



# Gender Pay Gap Report 2024

**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 2024.

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 2024).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 31st March 2024).
- 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 2024

**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, 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 again this 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 unfortunately continue to exist, because different groups are represented unequally at different levels across the Group.

With the introduction of the Strategic Plan for 2023-2028 and the numerous projects that have commenced on the back of the plan in the last year, real positive changes have started to take place across all areas which is fantastic to see.

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.

**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 pay gap data based on hourly rates of pay as at the snapshot date of 31st March 2024, and bonuses paid in the year to 31st March 2024.

GENDER PAY GAP	DNCG	OSL
Mean	12.35% ↑	11.63% ↓
Median	8.47% ↓	9.70% ↓

BONUS PAY GAP	DNCG	OSL
Mean	-9.98% ↓	64.59% ↑
Median	-17.72% ↓	89.33% ↑

% EMPLOYEE RECEIVING A BONUS	DNCG	OSL
Male	1.02% ↓	1.23% ↓
Female	1.09% ↓	3.40% ↓

DNCG mean gender pay gap has increased slightly (+1.14%), **however the median gender pay gap has significantly reduced** (-5.63%) on 2023 data.

OSL mean and median gender pay gaps have **continued to decrease significantly** (-4.01% mean) & (-9.69% median) when comparing the previous gender pay gap report.

The National gender pay gap in April 2023\* was 14.3% (median) and 13.2% (mean), however the gender pay gap in the Education sector was 21.3% (median) and 14.6% (mean). DNCG **continues to compare favourably** against the national figures, and **for the first time since reporting, OSL now falls below the national figures** when analysing the data.

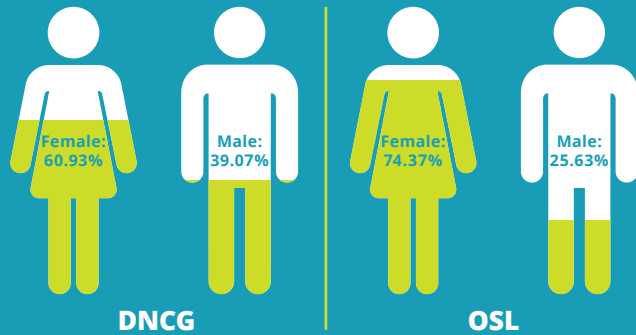
Data also available from the Office for National Statistics\* (ONS) in 2023 shows that the Yorkshire and Humber gender pay gap was 16.2% (median) and 13.8% (mean), which **again compares favourably for DNCG and OSL** in relation to the regional figures.

DNCG bonus data applies to only 8 staff (5 female and 3 male) who were part of a bonus scheme. More women received a bonus but this equates to only 1.09% of the total number of women employed by the Group during the reference period compared to 1.02% of men.

OSL bonus data applies to only 9 staff (8 female and 1 male) who were part of a scheme which offered the potential for a performance related bonus payment. More women received a bonus but this equates to only 3.40% of the total number of women employed by the OSL during the reference period compared to 1.23% of men.

\*latest available figures from the ONS Gender Pay Gap Dataset (released 5 February 2024). April 2024 figures yet to be published.

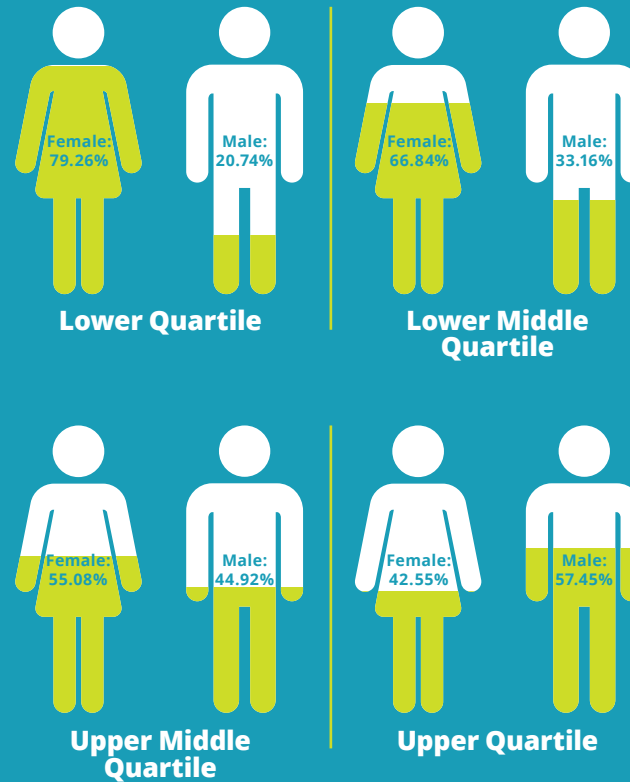
## Proportion of male and female staff



DNGC has an overall staff profile of 60.93% female (-1.17% on 2023) 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 74.37% female (+2.89% on 2023).

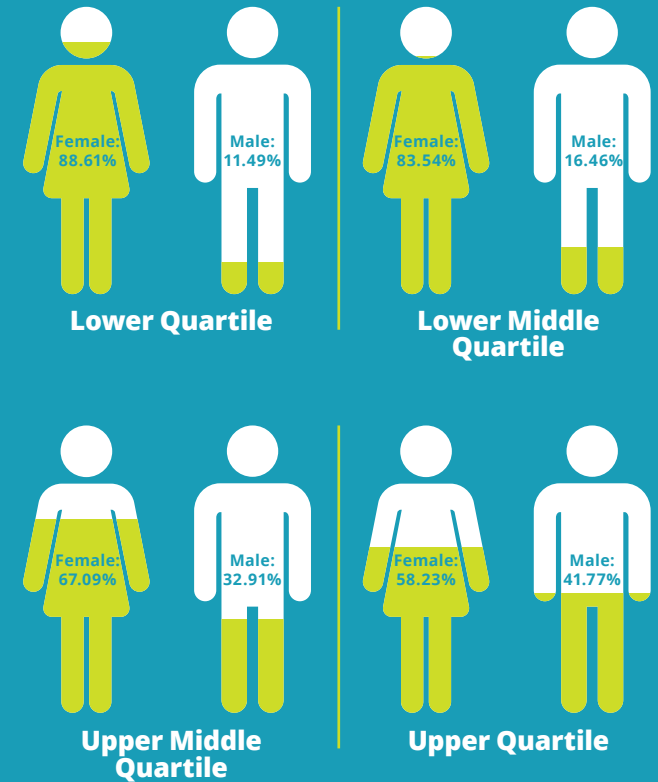
## DNGC Proportion of males and females by pay quartile



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

The lower and upper middle quartiles are much closer in alignment to the DNGC overall staff profile however, significantly more males are represented in the upper quartile (57.45%).

## OSL Proportion of males and females by pay quartile



OSL has a high percentage of women in all quartiles which is reflective of the overall staff profile been 74.37% female.

The lower and lower middle quartiles are predominantly represented by female staff (88.61% & 83.54%) and include substantial numbers of colleagues employed in support roles such as Cleaners, Catering Assistants, Teaching Assistants, Learning Support & Resource Assistants.

The male:female ratio moves closer across the upper middle and upper quartiles, however, is still heavily populated by female staff which is in line with the overall staff profile.

# 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 first Aspiring Managers Programme concluded in Summer 2024, 74% of the cohort supported in leadership skills, promotion and transitioning into management 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.
- Free financial education wellbeing appointments are available to all-staff with a professional financial advisor via St James' Place. 70% of the uptake to discuss personal finance, pension and investment options have been female.
- We reviewed and updated all our employment policies within the year to ensure compliance with new legislation specifically in relation to support carers and flexible work.
- DNCG have signed the Wellbeing of Women, Menopause Workplace pledge. As part of this commitment a stand-alone menopause policy is now in place. Line-managers have received menopause training from 'Hen-picked' menopause specialists in December 2023. As well as our line-managers being trained in how to support colleagues experiencing the menopause, we have developed a management toolkit, a menopause support action plan and a suite of resources to support individuals and managers to access information.
- DNCG are now a Foster Friendly workplace, expanding on our extensive family friendly policies to ensure consideration is given to every version of 'family'. Those who wish to Foster are considered within the parental leave policy and entitled to leave appropriate to the unique process of Fostering a child.
- Access to a Private GP is now running for all colleagues, with access for dependants to receive the same service. The GPs are able to provide a same-day prescription service for colleagues and their dependants, supporting all working parents and their families.



# What are we going to do next?

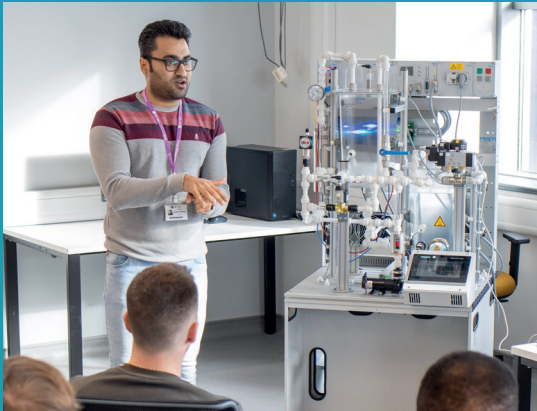
- Our ambition to position DNCG as an employer and provider of choice, will require the HR and Recruitment team to ensure an ongoing review our transactional practices and processes to simplify and innovate, encouraging us to make our bold decisions to change the way we do things, placing our staff members 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 where necessary appropriate interventions developed.
- To review the staff diversity profile to ensure that it reflects the local demographic in terms of ethnicity and sex.
- 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 and establish appropriate intervention strategies, evaluation and monitoring mechanisms.
- Culture and Transformation team will continue to develop and launch strategic projects in response to the Barrett Values survey.
- The Aspiring Leaders Programme will run again, we hope to build on the 74% female attendance and support confidence in promotion, management skills and networking across the organisation.
- 1:1 Financial wellbeing appointments will continue to be given, educating and empowering female colleagues about their finances.
- Line manager training for supporting the menopause will run again to capture more managers and ensure they are informed and equipped to support anyone experiencing the menopause, supporting the retention of female colleagues.
- Ensure HR are supporting female colleagues with HR Advisors taking the lead on maternity meetings, to give holistic support exploring the flexible work options on returning to the workplace.
- Use of 1:1 coaching to support female colleagues new to management roles or seeking promotion as an existing leader.
- Use of 1:1 coaching to support female colleagues returning to the workplace after a period of maternity leave.
- 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.
- Review the outcomes of the Further Education Workforce Data findings shared by the DFE on an annual basis.





- Review and refresh the CPD training offer in relation to EDI, Safer Recruitment and Unconscious Bias and Working with colleagues who are Neurodiverse.
- Introduce special interest staff led forums and staff networks to address gender imbalances.

Progress against our actions will be monitored by the Director of HR and Associate Director EDI, 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 (DNCG) & Optime Support Ltd (OSL) 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	12.35% ↑	11.63% ↓
Median	8.47% ↓	9.70% ↓

BONUS PAY GAP	DNCG	OSL
Mean	-9.98% ↓	64.59% ↑
Median	-17.72% ↓	89.33% ↑

% EMPLOYEE RECEIVING A BONUS	DNCG	OSL
Male	1.02% ↓	1.23% ↓
Female	1.09% ↓	3.40% ↓

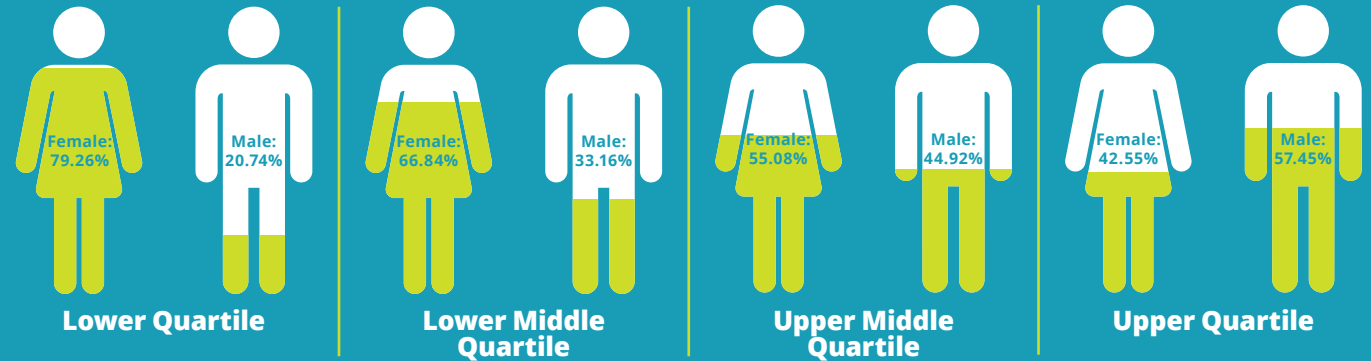
## Declaration

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

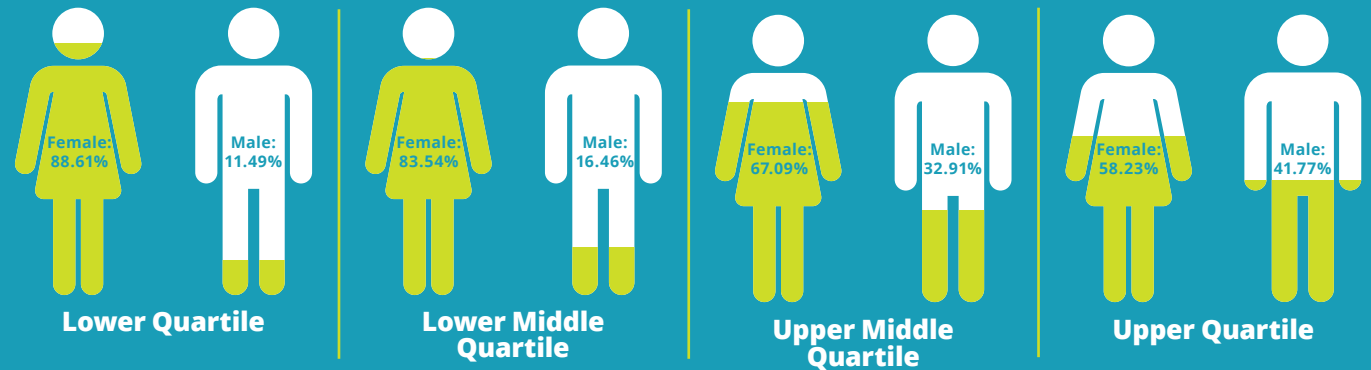
**John Rees**  
Principal & Chief  
Executive Officer

**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 2024	39.07% (293) ↑	60.93% (457) ↓
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) ↓

GENDER PAY GAP	MARCH 2024	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020	MARCH 2019
Mean	12.35% ↑	11.21% ↑	11.19% ↓	11.83% ↑	10.12% ↑	9.88% ↓
Median	8.47% ↓	14.10% ↑	14.02% ↑	13.91% ↓	16.23% ↓	20.39% ↑

BONUS PAY GAP	MARCH 2024	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020	MARCH 2019
Mean	-9.98% ↓	8.95% ↑	5.91% ↑	0% ✓	61.05% ↑	31.05% ↓
Median	-17.72% ↓	0.00% ✓	0% ✓	0% ✓	73.18% ↑	67.27% ↑

% EMPLOYEE RECEIVING A BONUS	MARCH 2024	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020	MARCH 2019
Male	1.02% ↓	78.39% ↓	89.10% ↑	1.23% ↑	0.60% ↓	0.65% ↓
Female	1.09% ↓	85.83% ↓	91.65% ↑	0.53% ↓	1.05% ↓	1.69% ↓

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 2024	20.74% (39) ↓	79.26% (149) ↑	33.16% (62) ↑	66.84% (125) ↓	44.92% (84) ↑	55.08% (103) ↓	57.45% (108) ↑	42.55% (80) ↓
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) ↑

# Year on year comparisons

## Optime Support Ltd

GENDER BREAKDOWN	MALE	FEMALE
March 2024	25.63% (81) ↓	74.37% (235) ↑
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 2024	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020
Mean	11.63% ↓	15.64% ↓	23.88% ↓	27.04% ↑	22.47% -
Median	9.70% ↓	19.39% ↓	36.03% ↑	29.83% ↑	24.68% -

BONUS PAY GAP	MARCH 2024	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020
Mean	64.59% ↑	12.64% ↑	5.91% ↑	0% ✓	0% -
Median	89.33% ↑	23.44% ↑	18.92% ↑	0% ✓	0% -

% EMPLOYEE RECEIVING A BONUS	MARCH 2024	MARCH 2023	MARCH 2022	MARCH 2021	MARCH 2020
Male	1.23% ↓	65.82% ↓	76.29% ↑	0% =	0% -
Female	3.40% ↓	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 2024	11.39% (9) ↓	88.61% (70) ↑	16.46% (13) ↓	83.54% (66) ↑	32.91% (26) ↑	67.09% (53) ↓	41.77% (33) ↓	58.23% (46) ↑
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

## Julie Kaye

Assistant Principal (Education Programmes for Young People)



**“My current position at DNCG is Assistant Principal of Education Programmes for Young People where I am responsible for circa 5,000 16-19 year-old students. My career in Education started at Doncaster College in 1995 when I became a Part time Lecturer in Floristry, moving on to be Programme Manager of Land based Studies then, Deputy Director of Service Industries and finally prior to my current role Director of STEM.**

I am a product of Further Education as I have achieved all my vocational and academic qualifications through this route which I am very proud of, and which has inspired me to be who and what I am today. My main aim in my role is to ensure that all students receive an outstanding learning experience, regardless of age and background whilst ensuring a fit for purpose student entitlement that allows them to achieve their aspirations. I am passionate about raising the profile of Vocational Education by ensuring that all students have the technical skills to support them into employment. My key philosophy to management is to use a coaching style whenever possible to ensure that a sustainable high performing culture is developed.

My first introduction to the College was as a 16-year-old being interviewed for a hairdressing course – I still remember that interview and how proud I was to be offered a place on the course and I try to remember what a first day feels like for our new students and try to make it as special as it was for me. Due to life circumstances, I did not take up the offer of that course and did not have an easy pathway to the position I hold today and some days I still pinch myself to say how lucky I am to work in such an amazing organisation and being privileged to transform lives within our community.

Throughout my career I have been privileged to work with some amazing leaders and managers and 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 all whilst having fun along the way!”

## Nicola McDonagh

Curriculum Leader (Health, Social Care and Childcare Apprenticeships)



**“I began working at North Lindsey College in 2008 as a work-based assessor in health and social care, following my career as a qualified Social Worker. Observing the need for better staff training in social care, I transitioned into education to make a greater impact.**

The college provided me with a raft of opportunities to broaden and hone my teaching skills through the Assessor Award, Internal Quality Assurance qualification and the completion of my Post Graduate Certificate in Education.

This investment in my career and my ongoing passion for health and social care means that I have been able to provide many apprentices with the knowledge and skills to make a real difference within the caring professions.

Whilst at the college I have had many opportunities to progress within my career and continue to make a difference to both students and staff by embedding a culture of learning into all that we do. I am now a Curriculum Leader; I have recently completed my Chartered Management Degree Apprenticeship.

I am committed to my journey at DNCG, knowing that the organisation is invested in my career and look forward to the positive impact we can all have on the people who study or work with us.”

## Jules Draycott

Team Leader (Safeguarding & Wellbeing)



**“My journey at DNCG started as a Student Progress Tutor in 2020. I was initially based at Doncaster College, delivering sessions for students to raise mental, emotional and physical wellbeing through activities.**

The next couple of years through professional development opportunities, I progressed into Project Lead. During this time, I was part of such a supportive environment I was motivated to complete a PGCE qualification, via UCDon.

When the project ended, managers guided me to use my transferable skills to become part of the Safeguarding and Wellbeing team in a cross-group role. Further career opportunities allowed me to progress into my current role as Team Leader (Safeguarding and Wellbeing).

Within this role I work across the group with numerous internal and external partners and stakeholders to ensure our staff and students are supported. I thoroughly enjoy the role, which continuously provides opportunities for me to develop and learn new skills.

I have been fortunate to work in a team where the culture is conducive to teamwork, supporting each other and where everyone feels valued and heard.

It has been an incredible journey so far and I look forward to where this will take me in the future.”