

Gender Pay Gap

Report 2025



CHI

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Introduction

The Gender Pay Gap Report is published annually to fulfil the statutory reporting obligations of the University of the Highlands and Islands (UHI) regarding gender pay gap calculations. These calculations detail the differences in average (median) hourly earnings between male and female employees.

This report is based on data exported from the Moorepay system for all active university employees as of 31 March 2025. The completed report will be submitted to the UK Government and made available on our website.

Preparation and production of the Gender Pay Gap Report has been conducted by the university's Human Resource team in collaboration with the Equality, Diversity and Inclusion (EDI) Manager.

Executive summary

This report focuses exclusively on staff directly employed by the University of the Highlands and Islands (UHI). We are committed to promoting equality of opportunity for all, fostering an inclusive environment that attracts, supports and retains talent. Every member of our community has the right to feel valued, respected, and supported – regardless of their protected characteristics.

Since 2009, the university has made substantial progress in reducing its gender pay gap. In 2017, the gap stood at 32%, decreasing to 24% in 2019, 17.59% in 2022, 13.31% in 2023, and 13.21% in 2024. This year, the mean gap has risen slightly to 15.50%, with the median at 11.19%. We remain committed to sustaining our long-term downward trend and tackling the underlying factors influencing this year's increase.

This report outlines our aims, challenges, and strategic plans to make year-on-year progress in reducing the gender pay gap, while fostering a more diverse and inclusive workplace for all current and future staff.



We believe we can—and will—do better

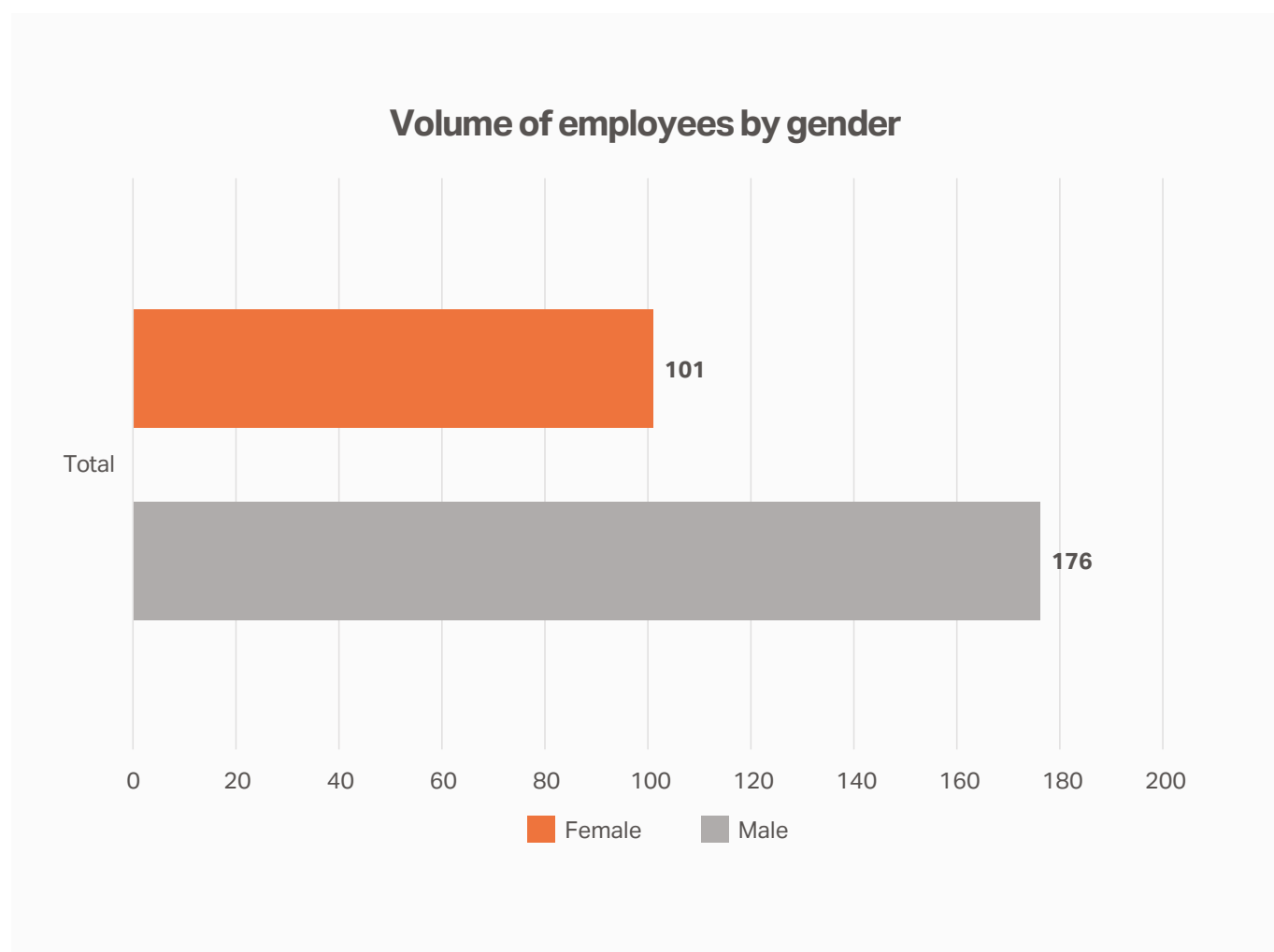
UHI actively fosters an inclusive working environment through robust policies, targeted action plans, and the sharing of best practice across all staff groups. Our female workforce has remained strong over recent years: 57.8% in 2017, 64.3% in 2019, 62.44% in 2022, 63.42% in 2024, and 63.54% today.

Over the past year, UHI has undergone a workforce restructuring which resulted in a reduced headcount. Analysis shows that this process was implemented on a gender-neutral basis, with overall gender balance maintained across the organisation.

Report detail

Total employees

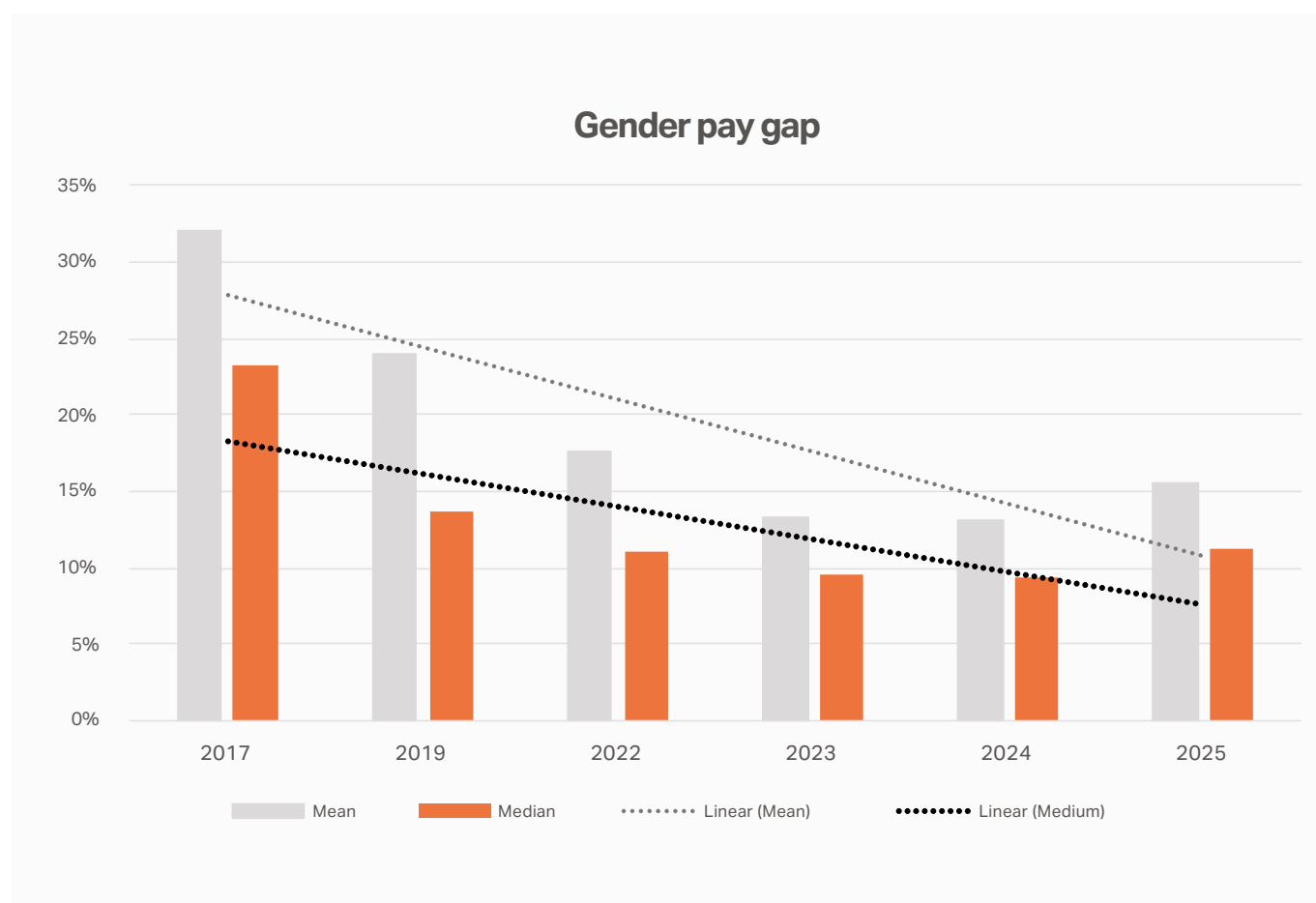
On 31 March 2025, the university had a total of 277 employees, the split by gender is given below.



Gender pay gap

This is the percentage gap in the average (mean) and middle values (median) of salaries, of male and female employees based on all salaries being converted to standard hourly rates of pay:

Metric	2017	2019	2022	2023	2024	2025
Mean	32%	24%	17.59%	13.31%	13.21%	15.50%
Median	23.30%	13.70%	11.09%	9.52%	9.44%	11.19%



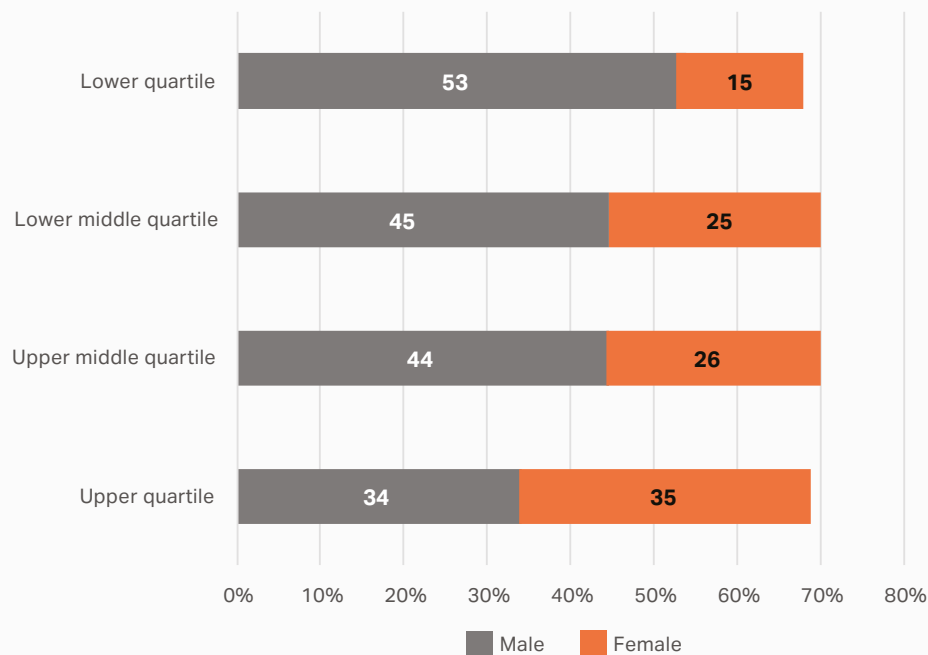
The gender pay gap has exhibited a reduction over recent years.

Since 2009, we have made steady progress in reducing our gender pay gap – from 32% in 2017, to 24% in 2019, 17.59% in 2022, 13.31% in 2023, and 13.21% in 2024. This year, we have seen a slight increase to 15.50% (mean) and 11.19% (median).

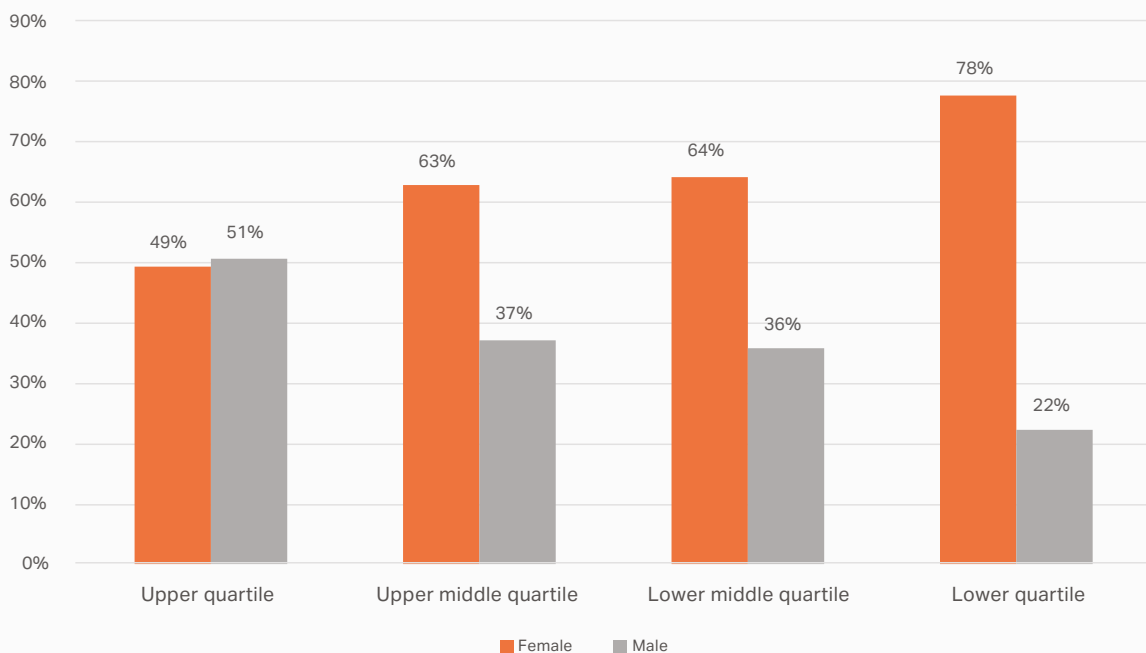
Pay quartiles

The following two charts illustrate the number and proportion of male and female employees across four pay bands, with the lowest quartile representing the lowest salaries and the upper quartile representing the highest.

Volume of employees and gender by quartile



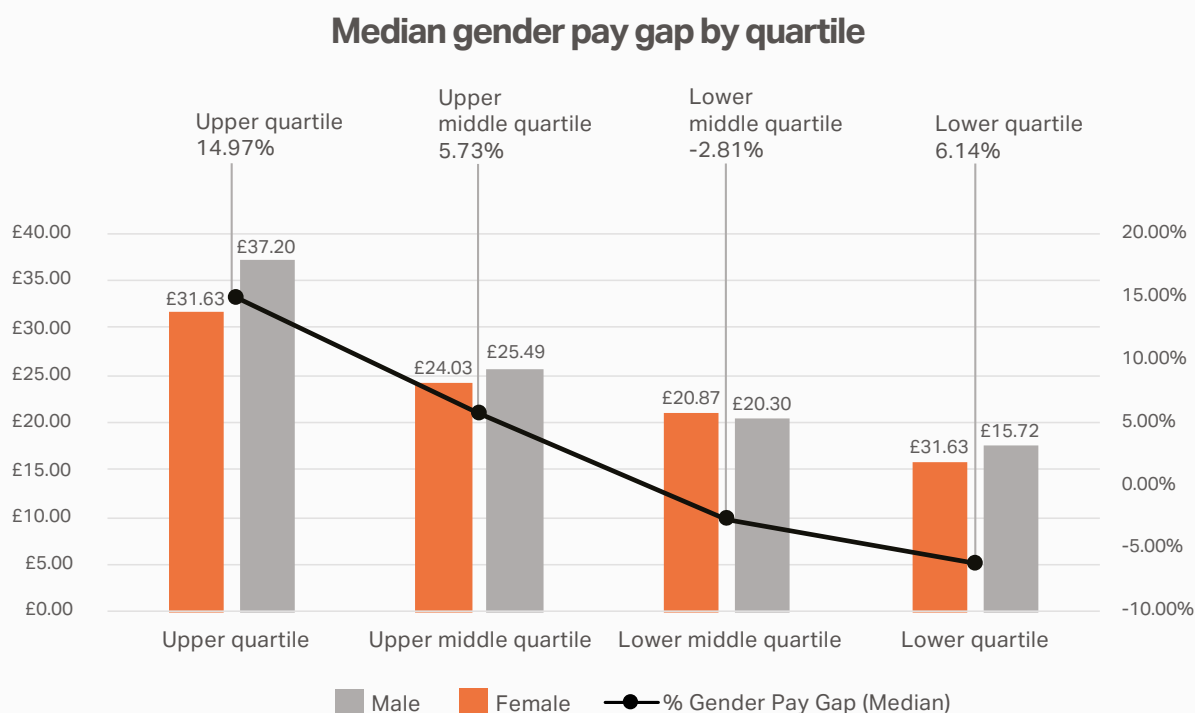
Total employees by gender and quartile %



In real terms, this equates to the following average full-time equivalent (FTE) salaries by gender:

- + **Upper quartile** Male: £67,899.30 | Female: £57,732.66
Difference: **£10,166.64**
- + **Upper middle quartile** Male: £46,525.62 | Female: £43,680.76
Difference: **£2,664.87**
- + **Lower middle quartile** Male: £37,052.58 | Female: £38,092.97
Difference: **-£1,040.39**
- + **Lower quartile** Male: £27,031.95 | Female: £28,692.93
Difference: **-£1,660.98**

Positive figures indicate higher average salaries for male employees; negative figures indicate higher average salaries for female employees.



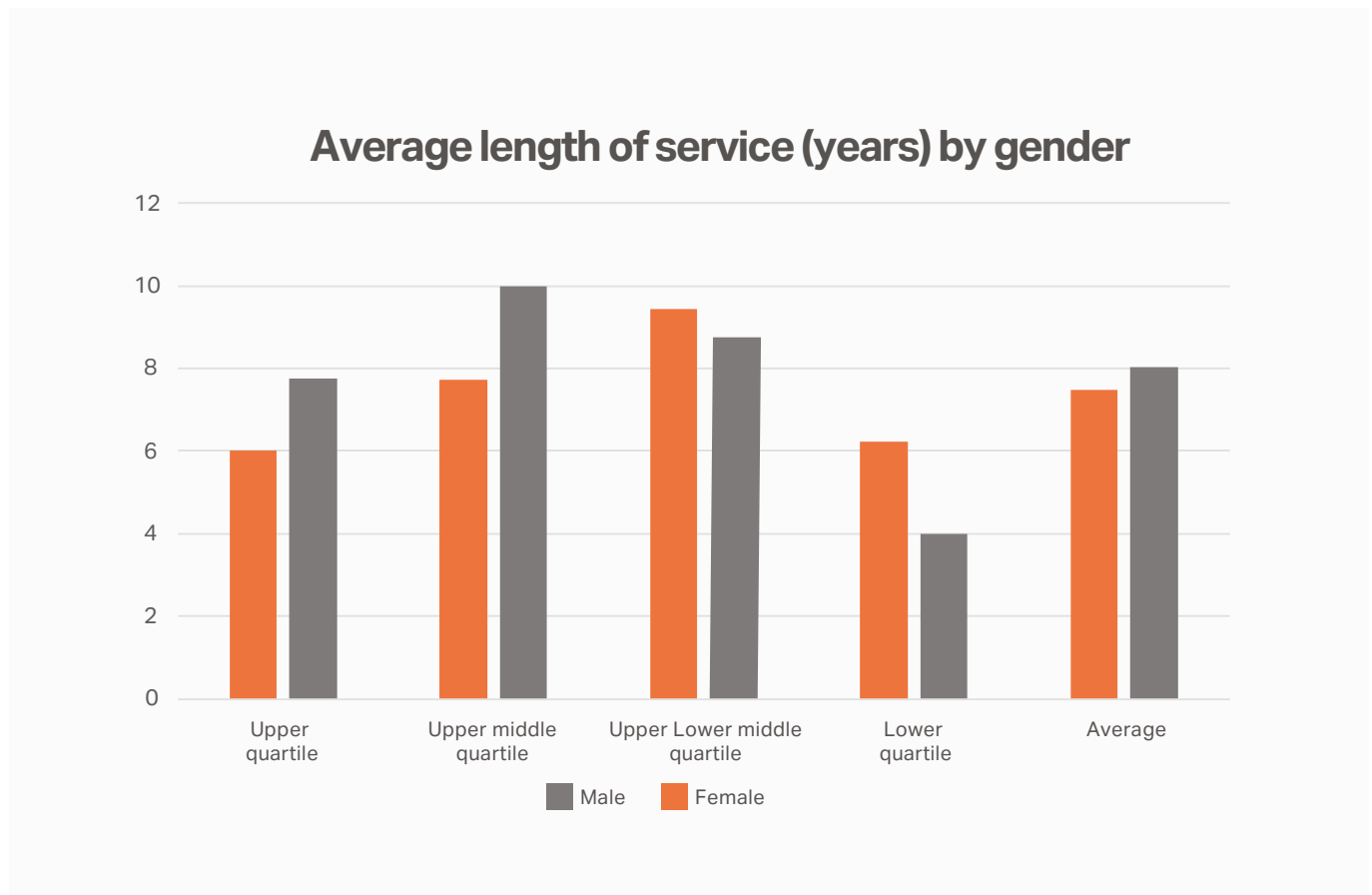
The report includes a breakdown of salaries by pay quartile. In the upper quartile, the average male salary is £67,899.30 compared to £57,732.66 for females – a difference of £10,166.64. In the lower quartile, the average male salary is £27,031.95, while the average female salary is £28,692.93 – a difference of £1,660.98 in favour of female employees.

Average length of service



The table below shows the average length of service for gender and quartile:

Gender	Upper quartile	Upper middle quartile	Upper lower quartile	Lower quartile	Average
Female	6	8	9	6	7
Male	8	10	9	4	8



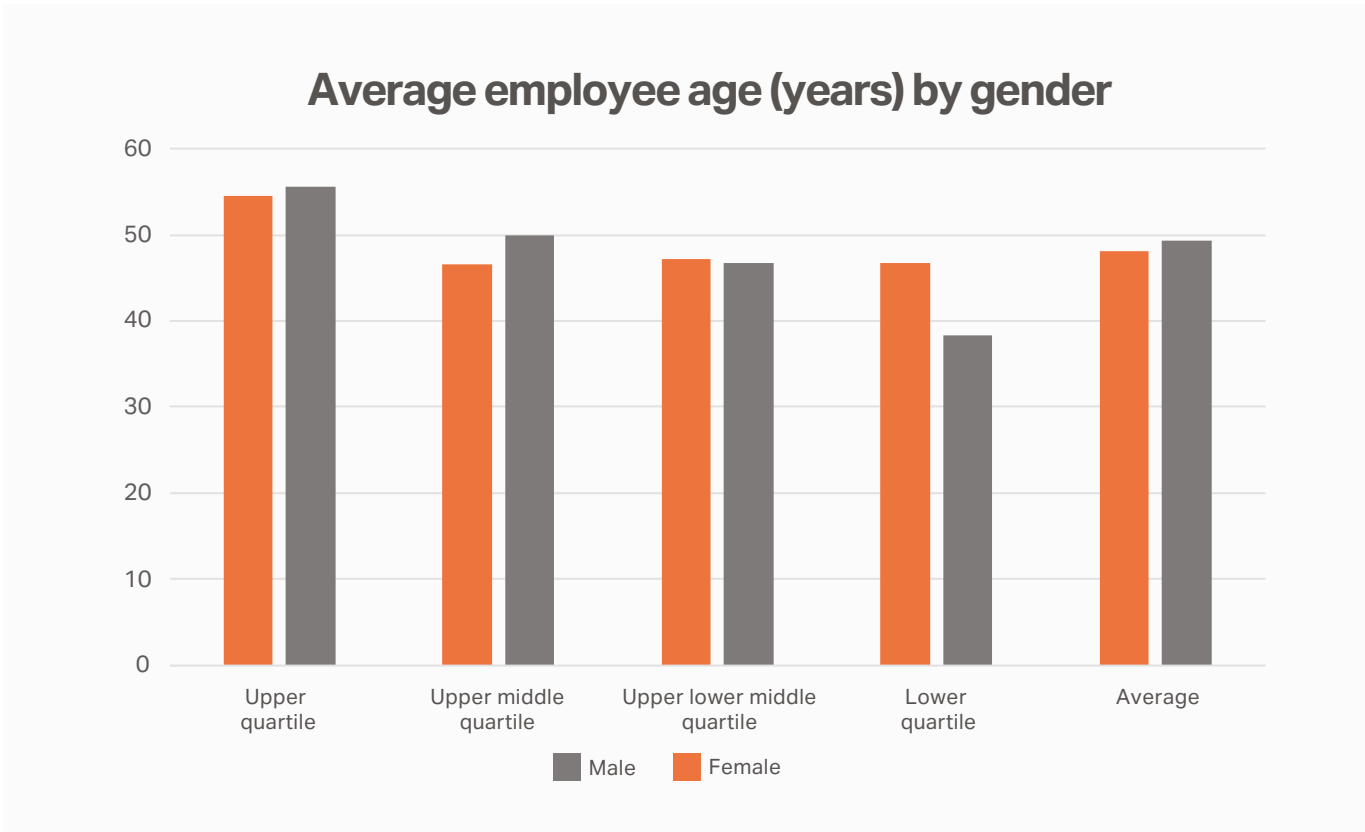
The average length of service varies by gender and pay quartile. For example, in the upper quartile, the average length of service for females is 6 years, while for males, it is 8 years. Overall, males have a slightly longer average length of service (8 years) compared to females (7 years).

Average age of employees by pay quartile



The table below shows the average age for gender and quartile:

Gender	Upper quartile	Upper middle quartile	Upper lower quartile	Lower quartile	Average
Female	54	46	47	46	48
Male	57	50	46	38	49



The average age of employees also varies by gender and pay quartile. In the upper quartile, the average age for females is 54 years, while for males, it is 57 years. The average age of employees also varies by gender and pay quartile. In the upper quartile, the average age for females is 54 years, while for males, it is 57 years.

Bonus pay gap

In the period between 1 April 2024 and 31 March 2025 no bonus payments were made to any university employees.

Review of new employees and internal promotions

The following sections will provide a summary of new hires and internal promotions that have taken place throughout the year.

New employees

A review of all new employees recruited during the year was undertaken to assess whether interview boards for external candidates operate in a gender-neutral manner. This analysis considered each employee's starting grade, providing an indication of both current and potential future earnings.

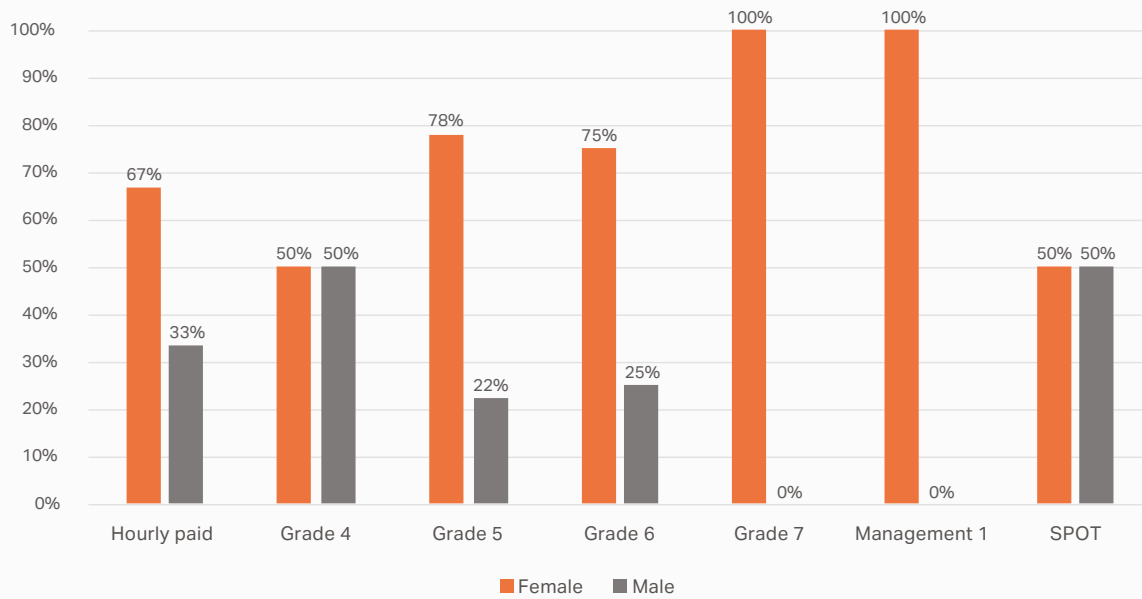
The table below presents the number of new employees by grade, broken down by gender.

Grade	Female	Male	Total
HR	2	1	3
4	1	1	2
5	7	2	9
6	6	2	8
7	6	0	6
MG 1	2	0	2
SPOT	3	3	6
Total	27	9	36

This is better shown as a % of each grade:

Grade	Female	Male
HR	67%	33%
4	50%	50%
5	78%	22%
6	75%	25%
7	100%	0%
MG 1	100%	0%
SPOT	50%	50%
Overall	75%	25%

% of grade - new employees starting in month



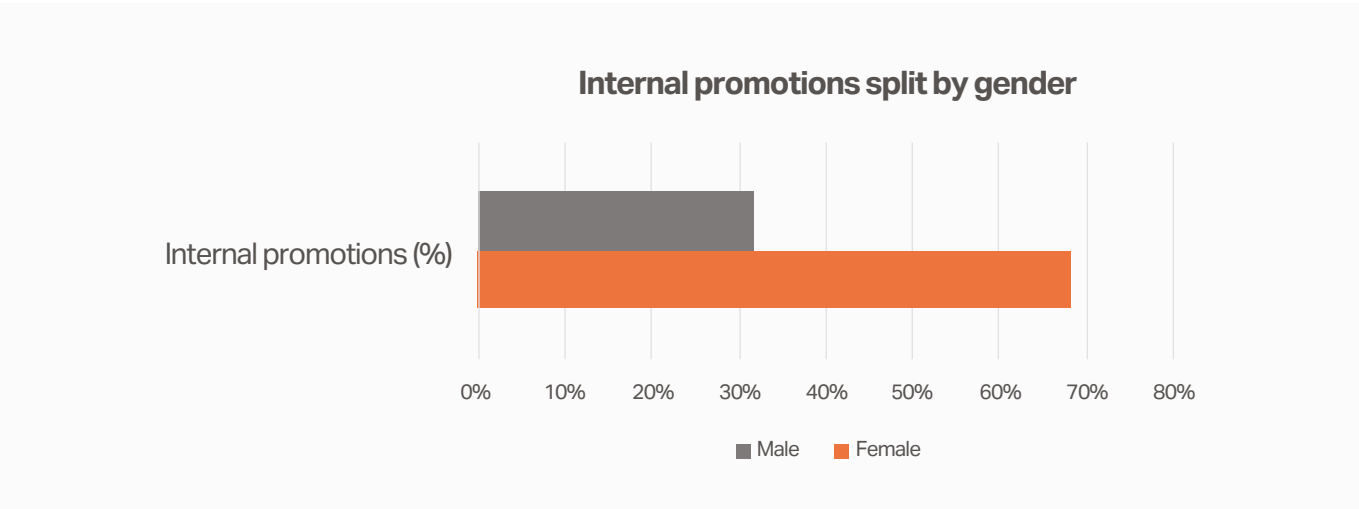
These grades were then grouped into **junior grades** (Hourly paid to Grade 6) and **senior grades** (Grade 7 to SPOT – senior managers outside the standard pay banding).

Seniority	Female	Male	Total
Junior grade	16	6	22
Senior grade	11	3	14
Total	27	9	36

Internal promotions

The table below shows the volume of internal promotions split by gender:

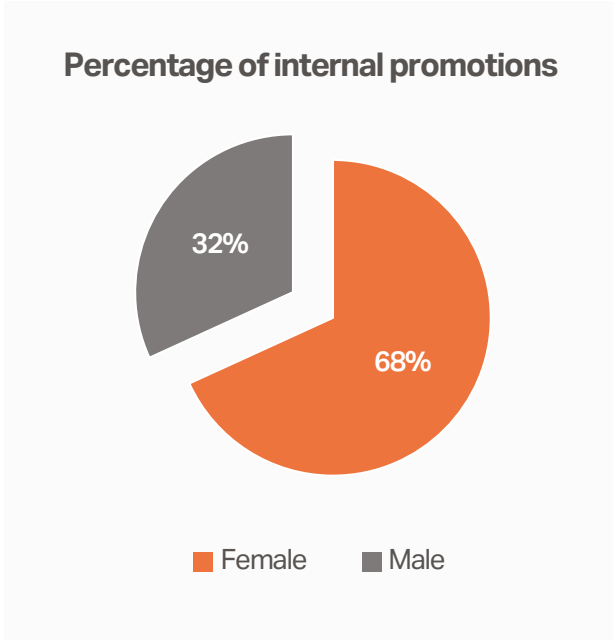
Metric	Female	Male	Total
Internal promotions (%)	68%	32%	100%
Internal promotions (volume)	15	7	22



A review was conducted to determine the grade to which each employee was promoted, resulting in the following findings:

A review was conducted to identify the grade to which each employee was promoted, with the following results:

Grade changed to	Female	Male
>5	0%	100%
>6	100%	0%
>7	71%	29%
>8	100%	0%
>MG1	50%	50%
>SPOT	0%	100%
Overall	68%	32%



The report highlights the gender distribution of both new employees and internal promotions in 2025. Of all new employees, 75% were female and 25% were male. For internal promotions, 68% were female and 32% were male.

Evidence of gender-neutral workforce reduction



As part of the 2024–2025 restructuring process, the university monitored workforce changes to ensure fairness and compliance with our equality commitments. The data shows that the overall gender balance remained consistent following the reduction in headcount, with female representation at 63.42% in 2024 and 63.54% in 2025.

Both junior and senior grades maintained a majority female representation, and recruitment and promotion activity in 2025 continued to reflect this balance - with 75% of new employees and 68% of internal promotions being female.

While this indicates that the restructuring was implemented without a disproportionate impact on either gender, the university will continue to analyse workforce changes by grade, pay quartile, and reason for leaving to ensure transparency and to address any emerging trends that could affect gender pay equity.



Overall performance in the year



This year, the university has experienced changes across the full staff distribution. The current economic climate has significantly affected staff retention, promotion and recruitment, which in turn has influenced our gender pay gap.

Looking ahead, our key priorities will include examining the concentration of female employees in lower-grade positions and determining whether this pattern reflects individual career choices or potential organisational barriers. We will also analyse whether male employees are being promoted to senior grades at higher rates than female employees, and, if so, identify targeted actions to address any disparities.



Completed measures

Over the past five years, we have achieved a reduction in the overall gender pay gap.



The university's Remuneration Committee is actively involved to ensure complete transparency in the determination of senior staff salaries.



The Aurora programme has been successfully implemented to help with the career progress of female employees.



An application for the Athena Swan Charter is being developed to support a broad programme of gender-related initiatives, with the goal of achieving recognition in 2026.



Continue to review flexible working practices.



The Covid pandemic demonstrated that remote and flexible working can benefit both employees and the university. We remain committed to these practices, with all employees able to request a home-working contract. Our standard arrangements offer a 60/40 split between home and office.

Ongoing measures

The 2025 Gender Pay Gap Report highlights that achieving gender pay equity remains a challenge for the university. In response, we will continue to embed the Aurora Leadership Programme, and review flexible working practices. Alongside these initiatives, we will work in partnership with the UHI Human Resources team and the UHI Human Resources practitioners' group to develop practical solutions, agree shared actions, and establish a clear timetable for delivery.

Document control

The master copy of this document will be stored in the HR SharePoint area as well as published online in the Equalities section of our website.

Core values

Collaboration

We value people working willingly and actively together on common tasks because we seek to be a more connected organisation.

Openness

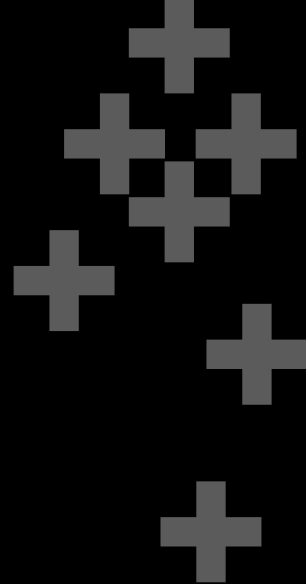
We value an environment in which colleagues and students share ideas and communicate clearly. We aim to be approachable and encourage others to contribute and speak up and we ensure others feel their contribution is valued.

Respect

We value others in the workplace, are mindful of each other's capabilities, perspectives and backgrounds, and are thoughtful about our impact on others.

Excellence

We value a sense of purpose in our work by taking responsibility in our performance and behaviour, and we celebrate collectively in our achievements and those of our students and graduates.



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Report 2025

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Contact: HR@uhi.ac.uk

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