Gender pay gap report 2021
Introduction

At Jisc we have six guiding principles – Be original, Think social enterprise, Make an impact, Always inclusive, Never stand still and Get it done. These principles are the foundation of our culture and at the heart of what makes us Jisc. They provide a compass and focus on what’s important to us and how we will achieve our mission to power and empower our members with the technology and data they need to succeed.

We are proud to celebrate difference and want everyone to thrive and achieve their potential. So, over the past year, we have firmly embedded our ‘Always inclusive’ guiding principle. It is a deeply held value for us, and we demonstrate we are ‘Always inclusive’ by celebrating diverse minds, being actively inclusive and working together as one.

We are pleased we can use our gender pay gap report to showcase some of the progress we have made on our diversity and inclusion strategy in 2021. We’re in this for the long haul and we recognise this is about more than simply meeting a government deadline or ticking boxes. To create meaningful and systemic change we need to make sure we are actively listening and talking to each other to raise our own awareness. We need to be clear about what action we must take, and use good data to understand issues, identify actions and track progress. We must also ensure our leaders are leading inclusively, being allies and having conversations about diversity and inclusion.

We are seeing early signs of success with our strategy. For example, we have improved our engagement survey results in diversity and inclusion, and our internal awareness-raising events are well attended and get positive feedback. We are also attracting diverse talent to Jisc and our leadership programme has a core module on inclusive leadership. Our mean pay gap has dropped 1.5%. However, our median pay gap has increased 1%. We have appointed more women to our executive leadership team but we must now ensure we are attracting and retaining more women into our senior roles, especially our senior tech roles.

This year we have focused on inclusivity, creating the foundations for long-term success and bringing all our people with us. We are excited about our future and achieving our ambition to make Jisc a more diverse and inclusive organisation for everyone.

Heidi Fraser-Krauss, Chief executive, Jisc
Our gender pay gap data

The tables below outline all the reportable data since reporting began and include the data for this year. The latest figures shown were taken on 5 April 2021.

2017
Total: 532
- 47% (252) Male
- 53% (280) Female

2018
Total: 572
- 44% (253) Male
- 56% (319) Female

2019
Total: 725
- 43% (311) Male
- 57% (414) Female

2020
Total: 784
- 44% (342) Male
- 56% (441) Female

2021
Total: 882
- 46% (404 Female)
- 54% (478 Male)
Our figures

Gender pay gap: Median

- 2021 – 15.4%
- 2020 – 14.4%
- 2019 – 14.1%
- 2018 – 10.2%
- 2017 – 15.9%

Increase from 2020: 1.0%

Gender pay gap: Mean

- 2021 – 13.6%
- 2020 – 15.1%
- 2019 – 17.7%
- 2018 – 17.6%
- 2017 – 18.1%

Decrease from 2020: 1.5%

Bonus pay gap: Median

- 2021 – 0%
- 2020 – 20%
- 2019 – 0%
- 2018 – 55.6%
- 2017 – 25.8%

Decrease from 2020: 20.4%

Bonus pay gap: Mean

- 2021 – 34%
- 2020 – 31%
- 2019 – 51.4%
- 2018 – 31.4%
- 2017 – 39%

Increase from 2020: 2.3%

Proportion of staff receiving bonus

Female bonuses:
- 2021 – 97%
- 2020 – 4%
- 2019 – 75%
- 2018 – 9%
- 2017 – 18%

Increase from 2020: 93%

Male bonuses:
- 2021 – 97%
- 2020 – 8%
- 2019 – 72%
- 2018 – 12%
- 2017 – 20%

Increase from 2020: 89%
Quartiles

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What’s driving our pay gap?

A gender pay gap is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles.

It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

Our mean gender pay gap has further reduced this year by 1.5%, helped by the appointment of two more female executive team members. Our median gender pay gap has increased by 1% this year, which is driven by the fact we have not increased the number of women in the upper middle quartile. We need to keep working hard to attract and retain women into our senior tech roles. Since reporting began, we have steadily increased our headcount, but while the gender split is stabilising or falling in the upper pay quartiles, this is not happening with enough significance to drive changes in our median gender pay gap.

Our median bonus gap is 0% this year due to the company-wide bonus. The mean remains high due to the higher number of senior male employees receiving a bonus.

According to benchmarking we carry out as part of our commitment to the Tech Talent Charter, we are above the national average for employing women in tech roles.

We have 29% of our tech roles filled by women against 21% nationally.

We are working to develop a strong pipeline of leadership talent in Jisc and have recently appointed an early careers partner to help us achieve our aspirations in this area. Our first cohort of graduates on our IT graduate scheme started in September 2021 and we will be expanding this offer in 2022.
What action are we taking?

Diversity and inclusion are at the heart of our people strategy. This is critical to our culture and aspirations to be a thriving and diverse organisation. We look at inclusion in its broadest sense but we have had a particular focus on gender, ethnicity and neurodiversity in the first year of our strategy.

Some of our proudest achievements in 2021 include:

- Creating our inclusion group, which supports us with our strategic objectives
- Affiliating to the Black FE Leaders Group
- Celebrating Pride with external speakers, blogs and new branding assets to raise awareness
- Partnering with Emerge, an organisation specialising in diversity and inclusion, to deliver training for our hiring managers and leaders
- Celebrating Black History Month plus a commitment, with actions, to foster an anti-racist culture
- Dedicating a session at our annual staff conference to raising awareness of bias
- Our neurodiversity network goes from strength to strength. It has more than 90 members, who held a number of spotlight sessions and awareness raising events

At Jisc we never stand still, and we are just as ambitious for the coming year. In 2022 we are committed to:

- Improving our diversity data and reviewing it regularly, creating focused actions where needed
- Creating more employee networks
- Adopting the Black FE Leaders Group anti-racism toolkit across the organisation with company-wide objectives
- Increasing training for our mental health first aiders in topics such as the impact of racism, menopause and LGBTQIA+, so they can better empathise with and support colleagues

Andy Macdonald,
Group HR director, Jisc
• Increasing the opportunities for colleagues to lead on inclusion activities
• Launching a new equality, diversity and inclusion policy
• Supporting our strategic leaders to embed inclusive practices across the organisation
• Encouraging curious conversation
• Embedding more inclusion masterclasses within our leadership programme

I’m very proud of our achievements so far and the conscious effort and passion of everyone in Jisc to become ‘Always inclusive’.
Meet some of our people
Joy Palmer,
Director of product and portfolio

My day-to-day life at Jisc
Lately I’ve been focused on developing an updated vision and strategy for product and service at Jisc – this will drive a wide-ranging improvement programme that will ‘power up’ our ability to deliver excellent products and a great member experience. For this, I engage in a lot of information gathering, analysis and conversations to understand where we currently are and where we need to be. I then distil it down into a strategic vision and plan that can be shared with my key stakeholders to get their support and buy-in. I also spend a lot of time working with other teams to work out how we tackle common problems together. Lastly, I am a qualified coach, and a member of the coaching network. It’s my privilege to coach and mentor individuals in the business, and to be the Action Learning Set facilitator as part of our leadership programme.

How I got here: the draw to digital
Like most people in product roles, I’ve had a wide range of experience. I have a PhD in English Literature and Cultural Studies, and 15 years’ university teaching experience – but while I loved teaching, academia wasn’t for me. I got into ‘digital’ because in the late 90s I wanted to be able to put my teaching content online and the only way to do that then was to know how to code. So, I took a course in web development. Within a couple of years, I changed career completely and started to manage digital development projects at Michigan State University. In 2007, I got a job with Mimas at the University of Manchester, looking after library and archival services funded by Jisc. As a result, I moved back to the UK with my American husband and two young sons in tow. When Mimas merged with Jisc in 2014, I took on responsibility for portfolio management for digital resources, and then in 2018 got the role as director of product and portfolio for Jisc.

What inspires me
I get really inspired when I’m around people who are creative and help me think differently – this helps me to constantly grow and stretch myself. I especially value the addition of people from different commercial and industry backgrounds in recent years – I’m learning so much from them, and they’re really helping Jisc to transform. I also get inspired by some of the younger talent coming up through the organisation; they are so passionate about what they do and eager to share and learn, and it’s infectious.

Why diversity matters
Without diversity there is no innovation. It’s now widely recognised that diversity is a key driver of innovation. Diversity in experience, thinking and background is crucial to creative thinking and developing new ideas. Diversity in representation is key too. The more we attract, retain and actively support the development of women into software development roles, for example, the more those women will inspire others to take the same path.

Tackling the gender pay gap
Everyone in a management or leadership position has a role to play in reducing the gap. Firstly, by being aware of it and ensuring that recruitment and promotion practices overcome unconscious biases that disadvantage women. Flexible working has been instrumental in helping women in care-giving roles have the options they need to be able to balance their responsibilities at home and at work. As we move back into the workplace, as managers we need to ensure we retain that flexibility and not swing back to needlessly requiring people to attend face-to-face meetings. When my children were young I had to negotiate quite hard to be allowed to work one day from home, and work half a day on Fridays, and ‘prove’ it wouldn’t impact my ability to get my work done. In our eagerness to get back into the office we need to make sure we don’t swing back to this backward thinking. Leadership development is also key. This is not just to boost confidence and skills, but also to help develop self-awareness, emotional intelligence and strategies to manage personal wellbeing. These tools are key if we’re to be resilient enough to lean in and develop our potential as leaders.
Cathy Coulthard, 
Senior data project manager

My day-to-day life at Jisc
For anyone that doesn't know project management, I explain it as being like a mum to adults. I plan and manage data projects from strategic to simple product enhancements or business improvements, delivering projects using waterfall or agile methodologies – or a hybrid blend of both. In addition, I manage risks and issues across data projects, instil robust project governance standards, line manage scrum masters (the team facilitators), plus remove blockers and problem solve any impediments to a project running smoothly. I also mentor other project managers.

How I got here: determination
I had my children and escaped an abusive relationship very early on in life, so I didn't finish school or attend college or university. I had some basic knowledge of IT, so I decided to go on a Microsoft certified specialist expert course in 2002 and was the only woman in the class. It made me very determined to pass with flying colours (which I did) and the certification helped me to get my first project coordinator role at an automotive company. It was an incredibly male dominated field at the time but I got my Prince2 certification and worked myself up the ranks to become a fully fledged freelance project manager and certified scrum master. Originally working with Jisc in 2016 on a contract role, I was determined to return as a 'permie', which I did in 2020 – just as lockdown started. It’s been an incredible time since.

Why representation matters in tech
Jisc is one of the only companies I've worked at where I see a fantastic balance of representation from women in technical roles. I believe that this is due to Jisc having a welcoming framework and flexibility in place that allows women to feel supported in the workplace, whether they are about to start their families, are working mums, or women going through menopause. I have not experienced negative bias or prejudice at Jisc, just a very supportive culture for women to work. I’m particularly encouraged by how Jisc recruits for job roles, making our ads appealing to women by not being prescriptive or putting needless pressure that can sometimes be associated with technical roles. Regarding encouraging women into more tech roles, it has to start from the top and be a self-perpetuating cycle. There's more inclination from women to apply for these sorts of roles if they see other women recruiting for them.

Tackling the gender pay gap
I can see a stark contrast from 20 years ago. Things are definitely improving in workplaces but there is still so much to do to narrow the gap. I want to see better recognition of the work that women do at home to look after kids and/or the elderly – there is a tendency to take this for granted. Society in general needs to adapt to the needs and health of women as this has been overlooked for too long, whether it's for childcare arrangements, travel support, wellbeing / safety and financial support. My two adult daughters don't struggle with that gap now but I feel that they might once they start to have families of their own.
Marie Fagbemy,
SharePoint developer

My day-to-day life at Jisc
I design information architecture to deliver requirements, using Office 365 and other Microsoft technologies such as Azure Active Directory and SharePoint. I also build apps and workflows to implement custom features or automate tasks and business processes (ie PowerApps, Power Automate), support with bug fixes from our service desk or colleagues requests, as well as data modelling, data transformation and data visualisation in Power BI. I also upgrade and maintain existing customised SharePoint sites and conduct requirements gathering through discussion and/or analysis of existing software, spreadsheets, and document templates.

My motivation: variety and creativity
I moved to Bristol six years ago, from France, and joined Jisc shortly afterwards. Initially starting as a business analyst, I then moved to a SharePoint developer role within the same team. Microsoft deploys improvements and new features several times throughout the year, so the products evolve frequently, which means there are always more advanced and interesting features/tools/technologies to learn and use. Even though I am sometimes asked to deliver solutions with similar requirements, because of the different tools and skill sets required to deliver them, my tasks are varied which works well for me. I generally enjoy making things, even outside of work, so I also enjoy building apps from scratch, especially if there is a practical or technical challenge to overcome, a feature to investigate and learn, etc.

Where my ambitions are taking me
I’m more interested in specialisation and building further technical expertise than team management or leadership. Long term, I would like to work more with AI and machine learning. Looking at how AI algorithms are trained is a very good way to understand how cognitive bias works. AI systems can reproduce systemic bias such as misogyny, racism and colourism because of issues with training data sets and testing, so it’s an important subject, which some organisations are working on highlighting and solving.

Tackling the gender pay gap
Solutions could include creating a visibly inclusive, safe and respectful company culture by educating all employees and supporting women across the company. This would help retain women as staff and make more of them feel comfortable applying for the roles. Companies must also ensure there is no gender bias in starting salaries or career progression. I would like to see structured skill-based assessment in the recruitment process to make hiring as objective as possible as well as a more flexible workplace and/or workday to enable all genders to take on care/admin tasks at home and in the workplace. Finally, we need to ensure all genders can go on parental leave and women have options to keep their roles when returning from maternity leave. Most of these things we already do at Jisc, but it is not necessarily widespread.
Laura Hutton,
Subject specialist: strategy (accessibility)

My day-to-day life at Jisc
At Jisc, I support members with complying with the Public Sector Web regulations and provide guidance to organisations on increasing the adoption of digital accessibility within their working practice. Day-to-day I develop written guides, learning objects, multimedia resources and training content for higher education (HE) and further education (FE), as well as coordinate and deliver workshops, drop-in clinics, lead discussions and collaborations between Jisc and our members. I also represent Jisc and the interests of our members in national strategic groups and committees, which helps influence the national and international debate around accessible provision of education and the rights of disabled learners.

My motivation: conversations and connection
Initially choosing a degree and career in the arts, I found my way back to technology prior to joining Jisc a year ago, from the FE sector. I love sparking conversations, getting people sharing real-life experiences with each other and then supporting each other to make learning and teaching more inclusive. I am passionate about connecting people. Every day I have the privilege of sharing knowledge with people which then develops into practice, making students’ digital lives less problematic and their learning experiences more positive.

Why everyone should give mentoring a try
Since starting with Jisc I have had the opportunity to have a mentor and it has been an amazing experience. My mentor really helped me to focus on my behaviours and personal strengths to evaluate where to work on developing myself. She then helped me make decisions on how best to work on the changes I wanted to make. To be able to have those conversations about work without feeling my performance was being judged, or that my struggles were not valid, was liberating. It transformed my mindset as it then became an exercise in building on my strengths to get ‘even better’ rather than previously where I’d try to make improvements to compensate for my perceived weaknesses. I would encourage anyone to give it a try.

Tackling the gender pay gap
To reduce the gender pay gap, we could do more to promote technology or business job roles to young women leaving school – detailing career pathways, the kinds of roles to aspire to, the lifestyle you could have, and the benefits it could offer in ways relatable to women. This would perhaps allow more women to see how they could progress in what is perceived to be a male dominated industry. I meet people in technology roles now, that if I had known were achievable back when I was at school I would have considered my choices differently. Even though I was great at maths, computing and physics at school, I never thought I could find work in technology and so chose to enter the arts. Thankfully, I have found my way back and now I work for a company where I get to be creative and innovative in different ways and I love it.
Rosany Antonyvincent,
Data support officer

My day-to-day life at Jisc
I work with the learning analytics service within the data and analytics directorate. I am the first line of contact to the data engineering team. This includes ticket management and triage (including Remedyforce, JIRA), data troubleshooting via Insomnia and SQL, and investigating and implementing codebase bugfixes. Overall I’m looking for inconsistencies within either a customer’s data or processes. I also support members and customers with onboarding including data set-up and server connectivity.

My motivation: data has the answers
I started my career at Jisc one year ago following completion of my MSci in Physics. The storytelling aspect excites me about data. Data can paint a picture of scenarios and (if unbiased) can be very bleak but honest – you can’t hide behind performative allyship. All the answers are in the data. Companies are becoming more and more data-driven, so it’s more important than ever to get it right when it comes to data collection, processing, analysis and interpretation.

Where my ambitions are taking me
I find a lot of things interesting so it’s just a case of narrowing it down! Alternatively, I may consider combining all of my interests, data science and data engineering, with diversity and inclusion work within STEM, as this is something I am also very passionate about. I would love to work on data bias and AI ethics at some point in the future which seems like a happy medium. I always want to stay closely connected to outreach within Sri Lanka. I am currently volunteering with an organisation which supports both local communities in Toronto and deprived communities in Sri Lanka.

Tackling the gender pay gap
Organisations can use data to help reduce the gap. We can use quantitative data to evaluate, examine and enforce our policies – which can be closely monitored every year to watch for trends. Why are some quartiles heavily dominated by different genders? We can look at the data to work out what we are missing.