

Jisc

# Gender pay gap report 2023

September 2024



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# Introduction



Since we started publishing our gender pay gap report, I am delighted that we have progressed towards a more gender balanced workforce. In 2023, we have more women in roles in the upper

middle quartile and a decrease in both our mean and median gender pay gap figures. The percentage of women in technical roles remains on par with the sector, highlighting that we are not alone on our journey to a more equitable sector.

Tackling the gender pay gap has been a priority in our diversity and inclusion strategy. In 2022/23, we have invested heavily in our people, culture, policies, and processes to provide a more inclusive future for women in tech.

Our employee networks continue to grow and are an integral part of the opportunities to foster belonging, discussion, learning and development. Membership across our networks has grown exponentially, from 557 members in March 2023 to 1199 members in June 2024. Our 'women at Jisc' is led by a passionate group of co-chairs who organise and deliver a suite of events focussed on the members' needs and aspirations. The network's celebration event of International Women's Day was a huge success and attended by a great number of colleagues.

Our flagship leadership development programme continues to be one of the most popular options in our catalogue of learning and development products. I am pleased to report that more than half of the delegates on the programme are women, ensuring that talent in Jisc is nurtured and equipped to make strides in their careers.

We constantly seek ways to innovate and unlock the right opportunities for our colleagues. Our 'internal first' approach – has proven a fruitful investment. Approximately a third of our vacancies in 2022/23 were filled internally, unlocking new horizontal and vertical career progression opportunities for

all. Through our early careers programme, we are breaking down entry barriers for women in tech roles. Our apprenticeship, graduateship and internship programmes have been an indispensable springboard for women, especially women from communities who are traditionally underrepresented in the technology sector. I am delighted that our engagement with industry and education partners has been the catalyst for women to take their first step into technical roles.

Having developed my career in a traditionally male-dominated sector and contributed to the everchanging tides of how the sector operates, I care deeply about creating the space to listen and learn from colleagues' experiences. This year, all my listening lunches – a dedicated, agenda-free hour for conversation with colleagues – has been devoted to our employee resource networks. It's a great privilege to listen to the experiences of colleagues across the networks, including 'women at Jisc', 'menopause' and 'parents and carers', and build an insight into the areas where we can still do better to support women in our workplace.

This year, we have worked with Scotland's gender pay gap experts (**Close the Gap**) to gain a deeper understanding of our data and areas that need our attention. Combined with learning from colleagues' experiences through our annual engagement survey and a wide range of conversations, we have a robust understanding of our gender pay gap's drivers and priorities for action. Some clear challenges persist, within Jisc and the sector more widely: women are underrepresented in science, technology, engineering and mathematics, technical and senior leadership roles, and are overrepresented in lower-paid, part-time roles mostly within support functions.

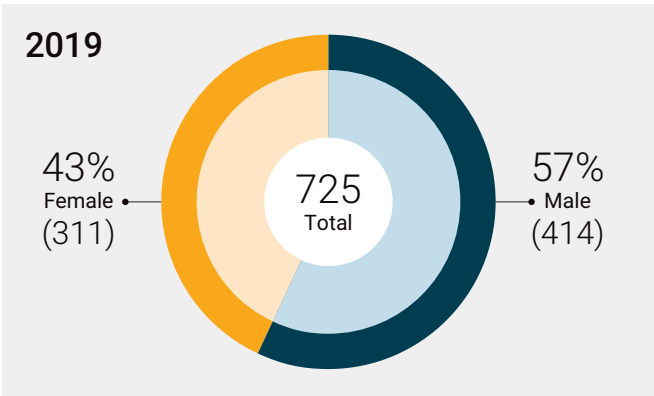
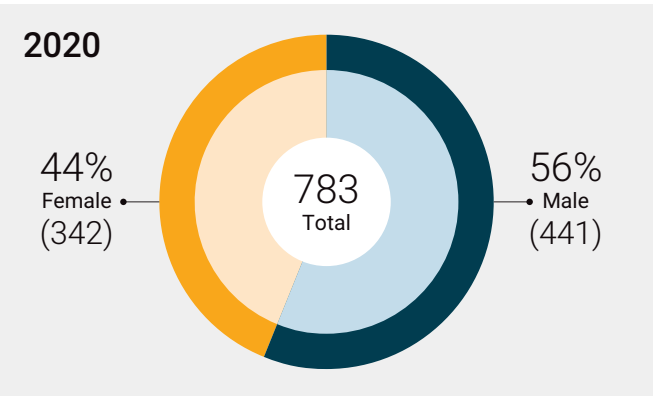
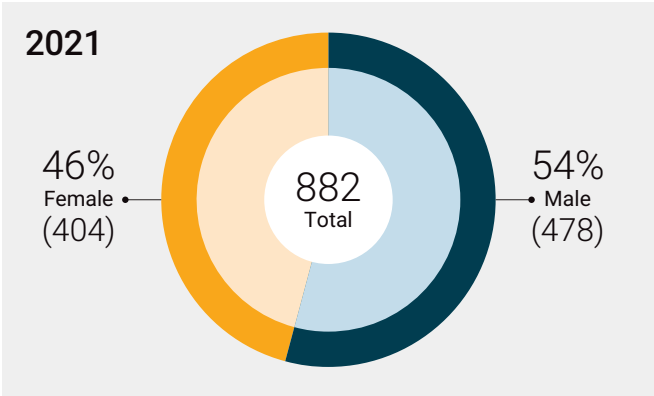
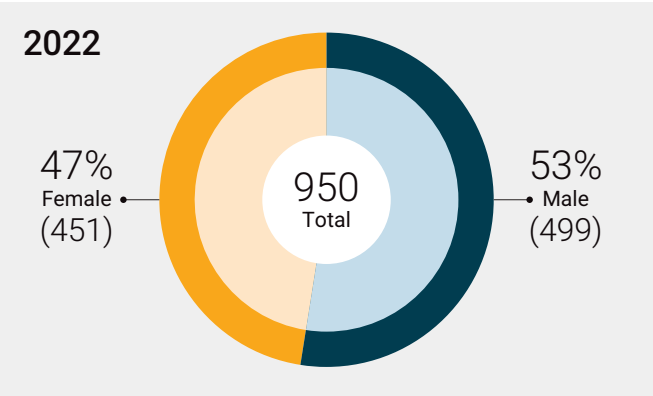
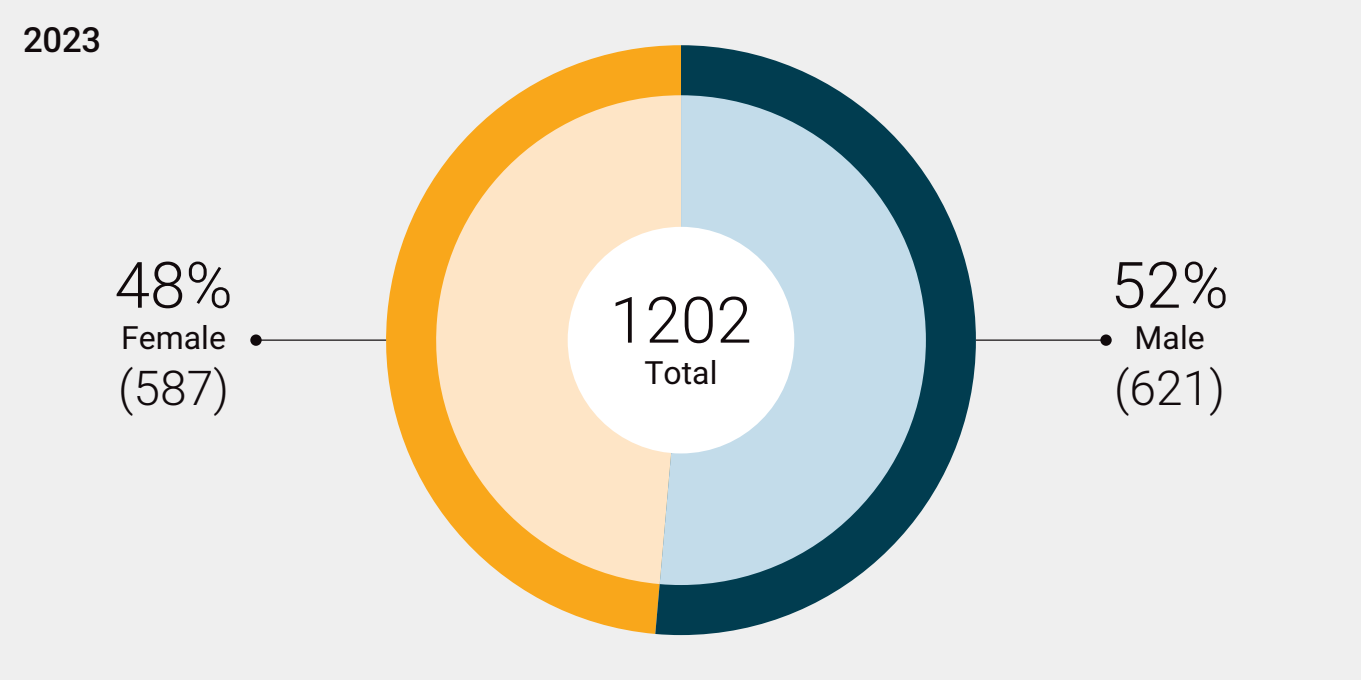
I'm delighted to welcome this report as a reflection of our achievements, a critical friend, and a blueprint for the future. We are on a path to close the gender pay gap and pave the way for a truly inclusive and equitable workplace. This is our commitment, our challenge, and our promise.

**Heidi Fraser-Krauss,**  
Chief executive, Jisc

# Our gender pay gap data

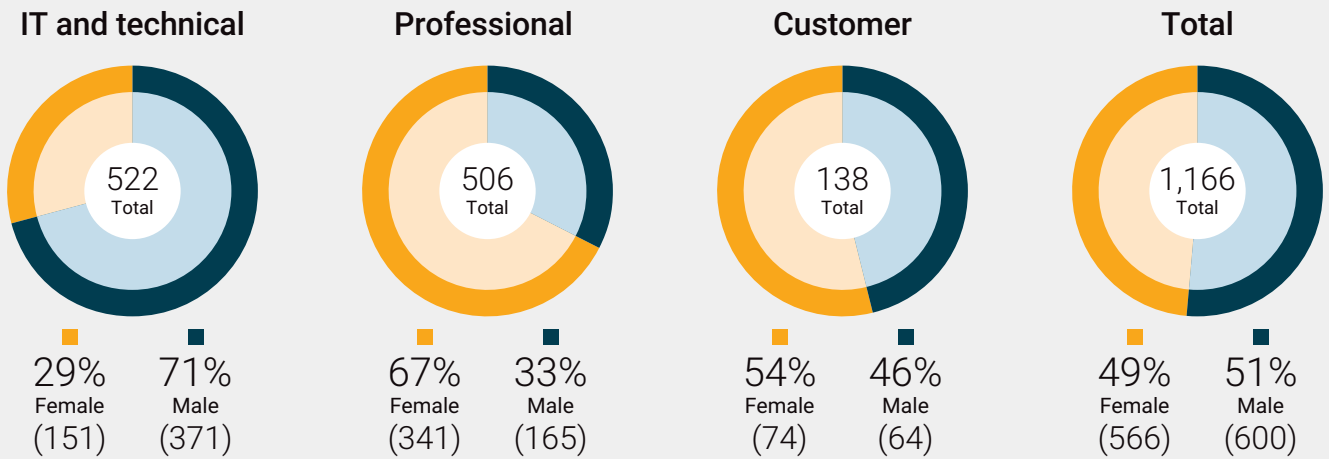
The tables and figures below outline all the relevant headline data since 2019. The latest figures shown were taken on 5th April 2023.

## Demographics

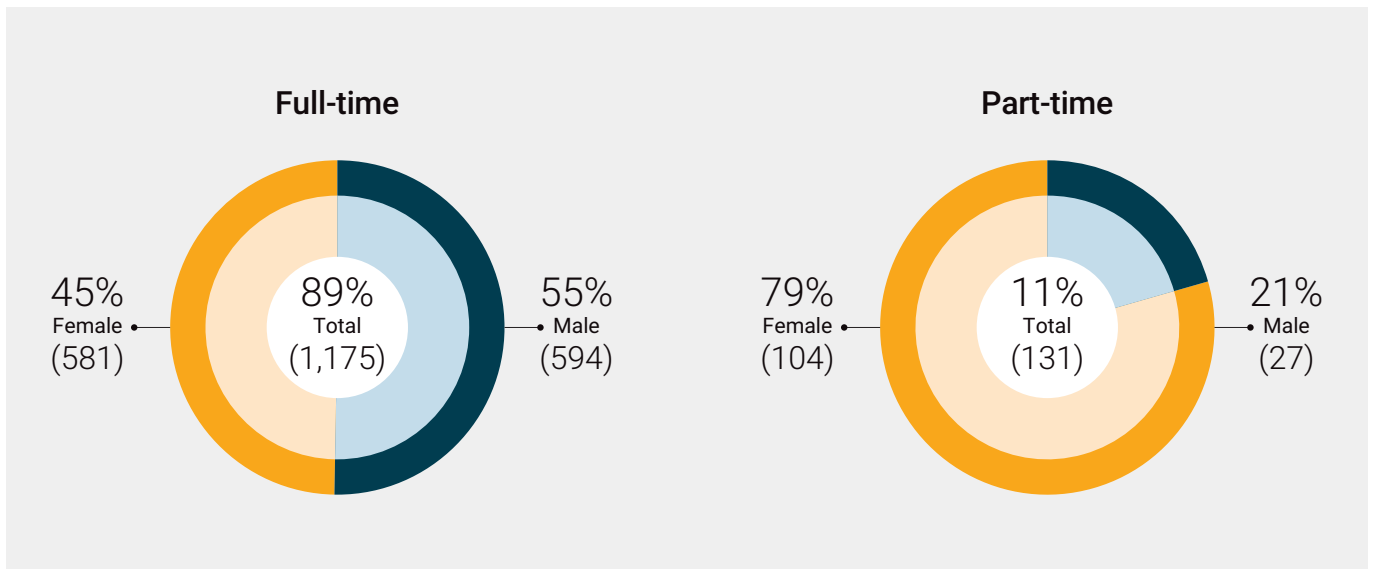


# Occupational segregation

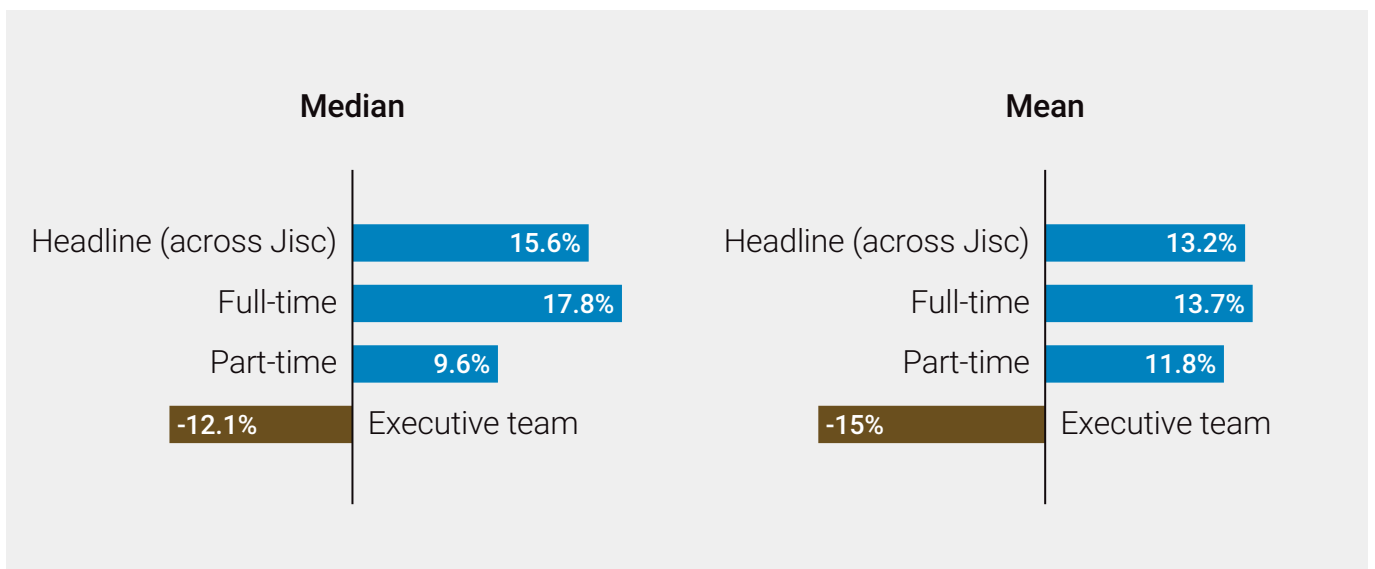
## Job family: occupational segregation by gender



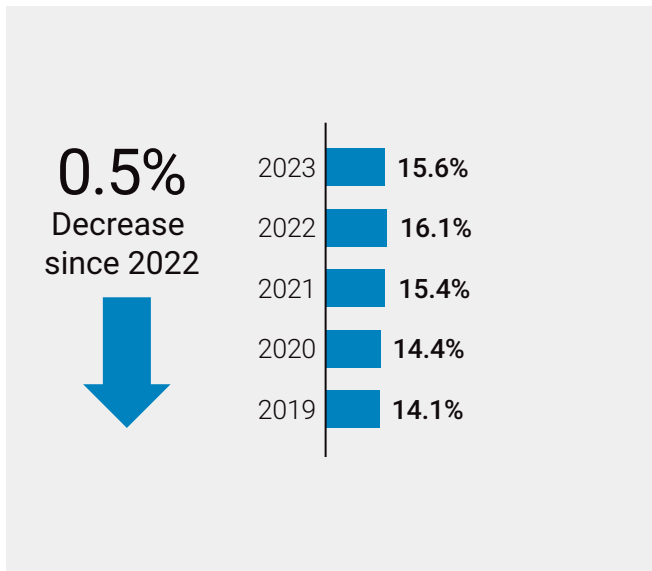
# Working pattern



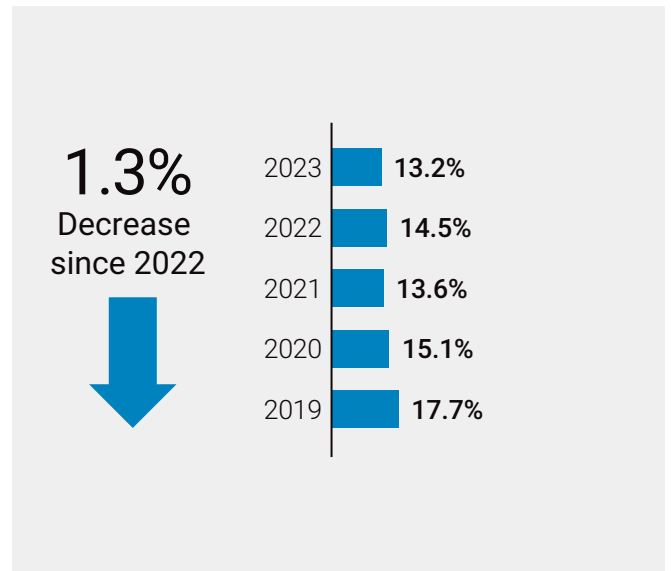
# Gender pay gap: headline figures



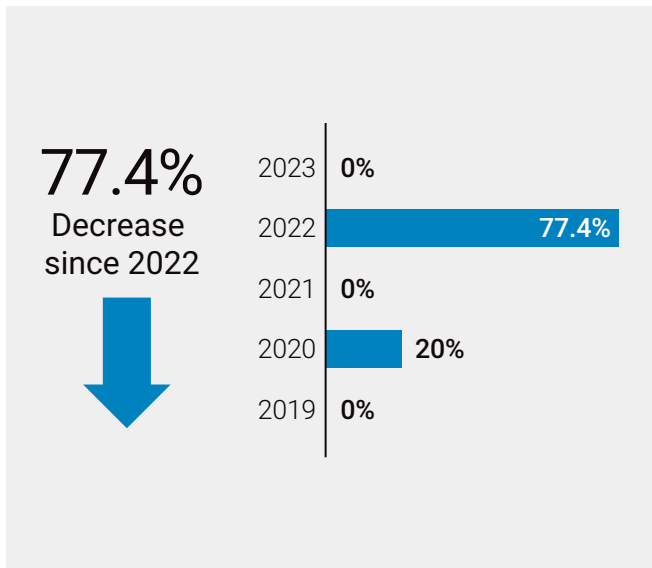
## Gender pay gap: median



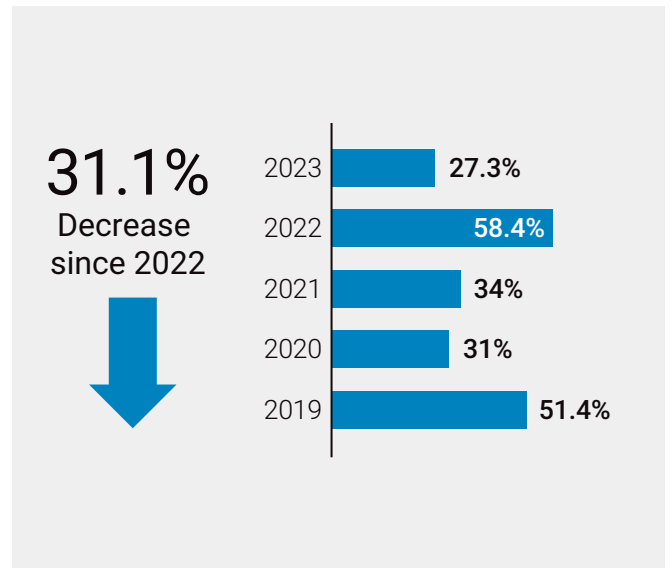
## Gender pay gap: mean



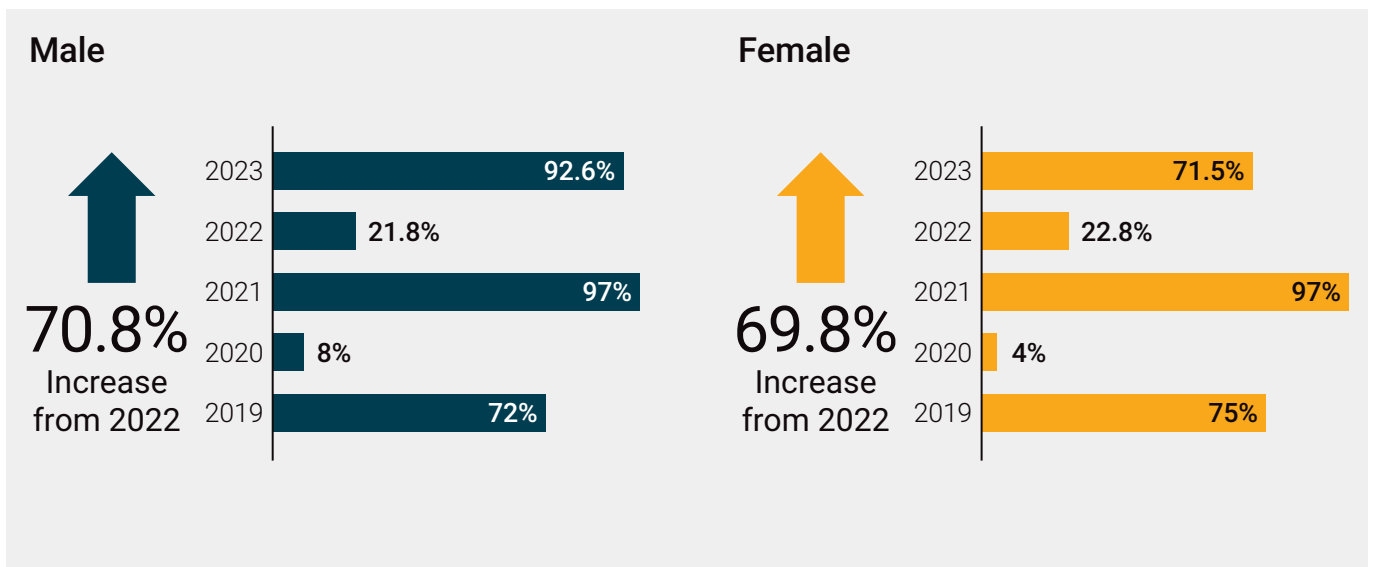
## Bonus pay gap: median



## Bonus pay gap: mean

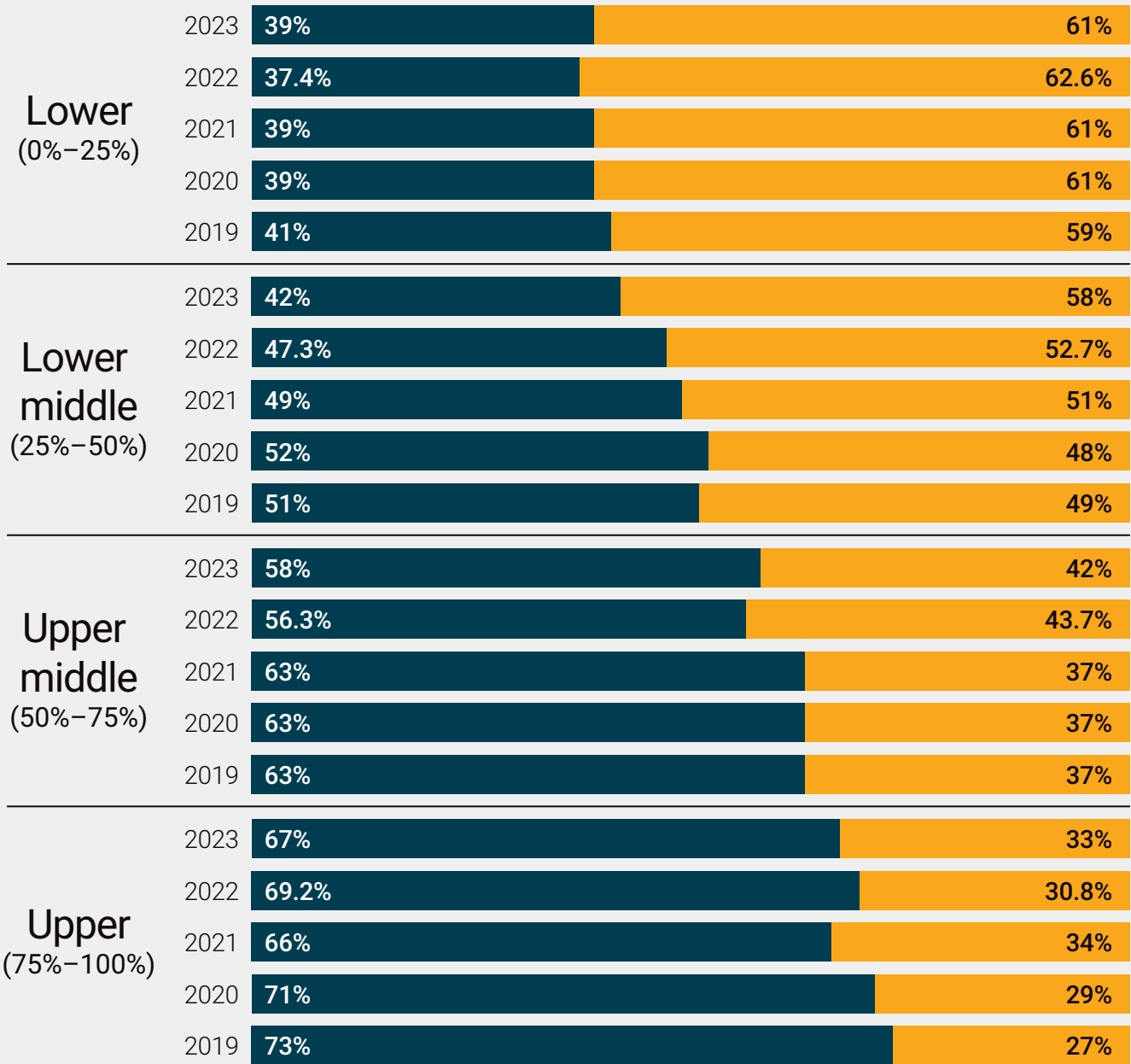


## Proportion of staff receiving bonus



# Quartiles

■ Male ■ Female





# What's driving our pay gap?

This year, we are equipped with more granular data and analysis that allow us to explore our persisting gender pay gap drivers in greater detail. Our collaboration with Close the Gap has enabled us to unpick our gender pay gap from many angles: vertically (junior to senior roles), horizontally (across job families), and working pattern (full-time and part-time). This deeper analysis sheds light on some of our unknowns and provides insight about where focussing our efforts would shift the dial in the right direction.

Key insights:

- Our workforce has expanded year-on-year since 2019 and progressed towards greater gender parity
- The mean and median pay gap figures have decreased compared to 2022
- Our median pay gap remains higher than the UK 2023 median figure of 14.3%<sup>1</sup>
- Women earn a lower average hourly rate than men and are more likely to be working below the organisation's average hourly rate
- Women are overrepresented in part-time roles which are paid a lower average hourly rate than full-time roles
- Women are overrepresented in the lower quartiles of the organisation, while men are overrepresented in the higher deciles of the organisation
- Women and men are concentrated in different job families in Jisc: men are more likely to work in technical roles in IT and women are more likely to work in professional services, customer support, and sales roles.
- Women are overrepresented in the job family with the lowest average hourly pay and underrepresented in the job family with the highest average hourly pay.

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<sup>1</sup> Office for National Statistics, 2023: "Gender pay gap in the UK: 2023", available at: [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peopleinwork/earningsandproductivity/genderpaygap/articles/genderpaygapintheuk2023)



Gendered pay inequalities continue to exist within Jisc, although our workforce is progressively becoming more balanced, and the pay gap is narrowing. Despite having a woman CEO and a nearly gender balanced executive leadership team, the overrepresentation of women in lower pay roles across Jisc and within job families persists. The tendency of women to be found in the lower deciles of the organisation, and the overrepresentation of male staff in the highest, combined with the wide salary range within the highest deciles, is likely to be a key driver of our gender pay gap.

Similarly, occupational segregation poses a challenge on the organisation's pay gap. Men are overrepresented in IT and technical roles and in senior roles, with higher average pay, while women are overrepresented in junior roles within the job family with the lowest average pay.

Our analysis has also uncovered some insightful findings about our staff's working patterns. 53% of our part-time workforce is concentrated within a subset of our Professional Services job family which has a lower average hourly pay rate compared to the job family as a whole. Given that the vast majority of our part-time workforce is women (79%), this is likely to be another key driver of our gender pay gap.

These key drivers are potentially manifestations of chronic systemic barriers:

- Underrepresentation of women in science, technology, engineering and mathematics (Stem). The Tech Talent Charter suggests that among its signatories, on average, 29%<sup>2</sup> of tech employees are women or non-binary people, the same figure as Jisc.<sup>3</sup>
- Bias in recruitment and promotion
- Bias in pay-setting practice
- Bias against part-time or flexible work, horizontally and vertically
- Inconsistent implementation or promotion of flexible working opportunities.

However, our principles, ethos and commitment to inclusion do not allow us to be passive observers. We want to be an active role model, a beacon of inclusion, who actively challenge the status quo and inspire current and future women staff to thrive in our sector.

This presents us with an exciting prospect to make greater contributions towards deconstructing bias within our organisation and sector, and to promote our inclusive and flexible working practices more widely to ultimately attract, retain and develop women throughout our employee pipeline.

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<sup>2</sup> TechTalent Charter (2024), Diversity in Tech: An annual report tracking diversity in technology across the UK. Available at: [Diversity in Tech Report \(techtalentcharter.co.uk\)](https://techtalentcharter.co.uk)

<sup>3</sup> NB. The proportion of non-binary tech employees is tiny, so the figure essentially refers to cis women in those roles



# Our priorities and actions for 2024/25

Having a deeper understanding of some of our gender pay gap's key drivers is a powerful starting point. As with any complex workplace, the solution lies beyond one specific intervention. For our priorities and actions to be meaningful, they must be holistic to encompass our culture, people, strategy, policies and practices.

## Our priorities:

- 1. Data:** Collect robust data and build our skillset to interpret, understand and use it efficiently to make decisions.
- 2. Recruitment, retention and development:** Create equitable recruitment opportunities and experiences, internal and external, which attract and support women to thrive across Jisc, particularly in senior and technical roles.
- 3. Culture:** Foster an environment which embraces diversity, promotes awareness and inclusion, and motivates us to collectively tackle systemic barriers which contribute to gender inequality.

## Our actions:

### Data

- Revamp our equality monitoring form to capture more accurate quantitative data that helps us build an intersectional understanding of our workforce.
- Reignite our campaigns to strengthen the disclosure of equality monitoring data and to accurately capture statistics about trans and non-binary people within the organisation.
- Support our senior leaders to access high-quality data about their directorate's demographic makeup, recruitment, and promotion through data dashboards.

- Continue to hold qualitative conversations to complement the results of our annual employee engagement survey and gain a better understanding of people's experiences within Jisc.
- Build internal capacity to dive deeper into our gender pay gap horizontally and vertically on a regular basis, allowing us to systematically track progress and areas for development.

## Recruitment, retention and development

- Establish a working group to carry out an inclusive recruitment review to identify areas of strength and opportunities to make the process more equitable. We are particularly interested in creating job descriptions and essential criteria which are proportionate, intentional, and gender neutral.
- Continue to raise awareness of lived experiences and gender inequality in recruitment and share learning with hiring managers on good recruitment practices such as tackling our own bias and assumptions, putting together diverse interview panels, and shortlisting equitably.
- Work more closely with hiring managers to promote our flexible working culture externally and advertise relevant roles – especially in senior leadership and technical areas – as flexible and open to part-time working.
- Continue to strengthen our internal progression pathways, both horizontal and vertical. This includes enhancing our shadowing and secondment opportunities and equipping managers with the skills to support staff, and delivering learning and development opportunities for women which are accessible to part-time staff and those working flexibly.
- Continue advertising available roles through our internal first scheme which enables our staff to access and apply for vacancies a week before they are advertised externally and support line

managers to approach eligible candidates with an invitation to apply. Managers are also encouraged to communicate these opportunities, on an opt-in basis, to colleagues on parental leave.

- Grow our mentorship and coaching offer, internally and externally, ensuring that people can access mentors and coaches tailored to their career aspirations and who, ideally, reflect their lived experiences.

## Culture

- Work with senior leaders and line managers across Jisc to continue to nurture a culture of flexible working and job share, particularly in areas where women are significantly underrepresented such as senior leadership and technical roles.
- Continue to invest in and support our thriving employee resource networks (ERN) to grow, work intersectionally, and contribute towards policies and practices which reflect and include a diverse range of lived experiences.
- Ensure that our women at Jisc ERN remains a central pillar of support for women in the business with a strong track record of providing opportunities for networking, career development, and sharing learning and practice through external speakers.
- Work closely with our menopause ERN to develop guidance and working practices which create a menopause-inclusive culture and workplace.
- Support our senior leaders to access development and opportunities to be stronger allies, identify and tackle structural barriers, and to role model inclusion.
- Continue to raise awareness about the systemic barriers and lived experiences of women in the workplace through learning sessions and internal communication channels.



## Women in Jisc

**“ Looking ahead, I believe that offering part-time roles in more senior positions could be revolutionary. It would open up possibilities for many who, like me, are balancing family, health, and career. It’s not just about women and the gender pay gap; it’s about creating a workplace that accommodates all aspects of life. ”**

My journey in Jisc began after I decided to pursue a master’s degree, a leap I took after years of part-time work while raising my children. Before Jisc, I was one of many part-time workers, juggling family life and a series of jobs, always trying to align work with my kids’ schedules.

I always knew I wanted to further my education, and when my husband was promoted, it finally became financially feasible. On one of our careers days, a colleague from Jisc spoke at our graduate class which motivated me to secure a fixed-term contract here. That’s how I got my foot in the door.

At 43, I feel like I’m starting my career anew. I know I’m not the only one who feels this way. It’s frustrating to have a master’s degree and years of experience yet find myself at the early steps of the career ladder. Now, with one of my children heading to university, I’m eager to make strides in my career. But the opportunities seem like mountains to climb, although made slightly less insurmountable through interventions such as our ‘internal first’ approach.

The gender pay gap for me isn’t so much about ability or qualifications; it’s about the choices I had to make and the priorities I had to set. And now, as I try to regain my footing, I find that my confidence has taken a hit. I don’t regret my choices as they allowed me to be with my family and focus on my role as a mum. It does pain me, though, that being the more flexible parent has come at a cost to my own career growth.

Jisc has been a beacon of flexibility, and perhaps if I had been here earlier in my career, I would have been presented with possibilities that would have allowed me to progress my career without taking a hit on my role as a mum. The pandemic has shifted perspectives on working from home, which could have been a game-changer for me in the past.

I'm not just a mum returning to full-time work; I also manage a long-term health condition. Holding down a full-time job is already a significant achievement in itself for me. I have to remind myself to be kind and recognise that what I'm doing is actually impressive. Nevertheless, I do think that people in my position would really benefit from more understanding and support to ensure accessing opportunities for career development are equitable and take into account all the plates we have to spin at the same time.

Looking ahead, I believe that offering part-time roles in more senior positions could be revolutionary. It would open up possibilities for many who, like me, are balancing family, health, and career. It's not just about women and the gender pay gap; it's about creating a workplace that accommodates all aspects of life.

As I share my story, I hope it resonates with others who find themselves in similar situations. It's a call for understanding, support, and change – not just in Jisc, but across all sectors.

**“ Pay disparity is an issue that exists across roles and sectors. It’s not rare to see men in roles with similar – or fewer – responsibilities enjoy a higher wage than women. The causes of this are rooted deeply and require a cultural and structural shift to undo. ”**

As I reflect on my career in Jisc, I’m struck by the progress we’ve made and the challenges that still lie ahead. The scarcity of female leaders below our executive leadership team, particularly in the tech areas of the organisation, is an issue that persists. Yet, it’s inspiring to see a female CEO at the helm – it genuinely brings a smile to my face.

My passion for addressing the gender pay gap did not start with Jisc. I’ve built a rich career supporting organisations in various sectors as a consultant in marketing and business strategy roles. I’ve gone from role to role through word of mouth, a testament to my work ethic and abilities. Nevertheless, I’ve felt the sting of inequality too many times when male colleagues with a similar skillset and experience, charged a lot more than me as their daily rate – and successfully getting contracts. It’s not just about the money; it’s about the recognition and value that comes with it.

I’ve been in Jisc for a while now and, much like the rest of the sector, we’ve still got lots of progress to make in closing the gender pay gap and providing a clearer pathway for promotion which isn’t limited to moving into another role. I’m sure that I’m not alone in saying that I don’t necessarily want a different role; I love my current role, and want to grow within it, with more responsibility and challenge, and the remuneration to match it.

It would, however, be an injustice if I didn’t recognise the incredible benefits and ways of working that Jisc provides. One aspect of Jisc that I truly appreciate is the level of flexibility it offers. As a woman with leadership responsibilities within my role, it’s not very common to be in a part-time role with lots of flexibility which allows me to build my career and fulfil my duties as a local politician. Not only that, as part of our Jisc benefits, I’m able to use up to ten days of paid public service leave, and buy additional leave each year, which allows me enough time for actual rest. This flexibility likely retains more women in employment without sacrificing aspects of personal life, as it has for me.

Pay disparity is an issue that exists across roles and sectors. It’s not rare to see men in roles with similar – or fewer – responsibilities enjoy a higher wage than women. The causes of this are rooted deeply and require a cultural and structural shift to undo. A truly inclusive and equitable future is one that accurately recognises and remunerates women’s labour, experience and skillset. I believe men are still favoured for the limited opportunities available for vertical progression.

In sharing my story, I hope to shed light on the importance of equitable promotion opportunities and proper remuneration that truly reflects the value of women in our sector. I also want to inspire other organisations to foster a similar culture of flexibility to Jisc, one that recognises that working part-time is not incompatible with being a senior leader. Regardless of working patterns, women are already spearheading innovation and change in our sector. Let’s embrace a different, more inclusive future for all.

**“ It’s clear that tech companies need more than just coders; understanding people’s needs, facilitating innovation, and solving real-world problems are equally important. ”**

Reflecting on my career in the tech industry, I am reminded of the unique journey that led me here and the diverse skills that are essential in this field. It’s clear that tech companies need more than just coders; understanding people’s needs, facilitating innovation, and solving real-world problems are equally important.

My path into tech was unconventional, beginning in events management where I produced conferences and engaged with speakers. This experience allowed me to learn about technology in a dynamic way. Transitioning to tech marketing and now working in communities and engagement has shown me the critical role diverse skills play in our industry.

At Jisc, I find inspiration in the visible senior leadership, particularly the female leaders. Their varied backgrounds prove that leadership doesn’t always require deep technical expertise, and it’s encouraging to see such representation at the top.

Career development, to me, is a personal journey driven by individual motivation. Jisc offers support through coaching, networking, and mentoring, but it’s up to each person to take charge of their own growth. I’ve always believed that personal drive is essential for career advancement.

One area where I see room for improvement is in communication. There needs to be more transparency about ongoing projects and initiatives within the organisation. While informal networks and grapevine information can be helpful, increasing visibility and clarity across the business would greatly benefit everyone.

Overall, my experience underscores the importance of embracing diverse skills, strong leadership, and the necessity for proactive career development in the tech industry. Sharing these insights, I hope to highlight the value of diverse career paths and inspire others to recognise the broad spectrum of skills needed in our sector.

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