

# Marjon Gender Pay Gap Report 2025

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## Headline Reporting Figures

Headcount	430			
Gender Ratio	34.2% Men 65.8% Women			
Quartiles	L: 29.9%M / 70.1%W	LM: 29%M / 71%W	UM: 41.1%M / 58.9% W	U: 36.7%M / 63.3%W
Mean Gap	3.7%			
Median Gap	17.8%			
Bonus Gap	0%			

Table 1: Headline reporting figures

## Introduction

At Plymouth Marjon University, we are committed to transparency and equality, recognizing our people are the heart of the University. This Gender Pay Gap Report outlines our ongoing efforts to understand and address our mean and median pay gaps as part of our wider equality work, in turn, supporting our Marjon 2030 strategy.

It also complies with the Gender Pay Gap legislation, introduced in April 2017, which requires all employers of 250 or more employees to publish their gender pay gap for workers in scope on the snapshot date of 31 March each year.

This year's data indicates a mixed picture. Our mean gap has reduced, remaining well below both sector and national averages, but our median gap has increased 5 percentage points from 2024. Whilst this increase to our overall median gap seems disappointing, it is important to note it remains 5.3 points lower than 2 years ago, the median gaps within staff types remains low, and there have been some positive trends within specific areas this year. It has also been possible to more closely pinpoint some of the actions needed to resolve gaps in future years and this, coupled with the Athena Swan Action plan for which we were recently conferred a Bronze level award, positions us to approach our 2026 reporting with optimism.

## Definitions and Terminology

When considering our data, it is important to distinguish between the definitions of equal pay and the gender pay gap. "Equal Pay" is men and women being paid the same amount for the same work within Marjon. The "Gender Pay Gap" is the percentage difference between the average pay of all men and the average pay of all women within Marjon's staff community.

A gap does not suggest we are paying men and women differently for the same work, it shows that there is a difference between the average of all the pay received by the men and the average pay of all the pay received by the women. Addressing this would ideally require gender representation at every level of the workforce to mirror the overall Marjon gender balance.

Both the methodology and terminology for gender pay reporting are set by Government, and so throughout this report we refer to 'Men' and 'Women' as set by the reporting requirements. In our wider EDI work we recognise this does not reflect everyone, and so we extend terminology to include further gender identities. In all areas, we will continue our efforts to address discrimination and gender inequality, to progress our institution wide commitment to our values and to being an inclusive and fair community.

## Headcount and Gender Ratio

On the snapshot date of 31 March 2025, there were 430 staff, of which 324 were on salaried payroll and 106 hourly paid. In total this is 68 fewer staff than March 2024 (and 105 fewer than 2023), 15 fewer on salaried payroll, 53 hourly paid. Our gender ratio has balanced very slightly, women now make up 65.8% of the organisation, compared with 67.3% in 2024.

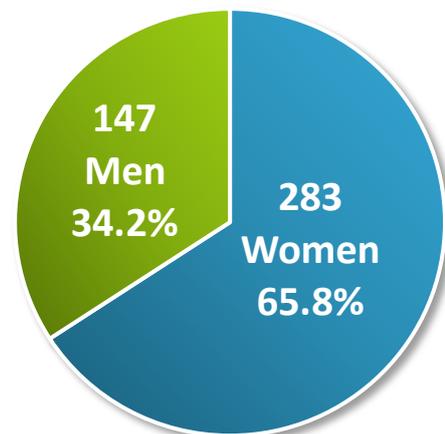


Figure 1: Ratio of men to women across all of Marjon

## Mean Gender Pay Gap

The mean gender pay gap is a calculation of Marjon's total average hourly salary spend per woman, when compared with the total average hourly salary spend per man. There is 73p difference between the mean average pay for women and that for men, making our 2025 mean gender pay gap 3.7% (fig.2). This is 2 percentage points lower than 2024 and considerably lower than both the HEI sector and national average<sup>1</sup>. Whilst a 0% gap is ultimately our aim, our data suggests only limited cause for concern regarding our mean gap.



Figure 2: Mean Gender Pay Gap at Marjon 2025

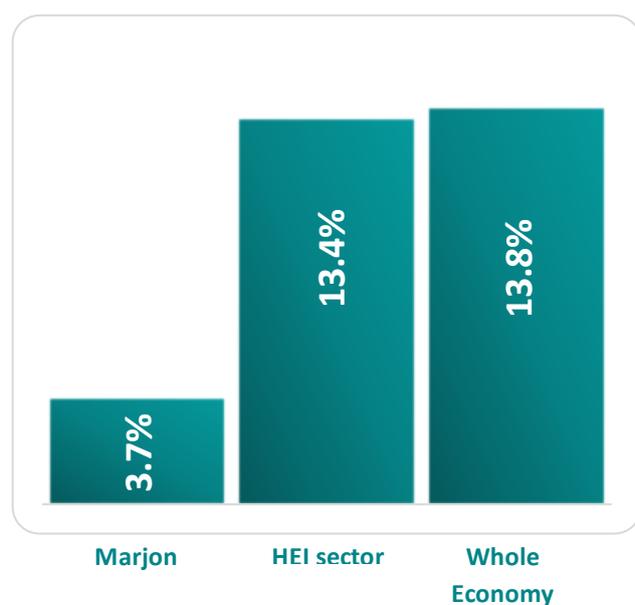


Figure 3: Mean Gender Pay Gap in Marjon, HEIs and nationally.

<sup>1</sup>ONS 05/09/2024, latest available data, reported at Nov 2024

## Median Gender Pay Gap

Median pay can be found by lining up all women and all men at Marjon by lowest to highest hourly pay. The woman in the middle of their line earns £16.71 and the man in the middle of theirs earns £20.33. This difference of £3.62 is a 17.8% median gender pay gap (fig. 4).

Our 2025 median is disappointingly up 5 percentage points on last year's figure, but it is still 5.3 percentage points lower than 2023. This result is higher than both sector and national averages (fig. 5), and remains a driver for action.

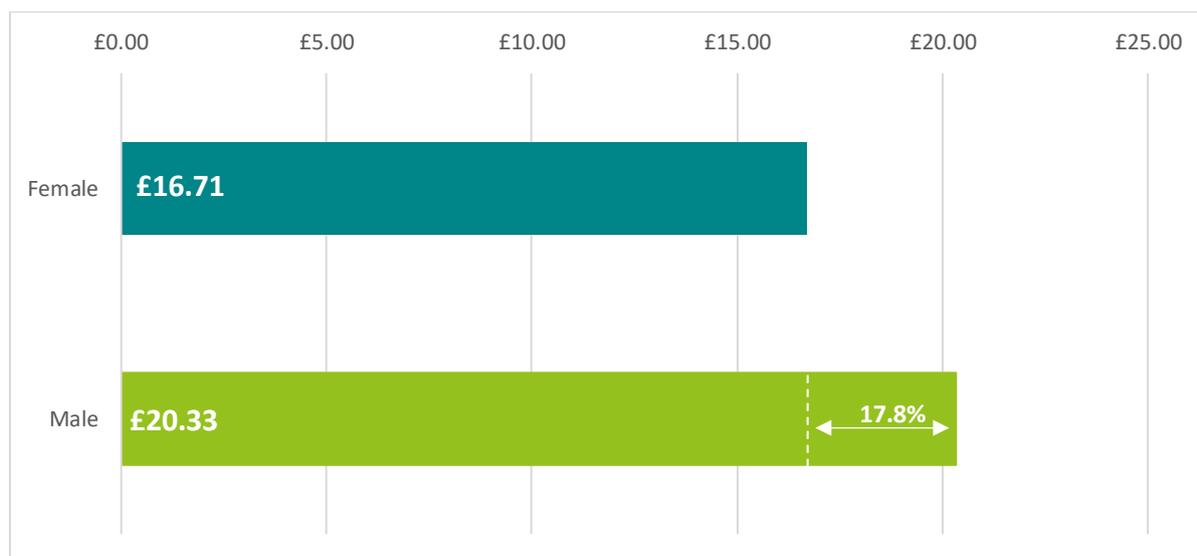


Figure 4: Median Gender Pay Gap at Marjon, 2025



Figure 5: Median Gender Pay Gap for Marjon, HEIs and nationally<sup>1</sup>

<sup>1</sup>ONS 05/09/2024, latest available data, reported at Nov 2024

## Mean and Median Gap by Staff Type

When broken down by staff group, both salaried Academic and Professional Services staff have small mean and median gaps. The median gap for Professional Services and hourly paid staff is zero. Academic staff have a median gap of -4.5% which compares favourably with a national median gap for Higher Educational Teaching Professionals of 9.8% (ONS, 2024). The gap for Manual Staff needs to consider the very small group, making drawing statistical conclusions problematic.

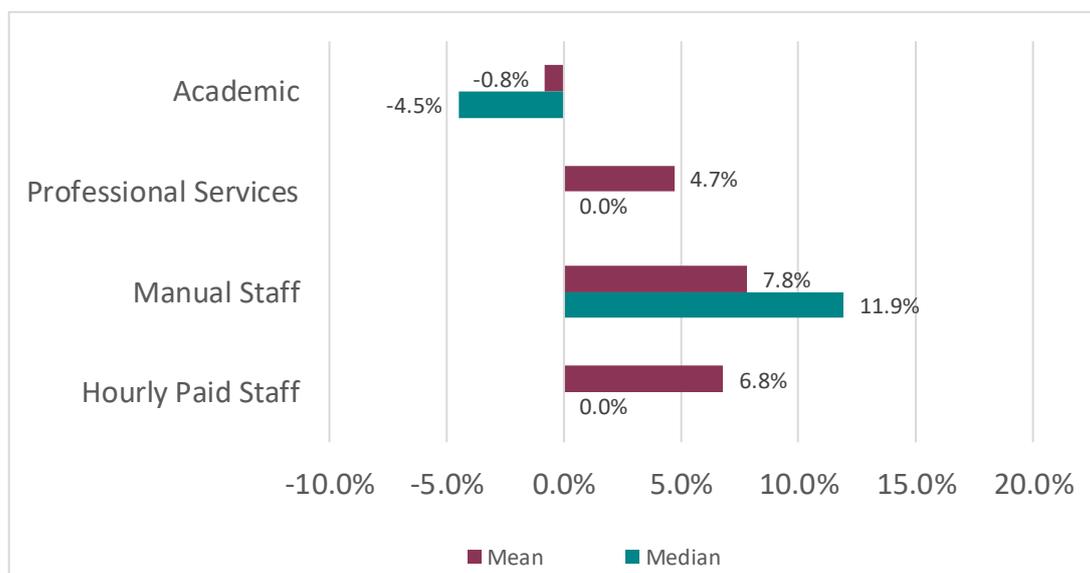


Figure 6: Mean and Median Gender Pay Gaps by staff type

## Historical Mean Gap.

Figure 7 shows Marjon’s mean gap since reporting began. Our mean gender pay gap has been very low overall and within each staff group for the past 6 years.

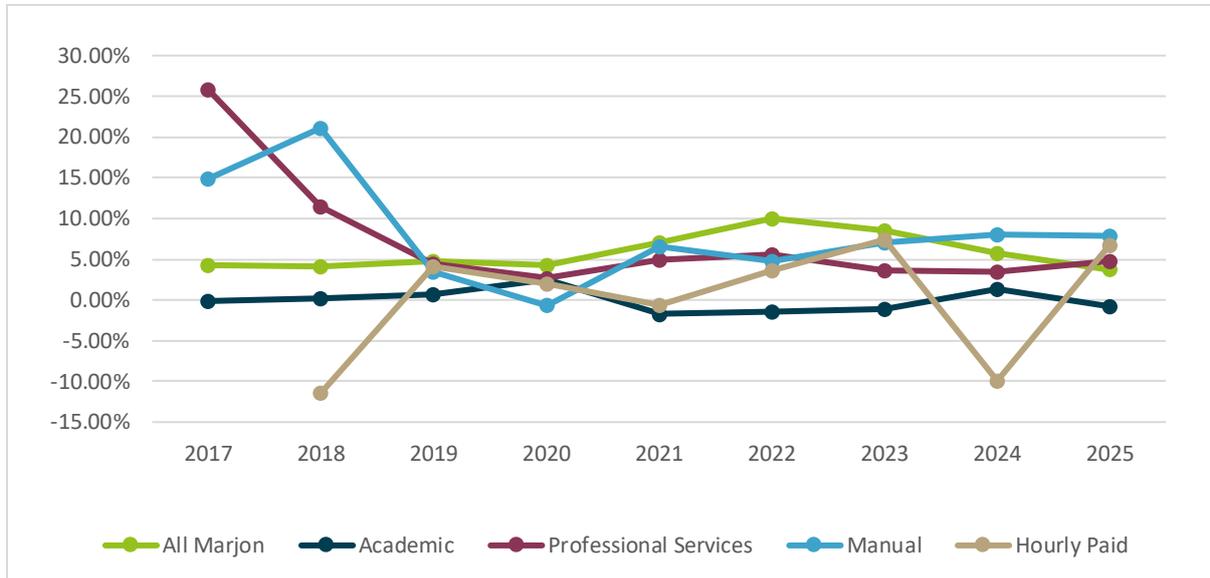


Figure 7: Mean Gender Pay Gap at Marjon, by staff type, since reporting began

## Historical Median Gap

Whilst our overall median gap has fluctuated significantly over the past few years, within staff types the changes are much smaller and gaps generally minimal.

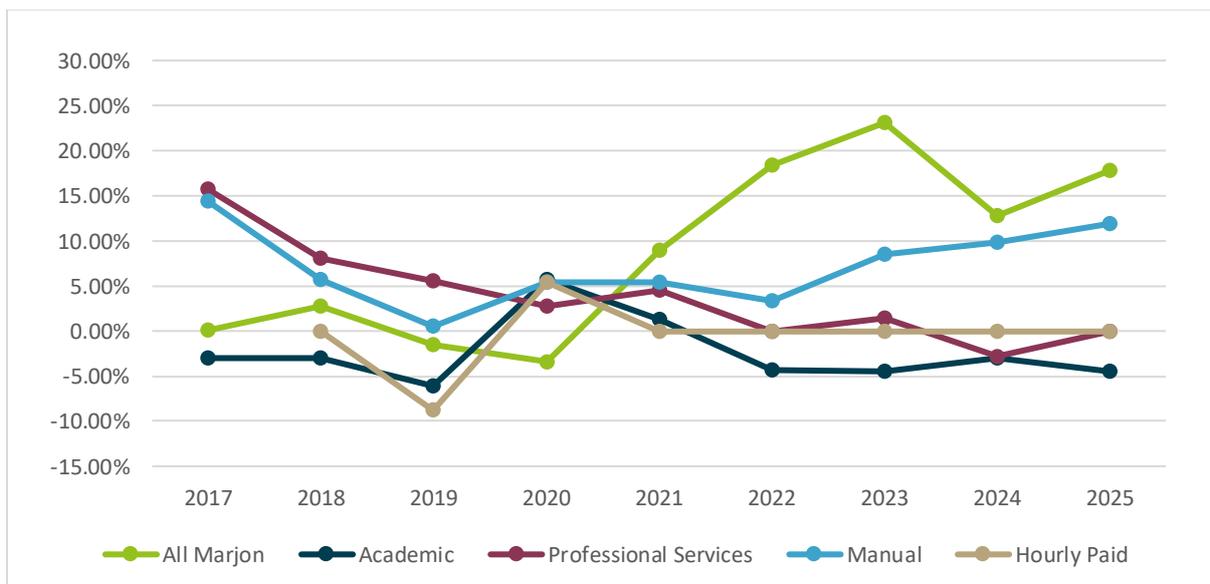


Figure 8: Median Gender Pay Gap at Marjon, by staff type, since reporting began

## Bonus Pay

No bonus payments were issued in 2025; accordingly, both the mean and median bonus pay gaps are 0%.

## Quartiles

The cause of our median gap continues to be the balance of genders at each level not reflecting Marjon's overall gender balance of 65.8% women and 34.2% men. Women are overrepresented in the lower two quartiles, and underrepresented in the upper two (fig. 9).

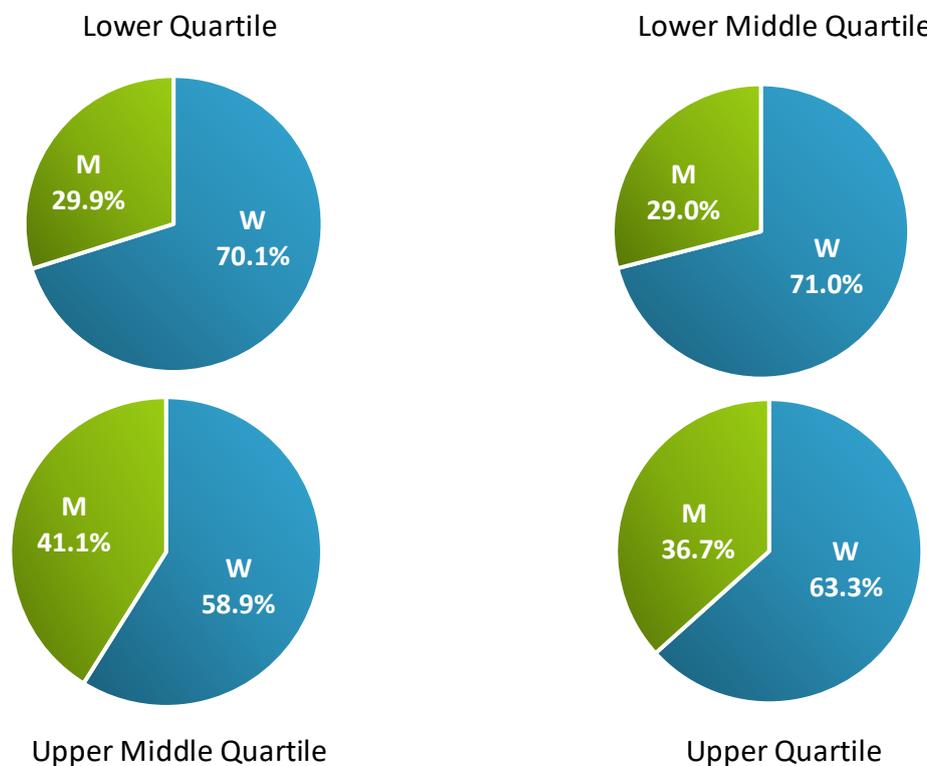


Figure 9: Ratio of men to women in each quartile

Figure 10 below may more clearly illustrate the challenge, showing the percentage of women in each quartile when compared with the percentage of women in Marjon as a whole.

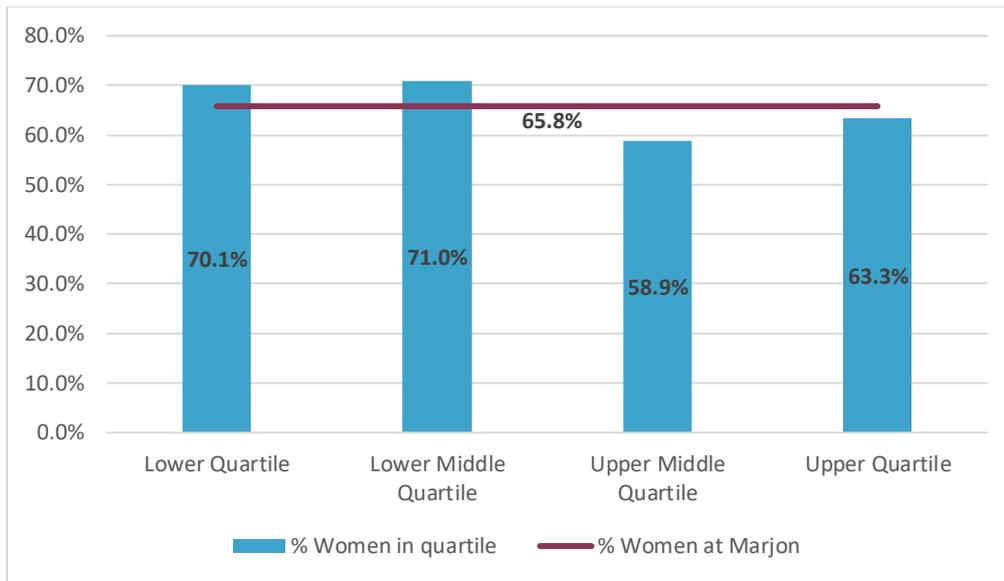


Figure 10: Percentage of women in each quartile compared with percentage of women across all Marjon

It is positive to note our Upper Quartile is only 2.5 percentage points away from our organisational average, following a 3 point improvement on 2024. But in all other quartiles we have between a 4.2 and 6.9 point variation from the organisational average, all of which are increased from a year ago (fig. 11).

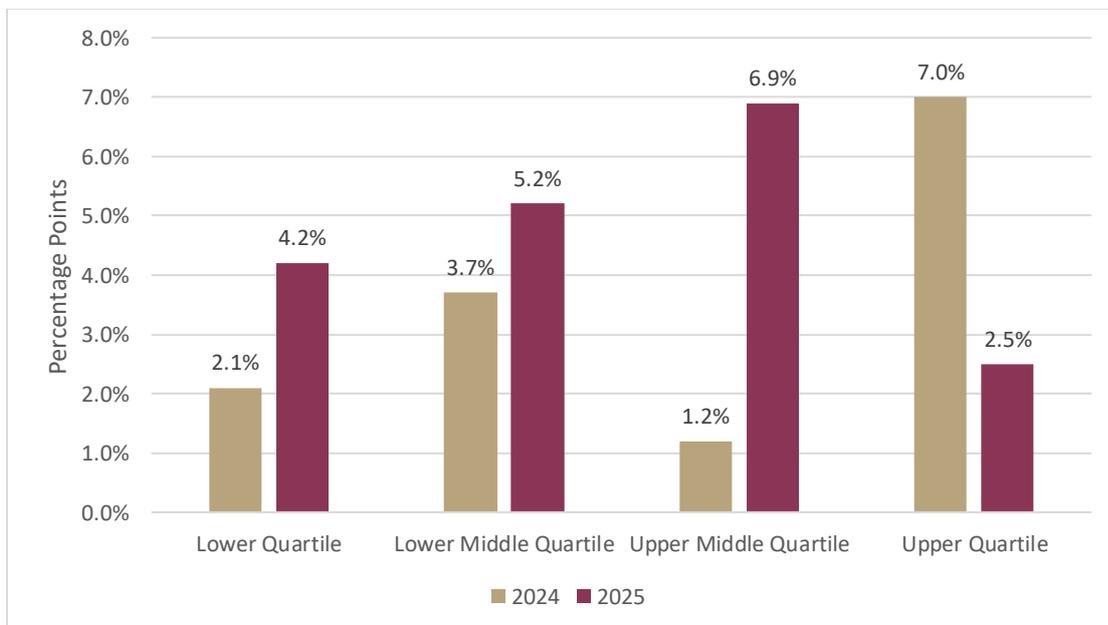


Figure 11: Variation of gender balance in each quartile from the Marjon average

## Gender by Job Type.

Whilst reporting requirements are for quartile ratios, for our own information it may also be helpful to consider ratios by job type (Fig 12).

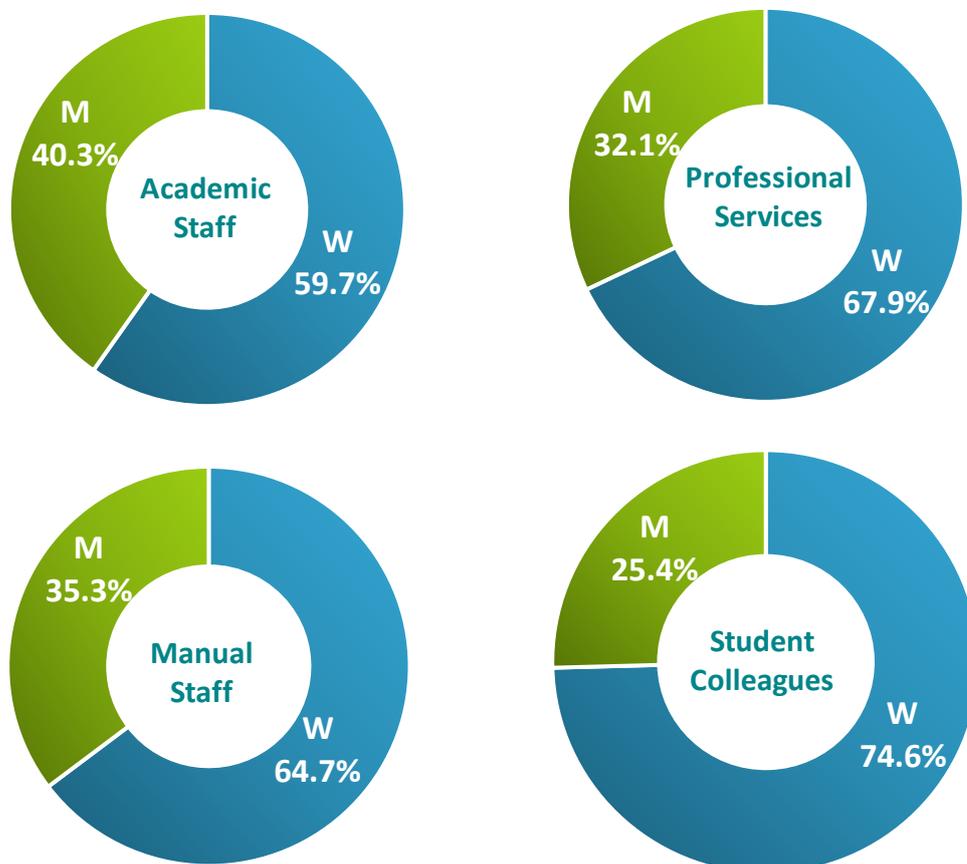


Figure 12: Ratio of genders in staff types.

These groups vary between 1.1 and 8.8 percentage points from the organisation average, with Student Colleagues having the greatest variation, consisting of almost 75% women; despite a 2.1 percentage point increase in men since 2024. This is particularly significant given that 13% of paid staff on the reporting date were Student Colleagues.

The External Engagement and People teams have attempted many initiatives to try and attract increased male applications to the Student Ambassador role. Addressing this remains a key priority, and initiatives within the Athena Swan action plan include peer-to-peer profile raising by engaging existing male Student Colleague role models.

## Actions

This year, Marjon was proud to receive a Bronze Athena Swan award in recognition of our self-assessment work evaluating gender equality, and the development of a five-year action plan to address areas of need. The action plan consists of 5 Areas for Impact (AFIs), the first of which was heavily informed by our gender pay gap data, and this plan outlines targeted actions to improve proportional gender representation across our organisational structure. The headline actions of two of the three areas in AFI 1 are set out in fig 13 below. Full details, including SMART targets, are available on the Athena Swan pages of Antler.

<b>Area for Impact 1: Improved Proportional Gender Representation in our Organisational Demographic</b>
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<b>1.1.1 Clear systems and equity of access for job review and progression.</b>	<b>A) Create and implement a professional services promotion policy and process, linked in with existing annual processes and reflecting the process that is already in place for academic staff.</b>
	<b>B) Embed as part of the Women’s Network a vision for leadership practice across the institution.</b>
	<b>C) Develop ‘next steps’ for staff on Aurora Women’s programme to offer further development on completion both for themselves and to support others.</b>
	<b>D) Develop mentoring opportunities, in particular within professional services, for new or aspiring managers to support career development.</b>

<b>1.2.1 Promoting a more representative gender proportionality through external recruitment.</b>	<b>A) Update manager training to ensure equity at all stages of recruitment. Build in recruitment best practise reminder and update within annual manager training/briefings from POD.</b>
	<b>B) Further develop work to encourage greater number of applicants who are men to all Student Colleague roles. Include peer-to-peer profile raising by engaging existing male Student Colleague role models</b>
	<b>C) Creation of new internships or apprenticeships by considering all roles becoming vacant at Grade 3/4 or below, to evaluate whether an internship or apprentice model can be effective to increase applications from men at these grades.</b>
	<b>D) Investigate Marjon gender splits against national and regional ratios in programmes within SHWSS and SoE. with a view to challenging and disrupting established norms in relation to gender splits through school strategy, including recruitment strategy.</b>
	<b>E) Work to enhance job design to attract a more balanced proportion of genders applying to these posts, (especially for school of Health, Wellbeing &amp; Social Sciences and lower graded transactional roles).</b>
	<b>F) Embed use of Gender Decoder website tool in recruitment process to analyse and then improve language on job adverts to avoid gender bias</b>
	<b>G) Adapt system to record grade in recruitment statistics, so that we can more accurately measure gender breakdown in applications at different levels as well as progression from application to shortlisting and appointments</b>
	<b>H) Shortlisting and recruitment panels that are well trained/briefed and consist of more than a single gender</b>
	<b>I) Further research into the success rate of male applicants, and others who do not identify their gender as female, moving from application to shortlisting to appointment (including considering intersectionality with ethnicity and disability) to determine whether Marjon can remove any barriers.</b>

A committed Athena Swan core team is in place, alongside a growing network of passionate colleagues contributing across different areas of the plan. The work supports the Marjon 2030 strategy, and has the backing of the Executive Leadership Team and the active endorsement of the Equality, Diversity and Inclusion Committee, chaired by Vice-Chancellor Professor Claire Taylor. Being so strongly embedded into all these areas of Marjon, we are invested in making a lasting difference in this area.

## Looking Ahead

There are many positives to take from this year's data. Our mean gender pay gap stands at just 3.7%, and we've seen increased representation of men across Marjon since 2024, including within specific staff groups such as Academic and Manual staff. We also celebrate the increased representation of women in our upper quartile and the encouraging median pay gap figures across most staff groups, particularly among Academic staff.

However, challenges remain. Our overall median pay gap highlights the need to improve representation of women in the upper, and men in the lower, quartiles, with particular focus on attracting more male applicants to Student Colleague roles.

Our Athena Swan five-year action plan includes targeted measures to address our gender pay gap, with work being delivered across the university by a committed team, growing networks of supporters, and the endorsement of ELT.

As we move forward, we do so with a clear commitment to meaningful change and a shared sense of responsibility. The progress we've made so far reflects the dedication of our community, and the foundations now in place, under the Marjon 2030 strategy, give us confidence that we can build a more balanced and equitable workplace for all. We recognise that addressing the gender pay gap is an ongoing journey, and we remain resolute in our efforts to foster a culture where everyone can succeed and thrive at Marjon.