive
QAA

We recognise the positive benefits of equality and diversity and are committed to providing opportunities, products and services which embrace diversity, promotion of equality and inclusivity. We aim to ensure that these commitments, reinforced by our values, are embedded into our day-to-day working practices with our employees, customers and partners.

We aim for our employees to be truly representative of all sections of society, and for each employee to feel respected and able to give their best.

We value the differences that a diverse workforce brings to the organisation and strive to be an organisation that is supportive, fair, just and free from discrimination.



What is the gender pay gap?

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. This is different from equal pay i.e. women and men receiving the same pay for the same role.

The gender pay gap takes into account all roles at all levels of the organisation, rather than comparing the pay received by women and men for carrying out the same roles.

This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation; it does not involve publishing individual employee data.

To allow national data to be comparable there are strict definitions and methodologies which have to be complied with when generating the below figures.

This report gives the gender pay gap data in QAA as at 5 April 2017.

Our figures

Total number of employees
on snapshot date:

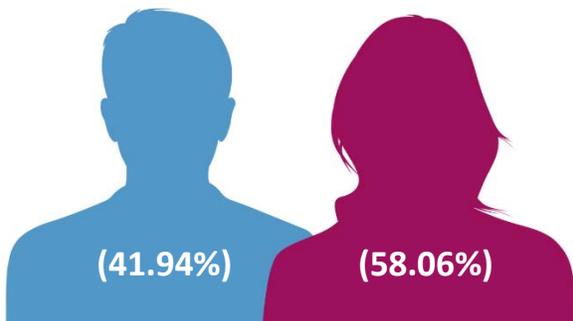
279

117

Male

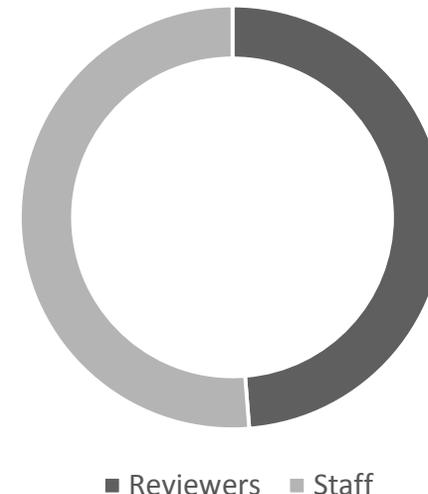
162

Female



Employees, as defined in the *Equality Act 2010*, include full-time, part-time and hourly-paid employees, as well as workers (QAA reviewers) and self-employed people (including QAA reviewers) who are contracted to work, at the snapshot date of 5 April 2017.

This breakdown includes 136 reviewers and self-employed consultants who were contracted on the snapshot date, as well as 143 members of staff. Due to the flexible nature of the workforce the picture could look different at another time.



Gender pay gap

Total number of full pay relevant employees on snapshot date:

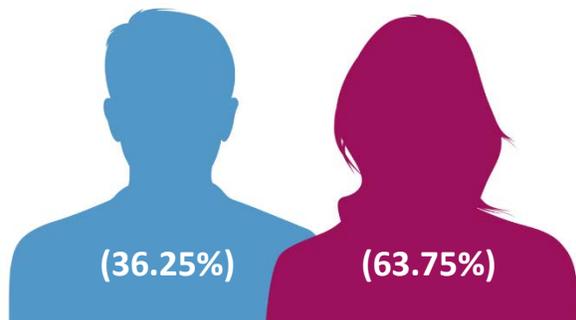
160

58

Male

102

Female



The **gender pay gap** data shown below is calculated using only employees classed as full pay relevant employees at the snapshot date (or more simply, those paid in April 2017). This equates to just **160** of the total 279 employees. At that date this comprised **119 employees and 41 reviewers/self-employed consultants.**

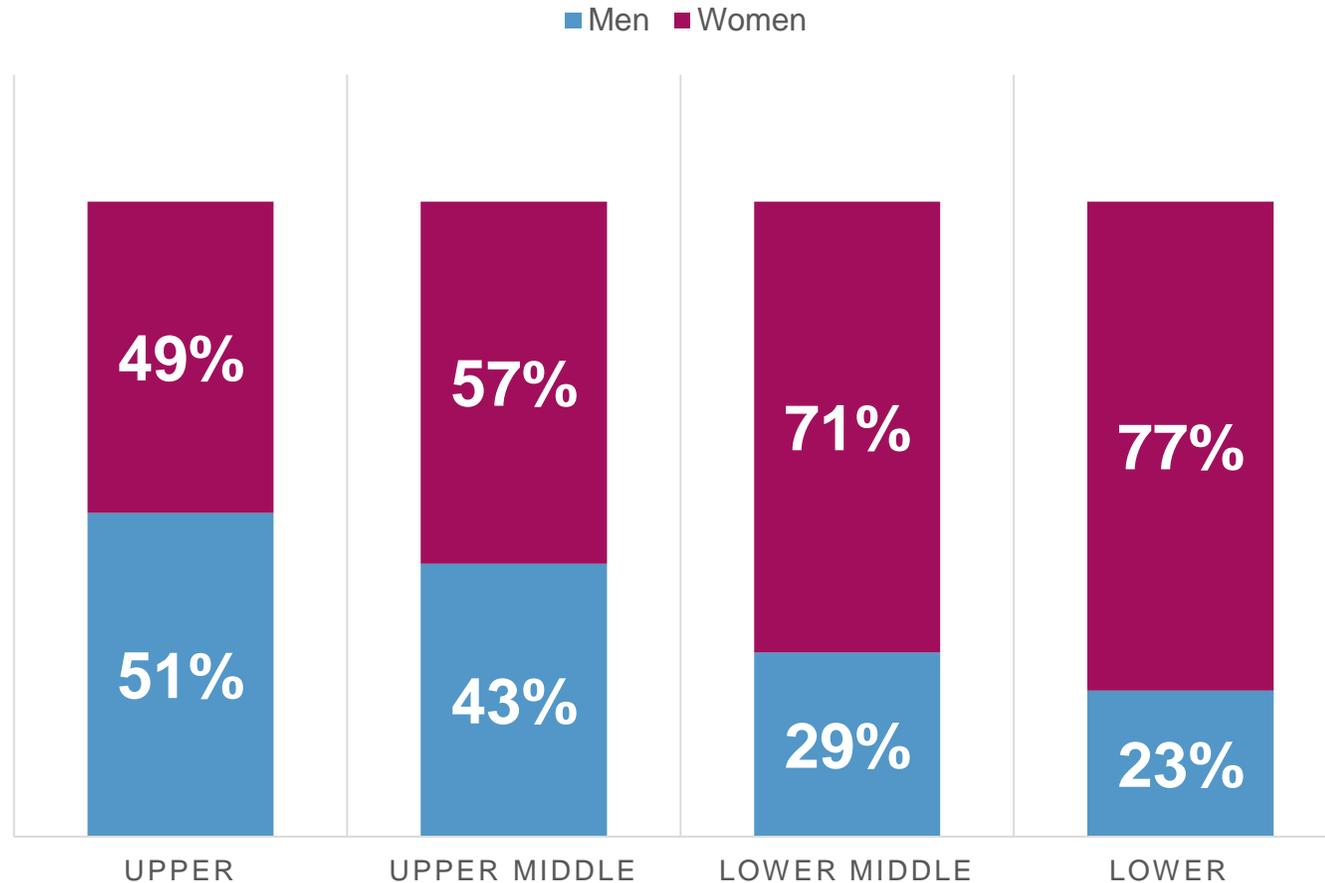
10.93%

Median gender pay gap

16.95%

Mean gender pay gap

Pay quartiles



Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. This graph shows the number of full pay relevant employees in each quartile.

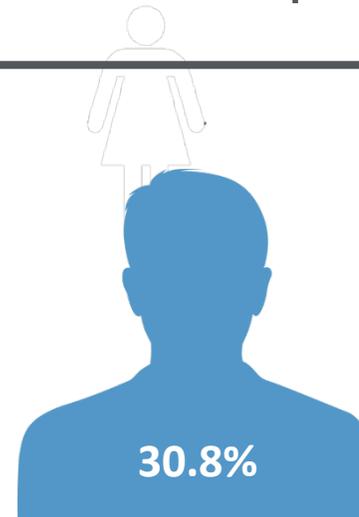
Bonus pay gap

25.10%

Median bonus pay gap

54.77%

Mean bonus pay gap



This shows the proportion of males and females paid bonus pay.

Analysis

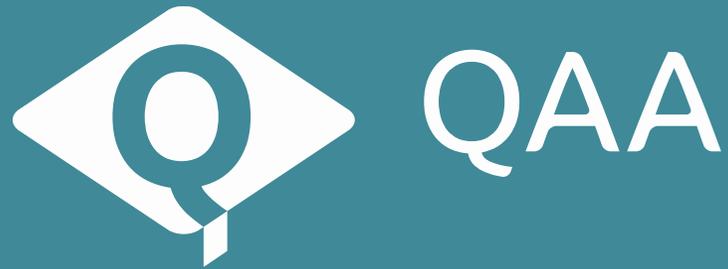
Key statistics

- Predominately female workforce: 58% women
- Greater proportion of women in lower pay quartiles
- Greater proportion of men in upper pay quartiles
- 58.8% of women employed (60) are in lower and lower middle pay quartiles
- 41.2% of women employed (42) are in the upper and upper middle pay quartiles
- 36.2% of men employed (21) are in lower and lower middle pay quartiles
- 63.8% of men employed (37) are in the upper and upper middle pay quartiles

Having a predominately female workforce means that even small variations can have a noticeable impact on our gender pay gap.

Actions

- QAA is committed to **attracting and retaining** the very best employees and utilising all the talent and experience available. To close the gender pay gap we would need to see an **increasing proportion of men** in entry-level roles. We will explore how we can **attract more men** into our organisation, specifically into apprenticeships and administration roles, to create a more even gender balance in all quartiles. This could include considering non-traditional recruitment sources.
- We are currently working to improve our Equality and Diversity **statistics at recruitment stage**, which will help provide a better understanding of the gender equality of the candidates we are attracting.
- QAA appreciates that the UK workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with other caring responsibilities, as well as those whose interests and aspirations impact on their time. QAA offers **flexible working arrangements** to help employees balance their working life with other priorities. QAA will continue to encourage flexible working arrangements including job-sharing, part-time working, term-time working and annualised hours, which among other benefits can help **attract new talent** and **promote work-life balance**.
- QAA reviews pay on an annual basis and operates performance-related pay awards. QAA will continue this process but will also begin monitoring pay to **identify any anomalies** throughout the organisation and take **targeted action** where appropriate.



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