



Lincoln Bishop  
University

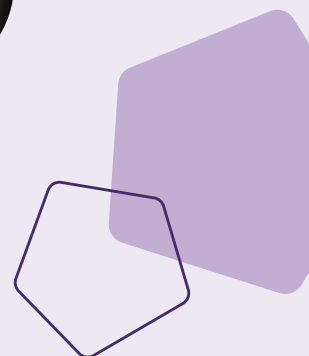
# Gender Pay Gap Report 2025

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# Contents

<b>Introduction</b>	<b>3</b>
<b>What is the Gender Pay Gap?</b>	<b>4</b>
<b>Quartiles and Gender Balance</b>	<b>5</b>
<b>Pay and Bonus Gap</b>	<b>8</b>
<b>Equal Pay</b>	<b>9</b>
<b>Current Initiatives</b>	<b>10</b>
<b>Vice-Chancellor's Statement</b>	<b>12</b>



# Introduction

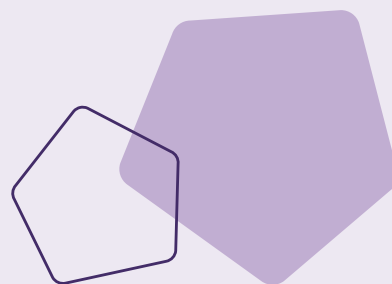
At Lincoln Bishop University, we are committed to fostering an inclusive and equitable environment for all our staff and students. This commitment is central to Strategy 2030, which places equality, diversity, and inclusion at the heart of the University's social purpose and long-term sustainability.

As part of this commitment, we publish our annual Gender Pay Gap Report to provide transparency on pay differences between men and women across the institution and to support evidence-based action.

This report presents gender pay gap data based on a snapshot date of 31 March 2025, in accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. It sets out our current position, highlights areas of progress, and identifies where further action is required.

Compared with the previous reporting year, the University has seen a modest narrowing of the gender pay gap. While this represents a positive direction of travel, sustained, long-term action is required to address the structural factors that influence pay outcomes.

The findings in this report inform the delivery of Strategy 2030 and the University's People Strategy 2025–2030, supporting our ambition to break down barriers to opportunity, promote social mobility, and ensure that all colleagues can thrive and progress.



# What is the Gender Pay Gap?

The gender pay gap is a measure of the difference in average hourly earnings between men and women, expressed as a percentage of men's earnings. It provides a high-level view of pay across the University, regardless of role or seniority.

It is important to note that the gender pay gap is different from equal pay. Equal pay refers to men and women being paid the same for performing the same or equivalent work and is a legal requirement. A gender pay gap reflects the distribution of men and women across different roles and grades within an organisation.

In the UK public sector, the gender pay gap is calculated using both the mean (average) and median (middle) hourly rate of pay, excluding overtime. The median is often considered a more representative measure, as it is less affected by very high or very low earners. Gender pay gap reporting is based on binary sex classifications recorded in payroll systems, in line with statutory requirements.

The data presented in this report is based on a snapshot date of 31 March 2025, in accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, ensuring consistency and comparability across reporting periods and with other public-sector organisations.

## What Drives Our Gender Pay Gap?

The gender pay gap at Lincoln Bishop University is primarily driven by the distribution of men and women across roles and grades within the University. This includes a higher concentration of women in lower-paid roles and under-representation in some senior positions.

These patterns reflect broader trends across the higher education sector and are not the result of unequal pay for equal work. Understanding these structural drivers enables the University to focus on targeted actions that support progression and equitable access to opportunities.



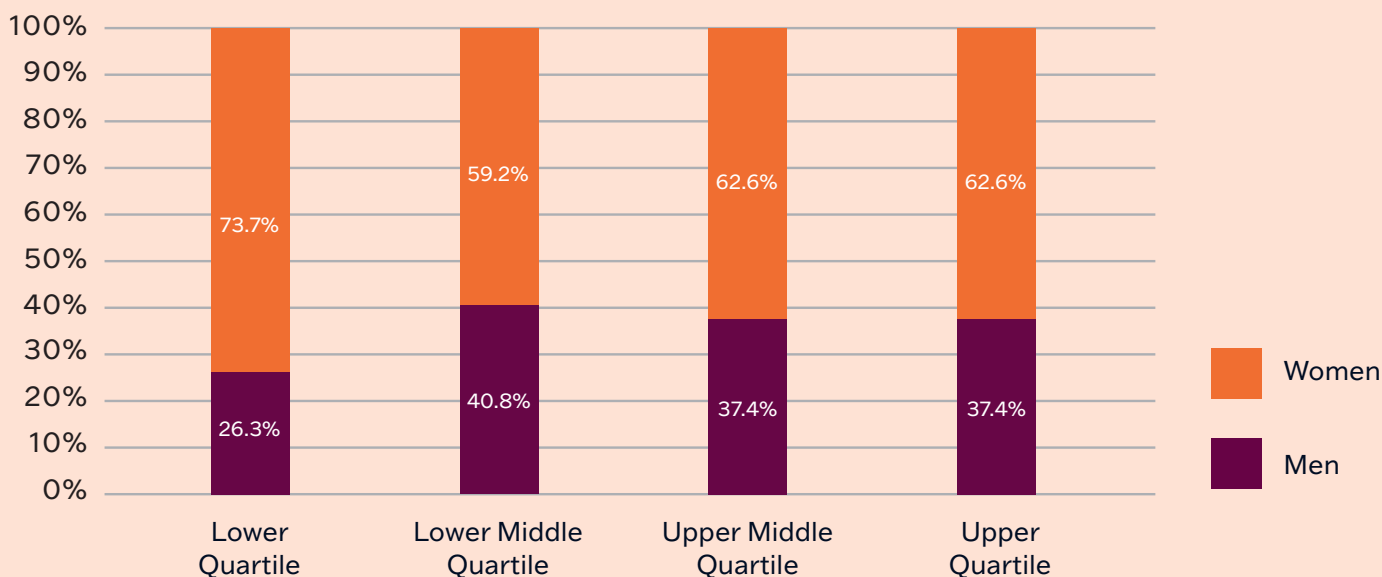
# Quartiles and Gender Balance

The analysis is based on the full-pay relevant employee population at the snapshot date of 31 March 2025. Women comprised approximately 66% of this workforce.

To understand how pay is distributed across the workforce, all full-pay relevant employees are ranked by hourly pay and divided into four equal quartiles: lower, lower middle, upper middle, and upper. Full-pay relevant employees are those who were receiving full pay during the relevant pay period and therefore meet the criteria for inclusion in gender pay gap calculations.

Women make up a higher proportion of employees across all quartiles, reflecting the overall gender composition of Lincoln Bishop University's workforce. The distribution of men and women across the pay quartiles is as follows:

**Proportion of staff by sex and hourly pay quartile (March 2025) – Figure 1**



Given the higher proportion of female staff at the University, quartile data are most meaningfully interpreted using proportions rather than absolute numbers. As illustrated in Graph 1, women are disproportionately represented in the lower hourly pay quartile, while men are more evenly distributed across the upper pay quartiles.

This distribution reflects the concentration of women in lower paid roles and remains a key structural contributor to the University's overall gender pay gap. While workforce size and composition may change between reporting periods, shifts in organisational structure or staffing do not immediately translate into changes in pay distribution. As a result, the quartile profile tends to reflect longer-term occupational patterns and progression pipelines rather than short-term organisational change.

The nature of the University's quartile distribution has remained broadly consistent over time, indicating that the gender pay gap continues to be driven primarily by structural

factors, including the distribution of men and women across roles and grades. This pattern does not indicate unequal pay for equal work but rather highlights the impact of occupational segregation and differential representation at senior levels.

This position is consistent with gender pay gap reporting across the higher education sector, where women are commonly over-represented in lower paid roles and under-represented in more senior, higher paid positions. Sector analysis consistently identifies progression pathways, senior role representation, and historical recruitment patterns as key drivers of gender pay gaps within universities.

Supporting career progression and improving representation in higher paid roles therefore remains a central focus of the University's gender pay action plan. Sustained, long-term action in these areas is essential to achieving meaningful structural change and reducing the gender pay gap over time.



# Pay and Bonus Gap

## Hourly Gender Pay Gap

The hourly gender pay gap is calculated using the mean and median hourly pay of full-pay relevant employees at the snapshot date of 31 March 2025.

Based on this snapshot:

- Women's mean hourly pay is 8.6% lower than men's, with women earning an average of £19.56 per hour compared to £21.40 per hour for men.
- Women's median hourly pay is 7.7% lower than men's, with median hourly pay of £17.34 for women and £18.80 for men.

This represents a slight narrowing of the hourly gender pay gap compared with the previous reporting year when the mean gap stood at 10%. While the reduction is modest, it indicates a positive direction of travel.

As with previous years, the University's gender pay gap reflects the distribution of men and women across different roles and grades within the University, rather than unequal pay for equal work. Further insight into the structural factors underpinning the gender pay gap is provided in Section 4 through analysis of pay quartiles.

### Mean Hourly Pay by Gender (Snapshot date: 31 March 2025) – Figure 2

Gender	Headcount (full-pay relevant)	Mean hourly rate (£)
Men	140	£21.40
Women	255	£19.56

	Mean hourly rate difference (£)	Mean hourly pay gap (%)
Overall	£1.84	8.6%

Source: iTrent Payroll system

## Bonus Pay Gap

Bonus payments at the University are limited in scale and primarily relate to long-service awards and incentive payments.

- Women's mean bonus pay is 94.6% lower than men's.
- Women's median bonus pay is 0.0% lower than men's.

The median bonus gap of 0% indicates that the typical bonus received by men and women is the same. The mean bonus gap is influenced by the small number of bonus recipients and a small number of higher-value bonus payments and can therefore significantly fluctuate year-on-year. For this reason, greater emphasis is placed on the median figure.

## Who Received Bonus Pay

- 5.0% of men received a bonus payment.
- 3.1% of women received a bonus payment.

Overall, bonus payments are not a significant component of total remuneration at the University.



# Equal Pay

Lincoln Bishop University is committed to the principle of equal pay for equal work and for work of equal value, regardless of gender. Equal pay is distinct from the gender pay gap: while the gender pay gap measures differences in average pay across the workforce, equal pay concerns whether individuals are paid fairly for performing the same or comparable roles.

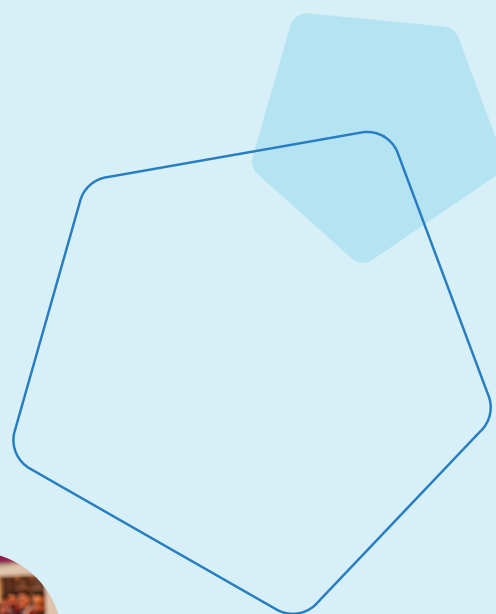
The University operates structured pay arrangements, including a graded pay spine covering Grades 2 to 10. Progression within these grades is determined through established mechanisms, including incremental progression based on length of service and, where applicable, progression through the accelerated progression process. These arrangements are intended to support a transparent and consistent approach to pay and progression.

For senior roles above Grade 10, pay is determined outside the spinal point structure and is informed by

benchmarking against relevant external market data. This approach is intended to ensure that senior roles are remunerated appropriately and competitively, while maintaining consistency and fairness in pay-setting practices.

The gender pay gap identified in this report does not indicate unequal pay practices. Rather, it reflects the distribution of men and women across different roles, grades, and levels of seniority within the University.

The University will continue to keep its pay and progression arrangements under review as part of its wider commitment to fairness, transparency, and equality of opportunity.



# Current Initiatives

Lincoln Bishop University is committed to reducing its gender pay gap through sustained, long-term action that addresses the structural factors influencing pay outcomes. In line with practice across the higher education sector, the University's approach focuses on supporting progression, building capability, and ensuring fair and inclusive people practices.

## Learning, Development and Progression

The University has strengthened its approach to learning and organisational development to support career progression and address structural barriers that contribute to the gender pay gap. To support this work, the University has appointed a dedicated HR Learning and Organisational Development Partner, who brings specialist expertise in leadership development, organisational capability, and workforce progression.

The focus of this work includes the development of clear and transparent leadership and management pathways, designed to support colleagues to progress in a fair and consistent way. This includes accelerated progression processes for colleagues who demonstrate sustained high performance and contribution over time, ensuring that progression recognises ongoing achievement rather than short-term performance.

Alongside this, the University provides structured support for progression through academic career pathways, including progression from Lecturer to Senior Lecturer, and onward to Associate Professor and Professor. These pathways

are intended to provide clarity around expectations, development requirements, and progression opportunities at each stage of an academic career.

Targeted development activity supports these pathways by building the skills and confidence required for progression. This includes leadership and management development, communication and presentation skills, and training to support effective performance management. Line managers are supported through training and guidance to ensure that appraisal and development conversations are conducted fairly and consistently, and that progression opportunities are applied equitably across the University.

Through this coordinated approach to learning, development, and progression, the University aims to strengthen progression pipelines and support more balanced representation at senior levels over time.



## Mentoring and Career Support

A University-wide mentoring approach will be introduced in Summer 2026 as a key mechanism to support career development and progression. Mentoring is designed to provide colleagues with access to guidance, support, and insight that can help them navigate career pathways, build professional networks, and prepare for future opportunities. This initiative forms a central part of the University's approach to addressing structural barriers to progression.

## Inclusive Recruitment and Progression Practices

The University continues to embed inclusive recruitment and progression practices across the organisation. This includes ongoing training for those involved in recruitment and selection, with a focus on mitigating unconscious bias and promoting fair decision-making. Progression routes, including accelerated progression processes, are kept under review to ensure transparency and consistency in their application.

Recruitment and progression panels are gender-diverse wherever possible, supporting balanced decision-making and helping to mitigate the risk of bias.

## Monitoring, Engagement and Continuous Improvement

The University uses a range of engagement and feedback mechanisms, including staff surveys and pulse surveys, to monitor staff experience and identify areas for improvement. Insights from these sources inform targeted development activity and ongoing refinement of people practices. Gender pay gap reporting remains an important tool in tracking progress and shaping future action.

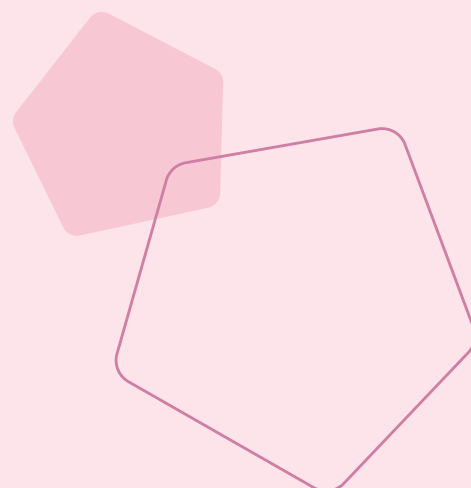
Through these initiatives, the University aims to create an inclusive environment in which all colleagues are supported to develop, progress, and thrive, thereby contributing to a sustained reduction in the gender pay gap over time.

While these initiatives are beginning to support positive movement in the gender pay gap, the University recognises that meaningful and sustained change requires long-term commitment and continued evaluation of impact.

## Flexible Working and Work Life Balance

The University recognises the importance of flexible working in supporting progression, retention, and work-life balance. Flexible working policies and practices are kept under continual review to ensure they remain effective, inclusive, and responsive to the needs of the workforce.

The University is committed to supporting flexible working arrangements where appropriate, including at more senior levels, as part of its wider approach to reducing structural barriers to progression.



# Vice-Chancellor's Statement

At Lincoln Bishop University, we are committed to building an inclusive workplace where all colleagues have equal opportunity to thrive and progress. Our 2025 Gender Pay Gap Report shows a modest narrowing of both the mean and median pay gaps compared with last year - a positive indication that our sustained efforts are beginning to make a difference. However, we recognise that women remain over-represented in the lower pay quartile, and that addressing the structural factors contributing to this will require continued focus and long-term action.

Through Strategy 2030 and our People Strategy, we are taking practical steps to support career progression, enhance leadership development, and remove barriers to opportunity across all roles and levels of the University. Initiatives such as expanded mentoring, investment in learning and development, and the promotion of inclusive recruitment and progression practices are central to this work.

While progress takes time, our direction is clear. We remain firmly committed to creating a fair and equitable environment where everyone can succeed and contribute fully to the University's success.



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