


The Jisc logo is an orange square with the word "Jisc" in white, sans-serif font.A dark teal rectangular box containing the text "Gender pay gap report 2022" in white, bold, sans-serif font.

## Gender pay gap report 2022



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# Introduction

Women have always been a focal point within our diversity and inclusion strategy at Jisc and we are proud of the progress we are making to embed our 'Always Inclusive' guiding principle. Our gender pay gap data is helping us to take an evidence-based approach to our evolving diversity and inclusion strategy.

Over the last year we have taken a number of actions to further support women and build on our inclusive culture at Jisc. These include, supporting 140 women to participate in our Institute of Leadership and Management (ILM) recognised leadership programme and the creation of a range of employee networks including women, menopause and parents and carers. Our engagement survey results and listening events have led us to introduce an 'internal first' approach to recruitment, where all above entry-level roles are advertised internally first, and a commitment to support all staff to use 10% of their time for personal development.

We are making good progress in building a more diverse talent pipeline at Jisc, for example, through growing our graduate and apprenticeship programmes and partnering with #10,000BlackInterns this summer. As a result of our inclusion and anti-racism work we have also been pleased to see a significant rise in diversity data disclosure enabling us to make better informed decisions to support inclusion.

Whilst our mean and median gender pay gaps have risen slightly by just under 1% we have seen a 6.7% increase in women in the upper middle pay quartiles. With 31% of our women in technology roles we are above the national average. We now need to continue the work to attract and retain women in our senior and senior technology roles.

I feel confident we can play an instrumental role in making the technology sector a place women want to work and I'm inspired by our apprentices and graduates, along with our passionate employee networks who are leading from the front.

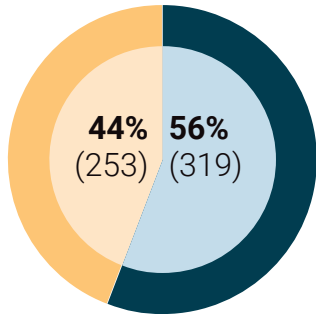
**Heidi Fraser-Krauss,**  
Chief executive, Jisc



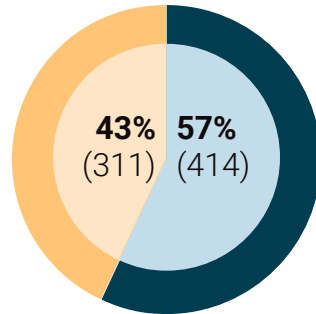
# Our gender pay gap data

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 5th April 2022.

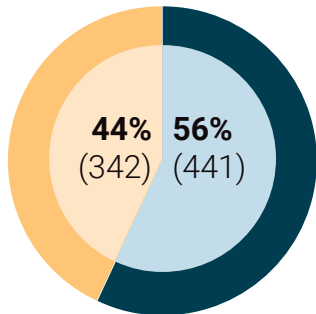
2018  
Total: 572



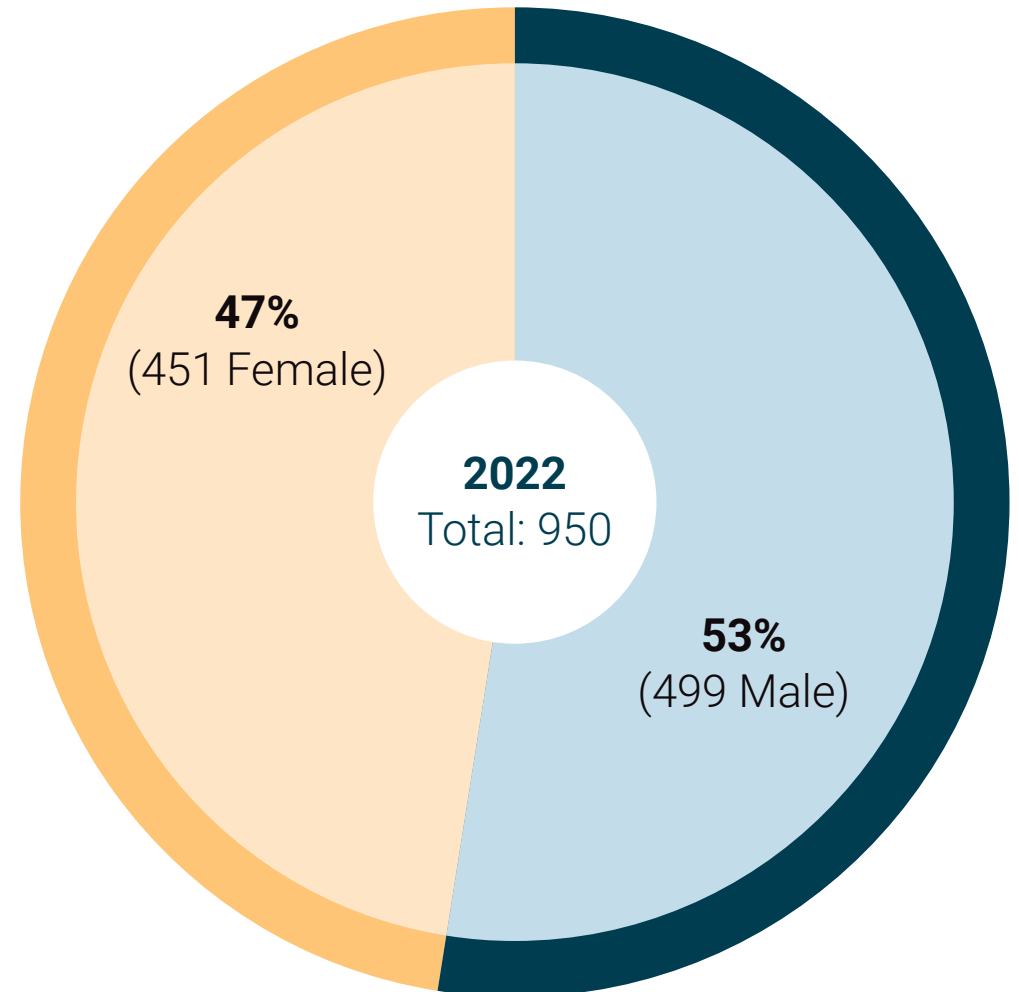
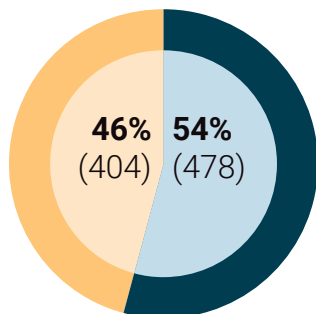
2019  
Total: 725



2020  
Total: 783

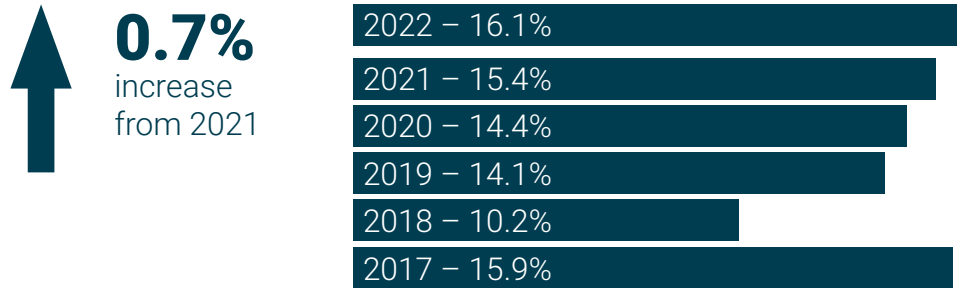


2021  
Total: 882



# Our figures

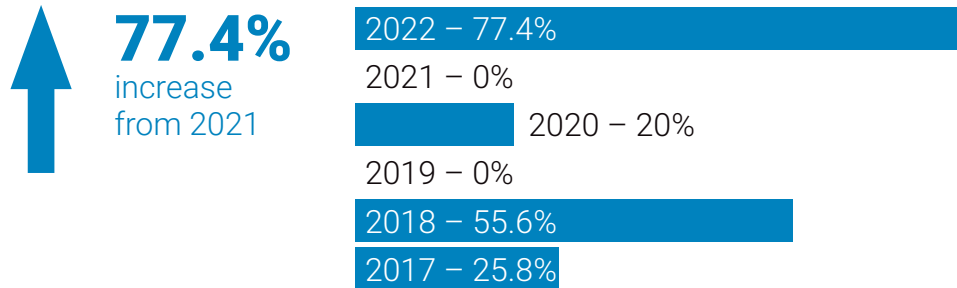
## Gender pay gap: Median



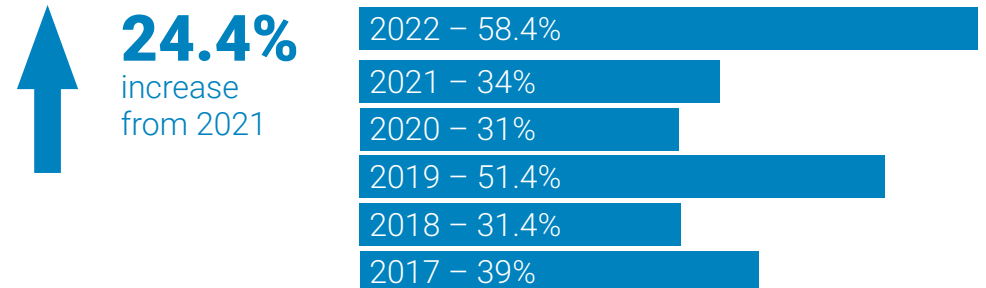
## Gender pay gap: Mean



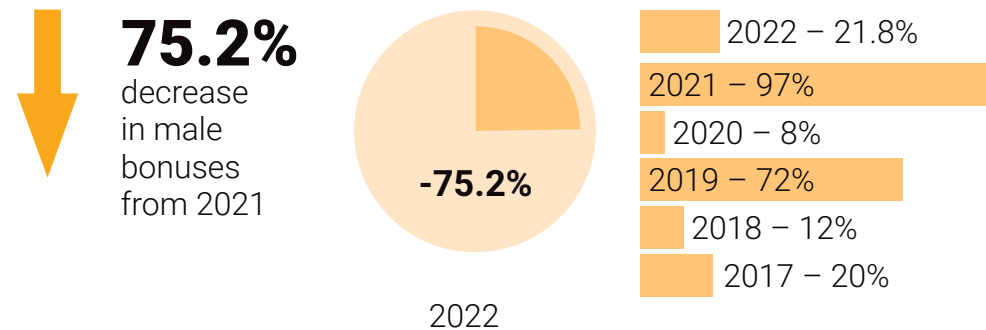
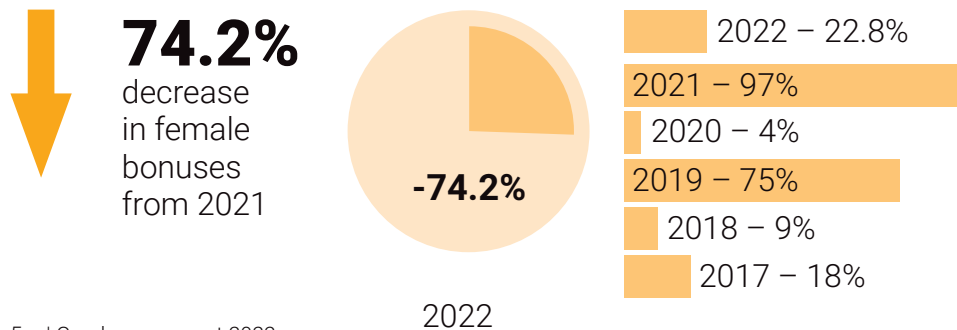
## Bonus pay gap: Median



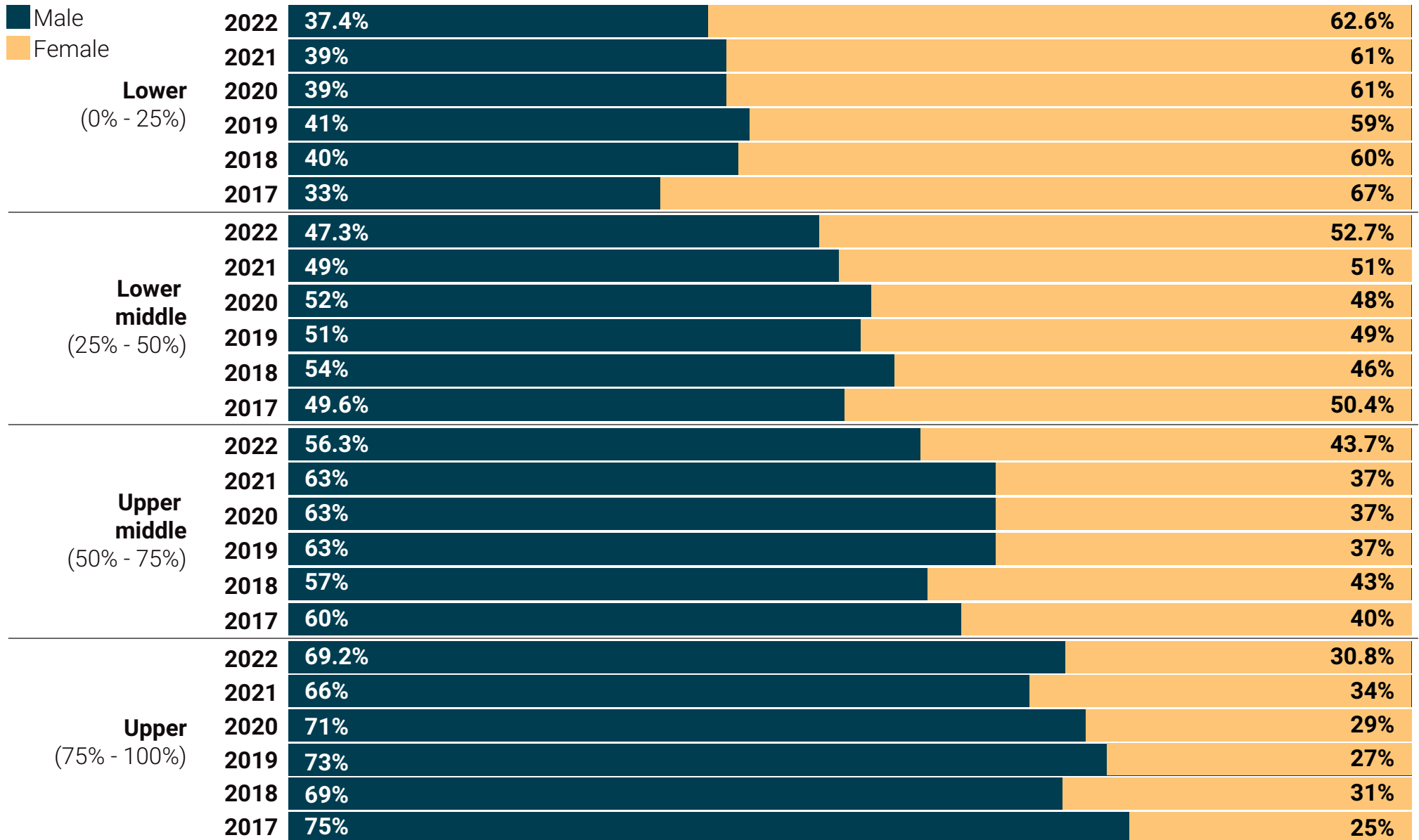
## Bonus pay gap: Mean



## Proportion of staff receiving bonus



# Quartiles



# What's driving our pay gap?

Our gender pay gap continues to be driven by Jisc employing more men than women in our upper quartile roles. Since reporting began, we have gradually increased headcount and we are now steadily closing the male/female gap with 53% male, down from 54% the year before. Whilst the gender split is falling in the upper middle pay quartiles, this is not happening with enough significance to drive changes in our median gender pay gap.

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 31% of our tech roles taken by women against 28% nationally. The proportion of women in tech roles in Jisc has increased by 2%.

“...we are above the national average for employing women in tech roles. We have 31% of our tech roles taken by women against 28% nationally.”

Our mean and median gender pay gaps have both risen by 1% showing we need to continue the work to attract and retain women into our senior and senior tech roles. There has been a 6.7% increase in women in the upper middle pay quartiles from 37%-43.7% demonstrating our progress in this area.

“There has been a 6.7% increase in women in the upper middle pay quartiles from 37%-43.7%...”

Our median bonus gap is 77.4% this year due to the higher number of senior male employees receiving a bonus. We anticipate this dropping in the 2023 pay gap report due to the company wide bonus in December 2022.

Despite there being just under 1% more of our female employees receiving a bonus than men, our mean bonus gap is 58.4% which reflects the higher number of men in the more highly paid commercial areas of our business. We have more work to do to encourage more women into our commercial, commission generating roles.

We need to continue to focus our efforts on preparing and moving women to senior roles and hiring more women at a senior level and in tech roles. We are taking steps to address this through our People strategy and in particular our Diversity and Inclusion strategy and work on pay and reward.

# What action are we taking?

Having spent the last few years ensuring the gender balance of our executive team is right, we now turn our attention to developing a strong pipeline of female talent.




**Georgina Crean,**  
Interim HR director, Jisc

Our action plan for 2023 includes:

- > Continuing to support aspiring and established female leaders to take part in our Institute of Leadership and Management (ILM) recognised leadership programme, with so far 140 women attending
- > Continuing to develop and embed our employee networks such as our women, parents and menopause networks. Our HR team are working closely with the menopause network to make it normal to talk about the menopause in Jisc
- > Encouraging greater internal mobility across the organisation through growing opportunities for secondments and shadowing
- > Actively supporting all staff to take 10% of their time for learning and networking to support career development
- > Developing and launching our Diversity and Inclusion programme for all strategic leaders across Jisc
- > Regularly viewing our employee data with a diversity and inclusion lens now that we have a higher disclosure rate. This will enable us to make better informed decisions
- > Providing greater access to mentoring opportunities specifically for women. This will build on our established internal mentoring and coaching support which is available for all staff
- > Partnering with the #10,000BlackInterns programme and growing our graduate and apprenticeship programmes to ensure a diverse talent pipeline



A group of four diverse women are seated around a table in a meeting. The woman in the center, with curly brown hair, is smiling and looking towards the woman on her right. The woman on the right has blonde hair in a ponytail and is wearing a brown polka-dot top. The woman on the left has dark hair and is wearing a light blue sweater. The woman on the far left is wearing a dark blue shirt and is looking at a laptop. There are papers, a pen, and a smartphone on the table.

**Meet some  
of our  
employee  
networks**

# Women at Jisc network



The Women at Jisc network was launched in September 2022. We aim to give women a safe space to support one another and to promote allyship across the organisation. Ahead of our launch we surveyed colleagues to uncover what was most important to them. The results showed a wide range of concerns. The gender pay gap was featured in the top 8 themes, and many other top themes are interrelated to it – e.g. career progression, confidence, burnout, leadership, having a voice and flexible working.

As co-chairs we see our role as (1) listening so that we can feed network voices into Jisc policies and activities, and (2) providing structures and activities that enable the group to support each other. We have already hosted a session about career development, with feedback given to our Talent Team, and have planned an International Women’s Day celebration and an allyship workshop. By giving women the confidence to progress in their careers and working with allies on unconscious bias, the community hopes to improve the gender pay gap.

We also recognise that each woman’s journey and needs will be different. The co-chairs have attended anti-racism training and maintain close links with other networks, such as neurodiversity, accessibility, and menopause.

## Network co-chairs

Kathryn Woodhead  
(Subject Specialist – Digital Capability and Skills)

Natasha Veenendaal  
(Head of community and engagement)

Marie Fagbemy  
(Microsoft 365 developer and architect)

Tracey Morris  
(Customer systems support officer)

# Parents and carers network



The Parents and Carers Network at Jisc was formed to provide a safe space for people to come together to discuss the wide variety of issues such as juggling work and life commitments that come with being a parent or caring for somebody else. We are aware that when it comes to the gender pay gap, many of these issues are often exacerbated due to women being more likely to take time off work or reduce working hours to accommodate family life.

Some of our network co-chairs have pre-school aged children and really appreciate the flexibility on offer at Jisc with hybrid working and the ability to reduce hours or have flexible working.

The gender pay gap doesn't only affect parents, but also people who may need to work more flexibly in order to care for a spouse or family member. This often disproportionately affects women in the age 35-44 age bracket, who are not only bringing up children but are also caring for older relatives. We are aware that family and caring responsibilities will also intersect with other identities such as race, social class and age that can also contribute to women occupying lower-paying roles in an organisation and are mindful of this.

## Network co-chairs

Rosie Hare  
(Service coordinator library hub content and discovery)

Adam Vials Moore  
(Product specialist open research services)

Zan Clifton  
(Software developer)

Neil Shewry  
(Director of service – Janet network)

Nadine Viehweger  
(Cloud project manager)



# Menopause network



One of the aims of the network is to raise awareness in the business of perimenopause and menopause, the symptoms, plus impact on individuals and those they work with, as well as family. Furthermore, with how family and colleagues can initiate conversations and support individuals going through it. This will help capture the awareness of those who may not know that they could be experiencing change attributable to menopause. Our ambition is to start that thought process and aid conversations across Jisc.

The chief barriers related to the gender pay gap, and menopause, are around career progression and, crucially, job retention. Menopause impact is not always known to be the cause until after people leave their jobs. Mental health changes, that present as symptoms of menopause, are not always recognised as the cause. As a result, we recognise that women are leaving workplaces as they feel they are under-performing, letting their colleagues down, and being unable to participate as they used to in team, or group discussions. This leads to increasing feelings of low self-esteem, frustration and inability to change their mindset. These symptoms are, but not limited to, mood swings, erratic or disordered thinking, brain fog, fatigue, sleeplessness and insomnia, and anxiety.

If these are not recognised as menopause related, they can be confusing to deal with and are often not dealt with, but masked instead. With symptoms being hidden until a person leaves their job, or when their health is significantly impacted, they are unlikely to apply for promotions or ask for pay recognition. Talking more openly can help that 'ah-ha' moment and the ability to link up work and health. The menopause network has great ambitions around this and we hope to prevent colleagues leaving their careers and instead thrive at Jisc, thus positively reducing the gender pay gap.

## Network co-chairs

Alison Jolly  
(Facilities manager)

Shaena Porter  
(Contracts team leader)

Louise Auckland  
(Licensing manager)

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