

# CAMBRIDGE UNIVERSITY REPORTER

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## CONTENTS

### Notices

Calendar	299
Notice of a Discussion on Tuesday, 20 January 2015	299
Council and Board of Scrutiny: Notice of a Bye-election	299
Equal Pay Review, 2014	300
Annual Reports	301

### Vacancies, appointments, etc.

Vacancies in the University	301
Election	301

### Awards, etc.

David Crighton Fellowships	301
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### Regulations for examinations

Historical Tripos, Part I	301
Medical and Veterinary Sciences Tripos, Part IB	302
Natural Sciences Tripos, Part IB	302
Doctor of Philosophy, Master of Science, and Master of Letters	302
Examination in Clinical Science for the M.Phil. Degree	302
Examination in Conservation Leadership for the M.Phil. Degree	302
Examination in Social Anthropology for the M.Phil. Degree	303
Examination in Sustainability Leadership for the M.St. Degree	303
Certificate in Humanities Computing for Languages	303
Certificates in Modern Languages	304
Examination in Theology and Religious Studies for the Certificate of Postgraduate Study	304
Diplomas and Certificates open to non-members of the University	304

### Form and conduct of examinations, 2015

Asian and Middle Eastern Studies Tripos, Part IB, 2015: Correction	304
Examination for the degree of Master of Business Administration, Lent Term 2015	305
Examination for the M.Fin. Degree, Lent Term 2015	307
Examination in Energy Technologies for the M.Phil. Degree, 2014–15	308

Examination in Finance for the M.Phil. Degree, 2014–15	308
Examination in Innovation, Strategy, and Organization for the M.Phil. Degree, 2014–15	309
Examination in Management for the M.Phil. Degree, 2014–15	309
Examination in Management Science and Operations for the M.Phil. Degree, 2014–15	310
Examination in Nuclear Energy for the M.Phil. Degree, 2014–15	311
Examination in Technology Policy for the M.Phil. Degree, 2014–15	311
Examination in Future Infrastructure and the Built Environment for the M.Res. Degree, 2014–15	313
Examination in Gas Turbine Aerodynamics for the M.Res. Degree, 2014–15	313
Examination in Graphene Technology for the M.Res. Degree, 2014–15	313
Examination in Integrated Photonic and Electronic Systems for the M.Res. Degree, 2014–15	314
Examination in Ultra Precision Engineering for the M.Res. Degree, 2014–15	314

### Graces

Grace submitted to the Regent House on 17 December 2014	314
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### Acta

Approval of Grace submitted to the Regent House on 3 December 2014	314
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*End of the Official Part of the 'Reporter'*

### Report of Discussion

Tuesday, 9 December 2014	315
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### College Notices

Vacancies	316
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### External Notices

University of Oxford	316
Wolf Institute, Cambridge	316



UNIVERSITY OF  
CAMBRIDGE

**NOTICES****Calendar**

17 December, *Wednesday*. Last ordinary number of the *Reporter* in the Michaelmas Term.

19 December, *Friday*. Michaelmas Term ends.

5 January, *Monday*. Lent Term begins.

13 January, *Tuesday*. Full Term begins.

14 January, *Wednesday*. First ordinary number of the *Reporter* in the Lent Term.

19 January, *Monday*. Sir Robert Rede's Lecture at 5.30 p.m. in the Senate-House, Dr Drew Gilpin Faust, *EM*, President of Harvard University.

**Discussions at 2 p.m.**

3 February

17 February

3 March

17 March

**Congregations**

24 January, *Saturday at 2 p.m.*

21 February, *Saturday at 2 p.m.*

21 March, *Saturday at 11 a.m.*

28 March, *Saturday at 11 a.m.*

**Notice of a Discussion on Tuesday, 20 January 2015**

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 111) to attend a Discussion in the Senate-House, on Tuesday, 20 January 2015, at 2 p.m. for the discussion of:

1. Annual Report of the Council for the academical year 2013–14, dated 24 November 2014 (*Reporter*, 6368, 2014–15, p. 226)

2. Annual Report of the General Board to the Council for the academical year 2013–14, dated 5 November 2014 (*Reporter*, 6368, 2014–15, p. 236)

3. Reports and Financial Statements for the year ended 31 July 2014 (*Reporter*, 6368, 2014–15, p. 241).

An early version of the *Reporter* incorrectly stated that the Discussion on 20 January 2015 was cancelled.

**Council and Board of Scrutiny: Notice of a Bye-election**

17 December 2014

The following provides information about bye-elections to fill vacancies on the Council and the Board of Scrutiny to the same timetable, as set out below.

**Council**

The Vice-Chancellor gives notice of an election of a member of the Council in class (c) (member of the Regent House) to serve with immediate effect until 31 December 2018 (*Statutes and Ordinances*, p. 65).

The Council is the principal executive and policy-making body of the University. It has general responsibility for the administration of the University, for defining its mission, for the planning of its work, and for the management of its resources. The Council deals with relations between the University and the Colleges, and conducts negotiations with outside bodies on many matters (other than those relating directly to the educational and research programmes of the University, which are dealt with on its behalf by the General Board of the Faculties). It is responsible for the appointment or nomination of certain members of internal and external bodies, and for many student matters (excluding the selection of entrants, which is a College concern). Further information about the Council can be found in Statute A IV and is available to members of the University on the Council website (<https://www.governance.cam.ac.uk/committees/council/>) and questions about its work can be addressed to the Registry by emailing [registry@admin.cam.ac.uk](mailto:registry@admin.cam.ac.uk).

**Board of Scrutiny**

The Vice-Chancellor gives notice of an election of two members of the Board of Scrutiny in class (c)(ii) (members of the Regent House) to serve with immediate effect until 30 September 2017 (*Statutes and Ordinances*, p. 121).

The Board of Scrutiny scrutinizes on behalf of the Regent House the Annual Report of the Council, the abstract of the accounts of the University, the allocations Report of the Council required by Statute F I 1(b), and any other Report of the Council proposing allocations from the Chest. Further information about the Board of Scrutiny can be found in Statute A VII, on the Board's website (<http://www.scrutiny.cam.ac.uk/>), and obtained from Dr Mike Franklin (email [mjf3@cam.ac.uk](mailto:mjf3@cam.ac.uk)), Chair of the Board.

Under the provisions of Statute A VII 4 no person may be a member of the Board of Scrutiny who is a member of the Council, the General Board, or the Finance Committee of the Council, or who holds any of the University offices of Chancellor, Vice-Chancellor, Pro-Vice-Chancellor, University Advocate, Deputy University Advocate, Registry, Assistant Registry, or Secretary of a School. The Ordinances for the Board (*Statutes and Ordinances*, p. 121) further exclude Directors and Deputy Directors in the University Offices (Unified Administrative Service) and Assistant Treasurers.

### Nominations and election timetable

The nomination and ballot timetable for the elections is governed by Regulations 1–7 and 15 of the regulations for the Election of Members of the Council (*Statutes and Ordinances*, p. 118).

In order to be eligible, a candidate must be nominated on a paper sent to the Vice-Chancellor at the Old Schools so as to reach him not later than 12 noon on **Friday, 16 January 2015**. The paper must contain (a) a statement signed by two members of the Regent House, nominating the candidate for election and (b) a statement signed by the candidate certifying that he or she consents to be so nominated. The candidate should also submit a *curriculum vitae* by the same date (see below).

The Vice-Chancellor would be obliged if nominations could be delivered to the Registry in the Old Schools during office hours. Envelopes should be clearly marked as Nomination papers. Nomination papers may also be faxed to 01223 332332 or scanned (showing signatures) and sent by email to [registry@admin.cam.ac.uk](mailto:registry@admin.cam.ac.uk). Nominations will be published as they are received. The complete list of nominations will be published in the *Reporter* on Wednesday, 21 January.

Each person nominated for election is required to send to the Registry, not later than 12 noon on Friday, 16 January, a statement of her or his *curriculum vitae* for distribution to members of the Regent House with the voting papers. It is suggested that such a statement should be of not more than 500 words in length, and that it should cover the following points:

- the candidate’s present position in the University
- previous posts held, whether in Cambridge or in other universities, or outside the university system, with dates
- a note of the candidate’s particular interests within the field of University business.

If there is an election, it will be conducted by ballot under the Single Transferable Vote regulations. Online voting will open at 9 a.m. on Monday, 26 January and close at 5 p.m. on Thursday, 5 February. Hard-copy voting papers will be distributed not later than Monday, 26 January to those who have opted before 12 December 2014 to continue to receive them; the last date for the return of voting papers will be 5 p.m. on Thursday, 5 February.

### Equal Pay Review, 2014

The University of Cambridge is committed to the principle of equal pay for work of equal value or work rated equivalent for all employees. The University aims to ensure its pay system is fair and just and that any gender bias is eliminated.

The first equal pay audit was commissioned by the University to take place in 2008 as part of the proposals in the Second Joint Report of the Council and the General Board on new pay and grading arrangements for non-clinical staff (*Reporter*, 6002, 2004–05, p. 745). The group overseeing the content of the audit is the Equal Pay Review Group, comprising members of the Human Resources Division, Trade Union representatives, and representatives from University Schools and Departments.

The Review Group’s first three reports were published on an annual cycle, on 18 February 2009 (*Reporter*, 6141, 2008–09, p. 510), 21 April 2010 (*Reporter*, 6185, 2009–10, p. 688), and 15 December 2010 (*Reporter*, 6208, 2010–11, p. 318). Subsequently, the University agreed to publish an Equal Pay Review on a biennial cycle the first of which was published on 28 November 2012 (*Reporter*, 6287, 2012–13, p. 151), and can be found on the HR Division website at: <http://www.hr.admin.cam.ac.uk/pay-benefits/pay>.

The Equal Pay Review 2014 (Appendices A–G) brings together the following pay data as at 31 July 2014:

- gender representation and average salaries<sup>1</sup> (basic pay and total pay by grade, staff category, and working hours)
- salaries paid to new employees
- market supplements, market pay, and advanced contribution supplements
- other pensionable and non-pensionable payments for the twelve months ending 31 July 2014, and contribution payments for assistant and academic-related staff in grades 1–11.

The appendices include median<sup>2</sup> and inter-quartile ranges<sup>3</sup> where appropriate, in order to provide further insight into potential gender pay issues and for benchmarking purposes. The commentary in Appendix A primarily refers to the mean pay gap, but reference is made to the median where appropriate.

This report examines the impact of the above by gender and highlights differences and pay gaps including market comparisons. It also comments on progress made on matters of concern raised in previous equal pay reviews including the equal pay Key Performance Indicators which highlight key themes in equal pay at the University of Cambridge.

<sup>1</sup> Average (mean) salary is the sum of each single salary spine point value (or total pay if appropriate) divided by the number of instances.

<sup>2</sup> The median salary is the middle value of all single salary spine point values (or total pay if appropriate) when placed in lowest to highest order.

<sup>3</sup> The inter-quartile range is the difference between the upper quartile (i.e. the value of all payments three quarters of the way from lowest to highest) and the lower quartile (i.e. the value of all payments one quarter of the way from lowest to highest).

## Annual Reports

The following Annual Reports have been received by the Council or the General Board during the Michaelmas Term 2014 and are available on the websites indicated:

Wellcome Trust / Cancer Research UK Gurdon Institute 2014 Prospectus / Annual Report 2013	<a href="http://www.gurdon.cam.ac.uk/stafflinks/downloadspublic/reports/prospectus-2014.pdf/view">http://www.gurdon.cam.ac.uk/stafflinks/downloadspublic/reports/prospectus-2014.pdf/view</a>
Health and Safety Executive Annual Report 2013	<a href="http://www.safety.admin.cam.ac.uk/publications/hsd139m-annual-report-health-and-safety-executive-committee">http://www.safety.admin.cam.ac.uk/publications/hsd139m-annual-report-health-and-safety-executive-committee</a>
West and North West Cambridge Estates Syndicate Annual Report and Financial Statements for the year ended 31 July 2014	<a href="http://www.admin.cam.ac.uk/reporter/2014-15/weekly/6370/WNWCambridgeEstatesSyndicate-Report-2014.pdf">http://www.admin.cam.ac.uk/reporter/2014-15/weekly/6370/WNWCambridgeEstatesSyndicate-Report-2014.pdf</a>

## VACANCIES, APPOINTMENTS, ETC.

### Vacancies in the University

A full list of current vacancies can be found at <http://www.jobs.cam.ac.uk/>.

**E-learning Developer in the Finance Division of the University Offices**; salary: £28,695–£37,394; closing date: 5 January 2015; further particulars: <http://www.jobs.cam.ac.uk/job/5658/>; quote reference: AG04891

*The University values diversity and is committed to equality of opportunity.*

*The University has a responsibility to ensure that all employees are eligible to live and work in the UK.*

### Election

The following election has been made:

The Revd Dr Alasdair John Coles, Ph.D., CC, B.A., B.M., B.Ch., *Oxford*, University Lecturer, Department of Clinical Neurosciences, elected to the Genzyme Professorship of Neuroimmunology, with effect from 1 December 2014.

## AWARDS, ETC.

### David Crighton Fellowships

The David Crighton Fund provides support for young scholars in the field of applied mathematics concerned with fluid mechanics, acoustics, waves, and vibration. Four David Crighton Fellowships are being offered for research students and postdoctoral fellows to undertake a visit for two to three months' study and research either in Cambridge, if they are currently based outside Cambridge, or elsewhere, if they are currently based in Cambridge. The award is to be used to cover actual travel and subsistence expenses up to a maximum of £3,800. The period of study should begin in the calendar year 2015.

The closing date for applications and references is 16 January 2015. Further information can be found at <http://www.damtp.cam.ac.uk/vacancy/>.

## REGULATIONS FOR EXAMINATIONS

### Historical Tripos, Part I

#### SUPPLEMENTARY REGULATIONS

*(Statutes and Ordinances, p. 351)*

#### With effect from 1 October 2014

The General Board, on the recommendation of the Faculty Board of History, have approved an amendment to the supplementary regulations for Part I to indicate that Paper 4 will be set in two sections.

By amending the regulation so as to read:

*Papers 2–6. British political history, from AD 380 to the present day*

In these papers candidates will be required to show knowledge of political aspects and also of general aspects of English, Irish, Scottish, and Welsh history where relevant to the period studied. Candidates will be expected to show evidence of their ability to use and interpret contemporary documents. In each paper three questions must be answered but no question shall be specified as compulsory, except that in Paper 4 (British political history, 1485–1714) candidates will be required to answer at least one question from each of sections A and B.

## Medical and Veterinary Sciences Tripos, Part IB

(*Statutes and Ordinances*, p. 380)

### With effect from 1 October 2015

The General Board, on the recommendation of the Faculty Board of Biology, have approved an amendment to the regulations for Part IB so that the examination in Neurobiology with Animal Behaviour is the same as for Neurobiology with Human Behaviour.

By removing Regulation 20(b), renumbering 20(c) as 20(b), and amending the first sentence so as to read:

- (b) The examinations in Neurobiology with Animal Behaviour and in Neurobiology with Human Behaviour shall each consist of:

## Natural Sciences Tripos, Part IB

(*Statutes and Ordinances*, p. 409)

### With effect from 1 October 2014

The General Board, on the recommendation of the Committee of Management for the Natural Sciences Tripos, have approved an amendment to the regulations for the Tripos so as to remove the subject History and Philosophy of Science from the list of subjects that require records of practical work to be submitted.

Regulation 23.

By deleting the asterisk that precedes the subject History and Philosophy of Science in sub-paragraph (a)(i).

## Doctor of Philosophy, Master of Science, and Master of Letters

(*Statutes and Ordinances*, p. 504)

### With effect from 1 October 2015

The General Board, with the concurrence of the Board of Graduate Studies, have approved an amendment to the regulations for the Doctor of Philosophy, Master of Science, and Master of Letters to increase the fees for Examiners. The fees payable will be subject to review by the Board of Graduate Studies in 2017–18.

Regulation 11.

By amending the second sentence of the regulation so as to read:

Such a fee shall be £165 if the Examiner takes part in the oral or other examination specified in Regulation 6(b), or £100 if the Examiner does not so take part, either because the Board, on the recommendation of the Degree Committee, have dispensed with the oral or other examination or for any other reason.

## Examination in Clinical Science for the M.Phil. Degree

(*Statutes and Ordinances*, p. 521)

### With effect from 1 October 2015

The General Board have approved, on the recommendation of the Faculty Board of Clinical Medicine, that the theme ‘Translational Medicine and Therapeutics’ be replaced with the theme ‘Experimental Medicine’ with effect from 1 October 2015.

Any students who have already been offered a place in October 2015 under the current theme will be advised of the change and be given the opportunity to withdraw.

## Examination in Conservation Leadership for the M.Phil. Degree

(*Statutes and Ordinances*, p. 522)

### With effect from 1 October 2014

The General Board, on the recommendation of the Degree Committee for the Faculty of Earth Sciences and Geography, have approved an amendment to the regulation for the scheme of examination in Conservation Leadership so as to introduce a discretionary oral examination on any or all of the assessed components.

By introducing a final paragraph to the regulation that reads:

The examination may include, at the discretion of the Examiners, an oral examination on any or all of the assessed components.

## Examination in Social Anthropology for the M.Phil. Degree

(*Statutes and Ordinances*, p. 546)

### With effect from 1 October 2015

The General Board, on the recommendation of the Degree Committee for the Faculty of Human, Social, and Political Science, have approved amendments to the regulations so as to increase the thesis word count from 12,000 to 13,000 words; specify the timeframes in which the Degree Committee will announce a list of optional papers and their corresponding topics for the 6,000-word essay; and remove Paper 3 (Social anthropology and the professional process) from the choice of written papers.

By amending Regulations 1 and 2 so as to read:

1. The scheme of examination for the one-year course of study in Social Anthropology for the degree of Master of Philosophy shall consist of:

- (a) a thesis, of not more than 13,000 words in length, including footnotes, but excluding tables, appendices, and bibliography, on a subject approved by the Degree Committee for the Faculty of Human, Social, and Political Science, which shall not fall within the field of any paper or essay offered by the candidate;
- (b) an essay, of not more than 6,000 words in length, on a topic chosen from a list of topics published by the Degree Committee by the division of Michaelmas Term, such topics corresponding to a list of optional papers published by the Degree Committee by the end of the preceding Easter Term;
- (c) two written papers:

Paper 1. The scope of social anthropology I: production and reproduction.

Paper 2. The scope of social anthropology II: systems of power and knowledge.

2. In place of any one of the papers which a candidate would otherwise be required to offer under Regulation 2(c) a candidate may, by special permission of the Degree Committee granted after considering the candidate's experience and special qualifications, offer an essay of not more than 6,000 words in length, exclusive of footnotes, appendices, and bibliography, on a subject approved by the Degree Committee.

## Examination in Sustainability Leadership for the M.St. Degree

(*Statutes and Ordinances*, p. 562)

### With immediate effect

The General Board, on the recommendation of the Strategic Committee of the Institute of Continuing Education and with the concurrence of the Institute for Sustainability Leadership's Management Board and the Faculty Board of Business and Management, have approved a new Postgraduate Certificate in Sustainability Leadership, which will serve as an exit award for those students satisfactorily completing the essay components but not the thesis for the award of the degree of Master of Studies.

By inserting new Regulation 4 in the regulations for the examination in Sustainability Leadership for the M.St. Degree:

4. The Examiners may recommend to the Degree Committee that it recommends to the Institute of Sustainability Leadership's Management Board the award of the Postgraduate Certificate to a candidate who has satisfactorily completed the requirements specified in Regulation 2(a) and (b), and who has not completed, or fails to reach the required standard in, the thesis.

## Certificate in Humanities Computing for Languages

(*Statutes and Ordinances*, p. 579)

### With immediate effect

The General Board, on the recommendation of the Faculty Board of Modern and Medieval Languages, have agreed that the examination for the Certificate in Humanities Computing for Languages be suspended in 2014–15.

## Certificates in Modern Languages

(*Statutes and Ordinances*, p. 580)

### With immediate effect

The General Board, on the recommendation of the Faculty Board of Modern and Medieval Languages, have agreed that the examinations for the Certificates in Modern Languages be suspended until further notice.

## Examination in Theology and Religious Studies for the Certificate of Postgraduate Study

(*Statutes and Ordinances*, p. 587)

### With effect from 1 October 2015

The General Board, on the recommendation of the Faculty Board of Divinity, have approved amendments to the regulations in order to remove the requirement for a candidate to complete the registration procedure before being able to be awarded the Certificate.

Regulation 2.

By removing sub-section (c) of the regulation.

The Faculty Board of Divinity are satisfied that no candidate's preparation for the examination in 2016 will be affected.

## Diplomas and Certificates open to non-members of the University

(*Statutes and Ordinances*, p. 589)

### With immediate effect

The General Board have agreed to the addition of the following award in the Schedule to Diplomas and Certificates open to non-members of the University:

*Certificates*

*Institute of Continuing Education*

Postgraduate Certificate in Sustainability Leadership

## FORM AND CONDUCT OF EXAMINATIONS, 2015

Notices by Faculty Boards, or other bodies concerned, of changes to the form and conduct of certain examinations to be held in 2015, by comparison with those examinations in 2014, are published below. Complete details of the form and conduct of all examinations are available from the Faculties or Departments concerned.

### Asian and Middle Eastern Studies Tripos, Part IB, 2015: Correction

A correction has been made to the Notice previously published (*Reporter*, 6366, 2014–15, p. 160) for paper MES11, Intermediate Arabic language. In the original descriptor for the written examination the inclusion of a passage of English for translation into Arabic was omitted. The oral examination will consist of four sections and not three. The timing for the listening comprehension has been removed.

PART IB

*MES.11. Intermediate Arabic language*

This paper will contain two sections: a three-hour written examination (70 marks) and an oral examination (30 marks).

The written examination will contain one passage of Arabic on which candidates will be required to answer questions (20 marks); one passage of Arabic for translation into English (20 marks); **one passage of English for translation into Arabic (15 marks)**; and one question requiring a piece of writing in Arabic (15 marks). All questions should be attempted.

The oral examination will consist of **four** sections. All timings are approximate and all oral examinations are recorded.

- (a) Listening comprehension: Candidates answer questions on a recorded passage, which may be taken from a variety of sources (**10 marks**);
- (b) Reading aloud (3 marks);
- (c) Liaison interpreting: candidates act as an interpreter for two examiners, one speaking Arabic, and one English (8 marks);
- (d) Discussion (9 marks) ((b), (c), and (d) together: 15 minutes).

## Examination for the degree of Master of Business Administration, Lent Term 2015

The Faculty Board of Business and Management give notice that in the Lent Term 2015 of the academical year 2014–15 the subjects for examination for the M.B.A. Degree will be as listed below. The method of examination is shown for each subject.

### 4. (a) One-year course

#### 6. (a) Compulsory modules

##### Lent Term 2015

MBA10.	Strategy	Examination (1.5 hours) (50%), group assignment (800 words) (50%).
MBA11.	Marketing	Examination (1.5 hours) (70%), group assignment (1,500 words) (30%).
MBA15.	Operations management	Examination (1.5 hours) (50%), group assignment (1,500 words) (30%), class participation (20%).
MBA16.	Cost management and control	Individual assignment (1,500 words) (50%), group assignment (1,500 words) (50%).
MBA33.	Negotiations workshop	Attendance only.
MBA34.	Global consulting project	Group assignment (3,500 words) (100%).

##### Easter Term 2015

MBA12.	Corporate governance and ethics	Assessment to be announced by the end of Lent Term.
MBA13.	Leadership in action	Attendance only.
MBA35.	Concentration	Students take one of eight subjects offered; subject areas and assessment to be announced by the end of the Lent Term.
MBA54.	Macroeconomics	Assessment to be announced by the end of Lent Term.

### 6. (b) Elective modules

##### Lent Term 2015

MBA77.	Accounting and working capital for start-ups	Individual assignment (1,500 words) (50%), Group assignment (1,500 words) (50%).
MBA70.	Cases in corporate finance I	Individual in-class test (two hours) (40%), group assignment (1,500 words) (60%).
MBA39.	Corporate social responsibility	Individual assignment (2,500 words) (80%), class participation (20%).
MBA79.	Digital marketing	Individual assignment (2,500 words) (90%), class participation (10%).
MBA73.	International film business	Individual assignment (2,500–3,000 words) (60%), group assignment (1,500 words) (40%).
MBA118.	Islamic finance	Individual assignment (1,500 words) (50%), group assignment (1,500 words) (50%).
MBA52.	Leading and managing social enterprise	Individual assignment (1,500 words) (50%), group assignment (1,500 words) (30%), class participation (20%).
MBA25.	Lean Six Sigma process improvement	Individual in-class test (two hours) (100%).
MBA14.	Managing innovation strategically	Group assignment (10-minute presentation plus Q&As (70%), individual assignment (2,000 words) (30%).
MBA27.	Philosophy of business	Individual assignment (2,000–2,500 words) (100%).
MBA81.	Project management	Individual assignment (5,000–6,000 words) (80%), class participation (20%).
MBA103.	Risk management and strategic planning	Individual assignment (4,000 words) (50%), group assignment (deck of 15 slides) (35%), class participation (15%).
MBA80.	So, you want to be an entrepreneur?	Individual assignment (2,000 words) (50%), group presentation (10 minutes) (50%).
MBA30.	Strategic human resources management	Group assignment (2,500 words) (100%).
MBA22.	Strategic performance management	Individual assignment (2,000 words) (70%), group presentation (20 minutes) (30%).
MBA107.	Strategic pricing	Individual in-class test (one hour) (40%), group assignment (deck of 15 slides) (30%), individual assignment (1000 words) (30%).



MBA88.	Strategies for energy and climate	Individual assignment (1,500–2,000 words) (50%), group presentation (20 minutes) (50%).
MBA78.	Topics in financial statement analysis	Individual assignment (2,000–2,500 words) (80%), group presentation (10 minutes) (20%).

#### 4 (c) Executive M.B.A. course

##### 2013–15 class

##### 6. (a) Compulsory modules

##### Lent Term 2015

EMBA14.	Corporate governance and ethics	Individual assignment (2,000 words) (60%), group assignment (40%) (content that can be consumed in 10 minutes).
EMBA15.	Elective I	Students select one module from Elective List I or Elective List II below.
EMBA16.	Elective II	Students select one module from either Elective List I or Elective List II below.
EMBA4.	Management practice ( <i>this course runs throughout the programme</i> )	Individual assignment (2,500 words) (100%).
EMBA17.	Leadership in action ( <i>this course runs throughout the programme</i> )	Attendance only.
EMBA18.	Individual project	Individual assignment (6,000–12,000 words) (100%).
EMBA19.	Personal and professional development	Attendance only.

##### Elective List I

EMBA24.	Fast strategy, intrapreneurship, and business instinct	Individual assignment (1,200 words) (100%).
EMBA39.	Decision to make, buy, ally, or acquire	Individual assignment (up to 2,500 words) (100%).
EMBA43.	The trustworthy leader: Building reputations in value-driven way	Individual assignment (1,000 words) (100%).
EMBA44.	Entrepreneurship	Individual assignment (up to 2,000 words) (100%).
EMBA45.	From the Savannah to the boardroom: The evolutionary roots of decisions and leadership	Individual assignment (2,500 words) (100%).
EMBA21.	How to start technology companies	Individual assignment (up to 2,500 words) (100%).
EMBA22.	Venture capital, private equity, and acquisitions	Individual assignment (2,000–2,500 words) (100%).
EMBA47.	Leading effective projects: A managerial perspective	Individual assignment (2,500 words) (100%).

##### Elective List II

EMBA40.	Project finance: Innovative techniques in valuing and raising financing for large scale projects	Individual assignment (up to 2,500 words) (100%).
EMBA31.	Stranded energy assets and the carbon bubble	Individual assignment (up to 2,500 words) (100%).
EMBA34.	Innovation management: The secret of growth	Group presentation (10 minutes) (50%), individual assignment (up to 1,500 words) (50%).
EMBA41.	Strategy and organization for the information age	Individual assignment (1,500–2,500 words) (100%).
EMBA46.	Pricing as strategy	Individual assignment (2,000–3,000 words) (100%).
EMBA23.	Strategic performance management	Individual assignment (up to 2,000 words) (100%).
EMBA27.	Changing the game: Business models, marketing strategy, and innovation	Individual assignment (2,000 words) (100%).
EMBA42.	Understanding consumers: Using psychology to build corporate brands and increase profits	Individual assignment (up to 2,000 words) (100%).

**(c) Project work****Lent Term 2015**

None.

**2014–16 class****6 (a) Compulsory modules****Lent Term 2015**

EMBA6.	Organizational behaviour	Individual assignment (up to 1,200 words) (40%), individual assignment (up to 1,800 words) (60%).
EMBA7.	Operations management	Two individual assignments (up to 1,500 words each) (50% each).
EMBA8.	International business studies	Group assessment (15 minutes) (100%).
EMBA19.	Personal and professional development ( <i>this course runs throughout the programme</i> )	Attendance only.
EMBA17.	Leadership in action ( <i>this course runs throughout the programme</i> )	Attendance only.

**(b) Elective modules****Lent Term 2015**

None.

**Examination for the M.Fin. Degree, Lent Term 2015**

The Faculty Board of Business and Management give notice that in the Lent Term 2015 the subjects for examination for the Master of Finance Degree will be as listed below. The method of examination is shown for each subject.

**Group 1 – core subjects**

MFIN4	Equity derivatives; to be assessed by one 2-hour in-class test (100%)
MFIN39	Fundamentals of credit; to be assessed by one 2-hour in-class test (60%) and course-work consisting of an individual assignment and case study (40%)
MFIN3	Econometrics; to be assessed by one 2-hour mid-term test (40%) and one 2-hour final test (60%)
MFIN5	Finance and organizations; to be assessed by attendance only
MFIN22	Management practice; to be assessed by attendance only
MFIN23	City Speaker Series; to be assessed by attendance only

**Group 2 – specialist subjects**

MFIN14	Fixed income analysis; to be assessed by an individual assignment of 1,500 words (60%), and a group assignment of 1,500 words (40%) (also available to candidates for the M.Phil. Degree in Finance)
MFIN16	Topics in investment management; to be assessed by an individual assignment of maximum 1,500 words (40%) and a group assignment of maximum 3,000 words (60%) (also available to candidates for the M.B.A. and E.M.B.A. Degrees)
MFIN19	Private equity; to be assessed by four individual assignments of maximum 2,500 words each (40% in total), two group projects of maximum 2,500 words each (30%), and an in-class quiz of one hour (30%)
MFIN34	Advanced corporate finance; to be assessed by case write-ups of maximum 2,500 words (30%), a group project of maximum 2,500 words (40%), and an in-class test of two hours (30%)
MF3	Financial reporting and capital markets; to be assessed by two individual essays of 2,000 words each (50% each) (borrowed from the M.Phil. Degree in Finance)

**Projects**

MFIN26	Group consulting project; to be assessed by a one-hour group presentation (100%)
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## Examination in Energy Technologies for the M.Phil. Degree, 2014–15

The Degree Committee for the Faculty of Engineering give notice of an amendment to the offered modules for the examination in Energy Technologies for the degree of Master of Philosophy, 2014–15, as published on 30 July 2014 (*Reporter*, 6356, 2013–14, p. 787).

Module B4 ‘Electrochemical engineering’, will now be offered as module B3 ‘Electrochemical engineering’. The module will be assessed by examination.

Module B8 ‘Particle technology’, will now be offered as module B7 ‘Particle technology’. The module will be assessed by examination.

The following modules will not be offered in the academical year 2014–15:

<i>Reference</i>	<i>Name</i>
4D13	Architectural engineering
B2	Catalysis

The following module will be offered as an elective in the academical year 2014–15:

<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
4E11	Strategic management	Course-work

The Degree Committee confirm that no student’s preparation for the examination will be affected by the change.

## Examination in Finance for the M.Phil. Degree, 2014–15

The Degree Committee for the Faculty of Business and Management give notice that, in the academical year 2014–15, the subjects for examination in Finance for the M.Phil. Degree will be as listed below. The method of examination is shown for each subject.

### Group 1 (students choose five compulsory subjects)

MF5	Corporate finance I and II [one three-hour written examination (60%), 1,000-word written referee report (20%), and class participation (20%)] [double weight, counts as two modules].
<i>Either</i>	
MMSO6	Fundamentals of competitive markets [one two-hour written examination (70%) and class participation and five practice papers of 3–4 questions each (30%)].
<i>or</i>	
M100	Microeconomics I [two-hour written examination].
<i>and</i>	
<i>Either</i>	
M300	Econometric methods [two-hour written examination];
<i>and either</i>	
M310	Further time series with applications in finance and macroeconomics [two-hour written examination];
<i>or</i>	
M320	Cross section and panel data econometrics [two-hour written examination].
<i>or</i>	
MP0-1	Econometrics I [two 2.5-hour tests]
<i>and</i>	
MP01A	Econometrics II – Advanced [two 2.5-hour tests]

### Group 2 (four\* optional subjects to be chosen)

M400.	Asset pricing [two-hour written examination]
MF3.	Financial reporting and capital markets [assessed by two 2,000-word essays, 50% each]
MF6.	Asset pricing I and II [2.5-hour written examination (80%), plus written problem set of four questions (20%)]
MFIN14.	Fixed income analysis [assessed by individual project/essay of 1,500 words (60%) and group assignment of 1,500 words (40%)]
MFIN40.	Overview of financial regulation (Easter Term) [two-hour written examination]
TPE6.	Strategic valuation [assessed 100% by a project of no more than 4,000 words, comprising computer modelling and associated questions, and the preparation of a six-slide PowerPoint presentation]
MMSO8.	Game theory and information economics [class participation (30%), 3,000-word term paper (70%)]

\* A 12,000-word dissertation may be substituted in place of three modules from Group 2.

*(Mathematical Tripos Part III papers)*

Paper 30.	Stochastic calculus and applications [one three-hour written examination]
Paper 34.	Actuarial statistics [one two-hour written examination]
Paper 37.	Time series and Monte Carlo inference [one three-hour written examination]
Paper 40.	Advanced financial models [one three-hour written examination]
Paper 41.	Optimal investment [one two-hour written examination]
Paper 68.	Numerical solution of differential equations [one three-hour written examination]

**Examination in Innovation, Strategy, and Organization for the M.Phil. Degree, 2014–15**

The Degree Committee for Judge Business School give notice that in the academical year 2014–15 the subjects for examination in Innovation, Strategy, and Organization for the M.Phil. Degree will be as listed below. The method of examination is shown for each subject.

**Group 1 Compulsory subjects***Either*

MISO-4 Concepts of statistical analysis (assessed by 4,000-word assignment)

*or*

MPO-1 Econometrics I (assessed by two 2.5-hour tests)

MPO-2 Qualitative research methods (assessed by answering five research exercises, no word limit)

MISO1 Information systems and organizational change [assessed by 3,000-word essay (70%), plus half-hour seminar presentation (30%)]

MISO2 Strategy and innovation [assessed by 3,000-word essay (70%), plus half-hour seminar group presentation (30%)]

MISO3 Foundations of organizational analysis [assessed by 4,000-word essay (100%)]

**Group 2 Optional papers**

MPO-4 Individual research project (assessed by 4,000-word essay)

MISO-6 Marketing strategy [assessed by 4,000-word essay (70%), plus 20-minute presentation (20%), and class participation (10%)]

MISO-7 The classics of organizational analysis [assessed by 20-minute presentation (50%), and 4,000-word essay (50%)]

MISO-8 Organizational research methods [assessed by class participation (20%), plus 4,000-word essay (80%)]

MISO-9 Organizational behaviour [assessed by 4,000-word essay (70%), plus class participation (30%)]

MISO-10 Consumer behaviour [assessed by class participation (20%), attendance (10%), report on article from leading journal of up to 1,000 words (20%), and 3,000-word essay (50%)]

MMSO2 Operations strategy and technology management [class participation (20%), one-page summary of assigned reading (20%), three-page paper on research opportunities (30%), three-page review report (30%)]

MMSO6 Fundamentals of competitive markets [one two-hour written examination (70%) and class participation and five practice examination papers of 3–4 questions each (30%)]

MMSO8 Game theory and information economics [class participation (30%), 3,000-word term paper (70%)]

**Dissertation**

12,000-word dissertation

**Examination in Management for the M.Phil. Degree, 2014–15**

The Degree Committee for Judge Business School give notice that in the academical year 2014–15 the subjects for examination in Management for the M.Phil. Degree will be as listed below. The method of examination is shown for each subject.

**Group 1 (compulsory subjects)**

MM1 Quantitative techniques for management [assessed by two-hour written examination]

MM3 Business economics [assessed by two-hour written examination]

MM4 Strategic management [assessed by two-hour written examination (70%), plus three team assignments at 400 words each (30%)]

MM5 Organizational analysis and behaviour [assessed by two-hour written examination]

MM6	Accounting and finance [assessed by two-hour written examination (70%), plus three 15-minutes in-class written quizzes (30%)]
MM7	Accounting [assessed by two-hour written examination (70%), plus two group assignments at 1,500 words each (30%)]
MM30	Marketing [assessed by two-hour written examination (60%), plus 10-minute group project presentation (30%), plus two case study assignments at 1,500 words each (10%)]
MM35	Management consulting project [assessed by one-hour group presentation (50%), plus 3,000-word essay (25%), plus class participation (25%)]
MM37	Operations management [assessed by two-hour written examination with additional fifteen minutes of reading time]

### Group 2 (optional papers)

MM11	Human resources management [assessed by class participation (30%), plus 3,000-word essay (70%)]
MM2	Business innovation in a digital age [assessed by two-hour written examination (70%), plus class participation (30%)]
MM12	International business economics [assessed by 3,000-word essay]
MM20	Environment and sustainability [assessed by 3,000-word project report (70%), plus one-hour seminar presentation (30%)]
MM32	Ethics [assessed by 4,000-word essay]
MM33	Decision-making intuition [assessed by 1.5-hour class test (40%), plus individual essay of up to 3,000 words (25%), plus group project up to 3,000 words, and 20-minute presentation (25%), plus class participation (10%)]
TPE6/4I1	Strategic valuation [assessed 100% by a project of no more than 4,000 words, comprising computer modelling and associated questions, and the preparation of a six-slide PowerPoint presentation]
TPE10	Managing the innovation process [assessed by class participation (20%), plus case write-up up to 2,500 words (40%), plus group project of up to 2,500 words (40%)]
TPE14	Project management for postgraduates [assessed by in-class discussion participation (30%), plus 1,000-word group case write-up (30%), plus individual essay of up to 1,000 words (40%)]
MF3	Financial reporting and capital markets [assessed by two 2,000-word essays, 50% each]

## Examination in Management Science and Operations for the M.Phil. Degree, 2014–15

The Degree Committee for the Faculty of Business and Management give notice that in the academical year 2014–15 the subjects for examination in Management Science and Operations for the M.Phil. Degree will be as listed below. The method of examination is shown for each subject.

### Group 1 (compulsory subjects for non-dissertation option which can be replaced by other subjects from Group 2, subject to written approval from the academic programme director)

MP0-1	Econometrics I [two 2.5-hour tests]
MP0-1A	Econometrics II [two 2.5-hour tests]
MMSO2	Operations strategy and technology management [class participation (20%), summary of reading up to 2,000 words (20%), paper on research opportunities up to 2,500 words (30%), and reviewer's report up to 2,500 words (30%)]
MMSO3	Process perspectives on innovation management [class participation (30%), plus 20-minute presentations/discussions (20%), final research proposal up to 2,500 words (30%), and take-home exam of four questions (20%)]
MMSO6	Fundamentals of competitive markets [one two-hour written examination (70%) and class participation and five practice examination papers of 3–4 questions each (30%)]
MMSO9	Mathematical foundations of operations management [class participation (20%), 30–40-minute presentation and summaries of six articles (30%), provisions of proofs of no more than 2,000 words (30%), and reviewer's report of no more than 2,000 words (20%)]
MISO6	Marketing strategy [assessed by 4,000-word essay (70%), plus 20-minute presentation (20%), and class participation (10%)]

**Group 2 (optional subjects)**

MMSO8	Game theory and information economics [class participation (30%), 3,000-word term paper (70%)]
Mathematical Tripos, Part III Paper 38	Mathematics of operational research [one three-hour written examination]
Mathematical Tripos, Part III Paper 39	Stochastic networks [one three-hour written examination]
MMSO5	Individual research project [4,000-word essay]
MISO10	Consumer behaviour [assessed by class participation (20%), attendance (10%), report on article from a leading journal up to 1,000 words (20%), and 3,000-word essay (50%)]

Students taking the dissertation-only option will take either MMSO2 or MMSO3 from Group 1, all remaining Group 1 subjects, and complete a 12,000-word dissertation.

**Examination in Nuclear Energy for the M.Phil. Degree, 2014–15**

The Degree Committee for the Faculty of Engineering give notice of an amendment to the offered modules for the examination in Nuclear Energy for the degree of Master of Philosophy, 2014–15, as published on 30 July 2014 (see *Reporter*, 6356, 2013–14, p. 790).

The following modules will be offered as electives in the academical year 2014–15:

<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
4C5	Design case studies	Course-work
4D16	Construction management	Examination
DEM4	Globalization, business, and development	Examination

The following module will not be offered in the academical year 2014–15:

<i>Reference</i>	<i>Name</i>
MM10	Globalization at the crossroads

Module B4 ‘Electrochemical engineering’, will now be offered as module B3 ‘Electrochemical engineering’. The module will be assessed by examination.

Module B5 ‘Fluid mechanics and environment’, will now be offered as module B4 ‘Fluid mechanics and environment’. The module will be assessed by examination.

**Examination in Technology Policy for the M.Phil. Degree, 2014–15**

The Degree Committee for Judge Business School give notice that in the academical year 2014–15 the subjects for examination in Technology Policy for the M.Phil. Degree will be as listed below. The method of examination is shown for each subject. Students must take 11 modules. Students are also required to take the Management of Technology and Innovation programme and to complete a Final Group Project.

**Group 1 (compulsory subjects)**

TP1	Introduction to technology policy [assessed by class participation (10%), plus mid-term written in-class test (two hours) (30%), plus 3,000-word policy analysis (60%)]
TP2	Seminars in technology policy [assessed by eight 700-word essays, equally weighted]
TP3	European science and technology policy practicum [assessed by 3,000-word essay (70%), plus 30-minute debate presentation (20%), plus class participation (10%)]
MOT&I	Management of technology and innovation (double weighted) [assessed by group project (100%)]
FGP	Final group project (double weighted) [assessed by a 12,000-word written report (70%), plus 90-minute client presentation (20%), plus peer evaluation (10%)]

**Group 2 (optional papers)**

TPE4	ETECH [assessed by a 3,000-word report (75%), plus 25-minute presentation (25%)]
TPE5	Entrepreneurial science and innovation policy [assessed by two 750-word essays (15% each), plus one 4,000-word essay (70%)]
TPE6/4I1	Strategic valuation [assessed 100% by a project of no more than 4,000 words, comprising computer modelling and associated questions, and the preparation of a six-slide PowerPoint presentation]

TPE7	Political economy of technology policy [assessed by one 800-word essay (20%), plus 20-minute presentation (10%), plus one 3,000-word essay (70%)]
TPE8	System dynamics [assessed by two in-course essays of up to 3,000 words and one in-course essay of 2,000 words (20% each), plus final project (20-minute oral presentation: 10%; 2,500-word written report: 30%)]
TPE9	Negotiation skills [assessed by one 1,000-word essay (30%), plus one 2,000-word essay (60%), plus class participation (10%)]
TPE10	Managing the innovation process [assessed by class participation (20%), plus case write-up of up to 2,500 words (40%), plus group project of up to 2,500 words (40%)]
TPE11/4E4	Management of technology [assessed 100% by one 4,000-word report]
TPE12/4I7	Electricity and the environment [assessed by one 1,000-word paper (30%), plus one 2,000-word essay (70%)]
TPE13/4E3	Information systems [assessed by group case analysis (20% 20-minute presentation and 5% discussion), plus individual 3,000-word essay (65%), plus participation and individual 10-minute presentation of paper (10%)]
TPE14	Project management for postgraduates [assessed by in-class discussion participation (30%), plus 1,000-word group case write-up (30%), plus individual essay of up to 1,000 words (40%)]

**Candidates for the M.Phil. Degree in Technology Policy are permitted to borrow any of the following modules:**

*From the M.Phil. Degree in Innovation, Strategy, and Organization:*

MIS01	Information systems, innovation, and organizational change [assessed by 3,000-word essay (70%), plus half-hour seminar presentation (30%)]
MIS02	Strategy and innovation [assessed by 3,000-word essay (70%), plus half-hour seminar group presentation (30%)]
MP02	Qualitative research methods [assessed by answering five research exercises, no word limit]

*From the M.Phil. Degree in Finance:*

MF3	Financial reporting and capital markets [assessed by two 2,000-word essays, 50% each]
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*From the M.Phil. Degree in Management:*

MM20	Environment and sustainability [assessed by 3,000-word project report (70%), plus one-hour seminar presentation (30%)]
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*From Part II B of the Engineering Tripos in 2015:*

Details of available modules and formats of examination are available in the *Reporter*, 6349, 2013–14, p. 597. For those modules shown as assessed by examination, this will be by one written paper of 1.5 hours. For those modules shown as assessed by course-work, students should contact the Department of Engineering for precise details of the requirements.

4A2	Computational fluid dynamics
4A3	Turbomachinery 1
4A7	Aerodynamics
4A13	Combustion and IC engines
4B5	Nanotechnology
4B6	Solid state devices
4B7	VLSI design, technology, and CAD
4B11	Photonic systems
4B14	Solar-electronic power
4B19	Renewable electrical power
4C2	Designing with composites
4C3	Electrical and nano materials
4C4	Design methods
4C5	Design case studies
4C15	MEMS: design
4D6	Dynamics in civil engineering
4D13	Architectural engineering
4D14	Contaminated land and waste management
4D15	Sustainable water engineering
4E5	International business economics
4E6	Accounting and finance
4E11	Strategic management
4F1	Control system design
4F5	Advanced communications and coding

4F11	Speech and language processing
4F12	Computer vision robotics
4I5	Nuclear materials
4I8	Medical physics
4I10	Nuclear reactor engineering
4I11	Advanced fission and fusion systems
4M12	Partial differential equations and variational methods
4M14	Sustainable development
4M15	Sustainable energy
4M16	Nuclear power engineering
4M18	Present and future energy systems

*From the M.Phil. Degree in Engineering for Sustainable Development:*

Students should contact the Department of Engineering for further details of assessment methods.

ESD100	Concepts, values, and change processes
ESD200	Sustainability methods and metrics
ESD300	Sustainability assessment of large infrastructure projects
ESD450	Policy, legislation, and government
ESD500	Sustainable design and implementation
ESD600	Development engineering

### **Examination in Future Infrastructure and the Built Environment for the M.Res. Degree, 2014–15**

The Degree Committee for the Faculty of Engineering give notice of an amendment to the offered modules for the examination in Future Infrastructure and the Built Environment for the degree of Master of Research in the academical year 2014–15 as published on 30 July 2014 (*Reporter*, 6356, 2013–14, p. 792).

Module B9, ‘Rheology and processing’, will now be offered as module B8 ‘Rheology and processing’. The module will be assessed by examination.

The following module will offered as an elective in the academical year 2014–15:

<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
5R19	Earthquake engineering	Course-work

The Degree Committee confirm that no student’s preparation for the examination will be affected by the change.

### **Examination in Gas Turbine Aerodynamics for the M.Res. Degree, 2014–15**

The Degree Committee for the Faculty of Engineering give notice of the form of assessment for the industry courses comprising part of the examination in Gas Turbine Aerodynamics for the degree of Master of Research in the academical year 2014–15.

In the first industry course, ‘IC1 Holistic gas turbine design’, credit will be awarded for attending lectures and participating in classroom design exercises as individuals and in groups during a five-day course hosted at Rolls-Royce, Derby.

In the second industry course, ‘IC2 Gas turbine build’, credit will be awarded for attending classroom briefings and participating in gas turbine practical activities during a ten-day course hosted at Siemens, Lincoln. Practical activities will include working in groups to disassemble and inspect a gas turbine; taking part in gas turbine simulator exercises; and taking part in typical field maintenance exercises.

### **Examination in Graphene Technology for the M.Res. Degree, 2014–15**

The Degree Committee for the Faculty of Engineering give notice of the form of assessment for the Research Skills Sessions comprising part of the examination in Graphene Technology for the degree of Master of Research in the academical year 2014–15.

The Research Skills Sessions will be evaluated through a series of six course-work exercises, each of up to 3,000 words in length, based on practical sessions. These exercises are expected to show understanding of the theoretical and practical aspects of the exercise, evidence of achievements as outlined for each session, evidence of results attained, and mature discussion of the above.



## **Examination in Integrated Photonic and Electronic Systems for the M.Res. Degree, 2014–15**

The Degree Committee for the Faculty of Engineering give notice of an amendment to the offered modules for the examination in Integrated Photonic and Electronic Systems for the degree of Master of Research, 2014–15, published on 30 July 2014 (*Reporter*, 6356, 2013–14, p. 793).

Module R02 ‘Network architecture’ will not be offered in the academical year 2014–15.

The Degree Committee confirm that no student’s preparation for the examination will be affected by the change.

## **Examination in Ultra Precision Engineering for the M.Res. Degree, 2014–15**

The Degree Committee for the Faculty of Engineering give notice of an amendment to the offered modules for the examination in Ultra Precision Engineering for the degree of Master of Research, 2014–15, published on 30 July 2014 (*Reporter*, 6356, 2013–14, p. 795).

The following modules will not be offered in the academical year 2014–15:

<i>Reference</i>	<i>Name</i>
TIM	Technology and innovation management
4B5	Nanotechnology
4B11	Photonic systems

The following additional module will be offered, and will be compulsory for all candidates for examination:

<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
4E4	Management of Technology	Course-work

The Degree Committee confirm that no student’s preparation for the examination will be affected by the change.

## **GRACES**

### **Grace submitted to the Regent House on 17 December 2014**

The Council submits the following Grace to the Regent House. This Grace, unless it is withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 111), will be deemed to have been approved at 4 p.m. on Friday, 26 December 2014.<sup>1</sup>

1. That the recommendations in paragraph 6 of the Report of the Council, dated 18 November 2014, on a Garden Room for the Botanic Garden (*Reporter*, 6365, 2014–15, p. 148) be approved.

<sup>1</sup> Any request for a ballot or amendment received will be acted upon when the Old Schools re-opens on 5 January 2015.

## **ACTA**

### **Approval of Grace submitted to the Regent House on 3 December 2014**

The Grace submitted to the Regent House on 3 December 2014 (*Reporter*, 6367, 2014–15, p. 206) was approved at 4 p.m. on Friday, 12 December 2014.

J. W. NICHOLLS, *Registrar*

**END OF THE OFFICIAL PART OF THE ‘REPORTER’**

## REPORT OF DISCUSSION

**Tuesday, 9 December 2014**

A Discussion was held in the Senate-House. Pro-Vice-Chancellor Professor Jeremy Sanders was presiding, with the Registry's Deputy, the Junior Pro-Proctor, the Deputy Junior Proctor, and three other persons present.

The following Reports were discussed:

*Report of the Council, dated 18 November 2014, on a Garden Room for the Botanic Garden (Reporter, 6365, 2014–15, p. 148)*

No remarks were made on this Report.

*Joint Report of the Council and the General Board, dated 24 November 2014 and 5 November 2014, on revisions to the arrangements for the contribution-based review of Professorial pay (Reporter, 6366, 2014–15, p. 182)*

Professor G. R. EVANS (Emeritus Professor of Medieval Theology and Intellectual History), read by the Junior Pro-Proctor:

Deputy Vice-Chancellor, once upon a time academics employed by Cambridge as University officers climbed a fixed salary scale by year of service. There were Readerships and Professorships for a few, mostly established and appointed to by bodies of Electors, but University Lecturer was the career grade. That was how it was when I put my own foot on a lowly rung in 1980. Then it was felt by a well-meaning Vice-Chancellor and Registry that it might reward academics better if more single-tenure Readerships and personal Chairs were made available. After some dispute of the late 1990s an actual procedure was graced by the Regent House to replace the previous secrecy about the mode of choice of the lucky ones, when the High Court required the University to ensure that the General Board were 'able to see how recommendations had been arrived at so that, without repeating the entire exercise, they could either approve the recommendations or, if they so wished, consider the basis on which any of the recommendations had been made', wording still printed in the Board's annual Report on Senior Academic Promotions.<sup>1</sup> After a few years, in 2002, the Regent House trustingly allowed that procedure to be changed without further reference to itself:

IV. That the General Board be given authority to make such changes in the procedure as they consider necessary from time to time for the fair and efficient management of the promotions exercise.<sup>2</sup>

Meanwhile, in 1997–8, the grade of Senior Lecturer was introduced,<sup>3</sup> adding a rung to the ladder of academic ascent. Professors, once they had arrived at the title, used to get a flat professorial salary. With the introduction of Senior Lectureships came the moment when supplementary payments for Professors were approved and the Regent House unaccountably agreed on a ballot that the names of those receiving such awards should remain 'confidential'.<sup>4</sup>

The University of Cambridge, like other universities in receipt of HEFCE funding, was forced a few years later to adapt its arrangements through the HERA process for paying its University Teaching Officers, and create a single 'pay and grading' scale which would embrace all employees. That change brought with it the assumptions that some would henceforth be more equal than others in new ways: recipients of 'market' payments, recruitment and retention incentives and other devices.

The logic has always seemed disjointed to me. If it is a good thing to create a single published salary scale for all categories of staff, why is it desirable to destroy both transparency and consistency by secretly handing out sweeties (whole family-sized packs indeed) to some individuals on the assumption that the rewards of having freedom to do interesting work in a great University are not enough and only a lot more money will entice them to stay or bring them to Cambridge at all? Only no one must know about it. I have met few scholars in a lifetime motivated to that extent, or at all really, by money.

So where are we now? The present Report notes that 'the complexity of the arrangements have (sic) grown following the amendments to the pay structure approved in 2013 (Reporter, 6302, 2012–13, p. 423)'. It is proposed to make still more changes to the procedure. But how?

In the current arrangements about stipends, 'procedures' are 'approved by the competent authority', 'the University', or procedures may be 'recommended by the Finance Division'.<sup>5</sup> The Regent House is not asked for its consent to this quasi-legislation. Now we have a recommendation that 'revisions' to these 'procedures' should be approved according to a lengthy paragraph (3) which features a hypothetical 'would' rather than 'shall' in its proposals. This seems much too woolly for safety in a legislative process.

The custom in Cambridge is to lay proposed legislation on matters of importance before the Regent House and solicit its consent to the creation of a Statute or Ordinance. Indeed it is a constitutional requirement. Legislative certainty seems desirable in any process designed to reward some of the University's servants but not others with generous but secret acknowledgements of their 'contribution'. The Regent House should not be asked to Grace mere hypotheses about how this is to be achieved. Nor is it wise for it to be quite so free with its delegation of its legislative powers.

<sup>1</sup> <http://www.admin.cam.ac.uk/reporter/1997-98/weekly/5716/4.html> and see <http://www.admin.cam.ac.uk/reporter/2013-14/weekly/6351/section5.shtml#heading2-7>.

<sup>2</sup> <http://www.admin.cam.ac.uk/reporter/2002-03/weekly/5899/5899.pdf>.

<sup>3</sup> <http://www.admin.cam.ac.uk/reporter/1997-98/weekly/5742/20.html>.

<sup>4</sup> <http://www.admin.cam.ac.uk/reporter/1997-98/weekly/5742/20.html>, para.40.

<sup>5</sup> <https://www.admin.cam.ac.uk/univ/so/2012/chapter11-section2.html#heading2-9>.

## COLLEGE NOTICES

### Vacancies

*King's College:* TRACE Scholarship in Law; award: studentships will cover University composition fees and maintenance costs; closing date: 9 January 2015; further particulars: <http://www.kings.cam.ac.uk/study/graduate/studentships/law.html>

Nigel Glendinning Studentship in History of Art/Spanish Studies; award: studentships will cover University composition fees and maintenance costs; closing date: 9 January 2015; further particulars: <http://www.kings.cam.ac.uk/study/graduate/studentships/spanish.html>

*Sidney Sussex College:* Thornely College Lectureship and Fellowship in Law; tenure: five years from 1 September 2015; stipend: £27,864–£34,233; closing date: 19 January 2015; application form and further particulars: <http://www.sid.cam.ac.uk/aboutus/personnel>

College Chaplain; this is a multi-faceted role with responsibility for pastoral care to the whole College community, in addition to responsibility for the life of the Chapel and the Christian community in College; tenure: from 1 September 2015 for a maximum of eight years; stipend £23,386–£28,695; closing date: 19 January 2015; application form and further particulars: <http://www.sid.cam.ac.uk/aboutus/personnel>

## EXTERNAL NOTICES

### University of Oxford

*Exeter College:* Bennett Boskey Fellowship in Extra-European History since 1500 (fixed-term); salary: £30,434–£37,394 a year; closing date: 5 February 2015 at 12 noon; further particulars: <http://www.exeter.ox.ac.uk/bennett-boskey-fellowship-extra-european-history-1500-fixed-term>

Michael Cohen Fellowship in Philosophy (fixed-term); salary: £30,434–£37,394 a year; closing date: 5 February 2015 at 12 noon; further particulars: <http://www.exeter.ox.ac.uk/michael-cohen-fellowship-philosophy-fixed-term>

*Merton College:* Fitzjames Research Fellow in Medieval English Literature; £29,203 a year plus housing allowance of £10,000 a year or free accommodation; closing date: 9 February 2015; <http://www.merton.ox.ac.uk/vacancies/index.shtml>

*St Antony's College:* A. G. Leventis Visiting Fellowship in Contemporary Greek Studies, for the academical year 2015–16, at SEESOX (South East European Studies at Oxford); allowance: £21,855; closing date: 26 January 2015; further particulars: <http://www.sant.ox.ac.uk/seesox/>

*St Hugh's College:* Senior Tutor; closing date: 19 January 2015; further particulars: <http://www.st-hughs.ox.ac.uk/vacancies/>

### Woolf Institute, Cambridge

*Research assistant:* Ph.D. candidate sought to act as a research assistant to support writing grant applications; hours: a total of 65 hours work from the end of January to the end of May 2015; further particulars: <http://www.woolf.cam.ac.uk/news/detail.asp?ItemID=865>

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## Appendix A Findings of the Equal Pay Review 2014

### 1.0 Background

Equal pay between male and female employees is a legal right under both domestic and European law. An equal pay review is a statistical analysis of an organisation's pay and HR data to identify and explain any gender-related pay differences<sup>1</sup>.

Although there is no specific legal requirement for the University to carry out an equal pay review, there are compelling reasons for doing so<sup>2</sup>. The Equality Act 2010<sup>3</sup> gives women and men a right to equal pay for equal work and places renewed emphasis on the need for pay equality. The equal pay statutory Code of Practice (EHRC, 2011)<sup>4</sup> recommends that all employers regularly conduct equal pay reviews, suggesting that this may be the most effective means of ensuring that a pay system delivers equal pay. Section 78 of the Act also creates a power to make regulations requiring Higher Education Institutions to publish differences in pay between their male and female employees.

The Government has, this year, published its regulations on equal pay audits as well as its response to the consultation on this issue last year. From 1 October 2014 employers found by an employment tribunal to have committed an equal pay breach will be required to carry out "a systematic review of their pay policies and practices in a comprehensive and transparent way".

There are sound business reasons for conducting regular reviews. Pay systems that are transparent and value the entire workforce send positive messages about the University's values and ways of working. Fair and non-discriminatory systems represent good management practice and contribute to the efficient achievement of the University objectives by encouraging maximum productivity from all employees.

This biennial review compares the pay of male and female employees carrying out work of equal value or work rated equivalent as determined by the job evaluation scheme adopted by the University (HERA<sup>5</sup>). The approach taken is in line with the relevant JNCHES<sup>6</sup> guidance and the Equality and Human Rights Commission advice that where a pay differential related to gender is less than 3%, no action is necessary. Where the difference is greater than 3% but less than 5%, the position should be regularly monitored. For gender pay gaps of more than 5%, action is needed to address the issue and close the gap.

The Equal Pay Review 2014 was prepared in consultation with representatives from the Trades Unions, University Schools, Faculties, departments and the Human Resources Division, including the Equality and Diversity Section and HR Analytics .

For further information on the methodology used in this report please refer to Annex G.

<sup>1</sup> The University's InterConnect report analyses equal pay across, ethnicity and nationality. Current disclosure rates (HESA staff return 2012/13) on disability (2.8%), gender assignment (3.4%), religion & belief (5.1%) and sexual orientation (5.4%) do not currently allow rigorous analysis.

<sup>2</sup> The JNCHES pay agreement 2006–09 also included a strong recommendation that HEIs undertake an equal pay review within 12 months of the introduction of their new, post-framework pay structures and periodically thereafter.

<sup>3</sup> Replacing the previous provisions in the Equal Pay Act 1970, Sex Discrimination Act 1975, and Pensions Act 1995

<sup>4</sup> Equality and Human Rights Commission, 2011

<sup>5</sup> Higher Education Role Analysis

<sup>6</sup> Joint Negotiating Committee for Higher Education Staff

## 2.0 Summary of Key Findings

This section summarises the most significant findings of the 2014 Equal Pay Review and provides extracts of the data found in full in Appendices B to F. More detailed analysis can be found in the main report at 3.0. Please note that for completeness, in certain tables, data has been provided for the 2013 interim year where an Equal Pay Review was not published.

### 2.1 Employee profile – by gender

On 31 July 2014 University employees occupied 9,905 positions on the single salary pay spine, of which 4,939 (49.9%) were occupied by females and 4,966 (50.1%) by males. This reveals an increase of 0.3 percentage points in the percentage of female employees compared to the 2012 Equal Pay Review. Please see Table 1 for full details.

Table 1: Comparison of University of Cambridge with UK workforce gender representation

Benchmark	Female (%)				
	2009/10	2010/11	2011/12	2012/13	2013/14
University of Cambridge	49.1%	49.5%	49.6%	49.5%	49.9%
National HE Sector*	52.4%	52.7%	53.8%	53.9%	**

\* Source: HESA - Staff at Higher Education Institutions in the UK

\*\* data not yet available

As can be seen from Table 1, over the last five years the University has had a slightly lower percentage of female employees compared to the national higher education sector average.

### 2.2 Gender pay gap

#### Gender pay gap – by year

Table 2: Mean pay gap by year, University of Cambridge

Year	Population		Average basic pay			
	Female	Male	Female	Male	Difference	Pay gap (%)
2007/08	4,119	4,420	£28,247	£37,157	£8,910	24.0%
2008/09	4,349	4,559	£29,772	£38,703	£8,931	23.1%
2009/10	4,393	4,552	£30,253	£39,139	£8,886	22.7%
2010/11	4,473	4,561	£30,603	£39,488	£8,885	22.5%
2011/12	4,480	4,557	£31,023	£39,698	£8,675	21.9%
2012/13	4,614	4,712	£31,651	£40,180	£8,529	21.2%
2013/14	4,939	4,966	£32,111	£40,188	£8,076	20.1%

As can be seen from Table 2, over the last six years the University's pay gap has fallen slowly by an average of 0.65 percentage points each year. Since the last Equal Pay Review in 2012 it has fallen by 1.8 percentage points.

## Market comparison

The ONS<sup>7</sup> collects data on earnings through the Annual Survey of Hours and Earnings which it uses to estimate gender pay gaps in the public and private sectors.

Table 3a: Comparison of University of Cambridge median pay gap with national public and private sectors

Benchmark	% pay gap (median) in favour of men					
	2009	2010	2011	2012	2013	2014
University of Cambridge	23.4%	23.4%	23.4%	23.3%	21.0%	18.6%
National public sector	21.0%	19.2%	19.3%	18.4%	17.3%	*
National private sector	28.8%	27.5%	27.4%	26.2%	26.9%	*

*\*Data not yet available*

In July 2014 the gender pay gap between median salaries in the University of Cambridge was 18.6% (a fall of 4.7 percentage points from 2012) aligning it more closely to the pay gap for the national public sector based on 2013 data.

Although these national estimates are of interest for high level benchmarking purposes, they can hide wide variations between different industries, occupations, regions and age groups.

The University has conducted a limited benchmarking exercise against several Russell Group Universities' pay data in order to compare the University's overall pay gap with comparable organisations. Table 3b summarises the data that was publicly available and shows that the University pay gap is comparable with similar organisations.<sup>8</sup>

Table 3b: Comparison of University of Cambridge pay gap with other Russell Group Universities

Benchmark University*	Mean Pay Gap	Median Pay Gap	Year of Report
Glasgow	24%	Not reported	2013
Sheffield	21.9%	Not reported	2012
Edinburgh	20.93%	18.62%	2013
York	20.56%	18.62%	2013
Cambridge	21.2%	21.0%	2013

*\* Comparable data for the University of Oxford are not available*

A recent JNCHES survey<sup>9</sup> to which 68% of HEIs responded indicated that 71% had conducted an equal pay review since 2010. 83% planned to undertake regular reviews in the future, with the highest proportion (45%) opting to undertake them every two years.

<sup>7</sup> Office of National Statistics - all employees' median hourly earnings excluding overtime.

<sup>8</sup> The data of the sample population is from 2013 and 2012. University data from 2013 has therefore been used for comparability, caution should be taken when making any direct comparisons to 2012 data.

<sup>9</sup> New JNCHES, Results of the 2013 survey of equal pay reviews, published January 2014

## 2.3 Analysis of average base salaries (Appendices B1-B5)

Appendix B1 provides a summary of the average salary by grade for all employees on the single pay spine irrespective of occupational category and working hours.

No single grade has a mean pay gap which exceeds the 3% criterion in favour of male employees<sup>10</sup>. This is a change from the 2012 Equal Pay Review where a pay gap exceeding 3% was identified in grade 12.

However, for the first time appendix B1 includes a breakdown of grade 12 by band, both band 4 and un-banded research staff show a pay gap of 4.6%.

Further analysis by occupational category can be found in appendices B2 – B5 and Table 6 in the *main report*, a summary of which follows:

### Academic staff

- Grade 7 exceeds the 3% criterion in favour of male employees.
- Grade 8 exceeds the 5% criterion, however, it should be noted the population is less than 5 academic staff<sup>11</sup>.
- In total there has been a 0.4 percentage point decrease from 2012 in the mean pay gap of academic staff (base salaries).

### Academic-related staff

- Grades 5, 7,9 and 12 exceed the 3% criterion in favour of male employees.
- Grade 12 also exceeds the 5% criterion<sup>12</sup>.
- In total there has been a 1.1 percentage point increase from 2012 in the mean pay gap of academic-related staff (base salaries).

### Assistant staff

- Grade 8 exceeds the 5% criterion in favour of male employees when using the mean pay gap<sup>13</sup>.
- In total there has been a 0.8 percentage point decrease from 2012 in the mean pay gap of assistant staff (base salaries).

### Research staff

- Grade 12 exceeds the 3% pay gap.
- In total there has been a 0.5 percentage point decrease from 2012 in the mean pay gap of research staff (base salaries).

### Part-time employees

- The overall pay gap is higher for part-time employees (22.8%) compared with full-time employees (16.9%), please see Table 12 in main report. There has been an increase of 2.1 percentage points in the mean pay gap for part time workers since the 2012 Equal Pay Review.

One explanatory factor of the gender pay gaps by occupational category is the different distribution of male and female employees across the grade structure (see Table 4 and Chart 1).

<sup>10</sup> Using the median pay gap, both grade 8 and grade 12 exceed the 5% criterion

<sup>11</sup> When using the median pay gap grade 8 exceeds the 5% criterion.

<sup>12</sup> When using the median pay gap grades 7, 8 and 12 exceed the 5% criterion.

<sup>13</sup> When using the median pay gap grade 8 exceeds the 5% criterion at 12.2%.

## **2.4 Analysis of average salaries including additional payments (Appendices C1-C5)**

The consolidation of all pay elements results in a small increase in the total gender pay gap from 20.1% to 21.8%, a decrease of 1.3 percentage points from 2012.

For the first time appendix C1 includes a breakdown of grade 12 by band across all staff categories. This reveals an increase in the pay gap when additional payments are consolidated at band 3 (from 2.3% to 11%) and 4 (from 4.6% to 12.3%).

Further analysis by occupational category can be found in appendices C1-C5 and in section 3.1.3 of the main report.

The following breakdown summarises the comparison of 2014 appendix B data and 2014 appendix C data, highlighting the increase or decrease in pay gap that consolidating all pay elements creates.

### **Academic staff**

- Grade 12 academic staff pay gap increases from 0.7% to 4%.
- Grade 7 academic staff pay gap increases from 3.4% to 3.8%.

### **Academic-related staff**

- Grade 12 academic-related staff pay gap increases from 13.1% to 18.3%
- Grade 9 academic-related pay gap increases from 3.1% to 4.1%.
- Grade 5 academic-related staff pay gap increases from 6% to 6.1%

### **Assistant staff**

- Grade 8 assistant staff pay gap decreases from 9.0% to 7.8%
- Grade 3 assistant staff pay gap increases from 0.2% to 5.2%

### **Research staff**

- Grade 12 research staff pay gap decreases from 4% to 3.6%
- Grade 11 research staff pay gap increases from 1.2% to 5.8%

## **2.5 Analysis of additional payments only (Appendices D1-D4)**

### **Pensionable and non-pensionable payments (Appendices D1 to D3)**

- Female employees received 43.3% of the total number of pensionable payments and 41.3% of the total number of non-pensionable payments.
- Of the 2 types of pensionable payments, female employees received 42.9% of discretionary payments and 43.5% of payments linked to a role.
- Of the total value of the payments, female employees received a lower proportion of both pensionable (22.8%) and non-pensionable payments (16.8%).

### **Market related payments<sup>14</sup> (Appendix D4)**

- The average payment in 2014 for market supplements, market pay and advanced contribution supplements equates to £15,855 for male and £9,374 for female employees.
- Since the 2012 Equal Pay Review, the value of an average market supplement payment has increased by 85% for female employees and 12.7% for male employees.

## **2.6 The award of contribution increments and single contribution payments by gender and occupational category (Appendices E1 and E2)**

<sup>14</sup> Market Supplements have been discontinued since 31 December 2013, see further information in main report.



A total of 295 employees received contribution increments<sup>15</sup> in 2014 and of these 58% were female and 42% male.

A total of 249 employees received single contribution payments<sup>16</sup> and of these 59.4% were female and 40.6% were male.

A breakdown by occupational category is provided in appendices E1 and E2.

## **2.7 Analysis of salaries paid to new employees (Appendices F1 to F3)**

1767 new employees were appointed by the University on to the single salary pay spine from 1 August 2013 to 31 July 2014.

978 of these were appointed above the minimum point of the grade<sup>17</sup>, 453 female employees (46.3%) and 525 male employees (53.7%). Grade 9 in particular shows a higher number of male employees appointed on the top service spine point for that grade, this is a similar picture to the 2012 report.

<sup>15</sup> Contribution Increments are awarded for sustained/ongoing contribution and used to recognise an individual's outstanding and sustained contribution over and above the normal expectation for the role, in the context of expected continuation at that level.

<sup>16</sup> Single Contribution Payments are awarded for one-off/time limited contribution and used to recognise an individual's exceptional contribution, over and above the normal expectation for the role, in the context of a one-off task or project that is finite in nature.

<sup>17</sup> Please note that individuals appointed 'above minimum point' in grade 12 refers to the minimum point within the relevant contribution band rather than Point 68.

### 3.0 Main Report

#### 3.1 Analysis

##### 3.1.1 Employee profile – by gender

On 31 July 2014 University employees occupied 9,905 positions on the single pay spine, of which 4,939 (49.9%) were occupied by females and 4,966 (50.1%) by males. This is a small increase (0.3 percentage points) in the percentage of female employees compared to 2012 figures where 49.6% of positions were occupied by females.

A full breakdown of the numbers of employees at each grade by gender is provided in Chart 1 below. A breakdown of employees at each grade as a percentage of the total gender population is provided in Table 4.

As in previous years, the highest proportion of male employees can be found in grades 7, 9 and 12, whereas the highest proportion of female employees can be found in grades 4, 5 and 7 at the lower end of the pay spine.

Chart 1: Number of employees at each grade by gender

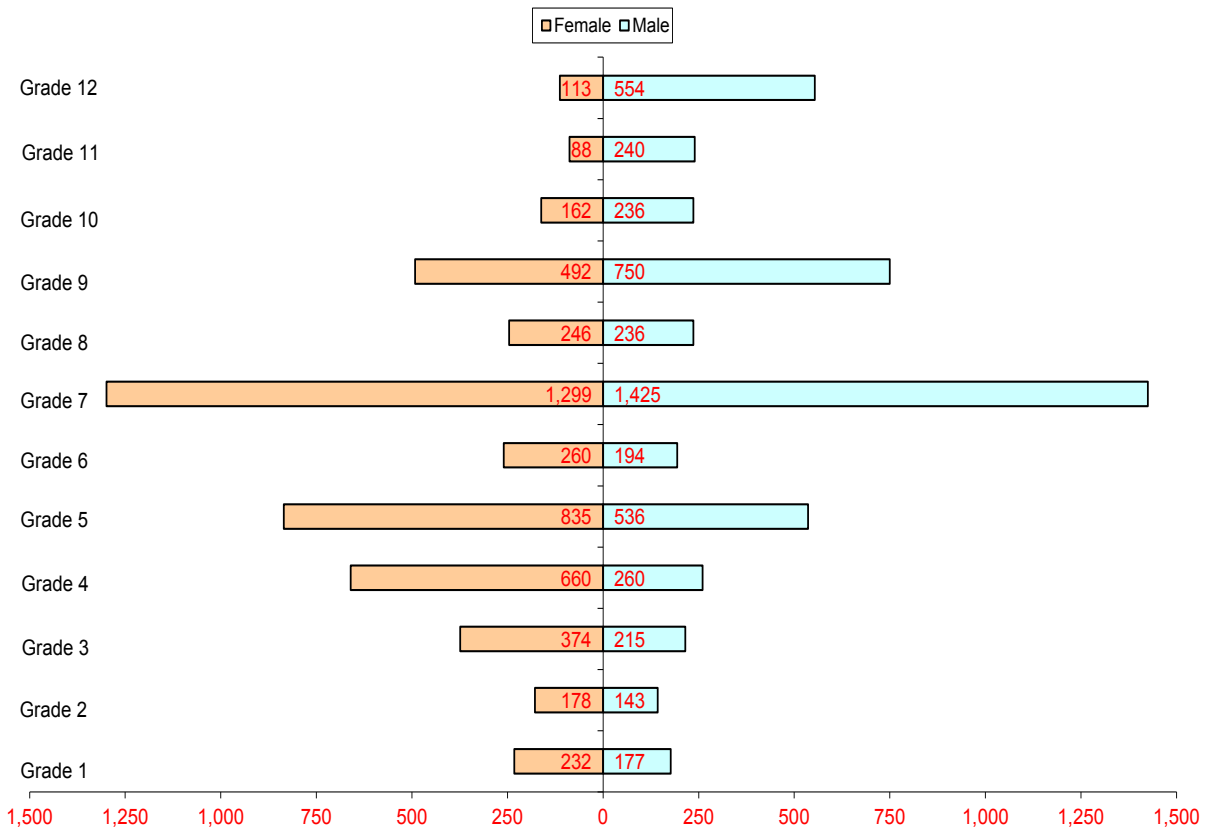


Table 4: Proportion of total gender population by grade

% of Total Gender Population by Grade	Grade												
	1	2	3	4	5	6	7	8	9	10	11	12	All
<b>Female</b>	4.7%	3.6%	7.6%	13.4%	16.9%	5.3%	26.3%	5.0%	10.0%	3.3%	1.8%	2.3%	100.0%
<b>Male</b>	3.6%	2.9%	4.3%	5.2%	10.8%	3.9%	28.7%	4.8%	15.1%	4.8%	4.8%	11.2%	100.0%

### 3.1.2 Average salaries

#### Gender pay analysis by grade (*Appendix B1*)

Table 5 provides a summary of Appendix B1 - the average salary by grade for all non-clinical staff irrespective of occupational category and working hours.

Table 5: % Pay gap by grade in 2014

Grade	Population		Average basic pay			
	Female	Male	Female	Male	Difference	Pay gap (%)
<b>1</b>	232	177	£14,766	£14,758	-£8	<b>-0.1%</b>
<b>2</b>	178	143	£17,486	£17,333	-£153	<b>-0.9%</b>
<b>3</b>	374	215	£20,337	£20,377	£40	<b>0.2%</b>
<b>4</b>	660	260	£23,693	£23,934	£241	<b>1.0%</b>
<b>5</b>	835	536	£26,756	£27,030	£274	<b>1.0%</b>
<b>6</b>	260	194	£30,249	£30,511	£262	<b>0.9%</b>
<b>7</b>	1,299	1,425	£33,193	£33,179	-£14	<b>0.0%</b>
<b>8</b>	246	236	£41,563	£42,495	£932	<b>2.2%</b>
<b>9</b>	492	750	£45,488	£45,798	£310	<b>0.7%</b>
<b>10</b>	162	236	£53,604	£53,780	£176	<b>0.3%</b>
<b>11</b>	88	240	£57,801	£57,616	-£185	<b>-0.3%</b>
<b>12</b>	113	554	£80,691	£81,755	£1,064	<b>1.3%</b>
<b>Total</b>	4,939	4,966	£32,111	£40,188	£8,076	<b>20.1%</b>

The 2009 and 2010 Equal Pay Reviews identified a gender pay gap of 4.5% at grade 8 in favour of male employees; in 2012 this pay gap fell to 2.5%. The 2014 pay review reveals a further small decrease to 2.2%.

The 2010 Equal Pay Review also identified a gender pay gap of 2.8% at grade 12 (falling from 3.6% in 2009), however in 2012, this pay gap rose to 3.2%. The 2014 figures show this has fallen to 1.3%.

However, when grade 12 is broken down into bands, both band 4 and un-banded research staff show a pay gap of 4.6%. It is not possible to measure this against previous years as this is the first time grade 12 has been broken down by bands in this report.

### Gender pay analysis by occupational category

The mean pay gap for academic, academic-related and research staff occupational categories is over 5% (see Table 6 below).

Table 6: % Pay gap by occupational category

Grade	Population		Average basic pay			
	Female	Male	Female	Male	Difference	Pay gap (%)
<b>Academic</b>	434	1,091	£54,108	£62,538	£8,430	<b>13.5%</b>
<b>Academic-Related</b>	854	799	£41,009	£45,646	£4,636	<b>10.2%</b>
<b>Assistant</b>	2,138	1,284	£23,155	£23,446	£291	<b>1.2%</b>
<b>Research</b>	1,513	1,792	£33,436	£36,142	£2,706	<b>7.5%</b>
<b>All</b>	4,939	4,966	£32,111	£40,188	£8,076	<b>20.1%</b>

The gender pay gaps by occupational category identified in Table 6, are larger than those identified for individual grades in Table 5. This is due to the distribution of male and female employees in the different grades within each occupational category. Within a particular occupational category, if the proportion of female employees in higher grades is lower than the proportion of male employees in higher grades, this has the effect of increasing the average gender pay gap across that category of staff.

A more detailed breakdown of gender pay by both grade and occupational category as reported in Appendices B2 to B5 is provided in the following analysis.

### Gender pay analysis for academic staff (Appendix B2)

Academic staff are predominantly employed in grades 9 to 12.

The gender profile in the academic staff category is 28.5% Female, 71.5% male, this unequal split is likely to contribute to the overall mean pay gap of 13.5%. If the gender profile is tracked through the

grades there is a higher percentage of women in grade 7 (75.7%) and a higher percentage of men in grades 9-12 (on average 73.1%) which increases the gender pay gap.

Despite the gender profile, grade 7 exceeds the 3% criterion (3.4%) this is an increase from 2012 of 1.2 percentage points. However, grade 7 is not a common grade for academic staff and has a relatively small population of 37.

Grade 8 has a mean pay gap which exceeds the 5% criterion<sup>18</sup>, however this is also not a common grade for academic staff and the population is less than 5. The mean pay gap in grade 8 decreased from 10.9% in 2010 to 8.3% in 2012, however there has been an increase in 2014 of 0.8 percentage points up to 9.1%. It is not possible to examine the gender breakdown in this grade, as the numbers are too small and therefore not provided due to data protection requirements.

### **Gender pay analysis for academic-related staff (Appendix B3)**

Academic-related staff are predominantly employed in grades 6 to 10.

The pay gap in favour of male employees is 10.2% this is an increase of 1.1 percentage points from 2012.

The gender profile of the academic-related staff category is 51.7% female and 48.3% male. This means that the mean pay gap of 10.2% is unlikely to be affected by gender profile. If the gender profile is tracked through the grades there is a fairly equal split between women (grades 5-8 average of 54.8%) and men (grades 9-12 average of 54.1%) across the lower and higher grades. This echoes the assumption that the gender profile is unlikely to be substantially affecting the pay gap.

For academic-related staff, the mean pay gaps in grades 7 and 9 exceed the 3% criterion in favour of male employees at 4.4% (an increase of 1 percentage point) and 3.1% (an increase of 0.2 percentage points) respectively<sup>19</sup>.

Grade 5 is not a common grade for academic-related staff, but it exceeds the 5% criterion at 6.0% (an increase of 2.4 percentage points from 2012) despite the higher percentage of female employees in the grade (75%). The population is relatively small, with 18 female employees and 6 male. The male standard deviation (£3,627) is higher than the female standard deviation (£1,563). However for a small sample group the standard deviation may be misleading for the purposes of gender comparison.

Grade 12, also not a common grade for academic-related staff, exceeds the 5% criterion at 13.1% (increase of 4 percentage points).<sup>20</sup> The gender profile at grade 12 is 28.6% female to 71.4% male which is likely to have an effect on the pay gap. There is not much difference in the standard deviation (female £23,201 versus male £26,467) indicating it is likely that the pay totals for both genders are clustered around the mean point, the female's clustering slightly lower.

For academic-related staff in grade 8 there has been a decrease in the mean pay gap from 2.6% to 1.9% (decrease of 0.7 percentage points).<sup>21</sup>

In the 2010 report it was recommended that the University identified a number of Key Performance Indicators to highlight key themes in equal pay. The grade 8 and grade 12 academic-related staff mean pay gaps have been monitored since 2008, see section 3.2 Key performance Indicators.

<sup>18</sup> The median pay gap at grade 8 also exceeds the 5% criterion.

<sup>19</sup> Using the median pay gap, grade 7 exceeds the 5% criteria in favour of men (8.8%).

<sup>20</sup> Using the median pay gap grade 12 also exceeds the 5% criterion

<sup>21</sup> However the median pay gap grade 8 exceeds the 5% criterion

## **Gender pay analysis for assistant staff (Appendix B4)**

Assistant staff are predominantly employed in grades 1 to 6.

The gender profile in the assistant staff category is 62.5% female, 37.5% male. This means that the mean pay gap of 1.2% in favour of male staff is likely to have fallen due to the gender profile in favour of women. However if the gender profile is tracked through the grades there are a higher percentage of women in grades 1-6 (on average 63.2 %) and a higher percentage of men in grades 7-8 (on average 59.2%).

The assistant staff category pay gap has decreased from 2% in 2012 to 1.2% in 2014.

Assistant staff at grade 8 exceed the 5% criterion, showing an increase in mean pay gap<sup>22</sup> from -0.1% in 2012 to 9% in 2014. The gender split in grade 8 is 65.2% male compared to 77.3% in 2012 and would not seem to account for the change. The population is relatively small, 8 female employees and 15 male; the standard deviation is higher for the 8 females (£6,526 compared to £2,783 for male employees). However for a small sample group the standard deviation may be misleading for the purposes of gender comparison.

## **Gender pay analysis for research staff (Appendix B5)**

Research staff are predominantly employed in grades 5, 7 and grade 9 as research assistants, research associates and senior research associates respectively.

The gender profile in the research staff category is 45.8% female, 54.2% male. This means that the mean pay gap of 7.5% in favour of male staff is unlikely to be affected by the gender profile as this is nearly equal. However if the gender profile is tracked through the grades there is a higher percentage of women in grade 5 (60.3%) and a higher percentage of men in grades 7-12 (on average 57.3%<sup>23</sup>).

Only grade 12 exceeds the 3% pay gap amongst research staff but its pay gap has fallen from 21.0% in 2010 to 15.7% in 2012 and now again to 4.6% in 2014, a decrease of 11.1 percentage points<sup>24</sup>.

The pay gap for the remaining grades remains well below the 3% differential.

### **3.1.3 Average salaries including additional payments (Appendices C1-C5)**

Additional payments comprise longer term pensionable payments or ad hoc, shorter term non-pensionable payments. Pensionable payments can be either discretionary e.g. additional hours<sup>25</sup>/additional responsibility payments, or linked to a role e.g. head of department, secretary of faculty board.

When additional payments are added to basic pay the overall pay gap rises from 20.1% to 21.8%, grade 3 rises to 5.2% (an increase of 5 percentage points) and grade 12 rises to 4% (an increase of 2.7 percentage points).

When grade 12 is broken down by band the consolidation of additional pay has a noticeable effect on the pay gaps in band 3 and 4 rising from 2.3% to 11% and 4.6% to 12.3% respectively. The addition of market related payments in particular have a substantial effect at grade 12, particularly in the academic staff category. As these are relatively small populations and the gender profile is

<sup>22</sup> Using the median pay gap Grade 8 exceeds the 5% criterion at 12.2 %

<sup>23</sup> Excluding grades 10 and 8 as the population is less than 5

<sup>24</sup> Using the median pay gap grade 12 also exceeds the 3% pay gap at 4.2%

<sup>25</sup> Additional hours are contractual and therefore cover regular, planned additional hours

88.0% male (band 3) and 78.1% male (band 4) a relatively small amount of additional payments can have a substantial effect on the pay gap. To a degree the University can be seen to be inheriting an external gender bias as it needs to attract and retain the very best staff at this level.

Interestingly the consolidation of pay for un-banded research staff at grade 12 reduces the pay gap by 1% from 4.6% to 3.6%.

### **Additional payment analysis for academic staff (Appendix C2)**

For academic staff the pay gap rises at grade 7 from 3.4% to 3.8% this is not a substantial rise and is under the 5% criterion for action.

For academic staff the pay gap rises at grade 12 from 0.7% to 4% when additional payments are added to basic pay. This is a larger rise than in 2012 (1.8% versus 3.3%) indicating that more men are in receipt of additional payments and/or that men are receiving larger additional payments.

Additional payments for academic staff largely comprise payments for head and acting head of department, deputy head of department, chair of faculty board and health and safety payments.

It would be reasonable to assume that the larger pay gap at grade 12 is due to more men holding positions of responsibility such as Head of Department. However, the average amount of additional payments made to grade 12 male academics is £3,424 (market related payments) and £3,676 (total other payments), whereas for female grade 12 academics it is £1,018 (market related payments) and £3,107 (total other payments). Market related payments therefore seem to have a larger impact on the pay differential of male and female employees at this level (see further market related payments analysis below).

### **Additional payment analysis for academic-related staff (Appendix C3)**

For grade 5 academic-related staff there is a small increase in the mean pay gap from 6% to 6.1%.

For grade 9 academic-related staff there is a small increase in the mean pay gap from 3.1% to 4.1%.

There is a more noticeable increase in the mean pay gap for grade 12 academic-related staff from 13.1% to 18.3% (5.2 percentage point increase) when additional payments are added to basic pay. This is a smaller increase compared to 2012 (9.7 percentage point increase). The increase is due to a greater number of male employees in this grade receiving additional payments. In total 19 employees in grade 12 received additional payments (2 female, 17 male).

Additional payments for academic-related staff largely comprise health and safety payments and additional responsibility payments.

### **Additional payment analysis for assistant staff (Appendix C4)**

Mirroring previous years, the assistant staff pay gap increases most notably at grade 3 from 0.2% to 5.2% when additional payments are added to basic pay. This is because 53 (89.8%) of male employees in this grade received additional hours and shift allowance payments for security duties in comparison to 6 (10.2%) female employees. These payments are primarily received by the Security Patrollers in the Security Office (21 of the 22 Patrollers are male). Other additional payments for assistant staff largely comprise early morning supplements, onerous duties payments, additional hours payments, standby allowance and health and safety payments.

### Additional payment analysis for research staff (Appendix C5)

The mean pay gap amongst research staff rises from 1.2% to 5.8% in grade 11, an increase of 4.6 percentage points; this takes the pay gap at grade 11 over the 5% criterion. However, this is a relatively small population (12 female employees and 25 male employees) so the additional payments are having quite a substantial effect. For example 5 out of 6 external sponsor enhancements<sup>26</sup> are paid to male employees in this category which with such a small population substantially increases the pay gap.

The grade 12 mean pay gap falls when additional payments are added to basic pay from 4% to 3.6%, a 0.4 percentage point decrease. Whilst this decrease is because a greater proportion of female employees in these grades received an external award, this is exaggerated because the female grade 12 research population is so small (10 female versus 63 male employees).

The pay gap of research staff with additional payments at grade 12 has fallen from 2012 when it was 13.6% (a decrease of 10.0 percentage points.)

Additional payments for research staff largely comprise health and safety payments, Wellcome Trust enhancements and other external awards.

#### 3.1.4 Additional payments only (Appendices D1 – D4)

##### Additional non-pensionable payments (Appendix D1)

Male employees received 58.7% of the non-pensionable payments made in 2014, making up 83.2% of the total value of these payments. Female employees received 41.3% of non-pensionable payments making up 16.8% of the total value of these payments. This is a smaller percentage of total value compared to 2012 which was 23.3%. Please see Table 7 below.

On average in 2014 female employees were paid £1,762 less per non pensionable payment than male employees (£710 total average payment versus £2,472 total average payment).

Table 7: Non-pensionable payments by gender

Non-pensionable payments	Female	Male	Total
Number	547 (41.3%)	777 (58.7%)	1,324
Value	388402 (16.8%)	1920575 (83.2%)	£2,308,977

##### Additional pensionable payments (Appendix D2 and D3)

Additional pensionable payments linked to an office and pensionable payments awarded on a discretionary basis are provided in Appendices D2 and D3 and are summarised in Table 8 below.

<sup>26</sup> Additional payments made by external bodies, e.g. The Wellcome Trust, the University does not set the amount or decide who receives such an award.



Table 8: Pensionable payments by type and gender

Pensionable payments	Female		Male		Total	
	Number	Value	Number	Value	Number	Value
Discretionary	140	£194,177	186	£704,856	326	£899,033
Linked to a role	256	£604,370	333	£2,001,295	589	£2,605,666
<b>Total Number</b>	<b>396</b>	<b>£798,547</b>	<b>519</b>	<b>£2,706,151</b>	<b>915</b>	<b>£3,504,699</b>

In 2014, 915 additional pensionable payments were awarded to employees. Of these, 56.7% were awarded to male employees, making up 77.2% of the total value of all pensionable payments made. Compared to 2012, the percentage of payments awarded to women (43.3%) has decreased slightly by 1.3 percentage points. The total value of all pensionable payments awarded to women in 2014 (22.8%) has risen by 1.4 percentage points, these payments are broken down by type below.

57.1% of *discretionary payments* were awarded to male employees, making up 78.4% of the total value of all discretionary payments made. In particular, male employees received more additional hours payments than female employees (61 male to 14 female recipients) whilst the female employees received more additional responsibility payments (109 female to 79 male recipients). On average, additional hours payments increased male employees' salaries by £1,438 (female employees salaries increased by £992), whereas additional responsibility payments increased female salaries by £891 (male employees' salaries increased by £1,435). Mirroring previous years, male employees also received higher payments for administrative responsibilities than female employees – male employees received 88.4% of the total value. Figures are not available to compare the number of payments as less than 5 were awarded to female employees.

On average in 2014 female employees were paid £2,403 less per pensionable discretionary payment than male employees (£1,387 total average payment versus £3,790 total average payment).

56.5% of *payments linked to a role* were awarded to male employees, making up 76.8% of the total value of this type of payment.

On average in 2014 female employees were paid £3,649 less per pensionable payment linked to a role than male employees (£2,361 total average payment versus £6,010 total average payment). However as the value of these payments is fixed, gender differences are largely due to gender representation.

Overall it is worth noting that a reason men receive more of these payments is largely due to the higher proportion of men in the types of roles these payments are linked to.

Please note that across all types of additional payments the data is based on actual monetary values received, aggregated over the year, these are not scaled to a full time amount if the employee is working part time. This could account for some of the differences in percentage of the total value of additional payments made to men and women taking into consideration that women working part time make up 15% of the work force compared with 5.6% of men.

#### **Market related payments (Appendix D4)**

Market supplements have traditionally been paid in order to recruit and retain employees with specific skills for which higher reward packages are offered in the wider labour market. In such circumstances, there had to be a demonstrable business need supported by objective market data.

Since 1 January 2014, in accordance with the “Joint Report of the Council and the General Board on amendments to the pay and grading scheme for non-clinical staff implemented following the Second Joint Report of 25 July 2005”, market supplements have been discontinued and are

gradually being phased out. Market pay (MP) and advanced contribution supplements (ACSs) have been introduced. MP and ACS applications need to demonstrate a clear business need supported by objective market data. The awards once made will diminish over time as any contribution increments or band changes will erode the supplement (rather than adding on to it as with market supplements). More information can be found in the report at:

<http://www.admin.cam.ac.uk/reporter/2012-13/weekly/6302/section5.shtml#heading2-16>

Market supplements, market pay and advanced contribution supplements are reported in Appendix D4. As there have only been 5 advanced contribution supplements and 11 market pay awards made since 1 January 2014 these have been aggregated with existing market pay arrangements as the numbers are not yet significant enough to report by type.

By the 2016 review it is expected that market supplements will have been phased out and only market pay and advanced contribution supplements will be reported on in appendix D4.

The award by gender for all those in receipt of a market supplement, market pay or advanced contribution supplement as at 31 July 2014 is provided in Table 9 below.

Table 9: market supplements, market pay and advanced contribution increments by gender and occupational category

Occupational Category	Female		Male	
	Recruitment	Retention	Recruitment	Retention
Academic	17 (£112,101)	10 (£61,747)	73 (£1,352,005)	43 (£535,090)
Academic-Related	16 (£247,411)	<5 (£22,251)	21 (£343,722)	6 (£93,530)
Assistant	<5 (£820)	0	0	0
Research	0	<5 (£15,015)	5 (£27,823)	<5 (£10,246)
<b>Total Number</b>	<b>34</b>	<b>15</b>	<b>99</b>	<b>50</b>
<b>Total Value</b>	<b>£360,332</b>	<b>£99,013</b>	<b>£1,723,550</b>	<b>£638,866</b>
<b>Combined Total</b>	<b>49</b>		<b>149</b>	
<b>Combined Value</b>	<b>£459,345</b>		<b>£2,362,416</b>	

In 2014, the average market supplement, market pay and advanced contribution supplement payment was £15,855 for male employees and £9,374 for female employees. When compared to the 2012 figures, the average payment has risen by 12.7% for male and 85.0% for female employees.

Overall, 75.3% of market supplements, market pay and advanced contribution supplements were awarded to male employees and 24.7% to female employees; this represents an 8.8 percentage point increase in the proportion of awards made to female employees compared to the 2012 Equal Pay Review.

The gender profiles across staff categories, at the grades that are most frequently awarded market supplements, market pay and advanced contribution supplements (grades 9, 10, 11 and 12), are likely to explain the gender bias towards men in the total awards made. It does not however explain the difference in total value although progression is clearly being made.

The largest number of market supplements were awarded to academic and academic-related staff (143 males and 46 females). Amongst academic staff, 81.1% of awards were made to male employees, 65.5% of whom were in grade 12 (76 out of a total of 116 male academic awards). Amongst academic-related staff, 58.7% of awards were made to male employees with 41.3% made to female employees. This is a rise of 15.4 percentage points in awards made to female employees compared with the 2012 equal pay review.

Again it is worth noting that the total value data is based on actual monetary values received, aggregated over the year, these are not scaled to a full time amount if the employee is working part time. This could account for some of the differences in total value of market supplements, market pay and advanced contribution increments made to men and women taking into consideration that women working part time make up 15% of the work force compared with 5.6% of men working part time.

### 3.1.5 Contribution payments for academic-related and assistant staff (Appendices E1 and E2)

#### Contribution increment awards (Appendix E1)

A total of 341 employees applied for contribution increments in the academic year 2013/14 and 86.5% were successful (84.2% of female applicants and 89.9% of male applicants). Overall 93.0% of female academic-related applicants were successful and 80.8% of female assistant staff applicants were successful.

A total of 295 employees received contribution increments in 2014 and of these 58.0% were female and 42.0% male.

It is useful to look at the amount of contribution increments awarded in relation to gender split (the scheme allows a range of 1, 2 or 3 increments to be awarded) to ensure there is no inherent bias. The break down can be shown in table 10 below:

Table 10: Amount of Contribution Increments awarded by gender

Contribution points awarded	Female		Male	
	Number	%	Number	%
1 Point	158	92.4	113	91.1
2 Points	13	7.6	10	8.1
3 Points	0	0	<5	*
Total	171	100	124	100

Table 10 shows no inherent bias in the amount of increment points awarded.

#### Single contribution payments (Appendix E2)

This scheme allows awarding authorities to recognise an individual's exceptional contribution, over and above the normal expectation for the role, in the context of a one-off task or project that is finite in nature.

258 employees applied for a single payment and 96.5% were successful (96.1% of female applicants and 97.1% of male applicants were successful). 100% of female academic-related applicants were successful and 94.9% of female assistant staff applicants were successful.

A total of 249 employees received, single contribution payments and of these 59.4% were female and 40.6% were male.

It is useful to look at the type of single contribution payment in relation to gender split (the scheme allows for a 2% team award or a 3% individual award) to ensure there is no inherent bias. The break down can be shown in table 11 below:

Table 11: Single contribution payment type by gender

Single Contribution Payment	Female		Male	
	Number	%	Number	%
<b>2% Team Award</b>	13	8.8	29	28.7
<b>3% Individual Award</b>	135	91.2	72	71.3
<b>Total</b>	148	100	101	100

Table 11 shows a slightly more divergent practice, compared with the award of contribution increments, with female employees more likely to be awarded the higher level of payment of 3% for the individual award.

### 3.1.6 New employees (Appendices F1 – F3)

New University employees appointed onto the single pay spine between 1 August 2013 and 31 July 2014 are shown as a chart of starters by scale point (Appendix F1) and a tabular presentation of starters by spine point and grade (Appendix F2).

Appendix F1 provides a visual depiction of the allocation by gender of new appointments but does not differentiate by grade. The overall trend shows that more female employees than male were appointed from spine points 13 to 36, with more male employees than female appointed from spine points 37 to 97. There are exceptions to these trends at spine points 16, 17, 20, 21 and 33 where more or equal numbers of male appointments have been made and at spine points 38, 47, 48, 49, 51, 56, 59, 60, 74, 76, 77, 78, 79 and 83 where more or equal numbers of female appointments have been made. The picture is mixed.

Appendix F2 provides a more detailed analysis (by gender), showing new starters by scale point within their evaluated grades.

Overall there were 1767 new appointments between 1 August 2013 and 31 July 2014, of these 978 (55.3%) were appointed above the grade minimum, 53.7% of these were male employees, 46.3% were female.

The largest concentration of employees appointed above the minimum spine point for the grade are in grades 5, 7 and 9. The distribution of new appointments above the minimum spine point by gender in grades 5 and 7 is broadly equal (grade 5: 47.9% female, 52.1% male, grade 7: 43.9% female, 56.1% male).

However of the 114 appointments made in grade 9 above the minimum spine point for the grade (spine point 49) 68.4% are male and 31.6% are female. Notably 28 male appointments are at the maximum service point of the grade (spine point 57) compared with 9 female appointments at this spine point.

Appendix F3 provides further detail of the appointments in grade 9 showing that the highest proportion of males (28%) are appointed on point 57, while the highest proportion of females (38%) are appointed on point 49. This is a similar picture to the 2012 equal pay review.

The 2010 and 2012 equal pay reviews recommended that further investigation, diagnosis, and possible remedial actions (in line with JNCHES guidance) be undertaken into the reasons for the

appointment at higher spine points in grade 9 for male employees. In 2010 the University identified a number of Key Performance Indicators (KPIs) to highlight key themes in equal pay. KPI 3 was introduced to help monitor this situation.

### 3.1.7 Part-time employees

Table 12 below provides a comparison of full-time and part-time average salaries<sup>27</sup>. The overall pay gap is higher for part-time employees (22.8%), compared with full-time employees (16.9%). This represents an increase of 2.1 percentage points in the mean pay gap for part time workers since the 2012 Equal Pay Review.

20.6% of the total workforce of the University are part time employees, part time female employees make up 15% of the total work force, part time male employees make up 5.6% of the total work force. The gender split across all part time employees is 73% female and 27% male.

The largest category of part time employees are female assistant staff (41.9%), followed by female researchers (16.3%).

Table 12: % Pay gap by full-time and part-time

Working Hours	Population		Average basic pay			
	Female	Male	Female	Male	Difference	Pay gap (%)
<b>Full-Time</b>	3,452	4,416	£33,844	£40,705	£6,861	<b>16.9%</b>
<b>Part-Time*</b>	1,487	550	£28,172	£36,491	£8,319	<b>22.8%</b>

\* Part time salaries are scaled up to full time equivalents to allow comparability

<sup>27</sup> Please note the parameters of the data set for part time employees has changed in 2014, previously this report only considered part time employees on fixed hour contracts. In 2014 the data set also includes zero hour contracts for staff paid on the single salary spine.

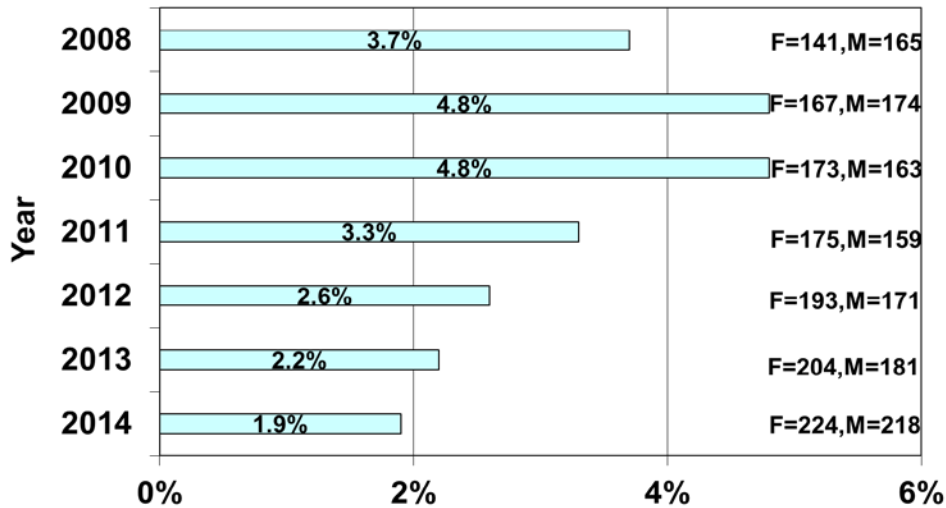
### 3.2 Key Performance Indicators (KPIs)

In 2010 the University identified a number of Key Performance Indicators (KPIs) to highlight key themes in equal pay at the University of Cambridge and over time to help quantify the effectiveness (or otherwise) of related policy action.

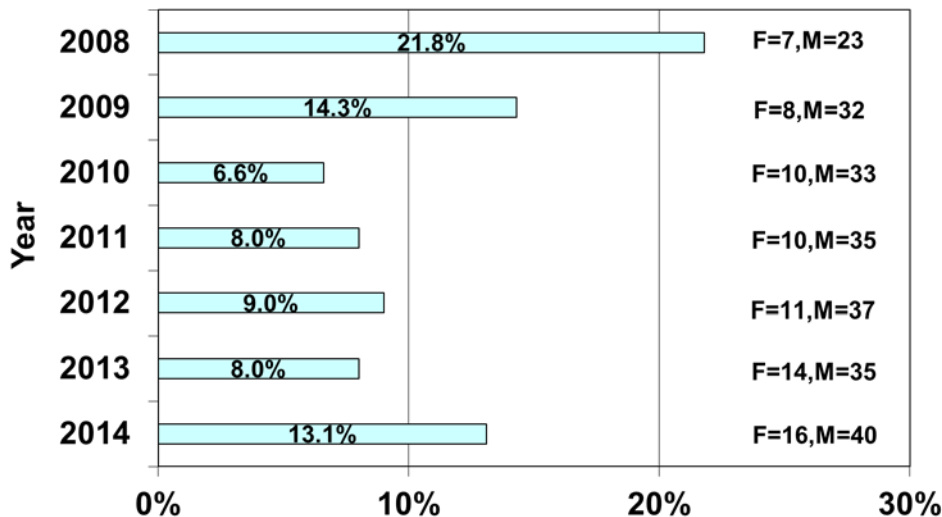
The KPIs have been updated to include this year's data. Please note that they are based on basic salary information only and do not include additional payments.

#### Key Performance Indicator 1: The mean pay gap for grade 8 and 12 academic-related staff

KPI 1a: Pay gap - grade 8 academic-related staff



KPI 1b: Pay gap- grade 12 academic-related staff

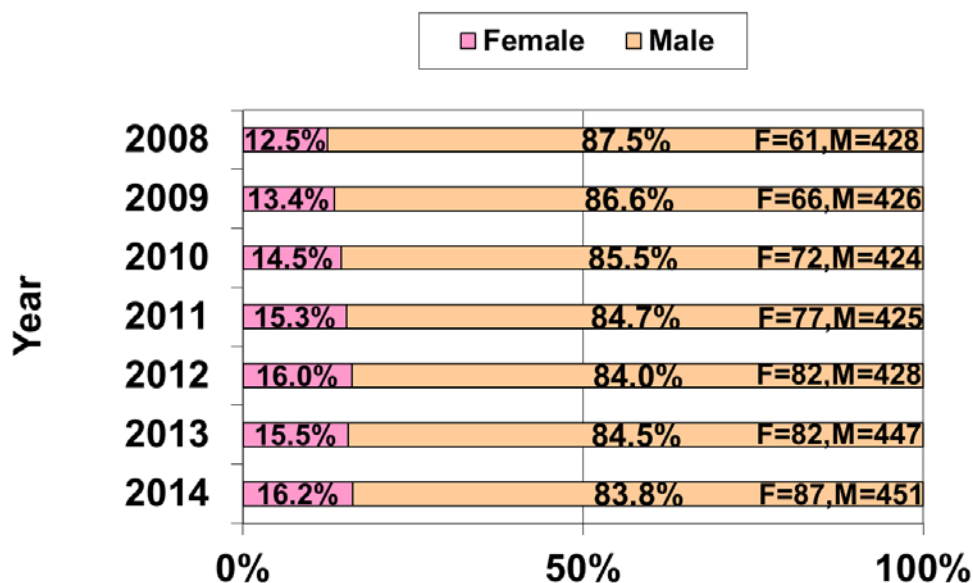


As can be seen from KPI 1a, the percentage difference in the pay gap for grade 8 academic-related staff has fallen further over the last two years to 1.9%.

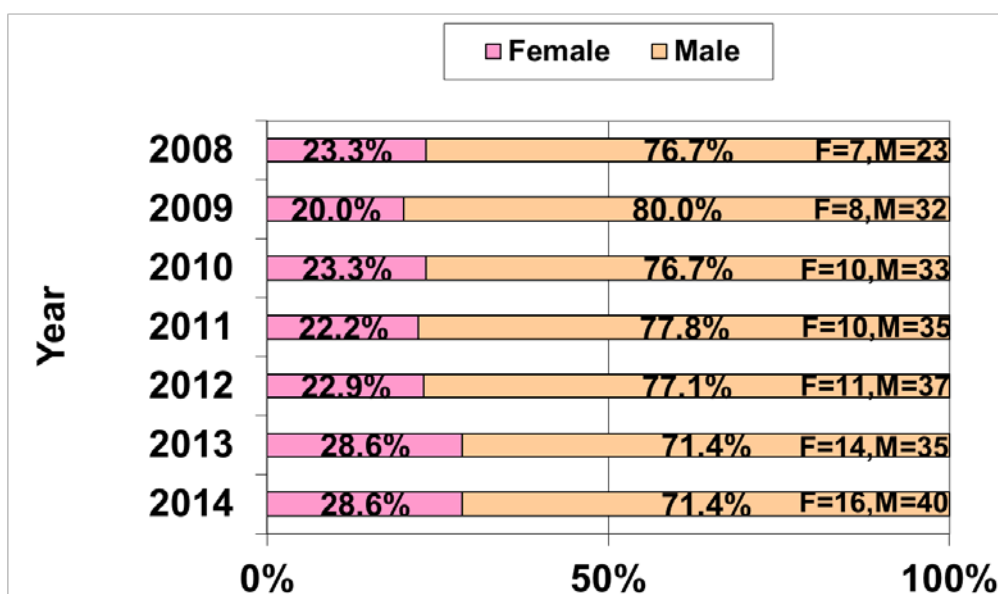
However the percentage difference in the pay gap for academic-related staff in grade 12 (KPI 1b) increased by 4.1 percentage points over the last two years, it remains below the 2008 and 2009 figures but is a concern.

**Key Performance Indicator 2: Gender representation of academic and academic-related staff in grade 12**

KPI 2a: Gender representation - grade 12 academic staff



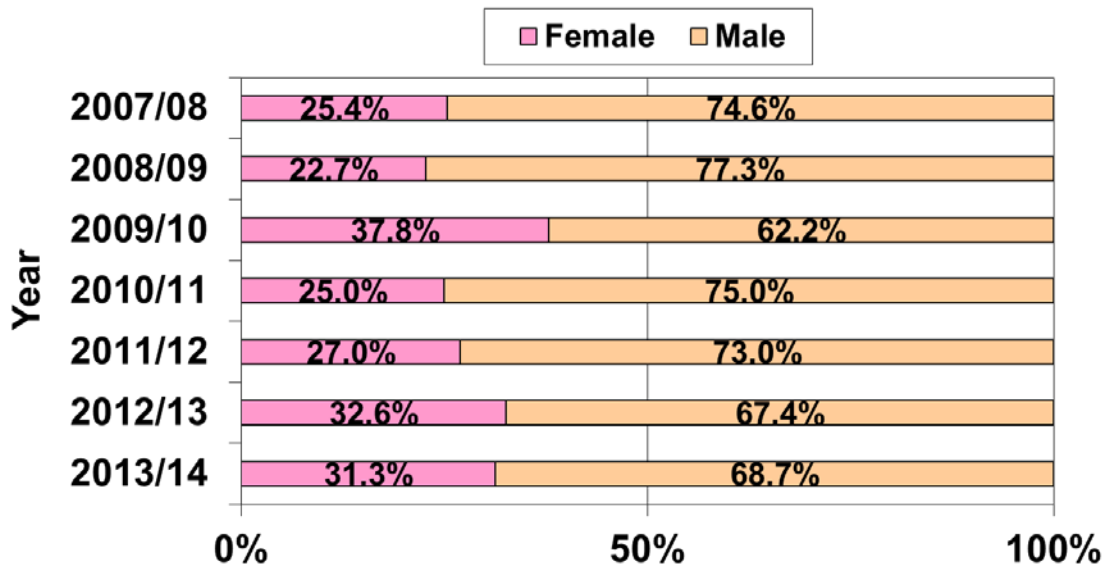
KPI 2b: Gender representation - grade 12 academic-related staff



In 2014 female employees in grade 12 comprised 16.2% of all academic staff and 28.6% of academic-related staff. KPI 2a above indicates that the percentage of female academic staff in grade 12 has increased by approximately 1 percentage point each year between 2008 and 2012 however this has slowed to an increase of 0.2 percentage points in 2014. In contrast, the percentage of female academic-related staff in grade 12 has increased by 5.7 percentage points.

**Key Performance Indicator 3: Gender distribution of new employees appointed within the top half of grade 9**

KPI 3: Gender distribution of new employees appointed within the top half of grade 9 (points 55 – 61)



As can be seen in KPI 3 above, the percentage of female staff appointed within the top half of grade 9 decreased by 12.8 percentage points in 2010/11, but increased by 2.0 percentage points to 27.0% in 2011/12 this has increased again in 2013/14 by 4.3 percentage points.



## 4.0 Review of Actions arising from the 2012 Equal Pay Review

### Sabbatical Leave stipend calculation

Clarification has been provided under relevant HR policies that for the purposes of calculating stipend during sabbatical leave, any period/s of maternity or additional paternity leave during the period of reckonable service, should not affect the individual's stipend during sabbatical leave.

### Returning Carers Scheme

2012-13 a returning carers scheme for the University was piloted in the Schools of Technology and Physical Sciences. The scheme provided financial support to (both male and female) research and academic staff who have returned from a period of leave for caring responsibilities (e.g. maternity, adoption, parental or paternity leave) by making funds available to assist these individuals in building up their research profiles and activity. This is one of a number of initiatives to assist more women in being promoted to senior academic positions in the University.

Three rounds of the scheme have been rolled out across the University in 2013 and 2014 with a dedicated administrated fund:

Round	Successful applicants	Total spend	Date of round
1	32	£173,000	November 2013
2	30	£177,000	March 2014
3	27	£112,000	September 2014

### Widening of applicant pools

A range of policies (and guidelines) have been implemented to assist Boards of Electors and Appointments Committees in widening their search for potential candidates:

- Guidelines for Boards of Electors have been agreed by the General Board
- Equality & Diversity training is now a requirement for all involved in appointments and recruitment procedures
- Development of the new online recruitment system has enabled the University to capture appointments information so that gender data can be reported on. Data has yet to be collected

### Grade 9, new starter information

There has been ongoing monitoring by the Gender Equality Group (GEG). GEG's recommendation is that a new analysis needs to be run for Lent/Easter 2015 on updated Grade 9 data which is now collected via the new online recruitment system.

### Senior Academic Promotions, CV Scheme

After receiving recommendations from GEG, the Senior Academic Promotions (SAP) Review Group proposed further revisions for the 2012 and 2013 exercises including mentoring and advice for prospective applicants.

The Senior Academic Promotions CV Scheme has been extended to all subjects for both men and women. At the end of the last round (2013), 47 staff (30% male) requested mentors (this was nearly double the previous year at 26). There were 18 mentors, several of whom took on multiple mentees. As of September 2014, 27 staff have been assigned a mentor (10 male) across 23 mentors.

Evaluation of the Senior Academic Promotions CV Scheme is due to go to GEG in Lent term 2015. Anecdotal evidence describes the mentoring scheme as contributing to success but there is currently insufficient data to quantify this.

### **Equal Pay Briefing**

A briefing was held in Michaelmas term 2013 with Sheila Wild an equal pay expert, her website is <http://www.equalpayportal.co.uk/>

Equal Pay briefings are to be held after the publication of each Equal Pay Review, the next one is planned for 2015

### **Equality Objectives**

The University Equality Objectives were revised in 2013. These include the need to address the senior gender gap by increasing the proportion of female employees in senior academic and administrative roles. There is a particular focus on training, recruitment, promotion and the decision-making processes of the University, and the aim of improving the gender balance at all levels in academic and administrative units.

A full report against the published Equality Objectives is made to the Equality & Diversity Committee; the next full report is due Lent term 2015.

### **Senior Gender Equality Network (SGEN)**

SGEN recommendations were approved by GEG and incorporated into the University's Gender Action Plan which was formally adopted in 2014.

School SGEN Champions have been identified and will formally take up these new roles in 2014-15.

## **5.0 Equal Pay Review Group recommendations 2014**

1. For the Gender Equality Group (GEG) to continue monitoring the set KPIs with particular attention given to Grade 12 academic-related staff, an area which continues to be of concern. To review whether KPI 1a (grade 8 academic-related staff) remains a relevant measure for the 2016 review, as the pay gap has consistently dropped since 2011 and is no longer in the 3% criterion.
2. For GEG / the University to continue to take action to address the under-representation of women at senior grades, particularly at grades 11 and 12.
3. That a review of the process for setting starting salaries is undertaken to ensure that objective and consistent criteria are applied in the approval process.
4. For GEG to explore in more detail any pay gaps greater than 5% and to consider action required to remedy where there is not an obvious explanation for the gap.
5. To explore initiatives for working parents and aspiring female leaders across the University, building on work undertaken by the Equality and Diversity department.
6. To hold briefings on this report for the newly appointed school SGEN champions and subsequently across the University.

Grade	Population			Gender split (%)		% on contribution points		Average (mean) basic pay						Median basic pay					
	Female	Male	Total	Female	Male	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
1	232	177	409	56.7%	43.3%	18.5%	14.7%	£14,766	£823	£14,758	£780	£14,763	-0.1%	£15,054	£1,077	£15,054	£1,077	£15,054	0.0%
2	178	143	321	55.5%	44.5%	11.2%	5.6%	£17,486	£1,211	£17,333	£1,050	£17,417	-0.9%	£17,678	£1,933	£18,185	£1,933	£17,678	2.8%
3	374	215	589	63.5%	36.5%	12.0%	13.0%	£20,337	£1,172	£20,377	£1,204	£20,352	0.2%	£20,972	£1,725	£20,972	£1,725	£20,972	0.0%
4	660	260	920	71.7%	28.3%	20.2%	28.1%	£23,693	£1,482	£23,934	£1,567	£23,761	1.0%	£24,289	£2,049	£24,289	£2,086	£24,289	0.0%
5	835	536	1,371	60.9%	39.1%	19.9%	26.3%	£26,756	£1,660	£27,030	£1,818	£26,863	1.0%	£27,318	£1,559	£27,318	£2,373	£27,318	0.0%
6	260	194	454	57.3%	42.7%	23.8%	30.9%	£30,249	£2,271	£30,511	£2,483	£30,361	0.9%	£30,728	£2,596	£30,728	£2,672	£30,728	0.0%
7	1,299	1,425	2,724	47.7%	52.3%	10.5%	10.4%	£33,193	£3,479	£33,179	£3,593	£33,186	0.0%	£32,590	£6,824	£32,590	£6,824	£32,590	0.0%
8	246	236	482	51.0%	49.0%	15.4%	16.9%	£41,563	£4,311	£42,495	£4,344	£42,019	2.2%	£42,476	£7,009	£45,053	£6,146	£43,745	5.7%
9	492	750	1,242	39.6%	60.4%	15.9%	19.3%	£45,488	£4,197	£45,798	£4,264	£45,675	0.7%	£47,787	£6,545	£47,787	£5,311	£47,787	0.0%
10	162	236	398	40.7%	59.3%	16.0%	14.4%	£53,604	£1,927	£53,780	£1,758	£53,708	0.3%	£53,765	£1,561	£53,765	£0	£53,765	0.0%
11	88	240	328	26.8%	73.2%	*	*	£57,801	£2,187	£57,616	£1,873	£57,666	-0.3%	£57,031	£0	£57,031	£0	£57,031	0.0%
12	113	554	667	16.9%	83.1%	*	*	£80,691	£15,420	£81,755	£17,055	£81,575	1.3%	£74,367	£20,700	£78,884	£24,672	£78,884	5.7%
Band 1	57	260	317	18.0%	82.0%	*	*	£69,658	£3,712	£69,377	£4,275	£69,428	-0.4%	£68,067	£6,115	£66,089	£6,115	£68,067	-3.0%
Band 2	30	140	170	17.6%	82.4%	*	*	£86,636	£4,460	£85,843	£4,404	£85,983	-0.9%	£86,187	£9,570	£83,680	£7,520	£86,187	-3.0%
Band 3	9	66	75	12.0%	88.0%	*	*	£101,318	£5,054	£103,716	£8,071	£103,429	2.3%	£99,889	£5,898	£102,882	£12,154	£102,882	2.9%
Band 4	7	25	32	21.9%	78.1%	*	*	£120,807	£9,085	£126,616	£11,930	£125,345	4.6%	£115,775	£5,255	£122,816	£18,414	£119,244	5.7%
no band**	10	63	73	13.7%	86.3%	*	*	£79,096	£12,750	£82,943	£18,562	£82,416	4.6%	£75,544	£21,674	£78,884	£28,116	£78,884	4.2%
<b>Total</b>	<b>4,939</b>	<b>4,966</b>	<b>9,905</b>	<b>49.9%</b>	<b>50.1%</b>	<b>19.2%</b>	<b>30.1%</b>	<b>£32,111</b>	<b>£12,768</b>	<b>£40,188</b>	<b>£19,171</b>	<b>£36,161</b>	<b>20.1%</b>	<b>£28,972</b>	<b>£12,372</b>	<b>£35,597</b>	<b>£19,655</b>	<b>£30,728</b>	<b>18.6%</b>

\* all points on these grades are discretionary

\*\* applies to research staff

Grade	Population			Gender split (%)		Average (mean) basic pay						Median basic pay					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
5	< 5	< 5	*	*	*	£25,408	£1,318	£25,013	£0	£25,329	-1.6%	£25,013	£757	£25,013	£0	£25,013	0.0%
6	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	28	9	37	75.7%	24.3%	£30,635	£491	£31,702	£2,082	£30,895	3.4%	£30,728	£0	£30,728	£0	£30,728	0.0%
8	< 5	< 5	*	*	*	£39,761	£570	£43,765	£1,822	£41,096	9.1%	£40,046	£285	£43,765	£1,289	£40,046	8.5%
9	163	283	446	36.5%	63.5%	£45,259	£3,751	£45,378	£3,312	£45,334	0.3%	£47,787	£6,545	£47,787	£5,311	£47,787	0.0%
10	89	158	247	36.0%	64.0%	£53,261	£1,036	£53,276	£1,031	£53,271	0.0%	£53,765	£0	£53,765	£0	£53,765	0.0%
11	59	187	246	24.0%	76.0%	£57,031	£0	£57,013	£171	£57,018	0.0%	£57,031	£0	£57,031	£0	£57,031	0.0%
12	87	451	538	16.2%	83.8%	£79,105	£13,367	£79,623	£14,172	£79,540	0.7%	£74,367	£18,120	£76,592	£20,098	£76,592	2.9%
<b>Total</b>	434	1,091	1,525	28.5%	71.5%	£54,108	£15,572	£62,538	£17,625	£60,139	13.5%	£52,204	£9,244	£57,031	£22,317	£57,031	8.5%

\* data not displayed due to a gender population of less than 5

Grade	Population			Gender split (%)		Average (mean) basic pay						Median basic pay					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
5	18	6	24	75.0%	25.0%	£26,484	£1,563	£28,187	£3,627	£26,909	6.0%	£26,527	£2,305	£26,946	£5,717	£26,527	1.5%
6	78	68	146	53.4%	46.6%	£30,216	£2,880	£31,125	£3,066	£30,639	2.9%	£29,837	£2,596	£30,728	£3,618	£30,728	2.9%
7	267	192	459	58.2%	41.8%	£33,851	£3,660	£35,392	£3,855	£34,496	4.4%	£33,562	£5,933	£36,661	£5,166	£35,597	8.8%
8	224	218	442	50.7%	49.3%	£41,542	£4,277	£42,356	£4,434	£41,943	1.9%	£42,476	£7,297	£45,053	£6,146	£43,745	6.1%
9	161	173	334	48.2%	51.8%	£46,107	£4,594	£47,585	£4,266	£46,872	3.1%	£47,787	£6,740	£47,787	£4,163	£47,787	0.0%
10	73	74	147	49.7%	50.3%	£54,022	£2,582	£54,787	£2,339	£54,407	1.4%	£53,765	£3,171	£53,765	£2,852	£53,765	0.0%
11	17	28	45	37.8%	62.2%	£60,761	£2,660	£61,191	£2,649	£61,029	0.7%	£60,496	£3,568	£60,496	£5,432	£60,496	0.0%
12	16	40	56	28.6%	71.4%	£90,311	£23,201	£103,918	£26,467	£100,030	13.1%	£86,336	£34,936	£99,933	£43,700	£94,164	13.1%
<b>Total</b>	854	799	1,653	51.7%	48.3%	£41,009	£11,307	£45,646	£16,865	£43,250	10.2%	£38,907	£12,838	£43,745	£12,555	£41,242	11.1%

Grade	Population			Gender split (%)		Average (mean) basic pay						Median basic pay					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
1	232	177	409	56.7%	43.3%	£14,766	£823	£14,758	£780	£14,763	-0.1%	£15,054	£1,077	£15,054	£1,077	£15,054	0.0%
2	178	143	321	55.5%	44.5%	£17,486	£1,211	£17,333	£1,050	£17,417	-0.9%	£17,678	£1,933	£18,185	£1,933	£17,678	2.8%
3	374	215	589	63.5%	36.5%	£20,337	£1,172	£20,377	£1,204	£20,352	0.2%	£20,972	£1,725	£20,972	£1,725	£20,972	0.0%
4	660	260	920	71.7%	28.3%	£23,693	£1,482	£23,934	£1,567	£23,761	1.0%	£24,289	£2,049	£24,289	£2,086	£24,289	0.0%
5	470	302	772	60.9%	39.1%	£27,044	£1,580	£27,538	£1,824	£27,237	1.8%	£27,318	£2,373	£27,318	£1,605	£27,318	0.0%
6	182	126	308	59.1%	40.9%	£30,264	£1,963	£30,179	£2,040	£30,229	-0.3%	£30,728	£1,756	£30,728	£2,672	£30,728	0.0%
7	34	46	80	42.5%	57.5%	£34,782	£2,913	£35,401	£2,844	£35,138	1.7%	£36,661	£3,099	£36,661	£3,191	£36,661	0.0%
8	8	15	23	34.8%	65.2%	£40,195	£6,526	£44,178	£2,783	£42,793	9.0%	£39,569	£8,555	£45,053	£1,289	£45,053	12.2%
<b>Total</b>	2,138	1,284	3,422	62.5%	37.5%	£23,155	£4,992	£23,446	£6,103	£23,264	1.2%	£24,289	£6,725	£24,289	£9,133	£24,289	0.0%

Grade	Population			Gender split (%)		Average (mean) basic pay						Median basic pay					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
5	343	227	570	60.2%	39.8%	£26,390	£1,700	£26,332	£1,488	£26,367	-0.2%	£26,527	£3,029	£26,527	£2,305	£26,527	0.0%
6	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	970	1,178	2,148	45.2%	54.8%	£33,030	£3,437	£32,743	£3,416	£32,873	-0.9%	£32,590	£6,824	£32,590	£6,824	£32,590	0.0%
8	10	< 5	*	*	*	£43,857	£3,240	£45,053	£0	£43,966	2.7%	£45,053	£4,082	£45,053	£0	£45,053	0.0%
9	168	294	462	36.4%	63.6%	£45,116	£4,166	£45,151	£4,771	£45,138	0.1%	£46,400	£6,545	£46,400	£7,741	£46,400	0.0%
10	0	< 5	*	0.0%	100.0%	-	-	£55,056	£3,569	£55,056	-	-	-	£55,398	£4,462	£55,398	-
11	12	25	37	32.4%	67.6%	£57,393	£3,259	£58,119	£2,968	£57,884	1.2%	£56,203	£1,656	£57,031	£1,707	£57,031	1.5%
12	10	63	73	13.7%	86.3%	£79,096	£12,750	£82,943	£18,562	£82,416	4.6%	£75,544	£21,674	£78,884	£28,116	£78,884	4.2%
<b>Total</b>	1,513	1,792	3,305	45.8%	54.2%	£33,436	£7,539	£36,142	£11,895	£34,903	7.5%	£31,644	£8,529	£33,076	£7,919	£32,590	4.3%

\* data not displayed due to a gender population of less than 5

Grade	Population			Gender split (%)		% on contribution points		Average (mean) basic pay						Median basic pay					
	Female	Male	Total	Female	Male	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
1	232	177	409	56.7%	43.3%	18.5%	14.7%	£14,903	£936	£15,033	£1,303	£14,959	0.9%	£15,054	£1,448	£15,054	£1,174	£15,054	0.0%
2	178	143	321	55.5%	44.5%	11.2%	5.6%	£17,596	£1,341	£17,649	£1,576	£17,619	0.3%	£17,691	£1,933	£18,185	£1,963	£17,810	2.7%
3	374	215	589	63.5%	36.5%	12.0%	13.0%	£20,426	£1,282	£21,553	£3,202	£20,837	5.2%	£20,972	£1,725	£20,972	£2,350	£20,972	0.0%
4	660	260	920	71.7%	28.3%	20.2%	28.1%	£23,750	£1,511	£24,256	£1,996	£23,893	2.1%	£24,289	£2,128	£24,289	£2,268	£24,289	0.0%
5	835	536	1,371	60.9%	39.1%	19.9%	26.3%	£26,813	£1,721	£27,177	£2,035	£26,955	1.3%	£27,318	£1,559	£27,318	£2,373	£27,318	0.0%
6	260	194	454	57.3%	42.7%	23.8%	30.9%	£30,375	£2,381	£30,695	£2,641	£30,512	1.0%	£30,728	£3,332	£30,728	£2,672	£30,728	0.0%
7	1,299	1,425	2,724	47.7%	52.3%	10.5%	10.4%	£33,283	£3,576	£33,254	£3,693	£33,268	-0.1%	£32,590	£6,824	£32,590	£6,824	£32,590	0.0%
8	246	236	482	51.0%	49.0%	15.4%	16.9%	£41,758	£4,498	£42,664	£4,398	£42,202	2.1%	£42,476	£6,510	£45,053	£5,200	£43,745	5.7%
9	492	750	1,242	39.6%	60.4%	15.9%	19.3%	£45,945	£4,678	£46,548	£5,740	£46,309	1.3%	£47,787	£6,545	£47,787	£6,740	£47,787	0.0%
10	162	236	398	40.7%	59.3%	16.0%	14.4%	£54,323	£2,753	£54,464	£2,660	£54,406	0.3%	£53,765	£1,248	£53,765	£1,610	£53,765	0.0%
11	88	240	328	26.8%	73.2%	*	*	£58,525	£3,404	£59,547	£6,117	£59,273	1.7%	£57,031	£1,707	£57,031	£1,707	£57,031	0.0%
12	113	554	667	16.9%	83.1%	*	*	£85,770	£21,626	£89,372	£30,993	£88,762	4.0%	£81,247	£26,104	£81,247	£29,936	£81,247	0.0%
Band 1	57	260	317	18.0%	82.0%	*	*	£71,963	£7,282	£72,214	£8,322	£72,169	0.3%	£70,104	£8,278	£69,043	£8,564	£70,104	-1.5%
Band 2	30	140	170	17.6%	82.4%	*	*	£93,744	£13,316	£94,580	£20,669	£94,433	0.9%	£91,889	£10,816	£88,767	£13,640	£89,177	-3.5%
Band 3	9	66	75	12.0%	88.0%	*	*	£110,109	£14,447	£123,701	£37,848	£122,070	11.0%	£104,133	£26,071	£109,138	£24,191	£109,138	4.6%
Band 4	7	25	32	21.9%	78.1%	*	*	£136,036	£30,788	£155,053	£49,206	£150,893	12.3%	£126,837	£22,272	£140,491	£29,064	£136,906	9.7%
no band**	10	63	73	13.7%	86.3%	*	*	£83,458	£10,876	£86,584	£24,165	£86,155	3.6%	£85,686	£16,930	£81,247	£33,999	£81,247	-5.5%
<b>Total</b>	<b>4,939</b>	<b>4,966</b>	<b>9,905</b>	<b>49.9%</b>	<b>50.1%</b>	<b>19.2%</b>	<b>30.1%</b>	<b>£32,384</b>	<b>£13,547</b>	<b>£41,416</b>	<b>£22,895</b>	<b>£36,912</b>	<b>21.8%</b>	<b>£28,972</b>	<b>£12,372</b>	<b>£35,597</b>	<b>£20,399</b>	<b>£30,968</b>	<b>18.6%</b>

\* all points on these grades are discretionary

\*\* applies to research staff



Grade	Population			Gender split (%)		Average (mean) basic pay including additional payments						Median basic pay including additional payments					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
5	< 5	< 5	*	*	*	£25,408	£1,318	£25,013	£0	£25,329	-1.6%	£25,013	£757	£25,013	£0	£25,013	0.0%
6	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	28	9	37	75.7%	24.3%	£30,635	£491	£31,843	£2,051	£30,929	3.8%	£30,728	£0	£30,728	£1,271	£30,728	0.0%
8	< 5	< 5	*	*	*	£39,761	£570	£43,765	£1,822	£41,096	9.1%	£40,046	£285	£43,765	£1,289	£40,046	8.5%
9	163	283	446	36.5%	63.5%	£45,884	£4,654	£46,418	£5,720	£46,223	1.2%	£47,787	£6,328	£47,787	£5,311	£47,787	0.0%
10	89	158	247	36.0%	64.0%	£53,567	£1,473	£54,036	£2,493	£53,867	0.9%	£53,765	£0	£53,765	£0	£53,765	0.0%
11	59	187	246	24.0%	76.0%	£57,501	£1,319	£58,645	£5,820	£58,370	2.0%	£57,031	£0	£57,031	£0	£57,031	0.0%
12	87	451	538	16.2%	83.8%	£83,231	£17,258	£86,724	£27,152	£86,159	4.0%	£77,698	£24,127	£81,247	£26,097	£81,247	4.4%
<b>Total</b>	434	1,091	1,525	28.5%	71.5%	£55,297	£17,584	£66,134	£25,276	£63,050	16.4%	£53,765	£9,244	£57,031	£23,679	£57,031	5.7%

\* data not displayed due to a gender population of less than 5

Appendix C3 Summary of gender pay gap and grade (basic pay including additional payments) – academic-related staff EPR 2014

Grade	Population			Gender split (%)		Average (mean) basic pay including additional payments						Median basic pay including additional payments					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
5	18	6	24	75.0%	25.0%	£26,497	£1,576	£28,232	£3,679	£26,930	6.1%	£26,527	£2,440	£26,946	£5,717	£26,527	1.6%
6	78	68	146	53.4%	46.6%	£30,401	£3,093	£31,278	£3,208	£30,809	2.8%	£29,837	£3,361	£30,728	£3,824	£30,728	2.9%
7	267	192	459	58.2%	41.8%	£33,971	£3,768	£35,518	£3,936	£34,618	4.4%	£34,145	£5,933	£36,661	£5,166	£35,597	6.9%
8	224	218	442	50.7%	49.3%	£41,727	£4,458	£42,519	£4,500	£42,117	1.9%	£42,476	£7,297	£45,053	£6,146	£43,745	5.7%
9	161	173	334	48.2%	51.8%	£46,178	£4,666	£48,147	£5,897	£47,198	4.1%	£47,787	£6,740	£47,967	£4,288	£47,787	0.4%
10	73	74	147	49.7%	50.3%	£55,244	£3,568	£55,177	£2,460	£55,210	-0.1%	£53,765	£3,741	£54,897	£3,266	£53,945	2.1%
11	17	28	45	37.8%	62.2%	£61,997	£4,577	£63,179	£5,669	£62,733	1.9%	£62,306	£5,432	£60,496	£5,432	£60,496	-3.0%
12	16	40	56	28.6%	71.4%	£101,019	£37,743	£123,621	£53,749	£117,163	18.3%	£91,010	£44,605	£108,062	£55,128	£103,961	15.8%
<b>Total</b>	854	799	1,653	51.7%	48.3%	£41,456	£13,039	£46,948	£23,051	£44,110	11.7%	£38,907	£14,110	£44,117	£12,555	£41,242	11.8%

Grade	Population			Gender split (%)		Average (mean) basic pay including additional payments						Median basic pay including additional payments					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
1	232	177	409	56.7%	43.3%	£14,903	£936	£15,033	£1,303	£14,959	0.9%	£15,054	£1,448	£15,054	£1,174	£15,054	0.0%
2	178	143	321	55.5%	44.5%	£17,596	£1,341	£17,649	£1,576	£17,619	0.3%	£17,691	£1,933	£18,185	£1,963	£17,810	2.7%
3	374	215	589	63.5%	36.5%	£20,426	£1,282	£21,553	£3,202	£20,837	5.2%	£20,972	£1,725	£20,972	£2,350	£20,972	0.0%
4	660	260	920	71.7%	28.3%	£23,750	£1,511	£24,256	£1,996	£23,893	2.1%	£24,289	£2,128	£24,289	£2,268	£24,289	0.0%
5	470	302	772	60.9%	39.1%	£27,130	£1,658	£27,792	£2,125	£27,389	2.4%	£27,318	£2,373	£27,318	£2,445	£27,318	0.0%
6	182	126	308	59.1%	40.9%	£30,363	£2,010	£30,381	£2,229	£30,371	0.1%	£30,728	£2,605	£30,728	£2,672	£30,728	0.0%
7	34	46	80	42.5%	57.5%	£35,199	£3,177	£35,775	£3,264	£35,530	1.6%	£36,661	£2,854	£36,661	£3,191	£36,661	0.0%
8	8	15	23	34.8%	65.2%	£40,992	£7,226	£44,474	£2,473	£43,263	7.8%	£39,569	£9,030	£45,053	£1,412	£45,053	12.2%
<b>Total</b>	2,138	1,284	3,422	62.5%	37.5%	£23,249	£5,028	£23,878	£6,233	£23,485	2.6%	£24,289	£6,944	£24,289	£9,356	£24,289	0.0%

Grade	Population			Gender split (%)		Average (mean) basic pay including additional payments						Median basic pay including additional payments					
	Female	Male	Total	Female	Male	Female	Female standard deviation	Male	Male standard deviation	Total	Pay gap (%)	Female	Female inter-quartile range	Male	Male inter-quartile range	Total	Pay gap (%)
5	343	227	570	60.2%	39.8%	£26,412	£1,728	£26,339	£1,494	£26,383	-0.3%	£26,527	£2,996	£26,527	£2,305	£26,527	0.0%
6	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	970	1,178	2,148	45.2%	54.8%	£33,103	£3,520	£32,797	£3,499	£32,935	-0.9%	£32,590	£6,824	£32,590	£6,824	£32,590	0.0%
8	10	< 5	*	*	*	£43,857	£3,240	£45,053	£0	£43,966	2.7%	£45,053	£4,082	£45,053	£0	£45,053	0.0%
9	168	294	462	36.4%	63.6%	£45,780	£4,732	£45,733	£5,490	£45,750	-0.1%	£47,787	£6,545	£46,400	£8,406	£46,400	-3.0%
10	0	< 5	*	0.0%	100.0%	-	-	£58,181	£6,406	£58,181	-	-	-	£57,885	£5,175	£57,885	-
11	12	25	37	32.4%	67.6%	£58,641	£5,265	£62,224	£6,690	£61,062	5.8%	£57,031	£3,133	£57,031	£10,844	£57,031	0.0%
12	10	63	73	13.7%	86.3%	£83,458	£10,876	£86,584	£24,165	£86,155	3.6%	£85,686	£16,930	£81,247	£33,999	£81,247	-5.5%
<b>Total</b>	1,513	1,792	3,305	45.8%	54.2%	£33,600	£7,908	£36,466	£12,992	£35,154	7.9%	£31,644	£8,529	£33,562	£7,919	£32,590	5.7%

\* data not displayed due to a gender population of less than 5

		No	£ average	£ total
Biological Safety Officer	Male	37	£494	£18,267
	Female	33	£504	£16,648
Bonus Payment	Male	18	£38,447	£692,038
	Female	< 5	*	£3,290
Chair Payment	Male	31	£652	£20,225
	Female	6	£906	£5,435
Course Director	Male	3	£160	£480
	Female	0	-	£0
Deputy Director/Head	Male	11	£3,320	£36,521
	Female	5	£1,115	£5,577
Head of Department	Male	2	£553	£1,107
	Female	0	-	£0
Laser Officer	Male	27	£592	£15,990
	Female	< 5	*	£1,666
Librarian	Male	< 5	*	£1,249
	Female	0	-	£0
Radiation Supervisor	Male	51	£719	£36,663
	Female	39	£632	£24,657
Safety Off/Adviser	Male	51	£325	£16,559
	Female	51	£337	£17,211
Secretary Payment	Male	8	£2,191	£17,528
	Female	< 5	*	£1,750
Other Payment	Male	535	£1,989	£1,063,949
	Female	406	£769	£312,168
Total	Male	<b>777</b>	<b>£2,472</b>	<b>£1,920,575</b>
	Female	<b>547</b>	<b>£710</b>	<b>£388,402</b>
	<b>Total</b>	<b>1324</b>	<b>£1,744</b>	<b>£2,308,977</b>

\* data not displayed due to a gender population of less than 5

**Note 1.** The row entitled 'Other Payment' includes non-pensionable payments not separately identified in other rows. This mainly includes assistant staff and research staff payments eg Early Morning Supplements, Marie Curie Allowances.

**Note 2.** There are a small number of bonus payments specifically agreed with individuals where the University wishes to tie their remuneration to the delivery of certain duties or outcomes.

		No	£ average	£ total
Admin Responsibility	Male	10	£6,986	£69,861
	Female	< 5	*	£9,167
Additional Responsibility	Male	79	£1,435	£113,335
	Female	109	£891	£97,132
Additional Hours	Male	61	£1,438	£87,707
	Female	14	£992	£13,887
Other Payment	Male	36	£12,054	£433,953
	Female	13	£5,692	£73,992
Total	Male	<b>186</b>	<b>£3,790</b>	<b>£704,856</b>
	Female	<b>140</b>	<b>£1,387</b>	<b>£194,177</b>
	<b>Total</b>	<b>326</b>	<b>£2,758</b>	<b>£899,033</b>

\* data not displayed due to a gender population of less than 5

**Note.** The row entitled 'Other Payment' includes discretionary pensionable payments not separately identified in other rows.

		No	£ average	£ total
Chair Faculty Board	Male	9	£5,313	£47,820
	Female	< 5	*	£12,343
Deputy Director/Head	Male	24	£5,167	£124,012
	Female	10	£4,237	£42,375
Director	Male	14	£5,502	£77,027
	Female	< 5	*	£37,489
Head of Department	Male	55	£9,925	£545,900
	Female	7	£6,071	£42,496
Acting Head	Male	< 5	*	£12,843
	Female	0	-	£0
Head of Division	Male	9	£3,039	£27,351
	Female	0	-	£0
Secretary Faculty Board	Male	7	£2,343	£16,404
	Female	< 5	*	£1,356
Other Payment	Male	211	£5,450	£1,149,938
	Female	232	£2,019	£468,311
Total	Male	333	£6,010	£2,001,295
	Female	256	£2,361	£604,370
	Total	589	£4,424	£2,605,666

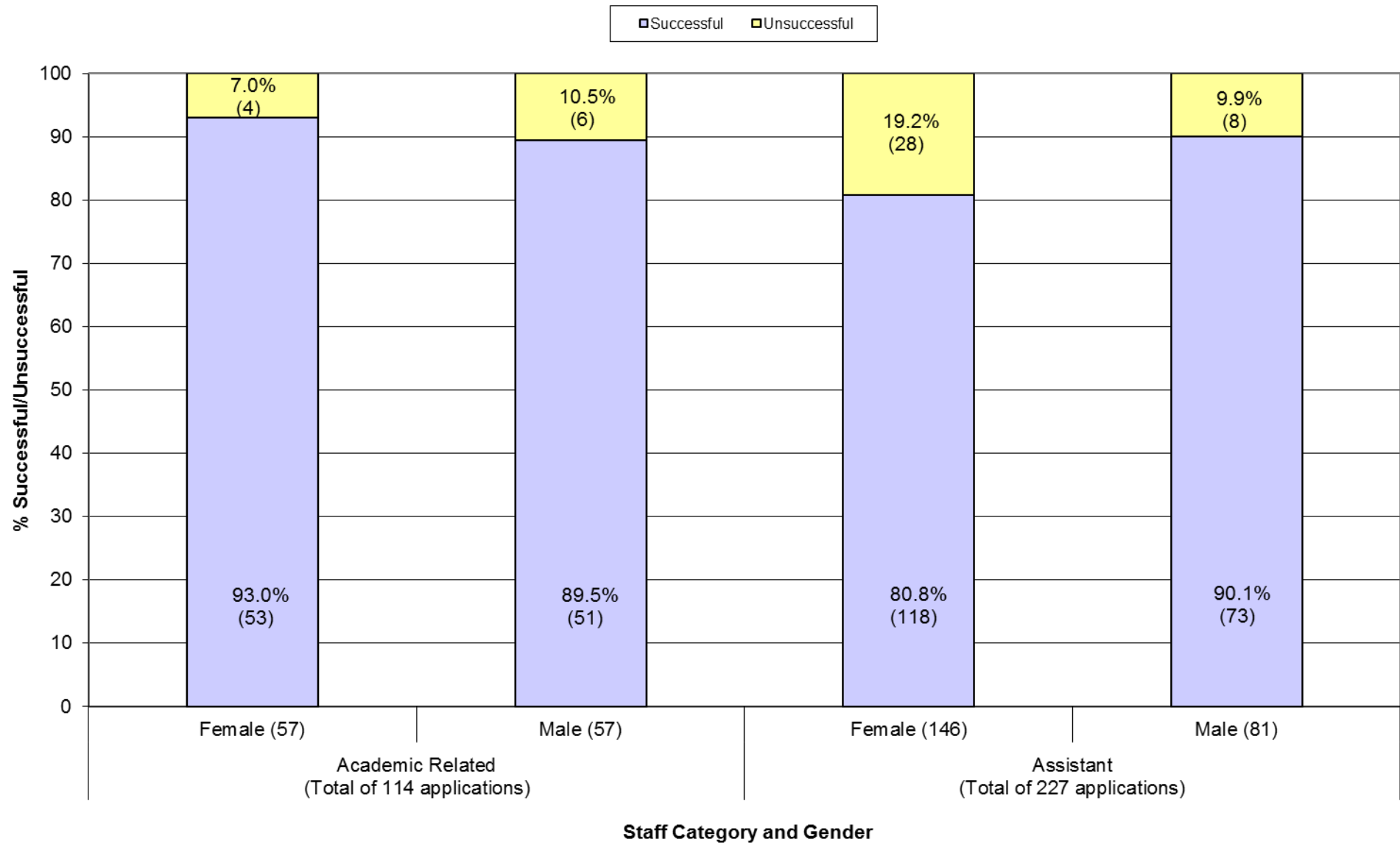
\* data not displayed due to a gender population of less than 5

**Note.** The row entitled 'Other Payment' includes pensionable payments (linked to a role) not separately identified in other rows. This mainly includes assistant staff and research staff payments eg Shift Allowances, Wellcome Trust additional payments.

Staff category	Supplement % of salary	Grade	Sub-Total		
			M	F	% F
Academic	≤2.5%	12		1	100%
		9	2	2	50%
	>2.5% ≤5%	10		1	100%
		12	3	2	40%
		9	4	1	20%
	>5% ≤7.5%	10	1		0%
		12	15	2	12%
		9	12	4	25%
	>7.5% ≤10%	10	2	1	33%
		11	3	1	25%
		12	21	4	16%
	>10% ≤12.5%	9		1	100%
		12	7	1	13%
	>12.5% ≤15%	11	2		0%
		12		2	100%
		10	1		0%
	>15% ≤17.5%	11	4		0%
		12	3		0%
	>17.5% ≤20%	9	3	2	40%
		12	4		0%
	>20% ≤22.5%	12	1		0%
		9		1	100%
	>22.5% ≤25%	11	1		0%
		12	1		0%
		9		1	100%
	>25% ≤27.5%	10	1		0%
		12	2		0%
	>27.5% ≤30%	12	3		0%
	>30% ≤32.5%	12	1		0%
	>32.5% ≤35%	12	1		0%
	>35% ≤37.5%	12	1		0%
	>37.5% ≤40%	9	1		0%
	>40% ≤42.5%	12	1		0%
	>42.5% ≤45%	12	1		0%
	>50% ≤52.5%	12	4		0%
	>52.5% ≤55%	12	1		0%
	>55% ≤57.5%	9	1		0%
	>57.5% ≤60%	11	1		0%
	>60% ≤62.5%	12	1		0%
	>62.5% ≤65%	12	1		0%
	>65% ≤67.5%	12	1		0%
	>67.5% ≤70%	12	1		0%
	>70% ≤72.5%	11	1		0%
	>72.5% ≤75%	12	1		0%
	>75% ≤77.5%	12	2		0%
	>77.5% ≤80%	12	1		0%
	>80% ≤82.5%	12	2		0%
>82.5% ≤85%	12	1		0%	
>85% ≤87.5%	12	1		0%	
>87.5% ≤90%	12	1		0%	
>90% ≤92.5%	12	2		0%	
>92.5% ≤95%	12	1		0%	
>95% ≤97.5%	12	1		0%	
>97.5% ≤100%	12	1		0%	
<b>Total £ awarded</b>			<b>£1,887,095</b>	<b>£173,848</b>	
Academic-Related	≤2.5%	9		1	100%
		11		1	100%
	>2.5% ≤5%	9	1		0%
		10	1		0%
		7	1		0%
	>5% ≤7.5%	9	1		0%
		10		1	100%
		11	3		0%
		7	1	1	50%
	>7.5% ≤10%	8	1		0%
		9	1		0%
		10		2	100%
	>10% ≤12.5%	9		1	100%
		10	2	2	50%
		12	1	1	50%
	>12.5% ≤15%	10		1	100%
		12	2	1	33%
	>15% ≤17.5%	10		1	100%
		11	1		0%
		12	1		0%
	>17.5% ≤20%	10	1	2	67%
		11	1		0%
	>20% ≤22.5%	9	1		0%
	>22.5% ≤25%	11		1	100%
		12	1		0%
	>25% ≤27.5%	10		1	100%
		12		1	100%
	>27.5% ≤30%	9	1		0%
	>30% ≤32.5%	12		1	100%
	>32.5% ≤35%	9	1		0%
>35% ≤37.5%	11	1		0%	
>37.5% ≤40%	12	1		0%	
>40% ≤42.5%	12	1		0%	
>42.5% ≤45%	12	1		0%	
>45% ≤47.5%	12	2		0%	
>47.5% ≤50%	12	2		0%	
>50% ≤52.5%	12		2	100%	
<b>Total £ awarded</b>			<b>£437,252</b>	<b>£269,662</b>	
Assistant	>2.5% ≤5%	6		1	100%
<b>Total £ awarded</b>				<b>£820</b>	
Research	>2.5% ≤5%	12	2		0%
	>5% ≤7.5%	11	1		0%
		12		1	100%
	>10% ≤12.5%	7	1		0%
	>12.5% ≤15%	11		1	100%
<b>Total £ awarded</b>			<b>£38,069</b>	<b>£15,015</b>	

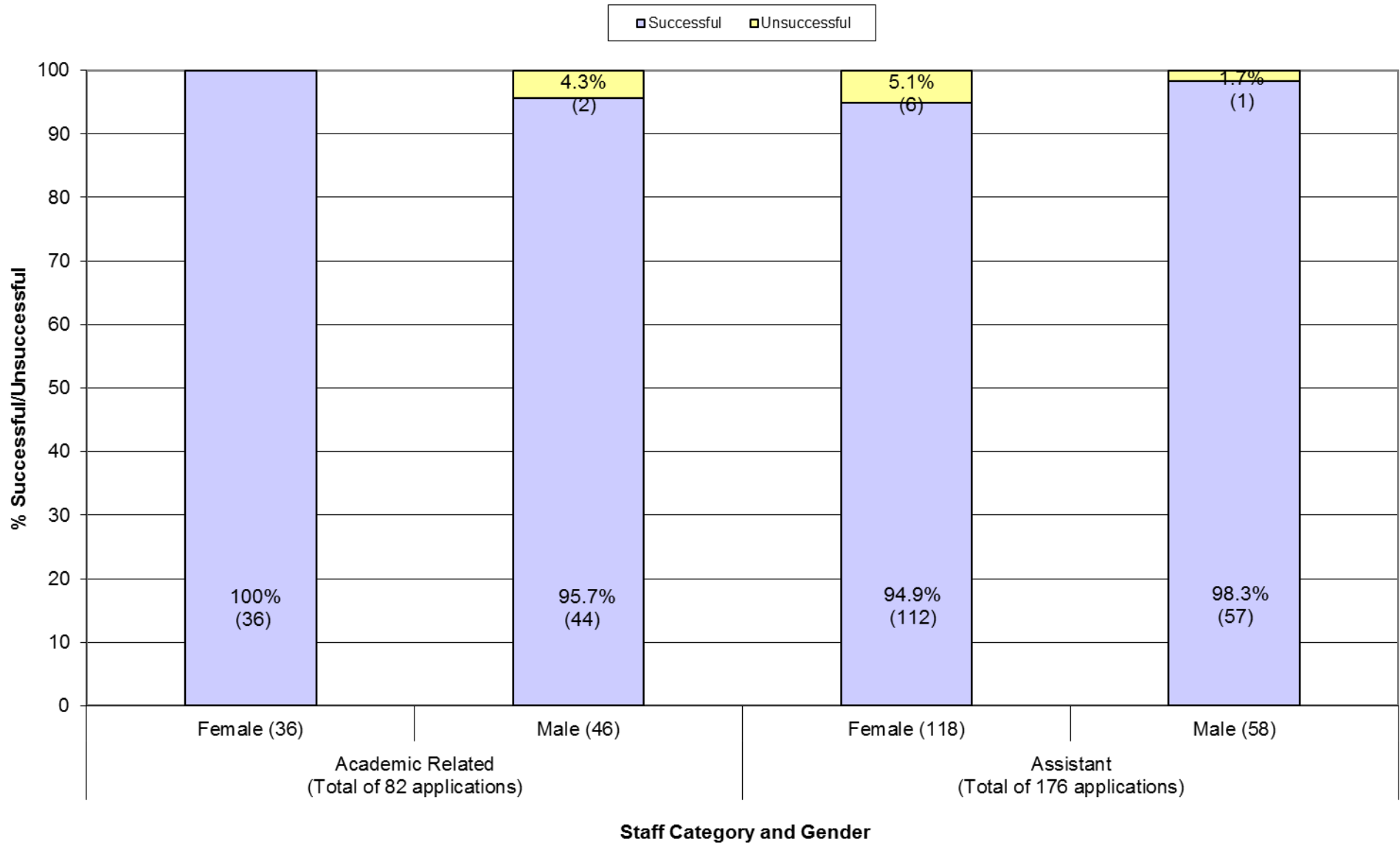


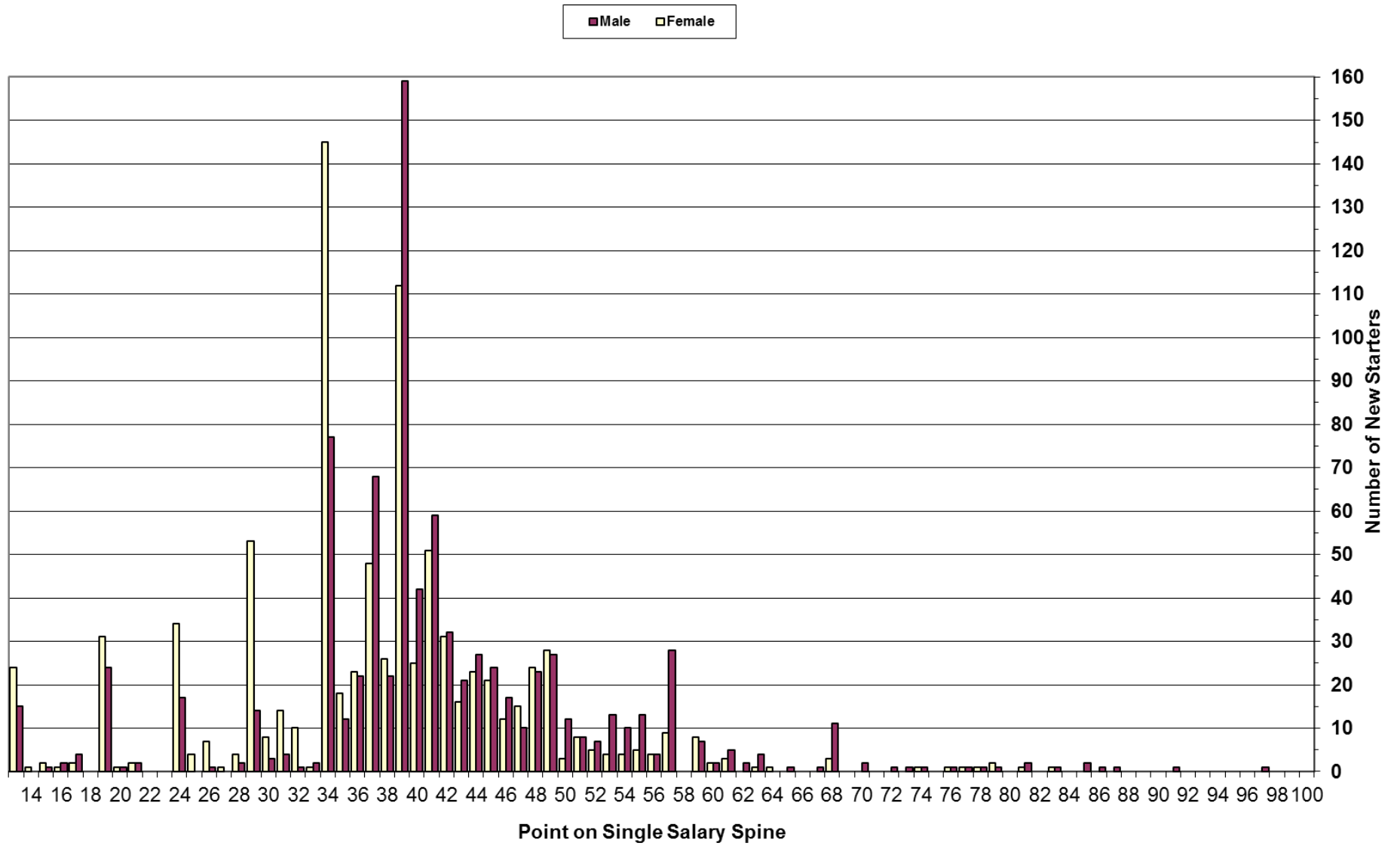
Appendix E1 Graph showing Contribution Increments awarded at 1 January 2014, distributed by gender and occupational category\* EPR 2014



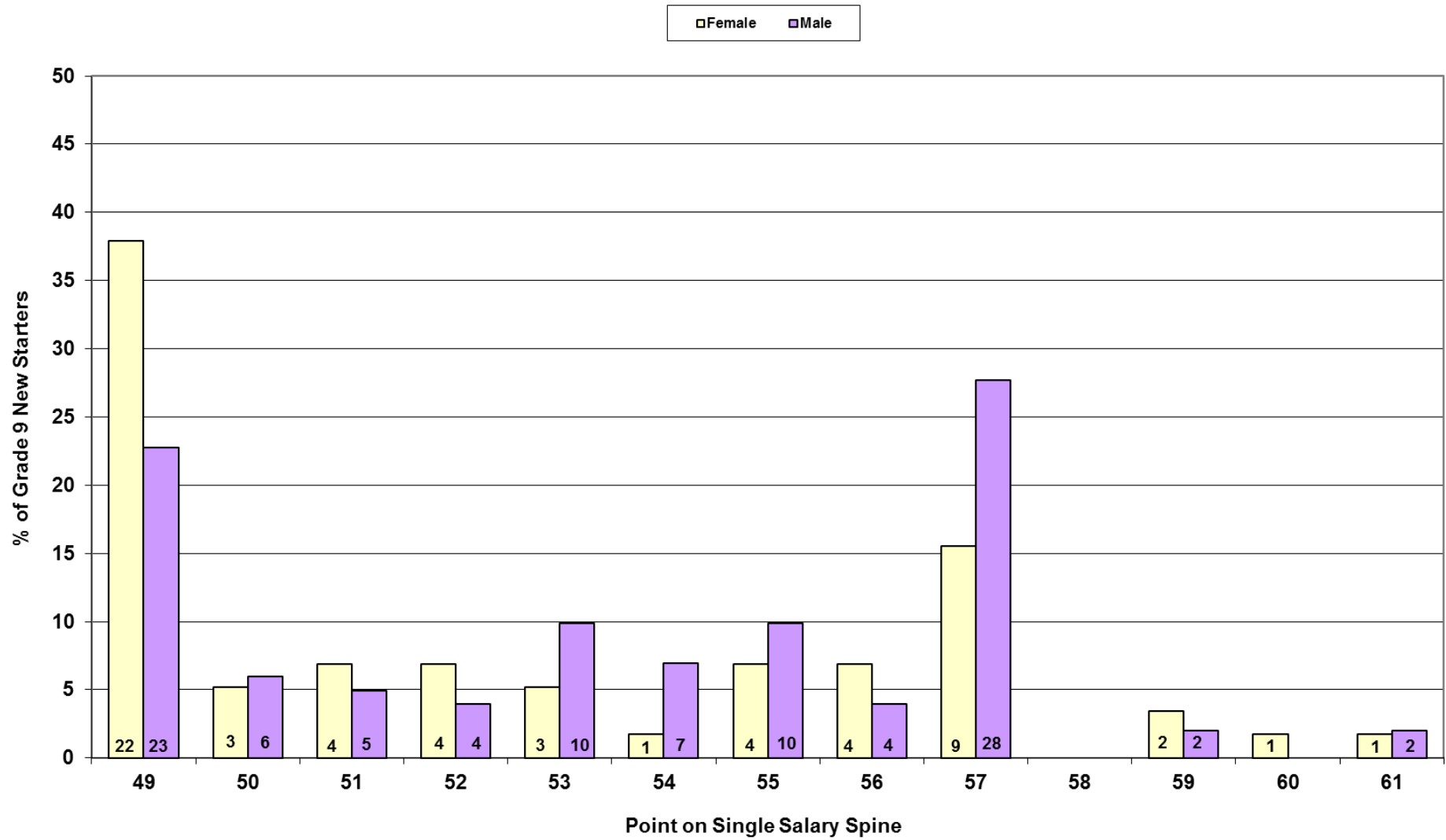
\* Appendix E1 has been amended to correct an error whereby the chart for Appendix E2 had been published at both Appendix E1 and Appendix E2.

Appendix E2 Graph showing Single Contribution Payments awarded at 1 January 2014, distributed by gender and occupational category EPR 2014









## **Appendix G**

## **Points to note when interpreting the results of the 2014 EPR**

### **Methodology**

The methodology chosen by the University and the Trade Unions in this equal pay review is consistent with previous pay reviews. It is based on the guidance issued by the EHRC's equal pay review model and the JNCHES 2007 and 2013 equal pay review guidance for higher education institutions. JNCHES states that the initial focus should be on base pay, allowances and total earnings (including contribution-related pay and bonuses) and that, to be comprehensive, such reviews should additionally establish the extent to which there are inequities in the operation of any contribution-related pay arrangements.

The guidance recommended that the analysis of pay data should consider employee numbers in each grade, staff group, and across all employees on the single salary spine as follows:

- average pay for each grade,
- average pay for each job category (where differentiated within or across grades),
- average pay for all employees,
- average pay for full-time, part-time, term-time, and fixed-term contract<sup>1</sup> employees by grade and job category,
- pay gap percentages for each staff group and all employees.

Consistent with previous reviews, the 2014 EPR includes in its analysis all University employees on the single salary spine (i.e. excluding those on spot salaries or those whose pay is not determined by the University),<sup>2 3</sup> covering 89% of staff.

### **Sample sizes**

Care should be taken when interpreting gender differences in % pay terms as sample sizes vary considerably and a small change in the numbers employed by gender in an occupational category or grade can make a significant difference. Another factor that impacts on average salaries is the assimilation process from the former grading structure into the single salary spine with its 12 grades. It will be a number of years before this factor has worked its way through the pay structures. Even so, the analyses and key findings in this report provide a sound basis for identifying equal pay issues that require monitoring or action.

### **Pay gap methodology**

The pay gap calculation is based on a percentage of the average male salary, this is a standard equal pay approach and allows meaningful benchmarking with external organisations and publicly available statistics

### **Mean and median averages**

Average salaries and gender pay gaps can be calculated by either using the mean or median values. In the 2008 Equal Pay Report, the mean was used for calculating average salaries. The 2009, 2010 and 2012 Equal Pay Reports displayed both mean and median values. The 2014 Equal Pay Report continues to display both the mean (with standard deviation) and median (with quartile information) values for Appendices B1-B5 and C1-C5.

<sup>1</sup> Please note that the University's Equal Pay Review does not include an analysis of term time or fixed term working.

<sup>2</sup> Those who have TUPE transferred into the University on externally set salaries are not included in the data set.

<sup>3</sup> Due to the way data on secondments is recorded on the HR Information System both the substantive post and the secondment post are included in the data set.

The median can be a more appropriate method of measuring averages than the mean where there are outlying values within the data being analysed. The median is also helpful for benchmarking with national statistics (ONS) and other Institutions who primarily use the median. However, a significant proportion of salaries on the University's pay scale are on the top service point of the grade, for both male and female employees. In this situation the median values for both genders will tend to be the same, masking any pay gap that may exist.

Therefore, for the purposes of this report, the mean has continued to be used as the primary method of analysis and continues to inform the narrative of the report, providing consistency with previous reports. Where the term average is used this will be the mean unless otherwise stated. The University may review this approach in future equal pay reports.

### **Standard deviation**

A number of the appendices to this review include standard deviation calculations which are used to identify the dispersion of the values from the average (mean) salary value. A low standard deviation indicates that the pay totals are clustered around the average value whereas a high standard deviation indicates that the pay totals are spread over a wide range. This provides another helpful indicator on the conclusions that can be drawn from the comparisons but where the sample group size is less than 10, the standard deviation may be misleading.

### **Disclosure to third parties**

The disclosure to third parties of data from equal pay reviews is covered by the Data Protection Act (1998). The results of an equal pay review can be disclosed as regards individuals or small groups as long as they are in sufficiently anonymised form. For the purposes of this year's report, the data provided on basic pay in the appendices has been anonymised where fewer than 5 employees are identified. This is in accordance with HESA guidance.

**WEST AND NORTH-WEST CAMBRIDGE ESTATES SYNDICATE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2014**



## **Members of the Syndicate**

Mr Alexander Johnston (Chair and external member of University Finance Committee)

Professor Jeremy Sanders (Deputy Chair and Pro-Vice Chancellor for Institutional Affairs)

Professor Ian White (Master of Jesus College)

Dr Richard Foster (External member of University Finance Committee)

Professor Robert Kennicutt (Head of the School of Physical Sciences)

Dame Mavis McDonald (External member of University Council)

Mr Jeremy Newsum (External member, Executive Trustee of the Grosvenor Estate)

Dr Jonathan Nicholls (Registrary)

Ms Naisha Polaine (External member, Head of Area at The Homes and Communities Agency)

## **Directors**

Mr Roger Taylor, Project Director

Mr Gavin Heaphy, Construction Director

Mr Brian Nearney, Commercial Director

Mr Kerry Sykes, Finance Director

Ms Heather Topel, Deputy Project Director

## **Nominated Officer**

Dr Jonathan Nicholls

## **INTRODUCTION FROM THE CHAIR**

The North West Cambridge Development is different in both scope and aspiration from most other housing developments in Cambridge. Its aim is to assist in securing the University's long-term success by providing affordable accommodation for employees and for postgraduate students, as well as substantial community facilities, market housing and commercial development for the City as a whole. It will also provide research space, both for the University and for commercial use, that will enable the University to grow its research capabilities and help maintain its world-class position. The project is being built to high environmental standards. It will encourage substantial outside investment in Cambridge and will help the University to recruit the best staff and students from around the world.

This year has seen the start of construction activity on the site, following many years of detailed planning. Phase 1 implementation has begun with site-wide infrastructure works and construction works for the first buildings, leading to practical completions from late 2015. Phase 1 will provide over a third of the housing in the North West Cambridge Development, alongside local centre and amenity facilities. The aim has been to establish a thriving community from the outset.

The project remains within the financial parameters set by the University. Contracts have been let for 75% of the construction in Phase 1. Negotiations are well advanced for the sale of two of the lots on which commercial housing will be built. Naturally a project of this size and complexity continues to present significant challenges. The higher local activity in the construction industry will continue to be monitored by the project team and the Syndicate for potential adverse impacts on timing and costs. As teams of contractors are mobilised on the development site, efforts will be focused on effective integration of these works to deliver the project on time and to budget while meeting the University's aspirations. It is anticipated that most of Phase 1 will be completed by 2017.

The North West Cambridge Development, together with the West Cambridge site, will provide the University with the space and facilities for it to grow and provide world class facilities. This will help to ensure a sustainable future for the University, its research, students and staff.



**Mr A Johnston, Chair of the NWC Syndicate**

## REPORT OF THE SYNDICS

The Syndics present their report and unaudited financial statements of the Syndicate for the year ended 31 July 2014.

### 1. Principal activities

The Syndicate's principal activity, which is set out in a University ordinance<sup>1</sup> is to be responsible for:

- i. the management, development, and stewardship of the North West Cambridge Estate (being the University's land and property holdings in the area between Madingley Road, Huntingdon Road, and the M11 motorway); and
- ii. the development and stewardship of the West Cambridge Estate (being the University's land and property holdings in the area bounded by Madingley Road, Clerk Maxwell Road, the Coton Footpath, and the M11).

The North West Cambridge Estate is a mixed use development on a 150 hectare site which will ultimately deliver up to 1,500 homes for private sale, 1,500 homes for University staff, 2,000 units of post graduate accommodation, 100,000 square metres of academic research and development space, a hotel, senior housing, supermarket and community facilities including a primary school, nursery, community centre, health centre, and sports facilities.

The first phase of development includes approximately 700 units for market sale, 700 homes for University and College staff, 325 post-graduate student rooms, a local centre (including food store, shops, primary school, community centre), and other related facilities, open space and infrastructure.

The Syndicate's intention remains consistent with the October 2012 Report to the University's Regent House in relation to its sustainability objectives. These are being realised across the site in a number of ways including a network of cycle paths, a water recycling network and photo-voltaic cells.

The residential development is being delivered to Code for Sustainable Homes Level 5, meaning that domestic energy and water use will be amongst the lowest in the country. Mechanisms for delivering this include commitments to high standards of accessibility, daylighting, insulation and acoustic performance. Non-residential development is being delivered to BREEAM Excellent standards.

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<sup>1</sup> Page 141, Statutes and Ordinances of the University of Cambridge 2014

## **2. Business review for the North West Cambridge Development**

The North West Cambridge Development will help the University to maintain its global research profile through the provision of affordable and suitable accommodation for University and College staff (primarily postdoctoral researchers), extensive academic and commercial research floor space, accommodation for post-graduate students and local centre facilities to support the new community. The development will also provide significant housing and facilities for the City more generally. The first phase of development, which is underway, will provide over one-third of the ultimate residential accommodation, as well as local centre facilities to help establish a quality of place and sense of community from the outset.

Over one-third of the planned staff accommodation will be provided in the first phase of development. Authority from Regent House to proceed with the first phase was sought in October 2012 and granted in January 2013. An extension to the first phase was subsequently granted in November 2014. Throughout this time, the Syndicate has mobilised a design and construction team to deliver the first phase and realise the aspiration of the project.

The last year has been focused on resolution of the design and town planning matters for the University's development, preparation of tenders for infrastructure and building works, and negotiation of commercial arrangements for market housing, the supermarket, hotel and senior care facility. In addition, on site preparatory works have continued to ensure that the site is accessible in advance of major infrastructure and building works that commenced in July 2014.

By 2017, the first phase of development will have been built and occupied. This will include 700 homes for University and College key workers, 325 post-graduate student rooms, land for 700 units for market sale, a local centre (including food store, shops, primary school, doctors' surgery, community centre), and other related facilities, open space and infrastructure.

### *2.1. Key worker housing*

Key worker housing for University and College staff forms the basis of the University's development in the first phase, with 700 units comprising one, two and four bedroom (shared) flats, and three bedroom family houses. All of these homes will be let on a subsidised basis to qualifying employees.

The design of the housing, which is being led by ten architectural teams, has been guided by advice from the Accommodation Syndicate and Accommodation Service. A sample apartment has been built at Gravel Hill Farm to provide the development team and the Syndicate with a guide to space standards, storage requirements, and the nature of appliances/finishes in the flats. The University is concluding design development for many of the lots prior to handing over completion of designs to contractors to deliver on site.

The Office of Postdoctoral Affairs, which has been established to provide an academic, administrative and pastoral focus for the postdoctoral community, will have a base in the North West Cambridge Development, and has been liaising directly with the design teams to ensure that its needs are met.

The project team is seeking to create a wealth of exemplary architecture and engineering that will more than meet the sustainability and quality aspirations of the North West Cambridge Development Vision.

## *2.2. Student accommodation*

The first phase includes 325 student en-suite rooms for post-graduate students. The University has been in discussion with a number of colleges on the basis of their leasing some of the rooms for letting to their students, with the University remaining responsible for the maintenance and the letting of any rooms not taken up by the colleges. The University will directly let, manage and maintain the majority of the postgraduate student accommodation at North West Cambridge. Both Newnham College and Girton College have expressed strong interest in taking 160 rooms from 2016.

## *2.3. Local centre facilities*

**Primary School:** The Department for Education has confirmed that it will support the primary school on the new Development as the country's first primary-level University Training School (UTS). The school will provide links with the Faculty of Education for teaching and research purposes, and be a centre for teacher training. The governing body has been established and is chaired by former Pro-Vice-Chancellor Professor John Rallison. The provision of the UTS has been lauded locally, and was well-received during a series of public consultation events as well as in discussions with the future market housing developers. Such importance is placed on delivery of the school that it will be the first occupied community building on the new development, and is scheduled for opening in September 2015, when 100 key stage 1 pupils will be admitted. Pupils will be admitted across all year groups from September 2016.

**Nursery:** A nursery is being provided in the first phase, which will slightly reduce pressure on the University's waiting list for nursery places. This is in addition to statutory early years provision for 3 and 4 year olds which will be provided at the primary school.

**Community Centre:** The Community Centre designs have progressed favourably and received planning permission in early 2014. It will be delivered and operational prior to occupation of the first University and College key worker housing. The management of the Community Centre will be through a joint venture between the University and City Council, which has been formally established, and is addressing core governance functions before beginning the recruitment process for a community centre manager.

**Supermarket:** The designs for the supermarket have been undertaken by Wilkinson Eyre Architects, and meet the University's aspirations for the integration of the supermarket within the local centre of the new development. The University has selected Sainsbury's as the supermarket operator.

**Hotel and Senior Care:** A good level of interest is being shown by owners/operators of hotel and senior care facilities through an on-going bidding process, where a recent market increase provides encouragement that a hotel will be included within the anticipated phase 1 timescale.

## *2.4. Market housing*

It is anticipated that two selected residential developers will deliver approximately 400 market homes, with the remaining 300 market homes delivered in later land sales within Phase 1. A Residential Selection Panel, consisting of members of the Syndicate, Quality Panel, and Executive Team was convened to review the designs and financial offers from a shortlist of developers. All developers demonstrated considerable investment in the process, recognising the attractive environment that the University has developed at North West Cambridge Development.

Residential developers have responded positively to the opportunities to deliver housing at a lower density than the local centre. Projected land receipts from these parcels will exceed the values originally included in the appraisal.

Negotiations remain ongoing with a College Purchase Group for the sale, at market prices, of some 50 market residential units that will be built by the University alongside Key Worker family homes. A positive outcome is expected by the end of 2014.

### *2.5. Design and sustainability objectives*

The Syndicate is guided by advice and review of the Quality Panel, which has now become a consolidated panel with the earlier established Sustainability Panel. This Panel reviews all designs as they are developed, and challenges and supports the development of the highest standard of designs. The Panel also considers the sustainability objectives of the scheme, to ensure that the development's outcomes remains consistent with the October 2012 Report in relation to sustainability objectives.

### *2.6. Public art*

The Public Art Strategy is in its second year of implementation, and the Artists-in-Residence programme is generating interest and activity on the site. The first public outcomes were launched in June, with a scale model of the new development made out of cob, "Tomorrow, Today" designed by Somewhere (Nina Pope and Karen Guthrie) following a collaboration with the Archaeology Department, and an interpretation of the Gaia Hypothesis, "One Billion Objects in Space" created by Tania Kovats after collaboration with the Astronomy Department. The second year of the programme includes partnerships with the Engineering Department (Centre for Sustainable Development), Land Economy and the University Museums.

The first phase of development also includes permanent artworks in the main public spaces.

### *2.7. Planning progress*

Since October 2013, the majority of the first phase of development has achieved detailed planning permissions, including:

- Lot 1 (supermarket, health, key worker housing)
- Lot 3 (key worker housing)
- Lot 4 (key worker housing, University market housing, and College Purchase Group housing)
- Lot 5 (student accommodation)
- Lot 6 (primary school)
- Lot 7 (community centre & nursery)
- Lot 8 (key worker housing)
- Madingley Road West Junction
- Huntingdon Road East Junction
- Earthworks
- Western Edge + secondary open spaces
- Utilities

The focus of the planning and design work on the site in the next year will be on the market housing proposals.

### *2.8. Branding & Naming*

A branding exercise has concluded for the development site, which has resulted in a name for the development vehicle (the North West Cambridge Development), neighbourhood names (Eddington, Gravel Hill and Ridgeway Village), and a street naming policy. Suggestions have been solicited for street names across the site, which may include site features, relevant themes, or University connections.

## 2.9. On-site activities

Throughout the winter and into spring, a range of preparatory works have been completed on site, including:

### *Gravel Hill Farm*

The project team has relocated to Gravel Hill Farm, which, with its outbuildings and modular extension, will be the base for the project over the coming years. The facilities include a project office, viewing platform, community room, artists' studios, and a sample key worker apartment. Gravel Hill Farm is also the location of the public art temporary programmes, and events related to the Festival of Ideas and Cambridge Open House have been hosted at the Farm. It is also hoped to establish other activities such as a farmers' market, which would transfer to the new local centre in due course.

### *Archaeology*

Archaeological works for the entire site are now complete, including areas of additional work requested by the Cambridgeshire Archaeological Officer. The archaeological team has hosted several well attended open days to share the finds with the wider community. One notable find has been the first evidence in the UK of Roman irrigation systems.

### *Madingley Road Temporary Construction Access*

The Madingley Road Temporary Construction Access (to the west of the Madingley Park and Ride) will facilitate delivery of the entire first phase of development, and enable separation of construction and development traffic once the permanent junction is delivered to the east of the Madingley Park and Ride. The construction access was completed in January 2014, and provides the main access point into a network of construction haul routes that are now complete.

### *Bulk Earthworks*

An extended programme of earthworks was undertaken to remove topsoil from across the site and stored in preparation for reuse later to form earth mounds adjacent to the M11. These works were completed in January 2014, despite a difficult winter with extensive rain and poor conditions. A comprehensive network of interconnected drainage swales and lagoons that control the surface water run-off during the construction process has been created.

### *Madingley Road Permanent Access (opposite High Cross)*

Skanska have been appointed to deliver the permanent access into the site from Madingley Road, opposite High Cross. Junction works commenced in February, and are due to be complete in mid-2015. A sequence of traffic management measures have been implemented to facilitate construction of the junction but minimise disruption, as much as possible, for road users and also West Cambridge site occupiers.

### *Huntingdon Road Permanent Access (Adjacent to the Traveller's Rest)*

Works on the new junction on Huntingdon Road commenced in mid 2014 and are expected to take approximately one year. This junction will initially be the main access for the school and also the market housing.

### *Building contracts*

Construction tenders for the majority of the University's Lots have been sought from contractors, and contracts have been signed for Lots 1, 3, 5 and 6 and imminently for Lot 8. This will establish further cost certainty on the first phase with 80% of the project (by value) under contract by the end of the year. Work on the building lots commenced in late October, with the first major groundbreaking on the primary school site.

## **3. Future Opportunities for the North West Cambridge Development**

### *3.1. Extension of Lot 2*

The central Lot within the local centre (Lot 2) is being designed by Stanton Williams and includes 257 key worker homes, as well as a permanent base for the Office of Postdoctoral Affairs, and additional retail units onto the market square. Originally only 93 of the housing units were planned to be built in Phase 1, with the others in a later phase. The additional 164 dwellings will provide the University with a larger key worker housing resource within the first phase, and also complete the development within the first phase to provide a better and more natural built edge to other Lots and provide less future disruption for the new occupants of student accommodation in Lot 5 and residents in Lot 3. These additional units also provide further ground floor space for the Office of Postdoctoral Affairs, and including this within the first phase would provide this important facility with improved facilities to respond to the needs of the expanding postdoctoral community.

The Regent House has approved an increase in the borrowing limit to £311m (with short term flexibility to £320m) to allow Phase 1 to be extended to include the additional 164 key worker units. With this extension, the University will be providing approximately 700 key worker homes within the first phase which will make a significant contribution to the University's housing needs, and enable further recruitment and retention of research staff.

### *3.2. Phase 2*

Throughout Phase 1 planning and delivery, the housing challenge for University staff has continued to become more acute. A second phase would enable the University to provide further affordable accommodation for staff, and also build up and help establish the new community at the North West Cambridge Development. Activity and liveliness will be supported in the local centre by a growing population that would then establish a critical mass to support local facilities and services. This would also enable the University to deliver further family accommodation, by delivering homes in the lower density areas of the site, away from the local centre. The likely content would mean that infrastructure required to serve Phase 2 would open up all other development Lots on the site, providing future flexibility for later phases.

The Finance Committee has agreed to progress a feasibility study for Phase 2, which will provide additional detail on scale and scope of Phase 2, cost and programme. Once complete, the University will need to take a decision on whether to proceed with the second phase and it is anticipated that this will be addressed in a paper to Regent House.

### *3.3. Delivery Timetable*

The development programme includes the following key dates, which are consistent with those reported to Council in October 2013:

- |  |                |
|--|----------------|
| • University Primary School opens                                  | September 2015 |
| • Completion & occupation of first market homes                    | March 2016     |
| • Completion of Lot 5 for Post-graduate Student Occupation         | July 2016      |
| • Completion of first University Key Worker Housing for Occupation | June 2016      |
| • Completion of Food-Store for operator fit-out                    | September 2016 |



- Completion of University led Phase 1 works

March 2017

Planning certainty has been achieved for the majority of the University's accommodation, which provides some confidence in achieving the dates above. The next opportunity for further reassurance will be the agreement of tender packages for each of the building Lots (the majority of which will be achieved by the end of 2014).

#### **4. Financial Review**

The project presently remains on budget, although the pressure arising from inflation in the construction industry still presents a threat. Notwithstanding that, tender returns have been received or accepted for approximately 66% of the total construction works and some budget contingency provision remains. Bids for the land to be released to residential developers have been strong and it is expected that sales will be agreed and concluded imminently. The project continues to report satisfactorily against key performance indicators agreed with the University's Finance Committee.

The profit and loss account shows that the Syndicate received no income in the period, apart from interest received on deposits. Income will not arise in any substantial form until 2015 with the first significant land disposals.

With the exception of some minor expenditure incurred in operating the estate, all expenditure incurred to date has been capitalised as it relates to the creation of an asset or assets. In the financial year ending 31 July 2014, the Syndicate incurred £25m of expenditure in the form of professional fees (£13m), construction costs (£9m) and project team costs (£1.7m) relating to the design of the development site, project management and costing and the initial tranche of works on infrastructure.

The activities of the Syndicate have to date been entirely funded through monies made available by the University of which the Syndicate is part.

#### **5. Business review for the West Cambridge Development**

In March 2014, the Planning and Resources Committee established a warrant to allow for detailed masterplanning and working up of a new planning application for the West Cambridge site. The chief objectives in this masterplanning work include:

- Making best use of University land by optimising the quantum of development on the site;
- Delivering knowledge transfer through entrepreneurship activities and collaboration with industry;
- Creating a high quality place through provision of amenity space, catering facilities, and the appropriate density of development;
- Delivering adaptable and efficient space; and
- Delivering sustainable development.

A professional project team has been mobilised and engagement with existing and prospective occupiers (both academic and commercial) has commenced. A programme of further engagement is planned for the next year, leading up to a planning application in Q3 2015.

The masterplanning for the West Cambridge site is directed by the West Cambridge Site Development Board, which reports both to the Planning & Resources Committee and the West and North West Cambridge Estates Syndicate.

## 6. Governance and Risk Management

The Syndicate is established by Ordinance<sup>2</sup>. The Syndics meet monthly and are responsible for the strategic direction of the development. The Syndics are supported by an Executive team who are responsible for operational matters within the strategic context set by the Syndics. The Syndicate operates within budgets which are approved by the University's Finance Committee and is required by Ordinance to produce an annual report and accounts covering its activities.

The Chair and Deputy Chair make monthly verbal reports to the Finance Committee and the University Council with occasional written supplementary reports.

The Syndicate receives, at each of its meetings, reports highlighting risks to the delivery and operation of the North West Cambridge Development. A risk register is maintained by the Executive with support from professional advisers.

The Syndicate is advised by two panels comprising University and external members, including:

Quality & Sustainability Panel: responsible for review of and advice on architectural proposals at each RIBA stage, as well as market housing design briefs; advises in relation to the implementation of sustainability measures and achieving the University's community and environmental objectives; and

Public Art Advisory Panel: advises on the selection of artists to deliver the Public Art Strategy.

The activities of the Syndicate are subject to internal audit under the supervision of the University's Audit Committee. In the financial year to 31 July 2014, a programme of assurance audit was conducted. No significant issues were identified as a result of this programme.

## 7. Scope of Accounts and Audit Status

The accounts include only income and expenditure arising on the development of the North West Cambridge site. Income arising from existing buildings on the West and North West Cambridge sites is reported separately to the University via its Estate Management Division. Similarly income and expenditure associated with the University Farm in this area is included in the accounts of the University Farm. There is no requirement to report income and expenditure associated with academic departments as this lies outside the ambit of the Syndicate. All of the income and expenditure mentioned above, including that attributable to the Syndicate, is included within the audited accounts of the Chancellor Masters and Scholars of the University of Cambridge.

There is no requirement to undertake a formal external audit of these accounts, which do not constitute statutory accounts.



ON BEHALF OF THE SYNDICATE  
Mr A Johnston, Chair

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<sup>2</sup> Page 141, Statutes and Ordinances of the University of Cambridge 2014

**WEST AND NORTH-WEST CAMBRIDGE ESTATES SYNDICATE**  
**PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 JULY 2014**

	Note	2014 £000's	2013 £000's
Turnover	2	-	-
Cost of Sales		-	-
<b>Gross profit</b>		<u>0</u>	<u>0</u>
Administrative expenses		(109)	(6)
<b>Total administrative expenses</b>		<u>(109)</u>	<u>(6)</u>
<b>Operating result</b>	3	<u>(109)</u>	<u>(6)</u>
Interest receivable and similar income	4	9	1
<b>Result on ordinary activities before taxation</b>		<u>(100)</u>	<u>(5)</u>
Tax on loss on ordinary activities	5	-	-
<b>Result for the financial period</b>		<u>(100)</u>	<u>(5)</u>

All results derive from acquired and continuing operations.

There are no material differences between the loss for the financial period and its historical cost equivalent.

There are no recognised gains and losses other than those passing through the profit and loss account and therefore no separate statement of total recognised gains and losses has been presented.

**WEST AND NORTH-WEST CAMBRIDGE ESTATES SYNDICATE**

**BALANCE SHEET AS AT 31 JULY 2014**

	Note	2014 £000's	2013 £000's
<b>Fixed Assets</b>			
Tangible Assets	7	54,612	29,431
<b>Current Assets</b>			
Debtors	8	10	8
Cash at bank ( <i>held by Parent Company</i> )		4,278	7,983
		<b>4,288</b>	<b>7,991</b>
<b>Creditors: amounts falling due within one year</b>	9	(4,114)	(2,535)
<b>Net current liabilities</b>		<b>174</b>	<b>5,456</b>
<b>Net assets</b>		<b>54,786</b>	<b>34,887</b>
<b>Finance By</b>			
Loan ( <i>from Parent Company</i> )		30,600	10,600
Investment of Equity ( <i>from Parent Company</i> )		24,291	24,291
Profit and loss reserve		(105)	(5)
<b>Total Finance</b>	10	<b>54,786</b>	<b>34,886</b>

The financial statements on pages 7-12 were approved by the Syndicate on 17 November 2014 and were signed on its behalf by:




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Mr A Johnston  
Chair



**WEST AND NORTH-WEST CAMBRIDGE ESTATES SYNDICATE**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2014**

<b>7. Tangible Fixed Assets</b>	<b>Land and Buildings £000's</b>	<b>Assets in Construction £000's</b>	<b>Grand Total £000's</b>
<b>Cost</b>			
At 1 August 2013	870	28,561	29,431
Additions at cost	-	25,259	25,259
Transfers	1,882	(1,882)	-
<b>At 31 July 2014</b>	<b>2,752</b>	<b>51,938</b>	<b>54,690</b>
 <b>Accumulated Depreciation</b>			
At 1 August 2013	-	-	-
Charge for the year	78	-	78
<b>At 31 July 2014</b>	<b>78</b>	<b>-</b>	<b>78</b>
 <b>Net Book Value</b>			
<b>At 31 July 2014</b>	<b>2,674</b>	<b>51,938</b>	<b>54,612</b>
At 31 July 2013	870	28,561	29,431
 <b>8. Debtors</b>	<b>2014 £000's</b>		<b>2013 £000's</b>
Other Debtors	-		-
Prepayments	10		8
	<b>10</b>		<b>8</b>
 <b>9. Creditors: amounts falling due within one year</b>	<b>2014 £000's</b>		<b>2013 £000's</b>
Trade Creditors	2,165		1,502
Other Creditors	1,948		1,032
	<b>4,113</b>		<b>2,534</b>
 <b>10. Reconciliation of movement in financing</b>	<b>2014 £000's</b>		<b>2013 £000's</b>
Opening financing	34,886		14,846
Result for financial year	(100)		(5)
Investment of Equity (from the University)	-		10,045
Additional loan financing	20,000		10,000
<b>Closing financing</b>	<b>54,786</b>		<b>34,886</b>

**11. Financial commitments**

The Syndicate has entered into a number of Design Build building contracts and in each case has sub-contracted the work of design and construction.

The Syndicate has a liability to hand over the completed buildings ready for occupation within agreed time limits. All extant contracts are with the University of Cambridge, except for one with J Sainsbury PLC

	<b>Value of contract (of the order of) £000's</b>	<b>Value of work completed at 31 July 2014 £000's</b>	<b>Value of contract (of the order of) £000's</b>	<b>Value of work completed at 31 July 2013 £000's</b>
Bulk Earthworks	1,712	1,666	-	-
Maddingley Road/Huntingdon Road	3,025	1,441	-	-
Site Wide Infrastructure	50,399	1,420	-	-

## WEST AND NORTH-WEST CAMBRIDGE ESTATES SYNDICATE

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2014

#### 11. Financial commitments (continued)

	Value of contract (of the order of)	Value of work completed at 31 July 2014	Value of contract (of the order of)	Value of work completed at 31 July 2013
	£000's	£000's	£000's	£000's
District Heating	3,013	708	-	-
Primary School - Pre Construction	406	133	-	-

#### 12. Ultimate parent undertaking and controlling party

The Syndicate is a constituent part of the University of Cambridge. It is governed by the Statutes and Ordinances of the University. The results of the Syndicate are consolidated into the financial statements of the University of Cambridge, which may be obtained from the Cambridge University Reporter, Cambridge University Press Bookshop, 1 Trinity Street, Cambridge, CB2 1SZ.