

## INTRODUCTION

At the University of Suffolk, creating and nurturing a culture of equity is an important thread that runs through all we do. We remain committed to fostering an environment where Equality, Diversity and Inclusion (EDI) and improving the way that we work and the service we provide, is embedded and recognised as part of our ongoing mission and strategy.

To ensure our recruitment processes are as inclusive as possible, we have identified the actions that we feel will lead to improved outcomes for candidates and the university. Our Inclusive Recruitment plan aligns with our People Strategy and our broader EDI commitments, and we hope will continue to position us as an Employer of Choice.

Actions that have been implemented from this plan are:

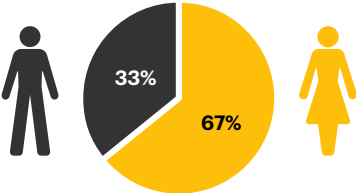
- Reviewing and amending our job description template to ensure that it is accessible
- Utilising a gender decoder which helps identify any gender-coding in our job adverts
- Creation of an inclusive recruitment guide for managers
- Staff snapshots created to highlight our staff population for recruitment campaigns

We intend to embed these and further initiatives alongside working on other actions which we hope will continue to improve our recruitment process, increase diversity in our staff population and create an environment in which everyone feels they belong and valued.

We recognise that this is not a linear journey and are committed to continuing to work to ensure that the University of Suffolk is a truly inclusive institution.

## GENDER BALANCE

Percentage of male and female employees at the University of Suffolk.



## GENDER PAY GAP

Compared to men, the average pay of women remains lower, however the gap has furthered in both the mean (by 4.12%) and median (by 1.83%) in 2024/2025. Both mean and median pay gaps continue to be at their lowest since reporting started in 2017. This improvement is largely because of greater female representation on our Executive team which has shifted female representation in the upper quartile to 54.72% compared to 52.17% in 2023/2024.

Mean (average)	7.78%	Median (middle)	11.85%
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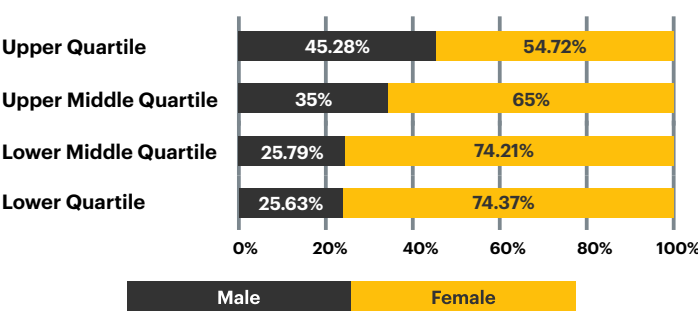
## BONUS PAY GAP

Bonus payments within the institution are only payable in very exceptional circumstances.

No bonus payments were made during this reporting period.

## PAY QUANTILES

The percentage distribution of men and women in each pay quartile.



## ACTION PLANNING

- To continue to close the gender, intersectionality and disability pay gaps through proactive EDI data analysis around recruitment and career development, and communications promoting opportunities to attract and develop staff from underrepresented groups
- Continued development of our inclusive recruitment approach, including flexibility in working hours/days particularly for part time roles
- Launch of newly developed mentor scheme
- Understand our career aspirations to support staff progression