# Achieving Equal Pay in the Workplace

Your Guide to Changing Policy and Practice

## How to Go About Addressing Pay Inequality

### Start Talking About Pay

**Whether you are a worker or a trade union rep, you may be new to the idea of equal pay. If so, there are a number of things to think about.**

Look around and see if women tend to work in one area and men in another, or do they work in the same section.

Talk about pay. **Do women think they get less pay than men, do they think they work as hard or even harder?** If so, they may be right: research shows *(www.njl.nu/uploads/Paper_2007_Jill_Rubery.pdf)* that when women work in female dominated areas, they are even more likely to receive less pay than when they work in mixed environments. Consider why this is the case.



Work done predominantly by women is likely to be undervalued and paid less.

This matters, not just today, but also for future workers. There is not only a current pay gap between men and women, but also a gender pensions gap, so that women enter retirement getting some 30% less than men. Women are also more likely *(https://neu.org.uk/advice/women-and-poverty)* to be in poverty in old age than men.

If you are a trade union rep, do your members know this? Do they talk about pay? In lots of workplaces, people can be wary or discouraged from talking about pay and this greater secrecy gives more power to those who make decisions about pay.

What do your members/co-workers think about their pay? **Do you have a pay system with pay bands and pay spines?** Pay spines add a degree of transparency but they can also be abused by the discretion given to some managers. Can managers determine where a worker is put on the spine? Can they determine how much a worker receives on promotion? Discretion tends to favour male workers and is another reason men get more pay than women.

**Do people receive bonuses or merit pay in your workplace?** These are a major cause of women's lower pay.

**Do you see more men represented in higher grades than women?** If so, this would be unsurprising, since men tend to dominate the higher grades. Research shows *(https://discovery.ucl.ac.uk/id/eprint/1507126/)* that even when women get to higher positions, they earn less than men. Indeed, the pay gap increases at the higher pay levels.

There is a view that men ask for pay rises, and women don't. This is **not true**; women ask, they just don't get! So don't be side-lined into thinking poor pay is women's fault. Rather it is the system, what some have called the institutionalised undervaluation of women's pay, or others have called inequality regimes. This undervaluing relies on secrecy to sustain it, so let's make pay more transparent.

**If your organisation employs more than 250 people, it is required to complete a return on the gender pay gap.** Have you seen this return? Were you part of the discussion? Is there an action plan with targets and dates? This document is publicly available *(https://gender-pay-gap.service.gov.uk/)* on the government website (see Useful Links *(www.equalpayatwork.org.uk/toolkit/useful-links-9/)* ). It's a great tool, enabling you to compare your organisation with others.

Even if you work in a smaller organisation, there is no reason why your organisation could not follow the same framework as an internal exercise. There is more information on pay gap reporting and equality pay audits below.

Start talking about pay and equal pay. Raise pay in your union meetings, in department meetings, during coffee breaks and wherever colleagues meet or socialise. **Talking about pay will raise awareness among colleagues who will start to question the way the pay system operates.** Once you have a good idea of what employees think, if they feel that they have been treated unfairly, you are in a position to get some facts and figures to underpin these general observations.

## Union Stories: Unison, GMB and Unite (2019)

**UNISON members at Glasgow City Council have been fighting for equal pay for over 15 years.**

Women working in caring, catering and cleaning across Glasgow started their long struggle for pay justice in 2007, finally winning a £500m deal to end their long-running dispute in 2019. Close to 16,000 claimants were set to benefit.

But some women are still waiting for their compensation. Meanwhile, the promised new pay and grading system hasn't been introduced, so women are still being paid unfairly compared to men.

In a ballot of just under 9,000 workers, with 52.5% of members voting, 96% of UNISON members voted to take further industrial action in March 2022.

The current dispute centres around whether the new claimants receive the terms of the 2019 agreement, while the council has recently said that it may not be able to finally settle its debt to these women until 2024.

Speaking about the vote, regional organiser Mandy McDowall said: "The overwhelming vote for strike action really shows the strength of feeling from our members. They are so angry about this.

"While we welcome the council's signals, this isn't enough progress to resolve the dispute. The talks need to be more constructive, with no conditions and based on applying the 2019 deal to all valid claims. Members simply cannot wait until 2024 for the claims to be paid out. Especially in the context of the cost-of-living crisis, members need and absolutely deserve an interim measure.

"We've worked really closely with the GMB, who have already voted in favour of strike action, and Unite, whose ballot returns on 14 March, and will continue to liaise with them in the next steps of the dispute."

The story of the Glasgow women shows that women campaigning and working together, strong and resolute, ready to take industrial action if necessary, can result in success. But it also shows that women have to be prepared to play the long game. The Glasgow story is not finished yet.

Read more on this story from Union News *(www.union-news.co.uk/unions-reach-agreement-over-14000-equal-pay-claims-at-glasgow-city-council/)*

## The Importance of Collective Bargaining

**In workplaces where trade unions are recognised by the employers, discussions concerning pay and the terms and conditions of employment take place collectively and are coordinated with the support of trade union representatives. These discussions are known as 'collective bargaining' and it is in these discussions that any equal pay issues would be discussed.**

Under collective bargaining agreements, all parties involved agree processes and procedures to ensure the smooth running of the collective bargaining meetings. From time to time, employment disputes occur between employers and employees and collective bargaining provides an agreed framework and procedures to help resolve these disagreements.

> Collective bargaining with a recognised union is the best way to secure equal pay, terms and conditions for employees who encounter prejudice, disadvantage or marginalisation. It helps to remove the threat of individuals being targeted or feeling harassed by management in pay disputes.

Collective bargaining also addresses general terms and conditions, improving standards for all employees, not just for the individuals who bargain for better conditions for personal gain. OECD (Organisation for Economic Cooperation and Development) research shows *(http://sro.sussex.ac.uk/id/eprint/81021/1/Healy%20and%20Ahamed%20(Forthcoming)%20Gender%20pay%20gap,%20voluntary%20interventions,%20and%20recession.pdf)* that where there is collective bargaining, the gap between women and men's pay is smaller.



If you're not already a union member, it's a good idea to join.

Many unions in Great Britain are part of the Trade Union Congress so you can use the TUC's union finder *(www.tuc.org.uk/join-a-union)* as one way to identify the most appropriate union for your industry/sector. If your union is not yet recognised, employees are advised to consider seeking advice on how to go about getting recognition. It may be possible to gain 'statutory recognition *(www.gov.uk/trade-union-recognition-employers/statutory-recognition)* ', even if your employer refuses to recognise your Union.

## Questions for Your Employer

**To start negotiations or bargain on equal pay, trade union reps need to understand whether employees are being treated unequally and they must be able to demonstrate how this is happening. This means the questions you ask your employer must be carefully framed to get the answers that are most useful to your talks with management.**

It is important to be precise about information that is being requested.

> Remember that organisations can turn down a request if your question will lead to data disclosure identifying individuals. This is a challenge, because very often it is minorities in organisations who experience pay inequalities.

If you are a rep for a trade union that is recognised in your workplace, you will have the right to request this information for the purposes of collective bargaining under the ACAS Code of Practice *(www.acas.org.uk/acas-code-of-practice-on-disclosure-of-information-to-trade-unions-for-collective-bargaining)* .

If you are requesting this information from a public authority and they do not supply it you can issue them with a Freedom Of Information request *(www.gov.uk/make-a-freedom-of-information-request)* .

**Remember that an organisation must process an FOI request within a given time scale.**

Sometimes organisations can refuse FOI requests because it asks for information that is either ambiguous or the request cannot be processed in the expected time scale. **This is why you need to select your questions carefully.**

The ACAS guidance *(www.acas.org.uk/equal-pay/preventing-equal-pay-issues)* on submitting requests for information about pay has good advice on how to go about identifying information to help your equal pay negotiation. There is a three-step guide to help you formulate questions that will provide you with meaningful data. These steps include: identify comparators; identify how comparators are doing equal work to you; ask further questions about how pay is determined and what differences in work explains any pay differentials. You can also see the EHRC Statutory Code of Practice (also in the 'Useful Links *(www.equalpayatwork.org.uk/toolkit/useful-links-9/)* ' Section).

We have developed a set of questions to help reps understand if there is pay inequality in the organisation. The answers will help in discussions with the employer about the changes that may be needed to resolve inequality and will help focus any campaign for change. Many of the questions relate to specific policies: pay, recruitment, maternity/paternity/carers' leave and so on. You can make real change in your organisation by changing policies and then making sure those changes are put into practise.

Create a survey for an employer in our member hub

**You can mix and match between the questions – don't feel you have to ask them all. They are designed to help you build a picture rather than cover everything.**



It may be useful first to build a picture of the employer. Do they operate in the public sector or private sector, for example? This is important as public sector employers like local councils or the NHS recognise trade unions and generally have standard pay, terms and conditions. They also tend to use job evaluation systems to ensure equal pay for work of equal value. Large private sector employers in retail, banking and finance, transport and communications, for example, may also use a job evaluation system. However, employers in both the public and private sectors that pay equally may still have a gender pay gap for the reasons outlined in Section 1. These questions will help you understand the extent to which this is the case.

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## Preliminary Questions: Finding out about your workplace

Start by considering:

1. How is pay determined in your organisation?

☐ a. By collective bargaining;
☐ b. By individual negotiation;
☐ c. A combination, with senior staff not covered by collective bargaining; or
☐ d. There is no negotiation on pay.

☐ 2. Is there a recognised union in your workplace?

☐ 3. Does your organisation use job evaluation?

> Job evaluation is a way to work out the relative importance of different jobs in an organisation and devise pay arrangements to match this. ACAS provides some good information about what job evaluation is and how it works.

4. Does the organisation have an equal pay policy? If no, why not? If yes, how often is the policy reviewed?

☐ 5. Have there been any settlements of equal pay claims or potential equal pay claims?

> **If your organisation recognises trade unions, uses job evaluation and has an equal pay policy, there is less likely to be an issue with equal pay.**



## Gender Pay Gaps

Gender pay reporting is a legal requirement for organisations that have over 250 employees. Keep in mind that, under UK law, an organisation is not currently required to address a gender pay gap; they only have to report it.

The following questions have been designed to help you understand how gender discrimination may be shaping pay inequalities even if there is equal pay for work of equal value in the organisation.

☐ If the organisation has over 250 employees, did they submit a gender pay report this year?

Are previous gender pay gap reports available? If so, for how many years? What is the trend in the pay gap, e.g. is it reducing or increasing?

☐ Did the most recent report include an action plan with targets and dates attached?

If the employer has not undertaken a gender pay gap report, why not? Are they willing to do so?

What steps does the organisation take to reduce their gender pay gap if they have identified one?

☐ Has the organisation ever undertaken an equal pay audit?

Has the organisation ever undertaken an Equality Impact Assessment (EIA)? If so, what was the purpose (e.g. as part of a redundancy consultation) and what were the results? Was the EIA carried out in collaboration with the union/s?

Are there parts of your organisation that are male dominated or female dominated? Are there departments or grades that are dominated by men or women?

How much is the highest paid man paid compared with the highest paid woman? How much is the lowest paid male worker paid compared with the lowest paid woman?

Is there a difference between who works part time and who works full time? Do more women work part time in a particular department or across the organisation?

What is the average pay across different pay grades of the same work?

**To address more comprehensive or integrated equalities pay gap issues, you can also ask similar questions that look at other areas of inequality, for example:**

- ☐ Does the organisation record ethnicity data for employees?
- ☐ Does the organisation report ethnicity pay data?
- ☐ Does the organisation record disability data for employees?
- ☐ Does the organisation report disability pay data?

☐ Does the organisation record how gender and ethnicity impact pay grades, contractural arrangements, and working conditions?

☐ Does the organisation record how disability, age, and gender of employees impact pay differentials?

If not, why not?

## Transparency of pay, rewards and promotions

> **"Transparency creates accountability. Without transparency and accountability, bias is more likely to affect decision-making in ways that potentially disadvantage women or other under-represented groups."**
>
> – UK Government Equalities Office: The Behavioural Insights Team 'How to improve gender equality'

In short, the more transparent an organisation is about who is paid what, the more likely it is that they are aware of pay equality issues and to be doing something to remedy them.

☐ Does the organisation have a published pay structure that employees have access to?

If not, why not?

☐ Is there more than one pay and grading system?

How does this work?

If there is no published pay structure, how is the pay system structured and why?

☐ Do managers and employees understand the basics of how pay is determined in the organisation?

☐ Where there is a pay spine, do managers have discretion to determine the grade point in the case of new appointments or when someone is promoted?

Does the organisation's pay policy include a clause on equal pay? If so, what is it and who is responsible for its implementation?

☐ Does the organisation issue any bonuses/benefits/shares to employees? Are these bonuses available to all employees or are there any distinctions between, for example, full time and part time workers, permanently contracted and fixed term/zero hour contracted, or so called 'professional grades' and 'administrative grades'? If so, how does this system work and what does the organisation do to make sure it is transparent and fair? Would any employee understand how these bonuses are allocated?

☐ Is there a promotion policy? Is there a temporary promotion (acting up) policy? How often are such policies reviewed? Does the promotions policy require a fair and competitive application and selection processes, informal 'expressions of interest, or something even less formal?

☐ Are managers and employees aware of the promotions policy, including eligibility criteria?

What training do managers receive to support promotions in their workplace?

How are managers monitored to ensure that they are supporting all employees who are eligible for promotion?

How are staff made aware of the opportunities for promotion?

How long does it take for women, Black, disabled or LGBT+ staff to be promoted compared to others?

What steps does the organisation take to ensure fairness and equality when awarding promotion or allocating bonuses and/or benefits?

When was the pay policy last reviewed?

☐ Does the organisation use discretionary pay systems (for example, merit pay and performance-related pay)? If so, how are these structured, what criteria are they based on and how are decisions arrived at?

How do employees move from one point/band on the pay spine to another and do they understand how to do this?

☐ Does the organisation use different pay, terms and conditions (for example, attendance allowances, overtime or unsocial hours payments) for different groups of employees? Are men or women dominant in these groups?

## Job Evaluation Systems

Job evaluation *(www.acas.org.uk/job-evaluation-considerations-and-risks-advice-booklet)* systems are more commonly used in the public sector. The two main ones are the Local Government Single Status Scheme and the Agenda for Change in the NHS. Some private sector organisations also use job evaluation systems.

Job evaluation is a way to work out the relative importance of different jobs in an organisation and devise pay arrangements to match this.

If an employer operates a job evaluation scheme, they are less likely to have equal pay issues. However, if it is operated badly or becomes out of date, it may no longer be effective. The following questions will help you identify whether this is the case.

☐ Does the organisation use a Job Evaluation Scheme?

☐ Does the organisation have a job evaluation and grading policy? How often are these reviewed?

How was the Job Evaluation Scheme developed?

☐ Was the scheme agreed with the relevant Trade Unions?

How effective has this system been in making changes to job descriptions, roles, and responsibilities and ensuring that pay has been adjusted?

☐ Is the methodology reviewed and, if so, how often?

What leads to a job being re-matched or re-evaluated?

How is the financial impact of any changes to the grading system and points to pay scale determined so that any changes to role responsibilities are adequately incorporated within the grading scheme?

☐ Does the organisation use market-based pay systems or supplements not underpinned by job evaluation?

## Recruitment

**Bias and inequality can creep into even the most transparent and equal pay systems and lead to unequal pay and the maintaining of the gender pay gap.**

The following questions about recruitment processes will help you see if this is the case.

☐ Does the organisation publish salaries when advertising jobs?

*This is, for prospective employees, the first step in pay transparency. Not publishing salaries in job adverts is symptomatic of an organisation which would hire a candidate and proceed to pay them as little as they might get away with. In such situations, women tend to lose out.*

☐ Does the organisation require applicants for jobs to submit their previous salary on their application form?

*Previous salary information may be used to determine a new starting salary. For successful female job applicants, this practice therefore continues the undervaluing and pay inequality of their previous job into their new role. A job advert should therefore have an attached salary value, and previous salary information should not be sought in application forms. In fact, inquiring about previous salaries is banned in some US states, such as New York.*

☐ Does the organisation use the practise of 'managerial discretion' over starting salaries?

*Where managers can negotiate on the starting salary, research shows (https://ideas.repec.org/p/udt/wpgobi/201804.html) that women are offered lower starting salaries than men on average.*

What steps does the organisation take to reduce bias, unconscious or otherwise, during the recruitment process? Does the HR department anonymise applications by removing names, dates of birth or addresses before applications are subjected to selection for interview?

☐ Does the organisation offer posts at pro-rata grades in advertisements?

*This signals the employer's flexibility and commitment to openness in hiring staff whose working pattern will not conform to a full time 8am-5pm 'norm.*

How often does the organisation monitor and review its recruitment process for any evidence of bias?

*A good employer will regularly review the process for potential bias. Doing this can prevent bias and reduce discrimination.*

☐ Does the organisation include a link to the pay structure and pay progression criteria (the way pay rises are awarded) in their induction for new employees?

*This helps break the stigma of talking about pay. If people are reluctant to talk openly about pay, women are more likely to lose out.*

☐ Does the organisation send out an offer letter confirming the salary for the role and other contractual details? What specific information is included in this letter and when is this letter sent out?

*This should happen as soon as possible and employees have a right to receive an offer letter within two months of being verbally offered the job. The absence of a written contract increases vulnerability.*

## Part time and flexible working arrangements

Women are the largest group of workers in part time work and/or some form of flexible work arrangements that can lead to pay inequality. Asking questions about who can work flexibly can help uncover pay inequality.

What is the process for dealing with part time or flexible working arrangements?

How many requests for part time and flexible working have there been in the last 5 years?

How many were accepted and how many rejected?

How does the organisation support employees on part time contracts (for example with access to opportunities for training and career development? Or promotion and transfer opportunities, benefits and bonuses compared to their full time colleagues?

## Family Leave (Maternity, Paternity and Adoption Leave)

TUC research *(www.tuc.org.uk/research-analysis/reports/forced-out-cost-getting-childcare-wrong)* shows that 54,000 women a year are forced out of work due to pregnancy and maternity discrimination. Good family leave packages have been shown to make a difference to women returning to work, getting promoted and being paid fairly. The questions below are helpful to tease out possible reasons for pay inequality and pay gaps related to family leave.

☐ Do women in the workplace know what they are entitled to, and do they have access to the organisation's maternity policy?

☐ As a minimum, are all statutory entitlements for family leave, pay and rights in place and operating correctly?

What percentage of women who take maternity leave return to work for the company?

☐ Can family leave – including maternity and paternity leave – be taken more flexibly than statutory entitlements?

How are calculations made for family leave and pay for term-time workers and those on annualised contracts?

☐ Do workers feel supported when they return to work after family leave, including with regard to flexible working requests, breastfeeding and childcare?

☐ Does the organisation have menopause and/or period policies to support employees?

## Union Stories

### Unite

RBS worker Lucy Williams discovered that she was being paid £31,610 less each year than her male counterpart for doing the exact same job with equivalent experience. Conversations with her colleagues led her to believe that she wasn't receiving the same holiday entitlement either.

She raised the issue with her management but they dismissed her concerns and tried to 'fob her off' with the promise of increases 'next year'. But the pay gap continued to widen, with her male colleague receiving further pay rises. She filed an official grievance and was made redundant 5 months later, but she didn't back down. Even when, supported by Unite, Lucy was offered £150,000 if she 'kept quiet' about the issue she refused to back down.

"There are far too many women who are forced to back down. I was told I was mad for refusing. But I would rather have gone to tribunal than be silenced" she said.

Thanks to her perseverance and Unite's support, RBS dropped the 'gagging clause' and she won her claim.

Even though it was an 'exhausting' process, Lucy said: "I advise anyone to join a union. Unite has a proud tradition of standing up for those who are treated unfairly and fighting for what is right – things would not have ended as they did for me had I not been supported by Unite. There's strength in numbers." She also said: "I also urge women to have courage, and ask if they are being paid correctly and in line with the Equal Pay Act. If not, raise a grievance. Don't let them fob you off. Take it as far as you can."

Read more on the Unite Live website *(https://unitelive.org/rbs-worker-public-unequal-pay/)*

### NASUWT

A staff restructuring exercise at a secondary school saw our female member (a Head of Department – Science) lose her TLR payment. She accepted it and did not appeal the decision at the time as she believed there must have been a fundamental restructuring to her role but not the other Head of Department positions. Other male Heads of Department kept their TLRs. Four years later the female member retired.

When the employer advertised the retired member's role the TLR had been reinstated in line with the other Head of Departments (all male). When this was questioned no real explanation was forthcoming.

The NASUWT supported the member by lodging an Equal Pay claim at the Tribunal and an out of court settlement was eventually reached with the employee.

## Why Should You Ask Your Employer These Questions?

### Why does it matter if managers have discretion over pay decisions?

The greater the level of discretion over bonuses, merit pay or point within a pay spine, the more likely it is that women's work will be undervalued and that stereotyping will come into play, leading to a greater pay gap. The financial services sector has one of the highest pay gaps and a widely acknowledged discriminatory culture. The median pay gap is 37 per cent in financial services and insurance, and the bonus gap is 52 per cent. Research *(http://sro.sussex.ac.uk/id/eprint/81021/)* on financial services shows that the pay gap is greater the higher the pay and that, post-recession, longer working hours and ethnicity contributed to the pay gap, but that collective bargaining led to a lower pay gap.

If you work in an organisation with more than 250 employees, do check the pay gaps, including the bonus gap, which your employer is required to report.

## Why investigate intersectional pay?

Intersectional pay may relate to one or more protected characteristics *(www.equalityhumanrights.com/en/equality-act/protected-characteristics)* (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation) and it is an important feature in pay audits. Research *(https://onlinelibrary.wiley.com/doi/10.1111/1468-4446.12341)* on women's representation by ethnicity reveals that ethnicity is a more potent source of inequality than gender. Moreover, research *(https://onlinelibrary.wiley.com/doi/full/10.1111/1467-8551.12032)* indicates that employees with more than one protected characteristic experience multiple disadvantages.

## Is equal pay a one-off struggle?

No, there is a need for constant vigilance as company policies and practices can and do change *(https://doi.org/10.1093/cje/beu053)* . Annual pay audits are necessary to see if pay gaps have narrowed or widened. We are living through changing times in the post-Brexit era and while labour shortages offer opportunities to renegotiate pay, they also offer the potential for gender pay discrimination as 'market forces' may favour one sex.

## Is women's work really undervalued?

There are multiple studies *(www.njl.nu/uploads/Paper_2007_Jill_Rubery.pdf)* showing that women's work is undervalued compared to men's. This is why it is so important to check if men and women receive equal pay for equal work, or if women's work is less valued than men doing similar work of equal value to the organisation.

## Will collective bargaining make a difference?

Yes, research *(http://sro.sussex.ac.uk/id/eprint/81021/)* shows that collective bargaining is a fairer method of pay determination and leads to lower gender pay gaps.

## Why do you need to know if women are under- or over-represented in an organisation/department/level of seniority?

The proportion of women may be a marker of unequal pay. The higher the proportion of women, the more likely that pay is relatively low; and the higher the proportion of men, the more likely that pay is higher. Even where women take senior roles, they are likely to earn less than their male counterparts, which widens the pay gap.

> If you work for an organisation with more than 250 employees, you can check this yourself by examining the pay gap report. The report groups earnings into 'quartiles' so you can see which group of earners has the highest or lowest pay gap. Don't be misled if the pay gap is smallest in the lowest quartile where earnings are lowest. It tends to be the case that women occupy the majority of jobs in the lowest quartile.

# Sample Members' Survey

**It is very important to get input from workers/trade union members about whether they think there is equal pay in the organisation. If their experience is very different from how the employer describes it, then this is probably an issue to ask questions about or campaign around. For example, if the employer maintains that everyone knows how to access the organisation's pay policy, but members say in response to a survey that they have no idea how to do this, then this is an issue that needs to be addressed.**

> The 'Questions for the Employer' can be mirrored in a survey of employees or trade union members. There is no need to reproduce them all but you can select key issues to focus on and tailor your questions to suit your audience. You could concentrate on a particular policy for example or a particular department or grade.

Surveys provide evidence when negotiating with your employer about the issues that members or employees want to address and that they think is important. You can use numbers ("90% of members surveyed responded that...") or anonymous quotations ("one respondent said that their manager had told them that they 'got her cheap'") to support your arguments.

Ideally, surveys can be sent out jointly so that both the employer and the employees/members of the Trade Union/s are committed to analysing the data together and coming to a shared decision about what to do about it.

Spoiler alert: this may not work in the real world! If not, it is important that the Trade Union or employees survey all workers, whether they are union members or not, so you can use the resulting evidence in your negotiations.

Create a survey for your colleagues/members in our member hub

**Beware: asking questions is not a neutral act - and neither are surveys!**

## Union Stories: UCU

After 18 months of negotiation UCU and the management at the University of Bristol reached an agreement aimed at tackling their gender pay gap of 13.6%.

The agreed measures included:

- Increased opportunities for progression for women;
- Greater opportunities to work flexibly or to job share;
- Funding for pilot schemes to allow research staff to continue working at the university between grants; and
- Training for all staff involved in recruitment and promotion processes.

The union said that increasing opportunities for advancement was crucial in tackling the gender pay gap, as more women at the university were employed in research-only and teaching-focussed roles, which often have less opportunity for career progression.

UCU said it also welcomed the move to invite all candidates to discuss flexible working and job share options when applying for jobs at the university. The university will gather data from all departments in areas such as part time work and flexible working requests to ensure that future plans to address the issue are based on the best possible evidence.

Read more on the UCU website *(www.ucu.org.uk/article/10543/Landmark-deal-at-University-of-Bristol-to-tackle-gender-pay-gap)*