



Gender Pay Gap Report 2021

Reminder of legislative requirements

Gender pay gap legislation 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 2021. DN Colleges Group includes Doncaster College and North Lindsey College. 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 2021).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 31st March 2021).
- 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 2021

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. The gender pay gap is one of the most important inclusion metrics we now track and report across the Group. Committing to use the Barrett Vales Assessment over the next 3 years will also provide an extraordinarily useful map for understanding the values of our employees, leaders and stakeholders as we look to create more supportive and productive relationships between them and a deeper alignment of purpose across the organisation.

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 men and women 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 are sharing the 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.

Whilst realising a fully equal workplace will take time, we remain committed to achieving that goal through our identified actions and wider inclusions 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. We regularly monitor this to make sure we meet this legal and moral obligation.

The mean and median explained

The mean pay gap: 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 2021, and bonuses paid in the year to 31st March 2021.

GENDER PAY GAP	DNCG	OSL
Mean	11.83% ↑	27.04% ↑
Median	13.91% ↓	29.83% ↑

BONUS PAY GAP	DNCG	OSL
Mean	0% ✓	0% ✓
Median	0% ✓	0% ✓

% EMPLOYEE RECEIVING A BONUS	DNCG	OSL
Male	1.23% ↑	0% =
Female	0.53% ↓	0.68% ↑

DNCG mean gender pay gap has increased (+1.71% on 2020 data), however the median gender pay gap has reduced (-2.32%) for the 2nd year running.

OSL mean and median gender pay gaps have increased (+4.57% and +5.15%) respectively, when comparing the previous gender pay gap report.

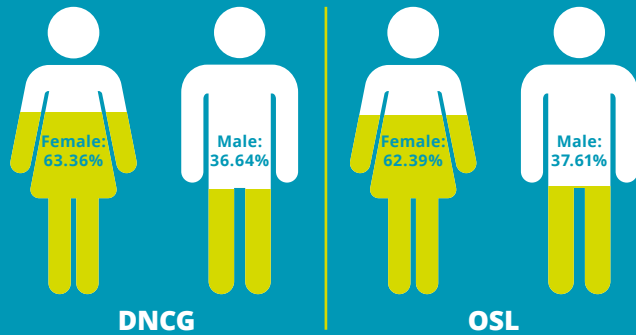
The National gender pay gap as of April 2020 was 15.5% (median), however the gender pay gap in the Education sector was 24.6% (median) and 17.1% (mean). This places DNCG lower than the national figures, however OSL is much higher when comparing the data.

Data also available from the Office for National Statistics shows that the Yorkshire and Humber gender pay gap is 15.1% (median) and 10.8% (mean), which again shows favourably for DNCG in relation to the median figures although is higher on the mean as is OSL across both.

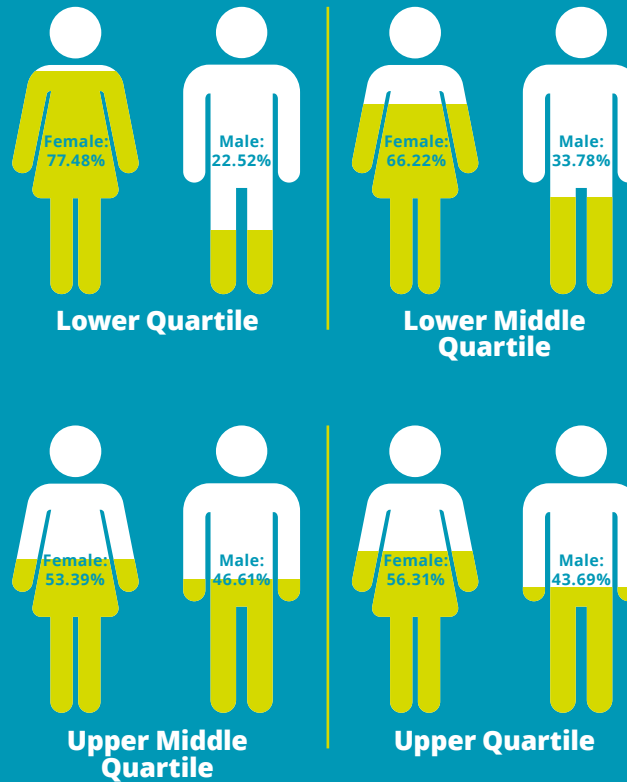
DNCG bonus data applies to 7 staff, (3 women and 4 men), this group of staff were predominantly employed in Business/Workforce Development & IT and were the only roles across DNCG which offered the potential for a performance related bonus payment.

OSL bonus data applies to only 1 woman who was part of a bonus scheme and was the only role which offered the potential for a performance related bonus payment.

Proportion of male and female staff



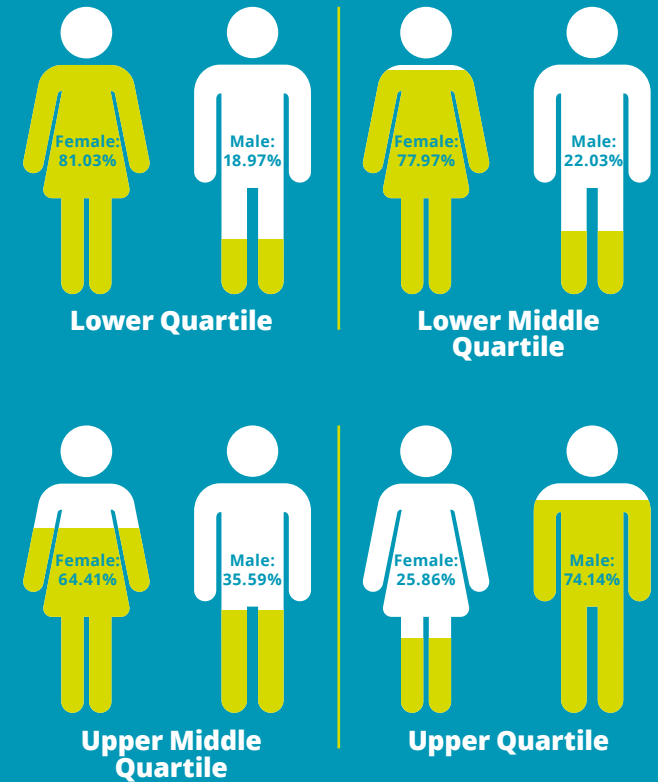
DNGC Proportion of males and females by pay quartile



DNGC 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 (53.39% women) and Upper quartile (56.31% women) is much closer in terms of gender split and profile against DNGC.

OSL Proportion of males and females by pay quartile



OSL has a high percentage of women in all quartiles other than the top quartile where only 25.86% are represented. The lower quartiles include substantial numbers of Cleaning, Early Years, Teaching Assistant, Learning Guide and Administration roles, which having also identified previously, have traditionally attracted more women.

Reviewing the upper quartile it is apparent, women are disproportionately represented against the overall profile, a high proportion of roles within this quartile are of a specialist engineering nature with associated salaries held by predominantly men, which has severely impacted on OSL's gender pay gap.

DNGC has an overall staff profile of 63.36% female (+0.16% on 2020) which continues to exceed both local profiles for North Lincolnshire & Doncaster (census 2011) which sits at 50.70% female.

OSL has an overall staff profile of 62.39% female (-1.11% on 2020), which in turn has seen a positive increase in males joining the organisation.

What has been done to address the gender pay gap?

We have commenced a full review of all terms and conditions of employment, with a view of aligning terms and conditions of employment across the Group.

Committed to using the Barrett Vales Assessment over the next 3 years which will provide an extraordinarily useful map for understanding the values of our employees, leaders and stakeholders as we look to create more supportive and productive relationships between them and a deeper alignment of purpose across the organisation.

We have made a number of enhancements to our Safer Recruitment & Selection Policy, which includes ensuring gender-balanced selection panels.

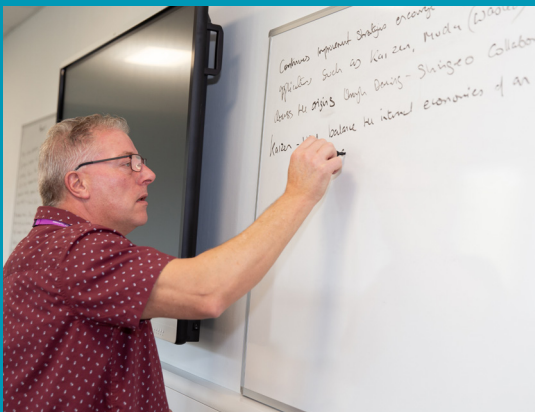
We continue to use structured interviews for recruitment and promotion opportunities, ensuring we measure all candidates against a pre-specified set of questions and performance indicators. This makes the responses comparable and reduces the impact of unconscious bias. For many of our roles we ask candidates to perform tasks they would be expected to perform in the role they are applying for, to assess their suitability for the role.

We have ensured unconscious bias training is available for all staff, but also specifically for those engaged in Safer Recruitment and Selection processes.

We have launched a brand new leadership & development programme of which 56% of participants are female.

We continue to ensure Equality, Diversity & Inclusion Training remains a mandatory part of new staff inductions and forms part of on-going essential staff training. Gender neutral language forms a key part of our training and development and is encouraged and used across the Group.

Family friendly policies and procedures are in place and available to all staff with a real focus on agile working which ensures our staff are able to work in a way that enables them to balance a successful career with commitments outside of work.



What are we going to do next?

Successfully complete a full review of all terms and conditions of employment, with a view of aligning terms and conditions of employment across DNCG. The alignment process will be underpinned by a new analytical Job Evaluation tool which once successfully implemented will ensure all staff roles are evaluated and placed within a new structure based on ensuring all roles are rewarded and in line with market requirements. The tool will establish the relative value or size of jobs; produce the information required to design and maintain equitable grade and pay structures; provide as objective as possible a basis for placing jobs within a grade structure; enable consistent decisions to be made about grading jobs; ensure that the organisation meets legal and ethical equal pay for work of equal value requirements. The Job Evaluation process will remove any historic inconsistencies ensuring work of equal value is recognised and consistently rewarded.

Continue to analyse 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.

Continued use of the Barret Values Assessment tool will help inform the People Services scope of work with specific links to Equality, Diversity and Inclusion.

Ensure unconscious bias training continues to be available for staff representing all areas of the DNCG to ensure our line managers always recruit the best candidates regardless of their background.

Build on our aspiring leadership and management development and general development opportunities to staff in the lower quartiles and monitor take up by gender and resulting promotions as we develop succession plans that encourage internal development and individual progression.

Undertake a full review of our recruitment, selection and onboarding process with a view to ensuring the candidates experience is much more inclusive and streamlined.

Review, develop and promote our non-financial benefits and family friendly policies, which include a range of flexible working arrangements including part-time working, alternative working hours and improved workplace flexibility with the College being able to facilitate home working as part of many roles.

Progress against our actions will be monitored by the Director of Safeguarding and Inclusion, and progress reported to the Chief People Officer, Senior Leadership Team and to the College Board of Governors annually as part of the agreed Equality and Diversity Strategy reporting system.



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	11.83% ↑	27.04% ↑
Median	13.91% ↓	29.83% ↑

BONUS PAY GAP	DNCG	OSL
Mean	0% ✓	0% ✓
Median	0% ✓	0% ✓

% EMPLOYEE RECEIVING A BONUS	DNCG	OSL
Male	1.23% ↑	0% =
Female	0.53% ↓	0.68% ↑

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.

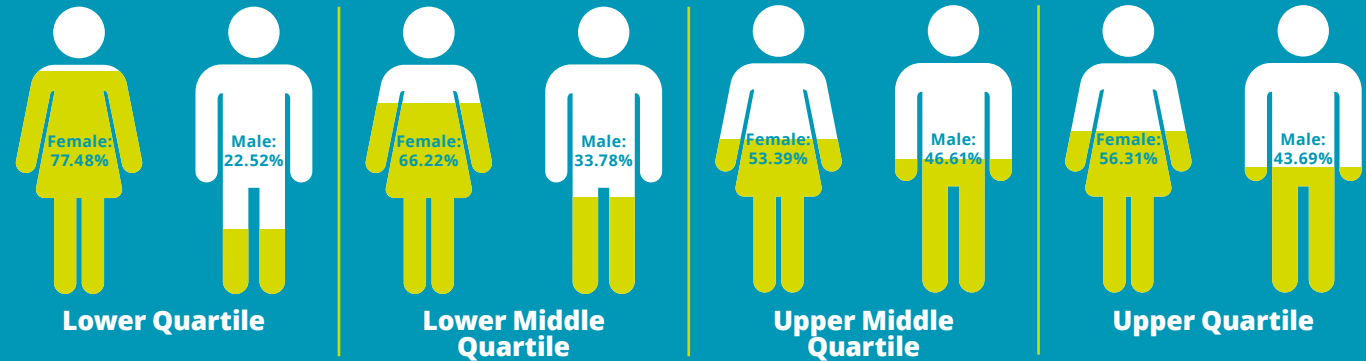
M Lochran

Mick Lochran
Chief Executive Officer

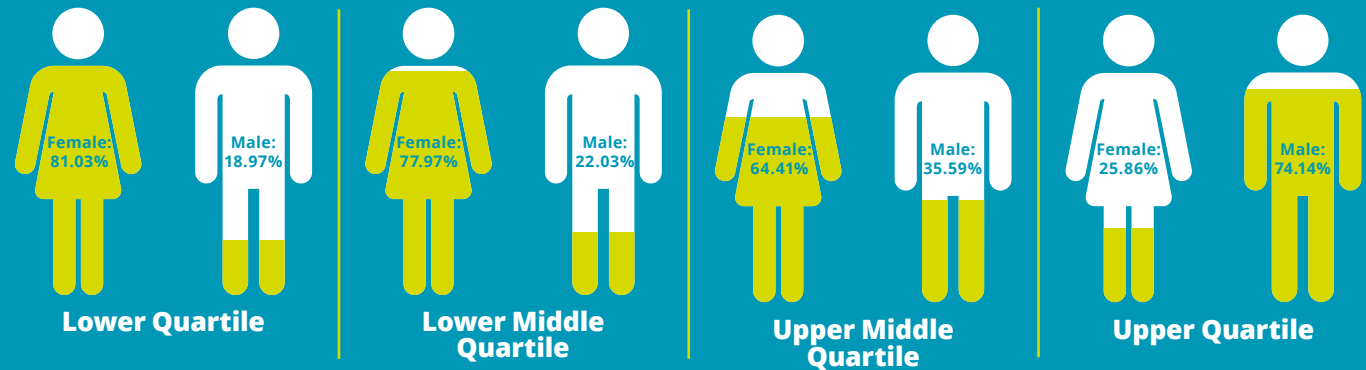
R Maguire

Rachel Maguire
Chief People Officer

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 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 2021	MARCH 2020	MARCH 2019	MARCH 2018
Mean	11.83% ↑	10.12% ↑	9.88% ↓	10.80% -
Median	13.91% ↓	16.23% ↓	20.39% ↑	20.14% -

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

% EMPLOYEE RECEIVING A BONUS	MARCH 2021	MARCH 2020	MARCH 2019	MARCH 2018
Male	1.23% ↑	0.60% ↓	0.65% ↓	1.04% -
Female	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 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 2021	37.61% (88) ↑	62.39% (146) ↓
March 2020	36.50% (96) -	63.50% (167) -

GENDER PAY GAP	MARCH 2021	MARCH 2020
Mean	27.04% ↑	22.47% -
Median	29.83% ↑	24.68% -

BONUS PAY GAP	MARCH 2021	MARCH 2020
Mean	0% ✓	0% -
Median	0% ✓	0% -

% EMPLOYEE RECEIVING A BONUS	MARCH 2021	MARCH 2020
Male	0% =	0% -
Female	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 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

Sharon Smith
Principal/Deputy Chief Executive Officer



“As an advocate for Further Education for 29 years I have progressed successfully from the role of teacher to Principal/Deputy Chief Executive Officer retaining my commitment and passion for delivering excellence and transforming lives.

I am a values driven influential leader with a strong sense of purpose that drives me to seek the right opportunities and was therefore attracted to the DN Colleges Group as I believed my values, leadership style and passion for learning at the heart of the community aligned to the Vision and mission of the group and also its ambition to widen its reach and influence in the region.

I therefore tested the values of the Group at interview with the staff, management team and its Governors and was confident that the college lived its values and genuinely believed in inclusivity for all and transforming the lives of communities it serves.”

Emma Kirk
Director of Curriculum



“My journey at North Lindsey College now part of the DN Colleges Group started 27 years ago as an Early Years Practitioner based at the College Nursery. During my 13 years at the Nursery, I was always encouraged to participate in training that would develop myself both personally and professionally. Achieving my Assessors Award during this time enabled me to move over into the main College into the Childcare Department passing on my personal knowledge and experiences about Early Years to students.

Whilst working within the Childcare Department I was encouraged to complete the Certificate in Education Teaching qualification, Foundation Degree in Childhood Studies and a Bachelors Degree in Early Childhood Studies, all of which were funded by the College. Achieving these qualifications enabled me to successfully become a Tutor, then a Programme Tutor moving on to become a Curriculum Manager not only of Childcare but Health and Social Care and Foundation Learning. My Manager at the time always saw my worth within the organisation and always encouraged me to further myself and supported me in whichever way I needed to stretch and challenge myself. This support and encouragement led to me successfully becoming a Director of Curriculum firstly at North Lindsey College and then at Doncaster College having a cross group role. During this time I also achieved a Merit in Masters Degree in Educational Research Practice at University Campus North Lincolnshire. Throughout this time, I was fully supported by my Manager, colleagues and the organisation as a whole.

Working within the DN Colleges Group has enabled me to become the knowledgeable, resilient, educated and confident person that I am today and due to this I feel that my journey here is only just beginning!”

Hasina Kamali
Employer Relationship Manager



“My professional experience at North Lindsey College started in May 2015 as a Traineeship Coordinator/Employability facilitator. My passion has always been to help young people to succeed and to give back to the local community. My previous experience has involved me working with SEND, adults, and young people across a range of sectors. My hard work and dedication working on the Traineeship programme led me to take on the work experience programme across all sectors at North Lindsey College.

I faced many challenges during this time, to engage staff and students however with the support from my manager I had the confidence to demonstrate the importance of work experience to both students and staff. To develop my personal skills, I started studying at University Campus North Lincolnshire and successfully completed my BA Hons in Business management. I then was promoted to Work Experience/T Level Team Leader. We started the T Level industry placement pilot in 2018, this involved a lot of planning, organising, and implementing new approaches of work to meet the government Capacity and Delivery Funding. I needed a dedicated team to support me with this, which progressed us to meet our target, and this then developed into a larger provision. I have contributed towards many accomplishments across our College and featured in the Government T Level guidance in May 2019, I also contributed to a T Level video case study by Learning and Work institute who at the time were working in partnership with the Department for Education.

My journey continued as my relationship skills evolved with local and national industries this then progressed into my current role as Employer Relationship Manager. I now work across both Doncaster College and North Lindsey College, to build and maintain partnerships for our adult skills provision, Traineeships and T levels. What motivates me is my real drive in making a difference, my heart remains close to practice, I am passionate about creative ways of thinking, I am enthusiastic, committed with strong core values and beliefs in achieving good outcomes for all.”