



University of  
**Nottingham**

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# **Gender Pay Gap Report March 2021**

# Foreword



## Introduction by the Vice-Chancellor, Professor Shearer West

This is the fourth annual analysis of the gender pay gap at the University of Nottingham. It continues to underscore the work to support equality, diversity and inclusion which is so critical to our values as an institution and our ability to recruit, retain and support staff with the highest potential.

Over the past year, I am pleased to note significant reductions in three of the five core pay gap measures and in particular reducing the mean pay gap by 1.4% and the median pay gap by 2.1%.

This annual report provides an opportunity to reflect on our progress towards closing the gender pay gap, but more importantly, it helps us to measure the effect of our actions to date, and determine what more we need to do.

Whilst the university has achieved its target for women to be employed in at least 35% of our most senior roles in 2020, we will press forward to ensure this is also the case for 50% of level 6 and 30% of level 7 roles by 2025.

A significant contributor to the current gender pay gap is the lower number of men than women in more junior roles. Since 2014 we have moved from 32% of our level one and two roles being occupied by men to 33.7%. Further increasing the representation of men in these roles will help to ensure that we have a balanced distribution of gender at roles of all levels.

Of course, whilst good progress has been made, there is still a considerable way to go to secure meaningful and lasting change. I therefore look forward to further action by the Gender and Ethnicity Pay Gap Task Group which will help us to identify actions which may lead to a faster reduction in pay gaps. The group has already explored best practice by other leading universities and employers and will make further recommendations for action later this year.

I hope that everyone in our university community will read this report and that we can continue to work together to make progress in reducing the gender pay gap.



**Professor Shearer West**  
President and Vice-Chancellor

# 2020 gender pay gap results summary

From the first publication of our gender pay gap data in March 2018, we have recognised that the commitment to deliver meaningful reductions in the gap is a long-term one. This challenge is one of the priority issues being addressed through the delivery of our [Equality, Diversity and Inclusion Strategic Delivery Plan](#). We have made steady incremental progress in reducing the gender pay gap over recent years, and will continue to do so as a result of current actions.

## This report includes:

- reflections on the gender pay gap at the university
- action the university is taking to tackle the gender pay gap
- the calculations required by the legislation

## 2020 results with previous years' comparison

Calculation		2017	2018	2019	2020
1	Mean pay gap	23.1%	22.0%	21.7%	20.3%
2	Median pay gap	18.9%	16.6%	16.9%	14.8%
3	Mean bonus gap	77.5%	75.5%	78.1%	80.8%
4	Median bonus gap	38.5%	28.6%	27.1%	41.4%
5	% of women awarded a bonus	7.5%	7.0%	7.2%	16.4%
	% of men awarded a bonus	8.7%	8.4%	8.0%	12.0%
	% difference	1.2%	1.4%	0.8%	-4.4%

This data shows that in 2020 the mean hourly pay for male staff was 20.3% higher than the mean hourly pay for female staff. The median hourly pay was 14.8% higher for male staff than for female staff. Comparing 2020 with 2019 shows:

**Three** calculations have seen a reduction in the gender pay gap:

- -1.4% in the mean pay gap
- -2.1% in the median pay gap
- -5.2% in the percentage of men awarded a bonus vs the percentage of women awarded a bonus.

**Two** calculations have seen a widening in the gender pay gap:

- +2.7% in the mean bonus gap
- +14.3% in the median bonus gap.

It is important to note the significant impact of Clinical Academic pay arrangements on the bonus pay gaps. This impact is explained later in the report.

It is also worth noting that the current bonus scheme is paused due to our budgetary response to the Covid-19 pandemic. We are likely to see the number of staff receiving a bonus payment return to pre-2020 levels in the next reporting year.

# Taking action on the gender pay gap

The University of Nottingham produces this annual report in response to gender pay reporting legislation. It gives us the opportunity to benchmark against our peers, share best practice, and challenge ourselves in reducing our gender pay gap.

The university's gender pay gap comes from a range of factors. Some are historical and cultural and are taking time to address. Others can be changed more rapidly via a proactive and ongoing review of our strategies affecting recruitment, pay and reward and other areas. Making meaningful progress in the five key areas highlighted below will help the university support equality, diversity and inclusion across all activity.

## 1. Encouraging women into the university at higher-level roles

Ensuring that there are more women in senior roles has been a priority for several years and we continue to make consistent progress. After meeting our 35% target for 2020, the university is committed to making further steps towards gender parity in our senior positions. Our institutional objective aims to have 50% of level 6 and 30% of level 7 posts filled by staff who identify as a woman by 2025.

Examples of activity in 2020 include:

### ■ Vice Chancellor's Mentoring Scheme

The Vice-Chancellor has continued with her mentoring programme for staff from groups who are under-represented in university leadership roles, particularly those with protected characteristics. The programme aims to make a personal contribution to supporting these colleagues with aspirations or ambitions for senior leadership roles within or outside the university

### ■ Recruiting women into research

In 2019/20 we continued our Anne McLaren Fellowship Scheme as part of our Nottingham Research Fellowship programme. The scheme particularly encourages fellowship applicants who are outstanding female scholars in science, technology, engineering and medicine through careful consideration of advertising material. The start-up package includes provision for childcare costs

### ■ International Women's Day

The formation of a new International Women's Day planning group enabled us to continue to offer a wide range of activities to celebrate International Women's day. Activities included a civic event celebrating Nottingham women which showcased a number of academics from UoN and was hosted jointly with Nottingham City Council and Nottingham Trent University

### ■ Anonymised recruitment trial

In September 2019 we ran a trial to anonymise the shortlisting of applications for non-research and teaching roles to reduce bias from the recruitment process. During the trial 173 vacancies used the anonymised shortlisting process which was 12% of our advertised roles. This was paused due to a recruitment freeze imposed as part of the budgetary response to Covid-19. It will restart in spring 2021

## 2. Supporting women to stay and develop careers at the university

It is important to have a representation of women across all levels of the university to help reduce the pay gap. The impact of caring commitments is typically higher for women, who have historically found it more difficult to return to work after periods of parental leave or developing careers whilst undertaking caring responsibilities. Ensuring women are supported and can progress regardless of caring responsibilities is key and the university is committed to offering flexibility and support around caring responsibilities to staff.

Examples of activity in 2020 includes:

### ■ **Monitoring processes for promotion, reward and recruitment**

We continue to analyse the gender split across promotion, beneficiaries of the Nottingham Reward Scheme, and recruitment applications and appointments - using this data to inform actions. Successes include a higher proportion of promotion applications approved for female staff (82%) than male staff (70%). In 2019 79% of female applications were approved and we celebrated 75 promotions of women to higher Research and Teaching roles

### ■ **Development**

The university continues to offer broad personal and [professional development provision](#) available to all staff and specific programmes and training to develop the skills and careers of women. During March 2020, training moved online. This complements the existing online courses that can be accessed by staff at a time that is convenient to them. In 2019/20, 67% of Central Short Courses participants were women; with women attending on average five sessions in the year and men attending three

### ■ **Leadership**

The Leadership and Management Academy (LMA) continues to focus on supporting staff to engage with learning and development activity. Whether this is through formalised core leadership programmes, bite-sized learning events, coaching and mentoring, or on-line learning. The team monitor EDI data as part of the recruitment onto core programmes and continue to see a greater proportion of women taking part (64%) than men. This extensive programme of talent development will continue to contribute to the progression of women to more senior roles

### ■ **Covid-19**

As working and home life changed during the pandemic we have ensured that women are supported by refreshing our wellbeing toolkit. This includes the introduction of a new wellbeing app alongside guidance and training on remote working - including guidance and links to educational resources for children. We have also supported managers in considering EDI impacts from decision making via a new guide which covers remote working, communication tools and tips, links to wellbeing resources. This also includes practical considerations, such as reminders about annual leave and ensuring internet access is available at home

### ■ **Staff networks**

All staff networks, including the Women's Staff Network and Carers' Network, continue to meet regularly to support activities including the support of International Women's Day and Diversity Festival events. Following the Staff Network Review, colleagues who carry out network leadership roles have now been given a fixed number of hours per year to undertake their role and responsibilities

The university is continually developing new ways of supporting our staff. Some that we hope will support the reduction of our gender pay gap include:

- implementing agile working principles to embed flexibility across the university
- forming a task group to review increasing workload across the institution
  - in all job families and at all levels
- continued development of our wellbeing programme
- better succession planning process for staff and managers

### 3. Embed equality, diversity and inclusion within university culture

We cannot reduce our gender pay gap without having a culture which supports a diverse workforce and one where women are included and treated equally. During 2019 the university launched its [Equality Diversity and Inclusion Strategic Delivery Plan](#) which will support us in building a truly inclusive environment.

This will take time, progress so far includes:

- **Let's be clear about EDI**

Running from October 2020 to April 2021, this campaign aims to enable a university wide conversation at local team level about EDI matters. Twelve webinars developed with colleagues from the staff networks are also being delivered on a range of key EDI issues

- **Pay policy**

An equal pay review was completed in 2020 and all resulting actions have been agreed. One ongoing action from the 2017 equal pay review focuses on implementation of a new level seven pay banding structure. The outcomes of this work will see level seven staff, equivalent to professorial grade, paid with greater emphasis on their personal contribution, or the contribution of their role and aims to reduce the impact of length of service on pay. New level seven staff, equivalent to professorial grade, will be paid with greater emphasis on their personal contribution, or the contribution of their role

- **EDI Policy Review**

The [policy](#) was reviewed and launched in January 2021. This replaces our former Equal Opportunities Policy

- **EDI community of practice**

All Academic and Professional Services business units have dedicated EDI leads who work collectively to support teams to deliver EDI through initiatives targeted to address local challenges

- **EDI Coordinator team**

Recruitment of specialist EDI Coordinators (EDICs) to support local delivery for the implementation of the EDI Strategic Delivery Plan. The EDICs support all local areas in developing measurable targets to support the institutional KPIs for EDI, including targets for improving gender balance at all levels of the organisation. The team has also led Project Period, an initiative to improve access to menstrual products and health education for people who menstruate, delivering keynote sessions at the UoN Diversity Festival in March 2021

- **Learning and resources**

The LMA launched [EDI at the university](#) to support leaders to work in an inclusive way. This is a package of resources including downloadable fact sheets, videos, interactive resources and tools to support leaders and managers develop a greater understanding of EDI matters. This has had 1,400 interactions since its launch in May 2020

The university has agreed KPIs to track progress against the EDI strategic delivery plan and we will continue to monitor progress. In addition, the [Sphere programme](#) will continue to join up EDI initiatives and feed into the implementation of the wider university strategy.

### 4. A commitment to Athena Swan principles

The University of Nottingham was proud to retain our [Athena Swan](#) silver institutional award in 2018. This demonstrates the university commitment to the progressive and far-reaching charter, adopting Athena Swan principles within our policies, actions plans and working culture.

Nineteen schools or faculties now hold Athena Swan awards. This includes the Faculty of Engineering, who received a gold award in May 2020. There are three schools who are planning their next submission and it is our goal that all schools and faculties will hold the Athena Swan award in the future.

## 5. Ensuring balanced gender distribution in lower-level roles

A significant contributor to the current gender pay gap is the lower number of men than women in junior roles. Since 2014 we have moved from 32% of our level one and two roles being occupied by men to 33.7%. This data has fluctuated seeing a drop from 34.25% to 33.7% between 2019 and 2020. Increasing these percentages in a sustainable way and ensuring that we have a balanced distribution of gender at roles of all levels is a priority for the university.

We understand there is more focus needed for this activity and are awaiting the Gender and Ethnicity Pay Gap Task Group recommendations (see future priorities for more details) to enable us to consider further how we can make progress in this area.

# Future priorities

The University of Nottingham remains committed to supporting all staff in achieving their full potential, and to embed equality in our approach to fair recruitment, reward and progression.

We know there is still significant work to do to reduce our gender pay gap. In 2020 a Gender and Ethnicity Pay Gap Task Group was formed to identify gaps in our approach. We hope that the work of this group will enable us to identify ways to drive a faster reduction in our pay gaps. The group have explored actions taken by other universities/countries/industries to understand best practice, and have reviewed and audited our current action plans. From this they have formed recommendations which are due to be presented in early 2021 to the EDI committee for approval and prioritisation.

We are two years into a five year programme of work towards our next Athena Swan submission due in April 2023. We are committed to delivery against the Athena Swan action plan and continue to complete and deliver these actions. We believe that the combination of the Athena Swan action plan and the gender pay gap action plan will support the continued reduction of the pay gap over the next three years.

## Covid-19 response

Although the reporting period for this report ends in March 2020, we must address the impact Covid-19 has had on the university, how we have supported our staff and how this may impact our gender pay gap and the 2020/21 data. We know that Covid-19 has had a disproportionate effect on many under-represented groups and those with care responsibilities, and are committed to redressing this imbalance as far as possible.

A year in to the pandemic, we are still living and working in changing environment. We continually review and update our Covid-19 guidelines to ensure staff and students are as well supported as possible. This covers general colleagues and line manager advice, guidelines, support available and enhanced wellbeing guides and services. We have also introduced increased flexibility, additional support for all staff and access to technology that enables colleagues to work from home wherever possible. This has meant that the majority of roles enable homeworking, so staff have been able to work remotely.

The pandemic has had a significant financial impact on the university. This has led to a number of initiatives to manage budgets, including a voluntary redundancy/severance scheme, pausing the Nottingham Reward Scheme, recruitment freezes and use of the government furlough/job retention scheme where roles were unable to be carried out during national lockdown restrictions.

The university considered the impact on all groups with protected characteristics when making these decisions. It considered how any new pay initiatives might impact on the progress made against the reduction of pay gaps.



# Gender pay gap legislation our responsibilities

Gender pay legislation requires employers with 250 or more employees to publish data clearly demonstrating how large the pay gap is between their male and female employees. The University of Nottingham is covered by, and fully complies with, public sector regulations.

The legislation is based on a snapshot of pay at the census date of 31 March for the relevant reporting year. This report covers the period to 31 March 2020, including annual payments and bonuses which were paid between 1 April 2019 and 31 March 2020.

## Why do we have to report on our gender pay gap?

The Equalities Act 2010 (Specific Duties and Public Authorities) came into force on 6 April 2017. It requires public sector organisations to publish their results against six prescribed indicators of gender pay equality.

As a university, we recognise that people are our greatest asset. We are committed to fairness, equality and inclusion. As such, this information is a key element of our work to build greater equality across a more diverse and inclusive workforce. The results help us to better understand and focus on the relevant issues, and we hold ourselves to account as we continue to plan and take action to improve on our current position.

## What do we have to report on?

We report against six prescribed organisation-wide calculations, to show the difference between the average earnings of male and female staff at our university. This report provides the broader context in understanding the university, its results and the actions that we continue to take in building a university that treats its people fairly, equally and inclusively — regardless of gender or any other protected characteristic.

### **A note on gender terminology:**

When referring to the gender pay gap legislation, or the calculations required by the legislation, the gender terminology used within the legislation (male/female) has been used. When referring to university colleagues, actions taken, or actions planned by the university, we believe using women/men is more inclusive, and those terms are used in this context.

## The six calculations

**As a relevant employer the university must publish the following information on an annual basis:**

1. The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
2. The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3. The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4. The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5. The proportions of male and female relevant employees who were paid bonus pay
6. The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

**These calculations make use of two types of averages:**

A **mean** is the difference between the average hourly earnings of male and female staff

A **median** is the difference between the midpoints in the ranges of hourly earnings of male and female staff. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. This measure is not affected by outliers i.e. a few individuals at the top or bottom of the range.

## When and how do we have to publish this information?

We are publishing the university's gender pay gap results within this report, as well as through the [government website](#) as required by legislation.

## What is included in the bonus calculations?

A bonus is any reward which is related to productivity, performance, or long service awards with a monetary value. For the university this usually covers bonuses paid under the Nottingham Reward Scheme (consolidated or one off) or a Clinical Excellence Award.

## How often do we have to publish this information?

We are required to publish this information before 30 March on an annual basis. The snapshot date will be from 31 March of the previous year. This report was published in March 2021, and the snapshot date is 31 March 2020.

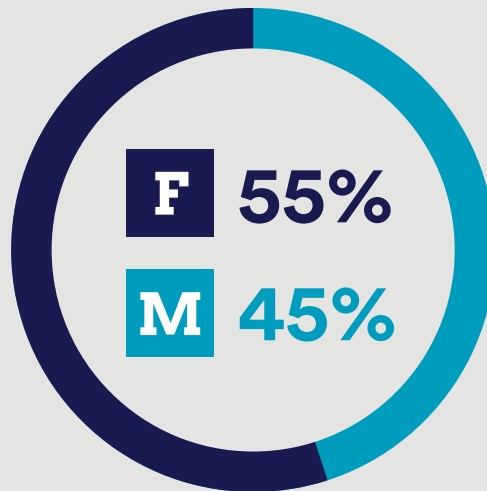
## What is the difference between the gender pay gap and equal pay?

The gender pay gap differs from equal pay. Equal pay examines the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value in the same employment. It is unlawful to pay people unequally because of gender. The gender pay gap shows the differences in the average pay between all men and women across the entire organisation, regardless of the level/grade at which they work. The gender pay gap represents the distribution of men and women in different roles at different pay grades.

In line with our legal obligations men and women are paid equally for work of equal value across the university. This ethos of equal pay is underpinned by a robust job evaluation system. We regularly carry out Equal Pay Reviews to ensure that men and women at the university are paid equally for work of equal value. The most recent review was carried out in 2020, with a further review planned for 2023.

# University of Nottingham gender pay gap results

## University demographic split



UCEA have produced various infographics to provide additional information and context to the HE sector gender pay gap. These can be found on the [UCEA website](#). For context, the latest UCEA data on the UK higher education sector shows the same gender split as reported by the University of Nottingham, of 55% women and 45% men within the workforce.

# The six calculations required by legislation

## Difference between male and female staff (calculations one to four)

	Mean	Median
Hourly fixed pay	20.3%	14.8%
Bonus paid	80.8%	41.4%

The table above shows the University of Nottingham's overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date, 31 March 2020. On average female staff are paid 14.8% less (as a median) than male staff across the university. Both the mean and median pay gaps have decreased when comparing to 2019 and since we first reported the 2017 pay gap in 2018.

The table also captures the mean and median differences between the value of bonuses paid to male and female staff in the year up to 31 March 2020. This has increased in 2020 due to the reporting period incorporating the impact of the previous appraisal scheme (PDPR) and a one-off bonus paid in 2019 as part of the 2019/20 pay award. This is explained further below.

## Impact of high vs low level roles

Our analysis of our gender pay gap shows that there continues to be more male staff in senior roles at the university, and more female staff in lower level roles. This disparity in representation across the full range of roles at the university results in the gender pay gap.

## The impact of including Clinical Academic pay arrangements

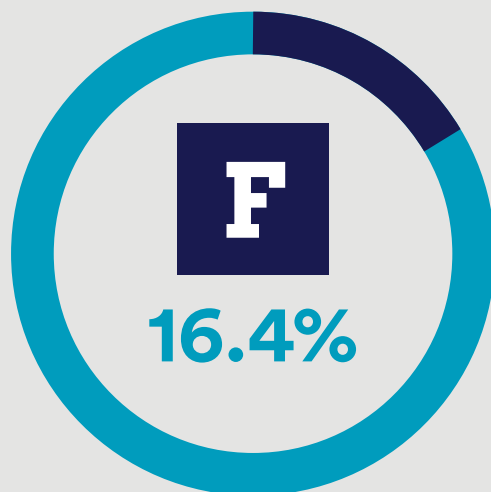
The median (41.4%) and mean results of the value of bonus paid (80.8%) are significantly influenced by the Clinical Excellence Awards (CEA). CEAs are a National Health Service (NHS) award. Local award schemes are managed by individual NHS employers, with national awards managed by the Advisory Committee on Clinical Excellence Awards Trust. The university does not control the CEA award schemes.

The majority of Clinical Academic staff employed at the university are men, and so CEAs have a disproportionate impact on the overall bonus gap. The table below shows bonus pay gaps with Clinical Academic staff removed, this shows the gap in relation to bonus awards the university is able to directly control.

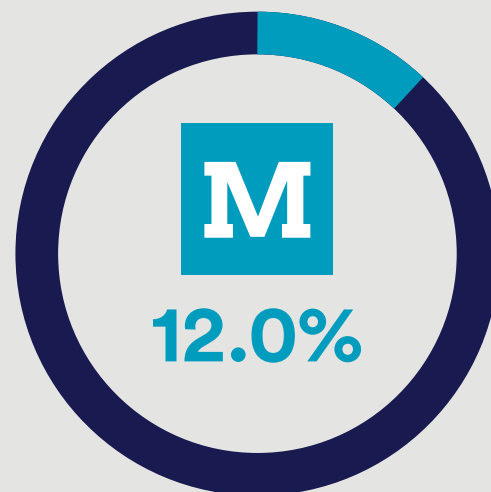
Calculation	Type	2020 (Including) Clinical Academic staff	2020 (Excluding) Clinical Academic staff	2019 (Including) Clinical Academic staff	2019 (Excluding) Clinical Academic staff
Bonus gap	Median	41.4%	29.8%	27.1%	18.6%
	Mean	80.8%	34.5%	78.1%	28.4%

# Proportion of staff awarded a bonus

## Calculation five



**Female staff = 16.4%**



**Male staff = 12.0%**

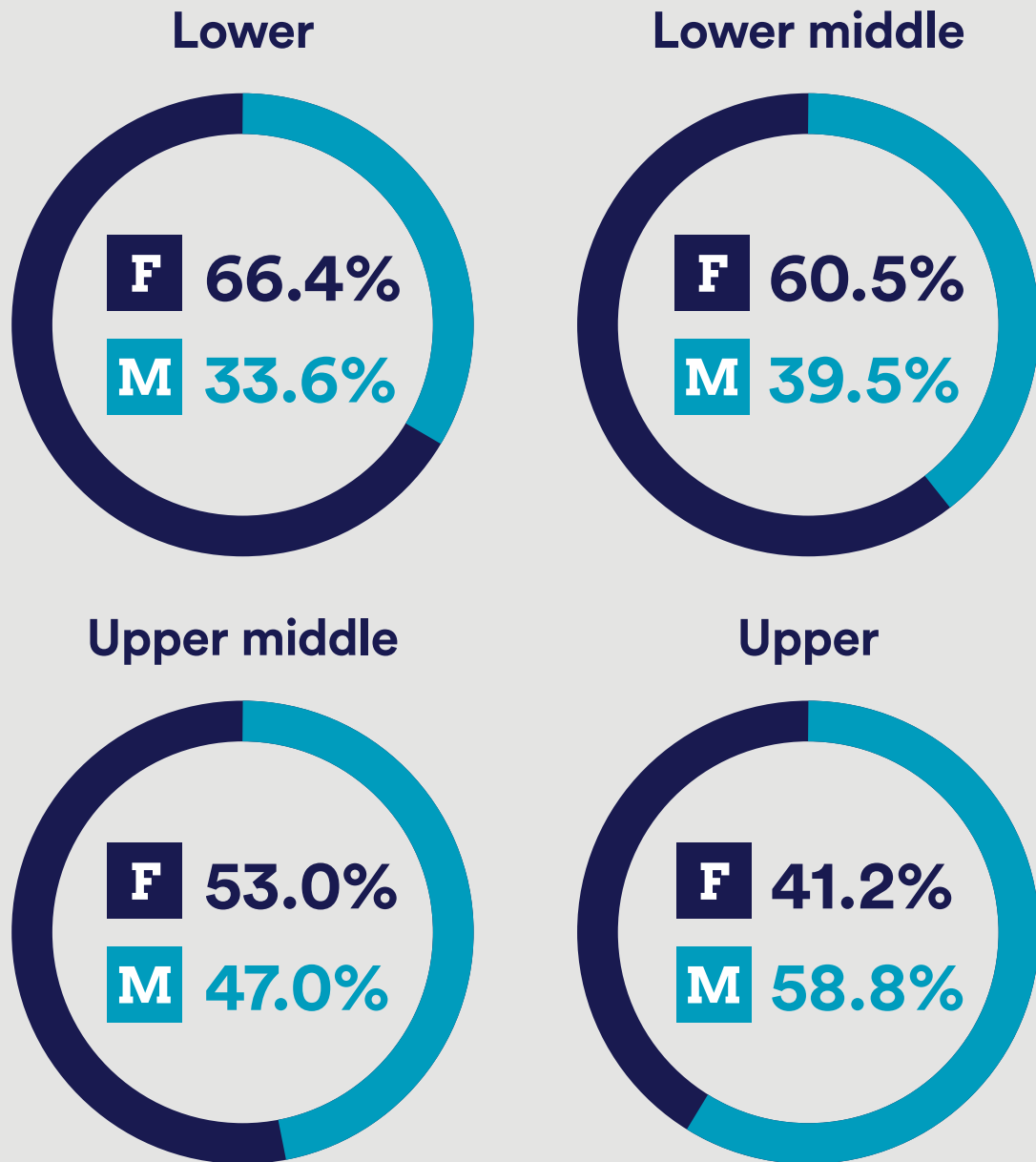
The graphs above shows that more female staff received a bonus than male colleagues (by 4.4%).

The increase of bonuses reported is for three reasons:

- The university moved to a new reward scheme in August 2019 and this reporting period included the payment for bonuses paid under the old PDPR scheme as well as the new scheme. This caused a higher proportional difference. In future years only values paid under the new scheme will be included which should reduce the difference between the proportions of male and female staff receiving a bonus.
- As part of the [2019/20 pay award](#) there was a non-consolidated bonus awarded to technical, childcare and APM grade 1–3 staff. This was a one off payment which was made in agreement (by ballot) with the Trade Unions. As there is a greater proportion of women in level 1–3 roles, a larger number of women received the bonus, contributing to a difference in favour of female staff.
- The bonus gap (values) is partly driven by the legacy PDPR bonus scheme which was paid as a percentage of salary. A higher number of male staff in senior, higher-paid roles, received a higher value of bonus. This, combined with the new scheme and a non-consolidated bonus where more women received a bonus of a lower value, caused the mean and median values in the bonus gap to increase. The university's new reward scheme is monitored for EDI purposes and is not linked to salary. As a result we expect to see a positive reduction on the bonus gender pay gap (excluding clinical academics) calculations in next year's report.

# Pay quartiles

Calculation six



The above data illustrates the gender distribution at the University of Nottingham across four equally-sized quartiles.

The quartiles illustrate the root cause of the gender pay gap within the university. There is a higher proportion of female staff within the lower three quartiles, and a higher proportion of male staff within the upper quartile. This is the primary influence on the gender pay gap at the University of Nottingham. The proportion of female staff in the highest paid two quartiles has increased when compared with the 2019 results. The upper quartile has increased from 40.7% female staff representation to 41.2%, and the upper middle quartile from 52.1% female staff representation to 53.0%.

# The gender pay gap within UK higher education

## Processes, policies and practice

The university is committed to ensuring that its processes, policies and practice reflect an institutional commitment to fairness, equality and inclusion. It is also useful to highlight context that is particularly relevant to the UK higher education sector.

The UK HE sector as a whole sees an imbalance of men at senior levels with the median gap at 13% and mean 14.7%\*. This is prevalent within academic positions and has been evidenced for many years. While there are a number of causes for this, both institutional and societal, the result is that the University of Nottingham, like many other UK HEI institutions, retains a significant number of long-serving male academics with salaries that are – in many cases – significantly above the levels of more recently-promoted or recruited academic staff.

With the majority of efforts to reduce the gap being focused on improving female representation at senior levels the proportion of women academics, including those in senior posts, is increasing. But the gender pay gap remains, in part due to the length of time senior male staff have been in post. The senior pay project is due to be implemented in 2022 and this will focus senior pay decisions on contribution, moving away from reward decisions relating to time served in post. However, we know that these changes will take time to impact our gender pay gap.

In recent years the university has taken steps to equalise starting pay on promotion, and to take proactive action on analysing, identifying and equalising historic gender salary imbalances. This includes documenting a starting pay policy so that equal pay impacts are considered when determining a starting salary and it is also reviewed and approved by a relevant authorised person if outside our normal starting pay point.

The counterpoint to the imbalance of men at senior levels in the sector is the lower proportion of men at lower staff levels. This contributes towards the gender pay gap by leading to a higher number of women at the lower-paid staff levels. Efforts to significantly reduce the gender pay gap need to focus on the imbalance at both lower and senior levels. The university continues to be committed to improving results at all levels.

\*2019 UCEA Gender Pay Gap Analysis



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