

# Gender Pay Gap Full Report **2026**



GPG

# Marjon Gender Pay Gap Full Report 2026

## Contents

|                                          |    |
|------------------------------------------|----|
| Headline Reporting Figures .....         | 2  |
| Introduction.....                        | 2  |
| Definitions and Terminology .....        | 2  |
| Headcount and Gender Ratio .....         | 3  |
| Mean Gender Pay Gap.....                 | 4  |
| Median Gender Pay Gap.....               | 5  |
| Mean and Median Gap by Staff Type .....  | 6  |
| Historical Mean Gap. ....                | 7  |
| Historical Median Gap .....              | 7  |
| Bonus Pay .....                          | 8  |
| Quartiles .....                          | 8  |
| Gender proportionality by Job Type ..... | 10 |
| Actions & Looking Ahead.....             | 12 |
| In Conclusion .....                      | 13 |

## Table of Figures

|                                                                                                          |    |
|----------------------------------------------------------------------------------------------------------|----|
| Figure 1: Ratio of men to women across all of Marjon .....                                               | 3  |
| Figure 2: Mean Gender Pay Gap at Marjon 2026 .....                                                       | 4  |
| Figure 3: Mean Gender Pay Gap in Marjon, HEIs and nationally.....                                        | 4  |
| Figure 4: Median Gender Pay Gap at Marjon, 2026 .....                                                    | 5  |
| Figure 5: Median Gender Pay Gap for Marjon, HEIs and nationally <sup>1</sup> .....                       | 5  |
| Figure 6: Mean and Median Gender Pay Gaps by staff type .....                                            | 6  |
| Figure 7: Mean Gender Pay Gap at Marjon, by staff type, since reporting began .....                      | 7  |
| Figure 8: Median Gender Pay Gap at Marjon, by staff type, since reporting began. ....                    | 8  |
| Figure 9: Ratio of men to women in each quartile .....                                                   | 9  |
| Figure 10: Percentage of women in each quartile compared with percentage of women across all Marjon..... | 10 |
| Figure 11: Proportion of gender in staff types.....                                                      | 11 |
| Figure 12: Proportion of genders in different payrolls .....                                             | 11 |
| Figure 13: Selection of relevant actions from Marjon's Athena Swan Action Plan (2025 – 2030) .....       | 13 |

## Headline Reporting Figures

|                |                           |                                   |                                    |                             |
|----------------|---------------------------|-----------------------------------|------------------------------------|-----------------------------|
| Headcount 2026 | 423                       |                                   |                                    |                             |
| Gender Ratio   | 33.1% Men 66.9% Women     |                                   |                                    |                             |
| Quartiles      | Lower:<br>31.1M<br>68.9%W | Lower Middle:<br>27.4%M<br>72.6%W | Upper Middle:<br>32.1%M<br>67.9% W | Upper:<br>41.9% M<br>58.1%W |
| Mean Gap       | 4.7%                      |                                   |                                    |                             |
| Median Gap     | 14.9%                     |                                   |                                    |                             |
| Bonus Gap      | 0%                        |                                   |                                    |                             |

*Table 1: Headline reporting figures*

## Introduction

At Plymouth Marjon University, we remain committed to transparency, equality and fairness, recognising that our people are at the heart of our institution. This 2026 Gender Pay Gap Report highlights both areas of progress and those where continued focus is required, as part of our wider commitment to equality, diversity and inclusion and our Marjon 2030 strategy.

This year's data presents a cautiously positive picture. While our mean gender pay gap has increased slightly from 3.7% to 4.7%, it remains well below both sector and national averages. Encouragingly, our median gender pay gap has reduced by almost 3 percentage points from 2025 to 14.9% in 2026. While still slightly above national benchmarks, this demonstrates progress in addressing structural imbalance across the organisation.

## 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.

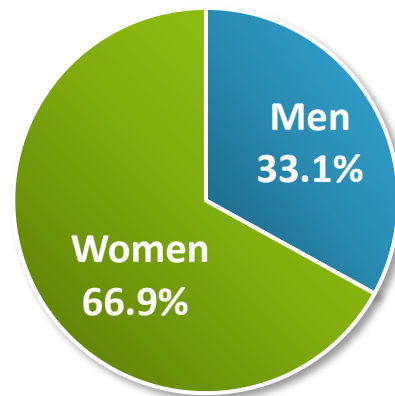
A gap does not suggest we are paying men and women differently for the same work, it shows a difference between the average of all the pay received by men and the average pay of all the pay received by women at Marjon. Addressing this would ideally require gender representation at every level of the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

Both the methodology and terminology for gender pay reporting are set by Government; 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 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 2026, Marjon had 423 staff, of whom 321 were on salaried payroll and 102 hourly paid; only a negligible change from 2025. Our gender profile continues to show women make up the majority of our workforce at 66.9% (an increase of 1.4% from 2025), while men account for 33.1%. This overall imbalance continues to influence our gender pay gap, particularly where representation is uneven across grades and pay quartiles.



*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 £1.00 difference between the mean average pay for women and for men, making our 2026 mean gender pay gap 4.7% (fig.2). At 1 percentage point higher than 2025 this represents a small shift in workforce composition, however it remains significantly below both HEI sector and national averages<sup>1</sup>.

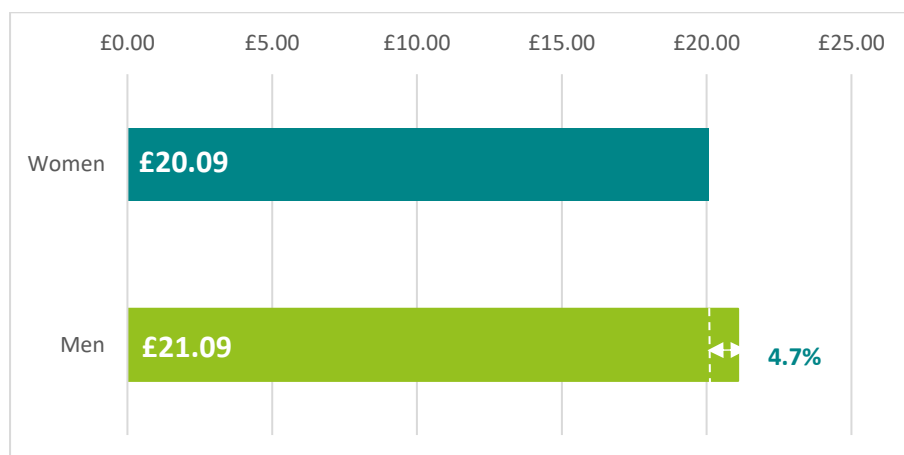


Figure 2: Mean Gender Pay Gap at Marjon 2026

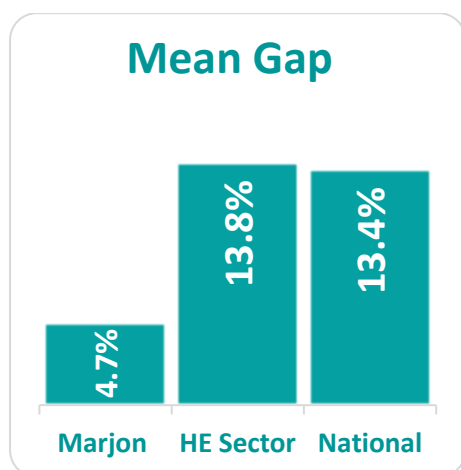


Figure 3: Mean Gender Pay Gap in Marjon, HEIs and nationally

<sup>1</sup>ONS latest available data 01/10/2025

## Median Gender Pay Gap

Median pay can be found by lining up all women and all men at Marjon from lowest to highest hourly pay. The woman in the middle of their line earns £17.58 (87p more than 2025) and the man in the middle of theirs earns £20.65, (32p more than 2025). This difference of £3.07 represents a 14.9% median gender pay gap (fig. 4) and reflects the distribution of staff across pay levels rather than differences in pay for comparable roles.

This result remains higher than both sector and national averages (fig. 5) but is almost 3 percentage points down from 2025.

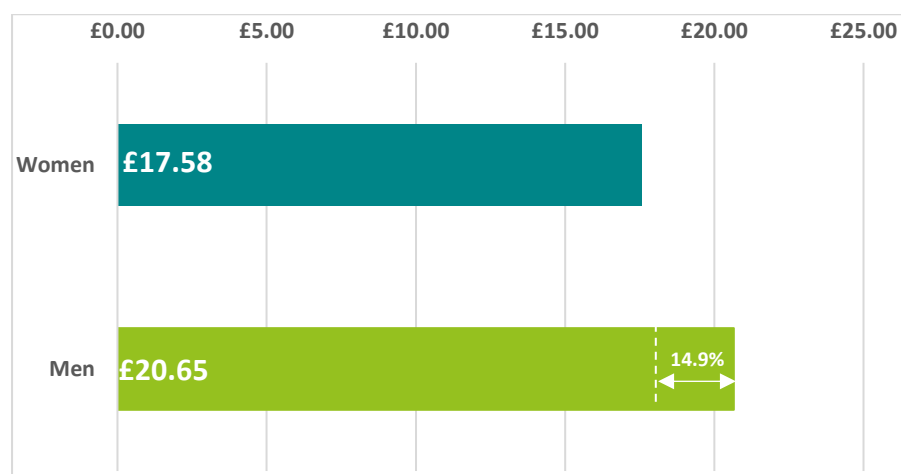


Figure 4: Median Gender Pay Gap at Marjon, 2026

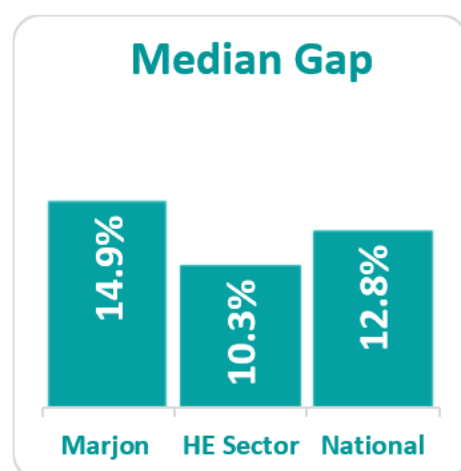


Figure 5: Median Gender Pay Gap for Marjon, HEIs and nationally<sup>1</sup>

<sup>1</sup>ONS latest available data 01/10/2025

## Mean and Median Gap by Staff Type

When considering staff groups, Academic staff have mean and median gaps of less than 1.5%. Manual staff are now too small a group to be statistically meaningful and so have been incorporated with Professional Services for the first time. This group together have a gaps of 9.9% and 4.1%. Hourly paid staff have a 0% median gap and -4.2% mean.

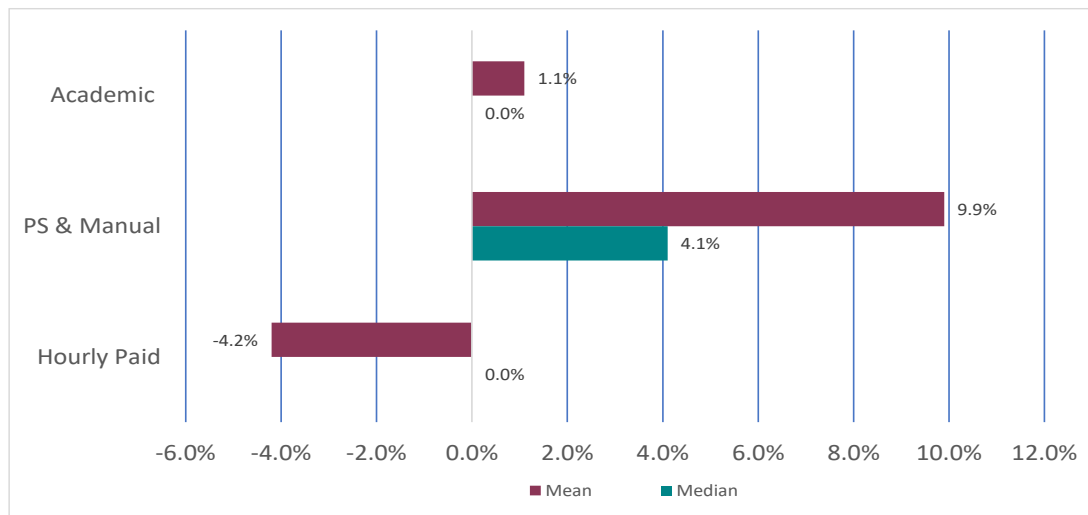


Figure 6: Mean and Median Gender Pay Gaps by staff type

## Historical Mean Gap.

Figure 7 shows Marjon's mean gap since reporting began. This gap has been very low overall and within each staff group for the past 7 years.

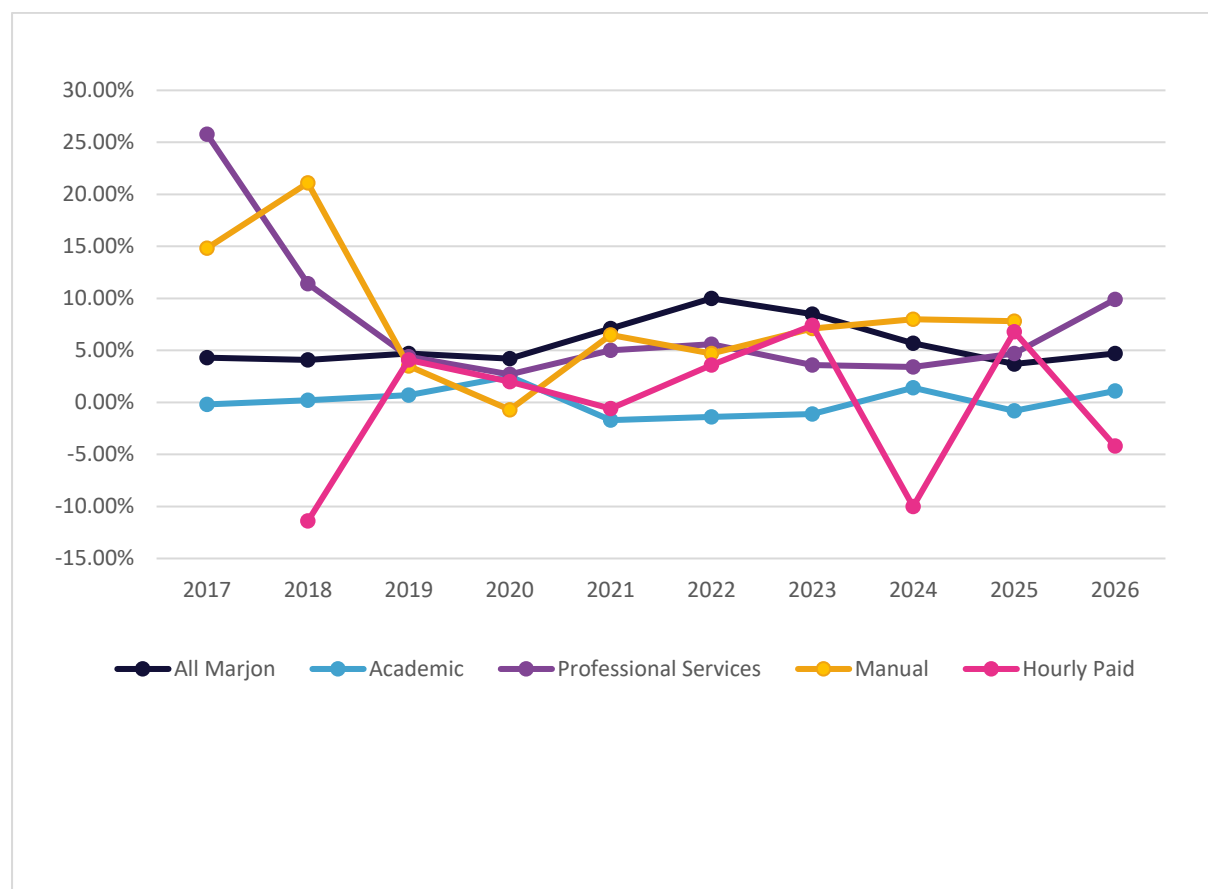


Figure 7: Mean Gender Pay Gap at Marjon, by staff type, since reporting began (from 2026, Manual Staff are included with Professional Services)

## 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.



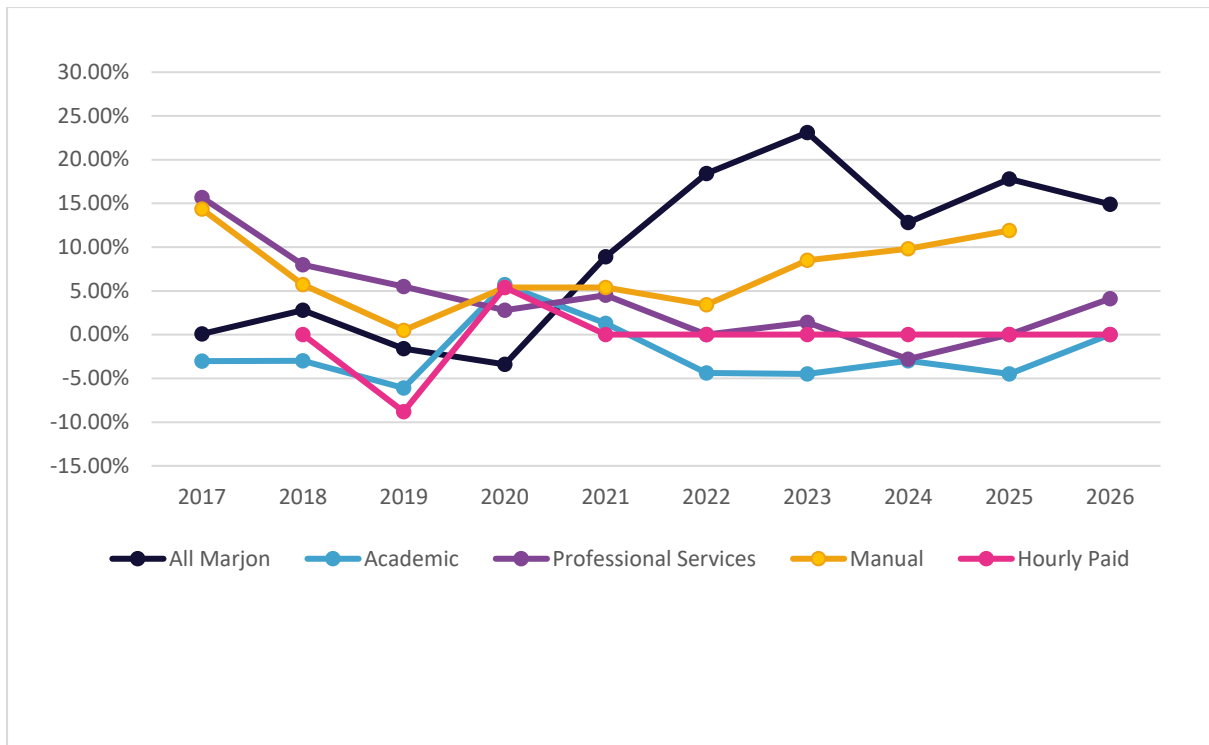


Figure 8: Median Gender Pay Gap at Marjon, by staff type, since reporting began. From 2026 Manual staff are incorporated with Professional Services.

## Bonus Pay

No bonus payments were issued in 2026; therefore both mean and median bonus pay gaps are 0%.

## Quartiles

The primary driver of our median gender pay gap continues to be the distribution of men and women across pay quartiles. While women represent 66.9% of the overall workforce, this is not reflected consistently across all pay levels.

Women remain overrepresented in the lower three quartiles and underrepresented in the upper quartile, where the highest salaries are concentrated.

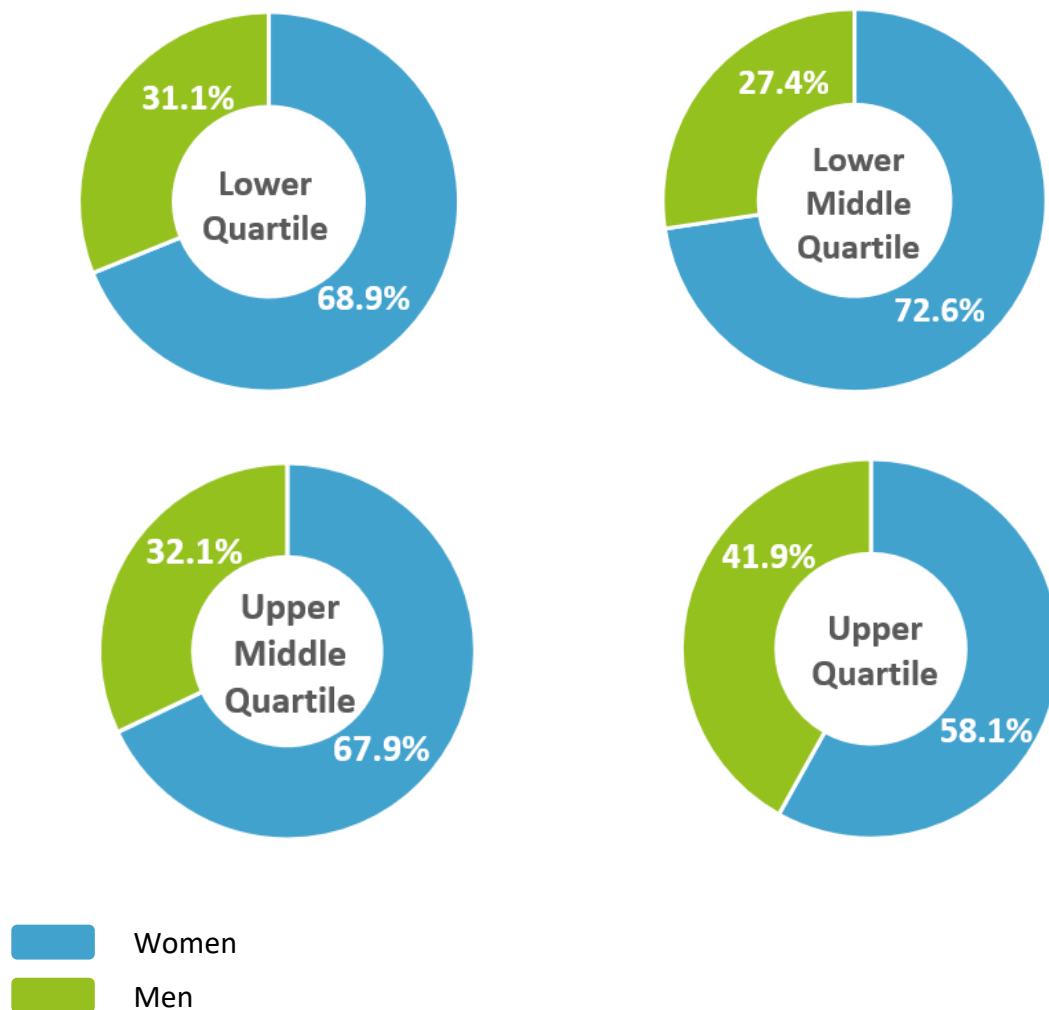


Figure 9: Ratio of men to women in each quartile

2026 has seen a positive shift within the upper middle quartile, where the proportion of women has increased compared to 2025. However, the upper quartile continues to show a higher proportion of men relative to the organisational average and therefore remains a key area of focus, having a significant influence on our median gap.

In particular, supporting the relatively higher proportion of men at Grades 8 and 9, coupled with the relatively lower proportion of men at Grades 3 and 4, are our top challenges this year, and tackling these areas are key to addressing proportional representation across the organisation, and therefore our Median gap.

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.

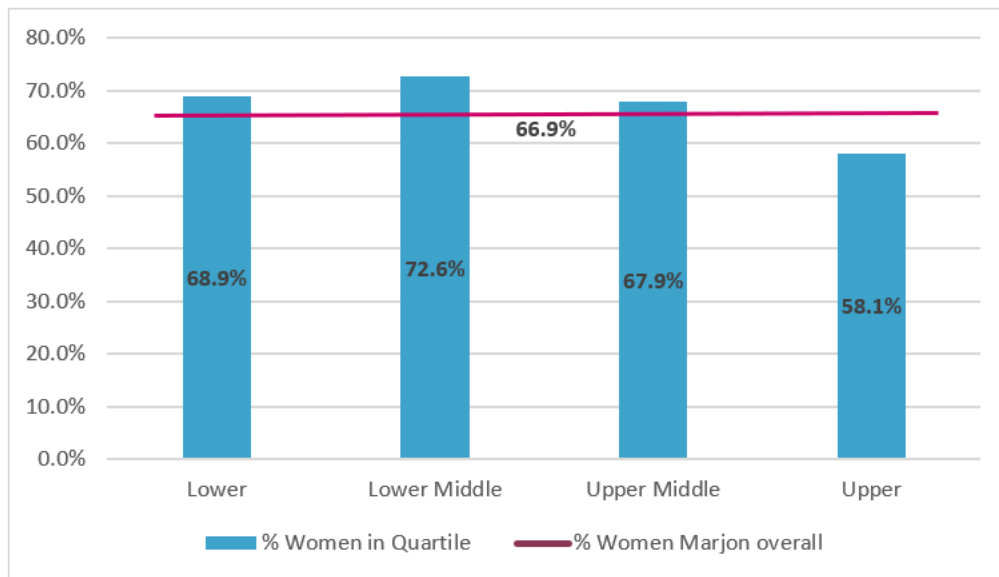


Figure 10: Percentage of women in each quartile compared with percentage of women across all Marjon

## Gender proportionality by Job Type.

Whilst reporting requirements are for gender proportionality by quartile, for our own information it is helpful to consider job type (Fig 11 and 12).

This year, the Academic staff group has the biggest variance from the Marjon whole at 2.9 percentage points. Professional Services and Manual Staff vary by 1.4 percentage points and Student colleagues by 2.6 percentage points.

Student Colleagues represented 13.9% of the workforce in 2026 and this group consisted of 30.5% men and 69.5% women. This represents a notable improvement from 2025, when approximately 75% of Student Colleagues were women. In that year, this imbalance had a disproportionate impact on our overall reporting figures. In 2026, the more balanced gender distribution within this group has significantly reduced its impact on the overall median gap. While Student Colleagues remain a contributing factor to the 2026 gap, this influence is no longer disproportionately skewed.

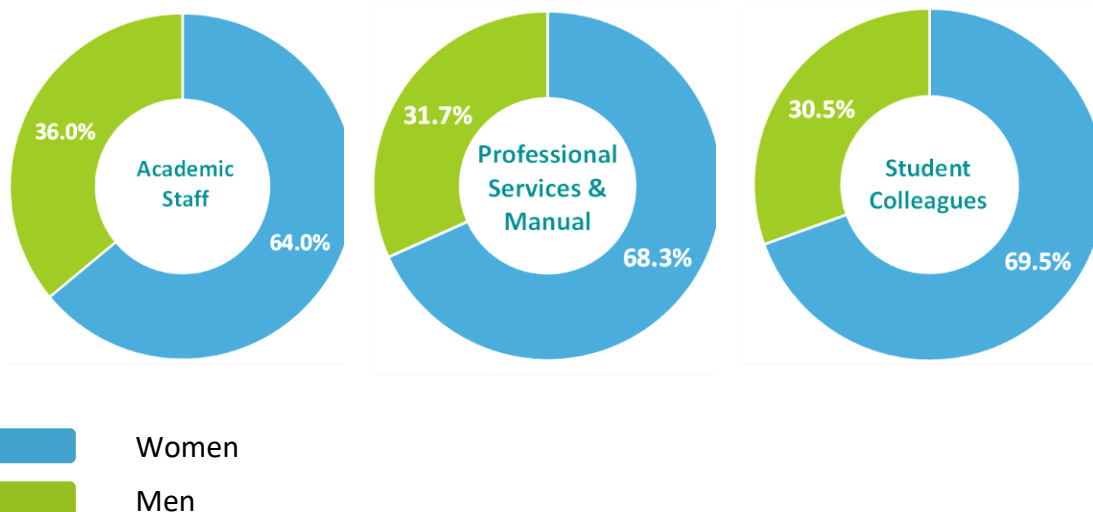


Figure 11: Proportion of gender in staff types

The variance from the Marjon-whole in both hourly paid and salaried staff is encouragingly negligible at just 0.1 and 0.2%.

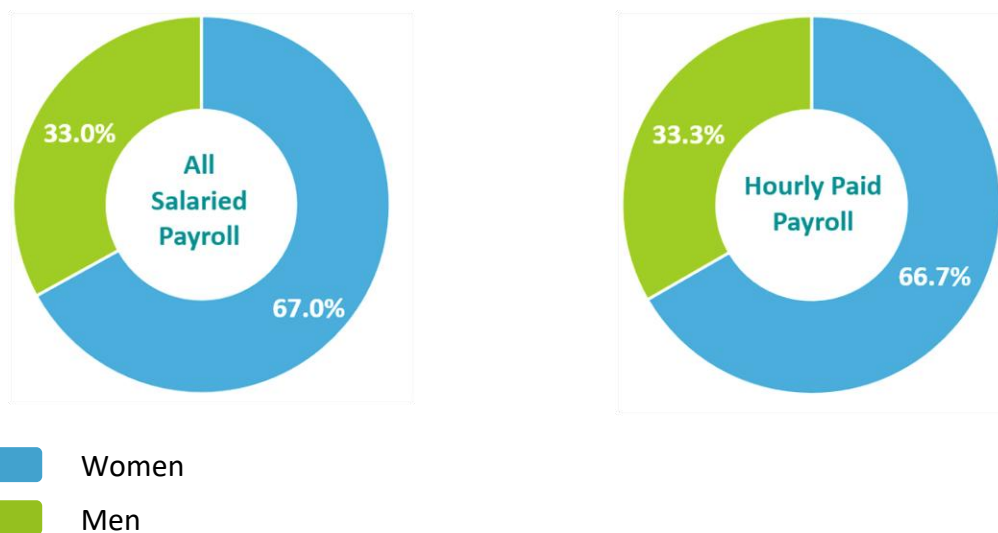


Figure 12: Proportion of genders in different payrolls

## Actions & Looking Ahead

Progress in addressing the gender pay gap is supported through our Athena Swan Action Plan (2025–2030). This includes targeted actions focused on improving proportional representation, supporting career development, and ensuring equitable access to recruitment and progression opportunities. Some of the key actions from the plan are below, the full action plan is also available to all staff on Antler.

The key actions needed to address our 2026 challenges are those which support the development of Women into grade 8 and 9 roles, and attract job applicants, and fair progression through the recruitment process, of men into Grade 3 and 4 roles.

### Area for Impact 1: Improved Proportional Gender Representation in our Organisational Demographic

|                                                                          |                                                                                                                                                                                                |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1.1 Clear systems and equity of access for job review and progression. | 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) Embed a vision for leadership practice across the institution.                                                                                                                              |
|                                                                          | C) Develop 'next steps' for staff on Aurora Women's programme to offer further development on completion both for themselves and to support others.                                            |
|                                                                          | D) Develop mentoring opportunities, in particular within professional services, for new or aspiring managers to support career development.                                                    |

|                                                                                            |                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2.1 Promoting a more representative gender proportionality through external recruitment. | 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) 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 Student Colleague role models who are men.                                             |
|                                                                                            | 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.                    |
|                                                                                            | 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. |
|                                                                                            | E) Work to enhance job design to attract a more balanced proportion of genders applying to these posts, (especially for school of Health, Wellbeing & Social Sciences and lower graded transactional roles).                                                   |
|                                                                                            | F) Embed use of Gender Decoder website tool in recruitment process to analyse and then improve language on job adverts to avoid gender bias                                                                                                                    |
|                                                                                            | 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                                |
|                                                                                            | H) Shortlisting and recruitment panels that are well trained/briefed and consist of more than a single gender                                                                                                                                                  |
|                                                                                            | I) Further research into the success rate of applicants who are men, 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. |
|--|------------------------------------------------------------------------------------------------------------------------------------------|

Figure 13: Selection of relevant actions from Marjon's Athena Swan Action Plan (2025 – 2030)

It is important to keep in mind that, as a relatively small organisation, year-on-year fluctuations can occur as a result of relatively small changes in staffing, and these can noticeably impact our overall results. This does not necessarily suggest our actions are not making important individual and localised impacts, and for this reason we should always consider our data in detail, rather than just the headline numbers required by Government.

## In Conclusion

The 2026 report shows a mixed but broadly positive trajectory. While the mean gender pay gap has increased slightly, it remains consistently below sector and national benchmarks. The reduction in the median gap represents meaningful progress and reflects improvements in workforce composition.

However, the data continues to highlight structural challenges. In particular, the distribution of men and women across pay quartiles remains the most significant factor influencing the overall gender pay gap. Underrepresentation of women within the upper quartile continues to have a disproportionate impact on median outcomes.

Our focus will therefore remain on improving representation at more senior levels, supporting progression pathways, and continuing to embed fair and inclusive recruitment practices.

Through the continued delivery of our Athena Swan action plan, we aim to achieve sustainable improvements in gender balance across all levels of the organisation and further reduce the gender pay gap over time.



---

**Plymouth Marjon University**  
Derriford Road, Plymouth, Devon, PL6 8BH, UK  
**+44(0)1752 636700**

**MarjonUni**

**Gender Pay Gap**  
**Full Report 2026**