

# GENDER PAY GAP REPORT 2025– SUMMARY

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SRUC is committed to transparency, fairness and continuous progress toward gender equity across our organisation. This summary highlights our 2025 gender pay gap results and the actions we are taking to further reduce inequality.

## Our 2025 Gender Pay Gap Results

### Hourly Pay

- **Mean gender pay gap: 12.55%** (down from 12.73% in 2024)
- **Median gender pay gap: 14.69%** (a small increase from 14.40% in 2024)

These figures show that SRUC continues to make long-term progress in narrowing the gap, with the mean and median pay gaps reducing by **5.45%** and **9.0%** respectively since 2020

## Gender Representation Across Pay Quartiles

Women continue to be strongly represented across the organisation, particularly in lower-graded roles, which remains a key driver of the overall pay gap.

| 2025 Distribution     | Male (%) | Female (%) |
|-----------------------|----------|------------|
| Lower Quartile        | 32.0     | 68.0       |
| Lower Middle Quartile | 31.6     | 68.4       |
| Upper Middle Quartile | 41.4     | 58.6       |
| Upper Quartile        | 48.2     | 51.8       |

The upper quartile remains close to gender balance, reflecting progress in senior-level representation.

## Divisional Performance

Across SRUC's three main divisions, results vary:

### Academic

- Mean pay gap rose to **14.9%**, driven by changes in seniority profiles.
- Median gap reduced significantly to **5.9%**, showing improvement at mid-career levels.

## Commercial

- Continued positive trend, with the mean gap reducing to **5.4%**.
- Median gap reduced to **11.4%**

## Professional Services

- Mean gap improved slightly to 17.5%.
- Median gap increased to 19.9%, influenced by the number and gender split of Student Ambassadors.

## What Is Driving the Gap?

The main factors influencing SRUC's gender pay gap include:

- Higher proportions of women in lower-graded operational and administrative roles.
- Workforce composition differences across divisions.
- Senior leadership distribution affecting median pay levels.

There is no evidence of unequal pay for equal work; gender pay gap results reflect structural and distributional factors across the organisation.

## Our Priority Actions for 2025–26

SRUC is delivering a comprehensive programme to drive sustainable change:

### 1. Upholding Fair Pay

Continuing our Scottish Living Wage accreditation to support lower-paid colleagues.

### 2. Delivering the Athena Swan Action Plan

Institution-wide initiatives to address gender imbalance and improve career progression for women.

### 3. Embedding Inclusive Recruitment

Strengthening our recruitment processes to reduce bias and widen diversity at all levels.

### 4. Completing the Pay & Grading Review

Implementing an equality-proofed, transparent pay framework through analytical job evaluation.

### 5. Enhancing Supportive Policies

Expanding family-friendly and lifestyle policies and reviewing uptake for equitable access.

### 6. Hybrid & Flexible Working

Continuing institution-wide flexible working to support inclusion and retention.

### 7. New HRIS & Learning Platform

Rolling out modernised performance management and learning tools to support development for all.

## 8. Leadership Development

Supporting women's leadership through targeted CPD, including Advance HE Women in Leadership sponsorship.

### **Our Commitment**

SRUC remains committed to creating an inclusive environment where everyone can thrive. While structural factors continue to influence our gender pay gap, our long-term trajectory shows sustained improvement—supported by strategic action, fair pay principles and a continued focus on representation across every level of the organisation.

Copies in alternative formats and community languages will be made available on request.

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