



Gender Pay Gap Report 2023

DN COLLEGES GROUP



Reminder of legislative requirements

Gender pay gap legislation (The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017)) requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data. The reference point for this data for DN Colleges Group (DNCG) and Optime Support Ltd (OSL) is 31st March 2023. DNCG includes Doncaster College, North Lindsey College, University Campus North Lincolnshire (UCNL) and University Campus Doncaster (UCDon). The specific information we are required to publish needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay on 31st March 2023).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 31st March 2023).
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each quartile pay band (looking at the proportion in 4 pay bands when we divide our workforce into four equal parts).

The gender pay gap is expressed as a percentage of male earnings (e.g. women earn x% less than men).



Gender Pay Gap Report 2023

DN Colleges Group (DNCG) which also includes our subsidiary company Optime Support Ltd (OSL), is committed to equality for all and this includes our work to continually improve gender related barriers to equality.

Creating an inclusive culture of collaboration, innovation and creativity to enable our employees to fulfil their potential and be high performing, forms part of our key strategic priorities where individual differences are valued, and everyone is treated equitably and fairly. Building a fair, inclusive workplace takes commitment and action. Continuing to use the Barratt Values Assessment strategically next year maintains our commitment to understanding the values of all our employees, alongside ensuring the gender pay gap continues to be one of the most important inclusion metrics we track and report on across the Group.

The causes of the gender pay gap remain complex, social pressures and norms influence gender roles and often shape the types of occupations and career paths which people follow and therefore their levels of pay. Women are also more likely than men to work part-time and to take time out for family reasons. Generally, the pay gap widens with age, primarily because women are more likely than men to take time out of the labour market to care for children, which may slow career development.

We continue to share our data to set a benchmark against which we can hold ourselves to account and track our future progress. We do not pay people differently on the basis of their gender. The pay gaps exist because different groups are represented unequally at different levels across the Group. With the introduction of the new Strategic Plan

for 2023-2028 real positive changes have started to take place that will ensure we have a strong strategic focus leading us into the next five years. We remain fully committed to ensuring our workforce reflects the communities in which we represent through our identified actions and wider inclusion efforts.



Gender Pay gap v Equal Pay

A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give men and women equal pay for equal work. Our gender pay gap is not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels of the organisation, supported by our sector led, job evaluation tool. We regularly monitor this to make sure we meet this legal and moral obligation.

The mean and median explained

The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men.

Median pay gap: The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the 'middle woman' compared to that of the 'middle man'.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.



Gender Pay Gap at a glance

Headline gender pay figures for DNCG & OSL

The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay as the snapshot date of 31st March 2023, and bonuses paid in the year to 31st March 2023.

GENDER PAY GAP	DNCG	OSL
Mean	11.21% ↑	15.64% ↓
Median	14.10% ↑	19.39% ↓

BONUS PAY GAP	DNCG	OSL
Mean	8.95% ↑	12.64% ↑
Median	0.00% ✓	23.44% ↑

% EMPLOYEE RECEIVING A BONUS	DNCG	OSL
Male	78.39% ↓	65.82% ↓
Female	85.83% ↓	65.66% ↓

DNCG mean and median gender pay gaps have increased slightly (+0.02% mean) & (+0.08% median) on 2022 data.

OSL mean and median gender pay gaps have decreased significantly (-8.24% mean) & (-16.64% median) when comparing the previous gender pay gap report.

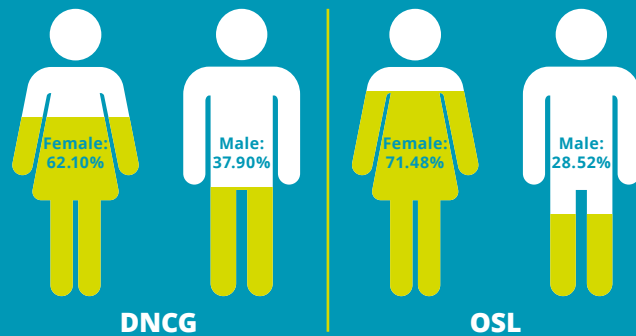
The National gender pay gap in April 2022* was 14.9% (median) and 13.9% (mean), however the gender pay gap in the Education sector was 22.2% (median) and 16.1% (mean). DNCG compares favourably against the national figures, however OSL remains higher when analysing the data.

Data also available from the Office for National Statistics* (ONS) in 2022 shows that the Yorkshire and Humber gender pay gap is 16.5% (median) and 15.0% (mean), which again shows favourably for DNCG in relation to the figures although OSL remains slightly higher. Positively though, the gap has reduced .

The vast majority of staff employed across DNCG & OSL during the reporting period received a bonus payment in 2022 which was subject to specific criteria been met. i.e. employee had to be employed by DNCG/OSL on 1st April 2022.

*latest available figures. April 2023 figures yet to be published.

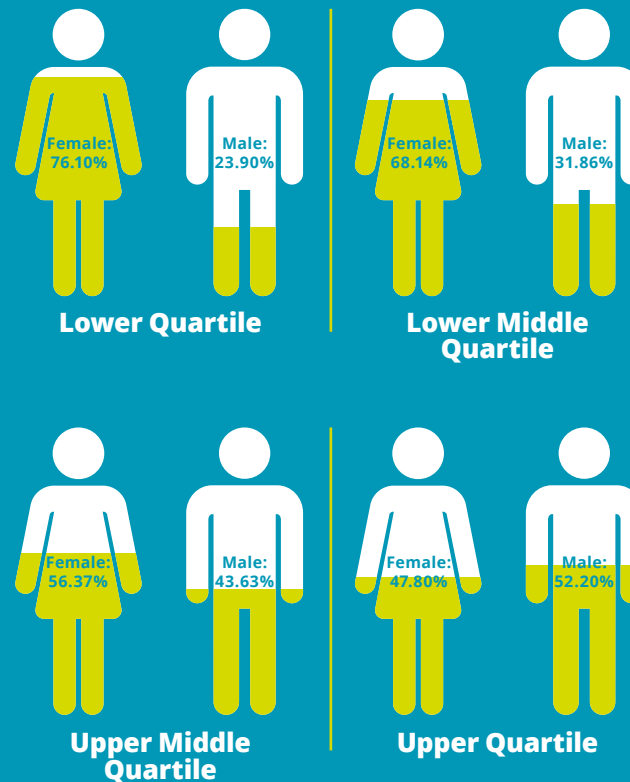
Proportion of male and female staff



DNCG has an overall staff profile of 62.10% female (-2.24% on 2022) which continues to exceed both local profiles for North Lincolnshire & Doncaster (census 2021) which sits at 50.68% and 50.42% female respectively.

OSL has an overall staff profile of 71.48% female (+7.95% on 2022).

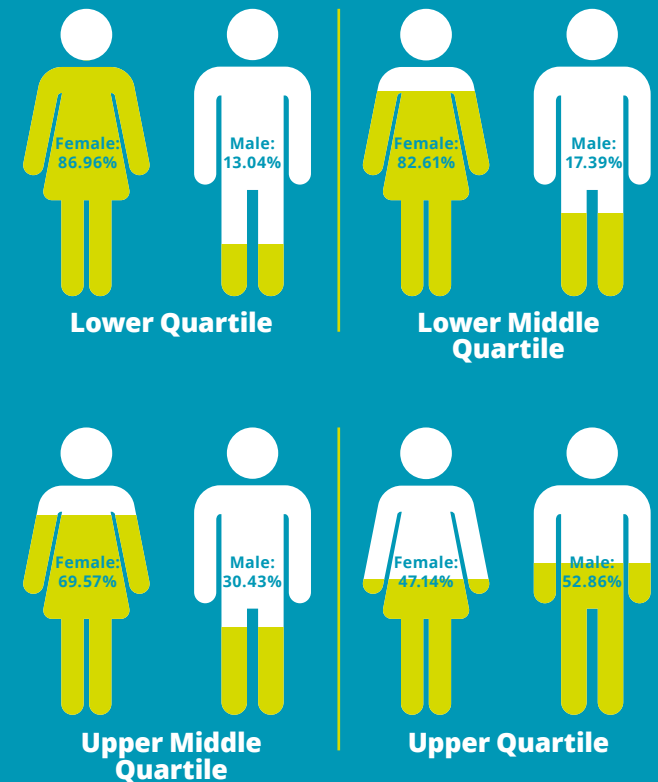
DNCG Proportion of males and females by pay quartile



DNCG continues to have a much higher representation of women in the lower quartiles. These quartiles include many support roles such as Learning Support Assistants, Food Technicians and Early Years Practitioners which have traditionally attracted more women and is similarly reflected across other colleges in the sector.

The Upper middle quartile (56.37% women) and Upper quartile (47.80% women) is much closer in terms of gender split.

OSL Proportion of males and females by pay quartile



OSL has a high percentage of women in all quartiles. The lower quartiles include substantial numbers of staff employed in support roles such as Cleaners, Early Years Practitioners, Teaching Assistants, Learning Support Assistants and Administration, which having also identified previously, have traditionally attracted more women.

Reviewing the upper quartile it is apparent, that both men and women are almost equally represented, a significant positive shift on 2022 Gender Pay Report, following the completion of the Aligning Pay, Terms and Conditions Project, where previously only 23.88% female were represented in the upper quartile.



What has been done to address the gender pay gap?

- Successfully completed a substantial Job Evaluation project. This major piece of work saw over 200 college roles evaluated. The new harmonised grading structure introduced on the back of the job evaluation paved the way and underpinned the introduction of the new terms and conditions of employment across DNCG & OSL.
- Our leadership development programme was widened to include 'Aspiring Managers' to continue to support a culture of improvement and meeting aspirations for colleagues to be better leaders, 74% of the cohort were female. Alongside the 'Aspiring Managers' development sessions, we also introduced a programme specifically for Directors and Curriculum Leaders, 57% of attendees were Female.
- Enhanced the Safer Recruitment & Selection Policy and process, which includes inclusive recruitment and selection panels.
- We continue to use structured interviews for recruitment and promotion opportunities, ensuring we measure all candidates against a pre-specified set of questions and performance indicators.
- For many of our roles we ask candidates to perform tasks they would be expected to perform in the role they are applying for, to assess their suitability for the role.
- We continue to ensure Equality, Diversity & Inclusion CPD remains a mandatory part of new staff inductions and forms part of on-going essential staff training.
- Financial and physical wellbeing and mental health programmes have been developed and are now in place for all our staff.
- Menopause Policy and supporting toolkits in place along with an intranet space for manager and colleagues to access support and guidance.
- Socially inclusive, family friendly policies and procedures are in place and available to all staff with a real focus on agile working to enable our staff to achieve a better work life balance.



What are we going to do next?

- Our ambition is to position DNCG as an employer and provider of choice, will require the HR and Recruitment team to ensure an ongoing review our transactional practices and processes to simplify and innovate, encouraging us to make our bold decision's to change the way we do things, placing our staff members at the heart of what we do, building on our values, so that staff are proud to work for DNCG and would recommend DNCG as a great place to work.
- Review current HR system and seek to deploy a better, improved long term integrated HR and Payroll system paying particular attention to the ability of the system to provide meaningful management information so that areas of interest can be regularly reviewed and were necessary appropriate interventions developed.
- Greater analysis and review our detailed workforce information data on a regular basis, reviewing gender equality pay data, internal and external recruitment data and other emerging issues. In addition, we shall consider what further actions can be taken to address gender imbalances in the relevant quartile bands.
- Culture and Transformation team will continue to develop and launch strategic projects in response to the Barrett Values survey.
- Ensure unconscious bias CPD continues to be available for staff representing all areas of DNCG.
- Continue to review, develop and promote our non-financial benefits and socially inclusive family friendly policies, including launching a GP service for all colleagues and their dependants.
- Review the outcomes of the Further Education Workforce Data findings shared by the DFE on an annual basis.

Progress against our actions will be monitored by the Director of Safeguarding, Prevent and Inclusion, and progress reported to the Chief Operating Officer (People & Information), Senior Leadership Team and to the College Board of Governors annually.

Statutory disclosures

DN Colleges Group & Optime Support Ltd are two legal entities with at least 250 employees. Under the regulations we are required to report our gender pay gap data for each of these entities, as set out below:

GENDER PAY GAP	DNCG	OSL
Mean	11.21% ↑	15.64% ↓
Median	14.10% ↑	19.39% ↓

BONUS PAY GAP	DNCG	OSL
Mean	8.95% ↑	12.64% ↑
Median	0.00% ✓	23.44% ↑

% EMPLOYEE RECEIVING A BONUS	DNCG	OSL
Male	78.39% ↓	65.82% ↓
Female	85.83% ↓	65.66% ↓

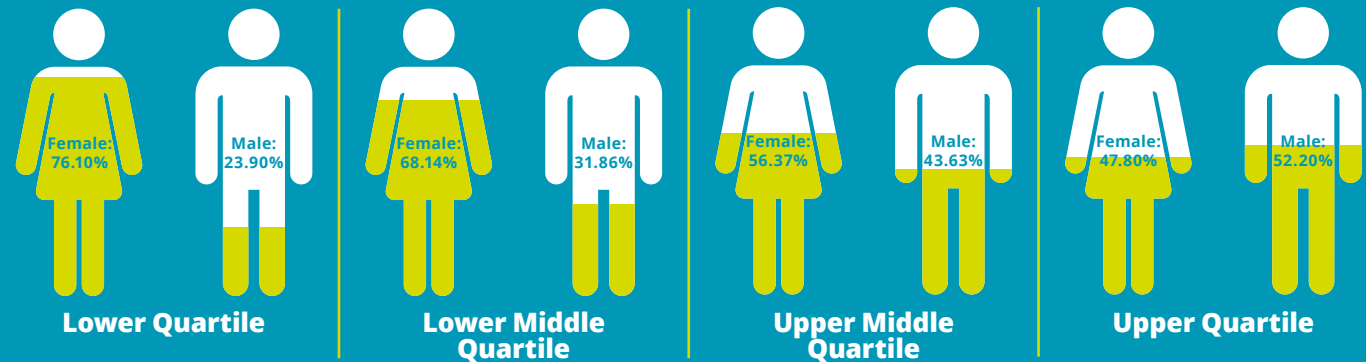
Declaration

We confirm that the DN Colleges Group & Optime Support Ltd's gender pay gap calculations are accurate and meet the requirements of the Regulations.

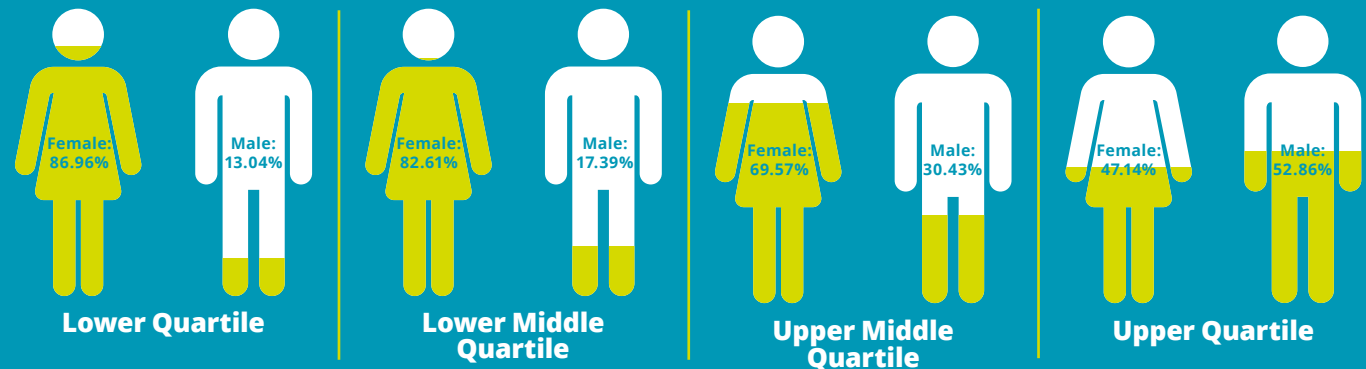
John Rees
Chief Executive Officer

Rachel Maguire
Chief Operating Officer
- People & Information

DNCG Proportion of males and females by pay quartile



OSL Proportion of males and females by pay quartile



Year on year comparisons

DN Colleges Group

GENDER BREAKDOWN	MALE	FEMALE
March 2023	37.90% (310) ↑	62.10% (508) ↓
March 2022	35.66% (312) ↓	64.34% (563) ↑
March 2021	36.64% (325) ↓	63.36% (562) ↑
March 2020	36.80% (333) ↑	63.20% (572) ↓
March 2019	34.30% (309) ↑	65.70% (592) ↓
March 2018	33.73% (288) -	66.27% (566) -

GENDER PAY GAP	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020	MARCH 2019	MARCH 2018
Mean	11.21% ↑	11.19% ↓	11.83% ↑	10.12% ↑	9.88% ↓	10.80% -
Median	14.10% ↑	14.02% ↑	13.91% ↓	16.23% ↓	20.39% ↑	20.14% -

BONUS PAY GAP	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020	MARCH 2019	MARCH 2018
Mean	8.95% ↑	5.91% ↑	0% ✓	61.05% ↑	31.05% ↓	41.29% -
Median	0.00% ✓	0% ✓	0% ✓	73.18% ↑	67.27% ↑	50.00% -

% EMPLOYEE RECEIVING A BONUS	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020	MARCH 2019	MARCH 2018
Male	78.39% ↓	89.10% ↑	1.23% ↑	0.60% ↓	0.65% ↓	1.04% -
Female	85.83% ↓	91.65% ↑	0.53% ↓	1.05% ↓	1.69% ↓	1.77% -

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND	LOWER QUARTILE		LOWER MIDDLE QUARTILE		UPPER MIDDLE QUARTILE		UPPER QUARTILE	
	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female
March 2023	23.90% (49) ↑	76.10% (156) ↓	31.86% (65) ↑	68.14% (139) ↓	43.63% (89) ↑	56.37% (115) ↓	52.20% (107) ↑	47.80% (98) ↓
March 2022	23.29% (51) ↑	76.41% (168) ↓	31.51% (69) ↓	68.49% (150) ↑	43.12% (94) ↓	56.88% (124) ↑	44.75% (98) ↑	55.25% (121) ↓
March 2021	22.52% (50) ↓	77.48% (172) ↑	33.78% (75) ↑	66.22% (147) ↓	46.61% (103) ↓	53.39% (118) ↑	43.69% (97) ↑	56.31% (125) ↓
March 2020	24.23% (55) ↑	75.77% (172) ↓	30.09% (68) ↑	69.91% (158) ↓	49.56% (112) ↑	50.44% (114) ↓	43.36% (98) ↑	56.64% (128) ↓
March 2019	22.22% (50) ↓	77.78% (175) ↑	27.56% (62) ↑	72.44% (163) ↓	45.58% (103) ↑	54.42% (123) ↓	41.78% (94) ↓	58.22% (131) ↑
March 2018	22.90% (49) -	77.10% (165) -	25.82% (55) -	74.18% (158) -	43.66% (93) -	56.34% (120) -	42.52% (91) -	57.48% (123) -

Year on year comparisons

Optime Support Ltd

GENDER BREAKDOWN	MALE	FEMALE
March 2023	28.52% (79) ↓	71.48% (198) ↑
March 2022	36.47% (97) ↓	63.53% (169) ↑
March 2021	37.61% (88) ↑	62.39% (146) ↓
March 2020	36.50% (96) -	63.50% (167) -

GENDER PAY GAP	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020
Mean	15.64% ↓	23.88% ↓	27.04% ↑	22.47% -
Median	19.39% ↓	36.03% ↑	29.83% ↑	24.68% -

BONUS PAY GAP	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020
Mean	12.64% ↑	5.91% ↑	0% ✓	0% -
Median	23.44% ↑	18.92% ↑	0% ✓	0% -

% EMPLOYEE RECEIVING A BONUS	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020
Male	65.82% ↓	76.29% ↑	0% =	0% -
Female	65.66% ↓	79.29% ↑	0.68% ↑	0.6% -

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND	LOWER QUARTILE		LOWER MIDDLE QUARTILE		UPPER MIDDLE QUARTILE		UPPER QUARTILE	
	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female
March 2023	13.04% (9) ↓	86.96% (60) ↑	17.39% (12) ↓	82.61% (57) ↑	30.43% (21) ↑	69.57% (48) ↓	52.86% (37) ↓	47.14% (33) ↑
March 2022	17.91% (12) ↓	82.09% (55) ↑	28.79% (19) ↑	71.21% (47) ↓	22.73% (15) ↓	77.27% (51) ↑	76.12% (51) ↑	23.88% (16) ↓
March 2021	18.97% (11) ↓	81.03% (47) ↑	22.03% (13) ↓	77.97% (46) ↑	35.59% (21) ↑	64.41% (38) ↓	74.14% (43) ↑	25.86% (15) ↓
March 2020	23.08% (15) -	76.92% (50) -	24.24% (16) -	75.76% (50) -	33.33% (22) -	66.67% (44) -	65.15% (43) -	34.85% (23) -

Empowering women and embedding an inclusive culture

Karen Robson

Assistant Principal for Higher Education



"I started as Assistant Principal at the DN College Group in February 2021. In previous management roles, I was Head of Higher education at York College and Head of Higher Education, Access to HE, Professional Studies and Teacher Education at Calderdale College. In these roles, I have developed teams and engaged with staff and students to improve their experiences and build teams to empower and development their leadership skills. I often find communication and transparency being key to creating teams that have common goals and feel empowered to make decisions."

Prior to these roles, I was a teacher in sixth form and FE colleges for 15 years, I am committed to teaching, learning and personal development and appreciate the value of education. This is something I am passionate about and have dedicated my career to. Having taught across FE and HE, I have invaluable experience in understanding expectations of learners and of course how dedicated teachers are in their role and support for students.

I grew up in Newcastle and experienced several strong women throughout my childhood, firstly and most importantly, my mam. She was working class, the youngest female of 6 and a matriarch in our family, not to mention feisty and determined. She taught me to aspire to be the best I can be, be confident and always try something new. In addition, I was lucky enough to enjoy my school years and experienced strong positive teachers. Teachers who empowered me and gave me my first insight in to leading teams in sport and presenting in front of others. They acted as great role models for me and gave me confidence as a young woman.

Throughout my career I have been fortunate to meet and be influenced by strong females, teachers, managers, senior leaders and support staff who all played an essential role in making me feel valued and supported in the workplace.

Embedding a culture that is conducive to good teamwork, empowerment and success, working together with a common goal, supporting each other when difficult decisions are needed and of course great fun, humour and often involving cake!"

Alex Charber

Finance Business Partner



"In 2007, I attended Doncaster College as an ESOL student in the evenings. Little did I know that 14 years later, I would start working as a Finance Business Partner at the same place. Since then, I have completed my A Levels, and graduated with a degree in Accounting and Financial Management from Sheffield Hallam. In 2020, I became a Chartered Management Accountant."

It has been an incredible journey so far, and it all started at DNCG! But it doesn't end there, as I believe that we never stop learning and growing.

DNCG has provided me with lots of opportunities to learn and have fun while doing it. Starting with chair yoga, learning how to curl hair with the Beauty department, and learning how to make a flower arrangement with the Floristry department, which was so much fun and a great opportunity to get to know colleagues from other departments, through having the chance to listen to inspiring speakers and learn more about menopause. I also completed a 'Leadership and Management Development' course delivered by the Culture and Transformation team, 'Principles of Conflict Resolution for Line Managers' delivered by Staff Development, and 'Managing the Team - Understanding the Capability Process for Managers' delivered by HR.

At DNCG, the opportunities for growth are endless and all colleagues are passionate about education and providing the best experience for students. I am proud to be part of this organisation."

Ruhana Ahad

Business Development Officer



"My journey with DNCG started as a Business Administration Apprentice in 2017, I was based at British Steel supporting the Engineering apprentices and carrying out administration duties. While completing my Level 2 Business Administration, my potential was noticed and as a result my role widened to include supporting apprentices across North Lindsey College too."

Furthermore, my Level 3 in Business Administration was completed in 2020 in lockdown, and I felt I had reached the end of my journey in administration. DNCG gave me light at the end of the tunnel and offered me a permanent position in Quality of Apprenticeships. I worked with numerous departments across the College that gave me an insight of a variety of other roles which included Work Force Development.

I developed my performance and skills to a point where I had the confidence to move on to other areas within the College. In 2021, I applied and became a Work Placement Co-Ordinator, I enjoyed my role, turned colleagues into friends, I took my skills I learnt and finally found the opportunity to move on to a role I had my eye on since 2019.

Currently I am a new Business Development Officer and couldn't be enjoying the role more. DNCG have great opportunities, I believe if you aim you will achieve. Before you know it, the past 6 years have become a whirlwind."