



GENDER PAY GAP REPORT

INTRODUCTION

We are pleased to publish once again our data on gender equality. This commitment to transparency will help to keep us focused on the challenging task ahead as we, along with peer institutions, attempt to redress inequalities in our society.

The report demonstrates that we continue to make progress, but that this progress is slow. While the mean gender pay gap has decreased, the median gender pay gap remains unchanged. The median bonus pay gap has been eliminated, but the mean bonus pay gap has increased.

In a large and complex organization like ours, it can be difficult to enact effective change. The largest impediment to eliminating the gender pay gap is the preponderance of women in the more junior roles and the preponderance of men in the most senior roles. This reflects the reality in most large organizations in the country.

Council recently agreed to implement the Oxford Living Wage (OLW) from August this year. This will go some way towards increasing the income of our lowest paid workers who are disproportionately female and will therefore have an impact on the gender pay gap.

In the academic roles, the Athena SWAN gender advancement initiative is supporting the recruitment and career progression of female academics. We have met our target for female Statutory Professors and this year plan to ensure that 30% of our professors and 35% of Associate Professors are female.

Promoting gender equality is a key strategic priority for the University and one that I know we share with many organizations across the country. We will continue to strengthen current policies and develop new ones as we monitor our progress and learn through experience how we can most effectively realize the ambitions laid out in our Strategic Plan.



Louise Richardson
Vice-Chancellor
University of Oxford

KEY POINTS

- The median gender pay gap remains at 13.7% which is lower than the median pay gap for the whole economy of 17.3% as reported by the Office for National Statistics.
- The mean gender pay gap has decreased for the second year in a row, this year from 22.6% to 21.6%.
- The median bonus pay gap has reduced from 6.7% to 0%. The mean bonus pay gap has increased from 64.1% to 70.7%, but remains lower than the gap of 79% reported in 2018.
- A greater proportion of women than men are in receipt of bonus payments.

BACKGROUND

Promoting gender equality is a key strategic priority for the University of Oxford, demonstrated in both our People Commitments in the University Strategic Plan 2018–23 and our commitment to Athena SWAN¹. The University of Oxford is committed to fostering an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and students are respected¹.

As an employer with more than 250 employees it is a legal requirement for the University to report its gender pay gap based on the snapshot date of 31 March 2019 and to publish the pay information by 30 March 2020.

This is the University's third gender pay gap report and it is pleasing to see that there is a reduction in the mean gender pay gap for the second year in a row. However, it is recognised that further progress needs to be made and the University is committed to continuing to take action that will address the gender pay gap.

METHODOLOGY

In accordance with the regulations and with reference to the Equality Act 2010, the University's gender pay gap report includes data relating to persons who are engaged by the legal entity incorporated under the name 'The Chancellors Masters and Scholars of the University of Oxford' ("the University"). This includes employees in University of Oxford departments, casual workers (including those undertaking casual teaching), those engaged through the University's Temporary Staffing Service and those who work within Oxford University Press ("the Press").

The University reporting does not include colleges or subsidiary companies, which are separate legal entities.

The Press has provided its UK data to the University's Personnel Committee in an anonymised format. The Press has not historically been included in reporting undertaken by the rest of the University. It operates completely separate remuneration arrangements and operates in a different employment market to the University.

University employees are employed on either clinical or non-clinical grades. The majority of non-clinical staff are employed on one of the eleven grades on the University's main salary and grading structure. Senior staff are employed on grades relating to job type i.e. the Statutory Professor grade, senior research grade, or managerial and professional grade. For staff on clinical grades, grade and pay is determined by an individual's stage in training and mirrors what the individual would receive in the NHS. Salaries for clinical academics with consultant contracts are determined by recognised seniority and experience within the NHS.

The data provided in this report is based on the snapshot date of 31 March 2019. The initial 'pay period' for employees is therefore the March payroll plus the previous 12 working weeks for those with irregular hours in addition to the previous 12 months of data relating to bonus pay. The data excludes those individuals on reduced pay, e.g. through sickness, maternity, paternity, or other unpaid leave.

The data was extracted as close as possible to 31 March 2019 in order to minimise the impact of subsequent changes to appointment records and a data assurance exercise has been undertaken.

¹ <https://edu.admin.ox.ac.uk/athena-swan>



FINDINGS

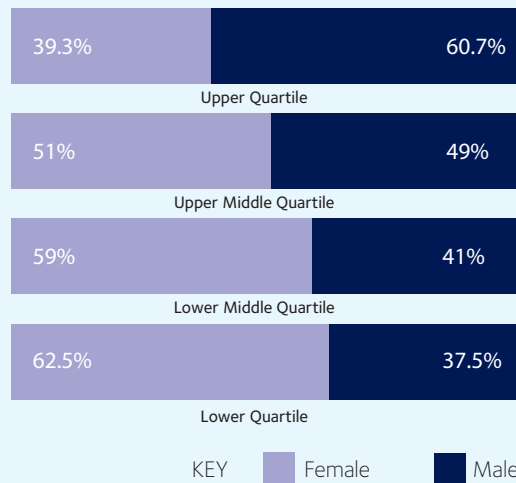
On the 31 March 2019 the University’s workforce for the purpose of gender pay gap reporting consisted of 18,196 individuals: 9,632 women and 8,564 men. The University’s gender pay gaps are as follows:

Gender pay gaps in ordinary pay	Female earnings
Mean gender pay gap in ordinary hourly pay	21.6% lower
Median gender pay gap in ordinary hourly pay	13.7% lower

Gender pay gaps in bonus pay	Female earnings
Mean gender pay gap in bonus pay	70.7% lower
Median gender pay gap in bonus pay	0% lower

Proportion in receipt of bonus pay by legal sex	
Male	12.8%
Female	17.9%

Proportion of males and females in each pay quartile





NARRATIVE

PAY

The “mean” hourly rate is calculated by adding all of the hourly rates together and dividing by the number of individuals in the data set.

The median hourly rate is calculated by arranging the hourly rates of all individuals in the data set in numerical order to identify the middle (or median) hourly rate. 50% of individuals will earn more than this hourly rate and 50% will earn less.

The pay gaps are calculated as the difference in the mean and median hourly rates for men and women.

The figures show that the University has a mean gender pay gap of 21.6% and a median gender pay gap of 13.7%. The mean total pay gap is 1% smaller in 2019 than in 2018. This is the second year in a row the gap has decreased. The median gap remains unchanged.

The Office for National Statistics uses median rather than mean earnings to measure the national gender pay gap as median pay is not affected by outliers or extreme values in the way that the mean is. The median gender pay gap for the whole economy (according to the October 2019 ONS ASHE figures) is 17.3%. However, the University recognises the importance of looking at both the mean and median in understanding its pay gaps.

PAY QUANTILES

The gender pay gaps identified are mainly attributable to a lack of women in senior roles in the University and a lack of men in the lower pay grades. There is a greater proportion of men than women in the upper pay quartile and a greater proportion of women than men in the lower and lower middle pay quartiles. This is owing to an uneven distribution of men and women across grades, with women generally accounting for a higher percentage of the staff in grades at the lower end of the structure and men accounting for a higher percentage of staff in senior grades. A slightly greater proportion of women than men are employed in the upper middle pay quartile.

Looking at the distribution of University employees across its grading structures helps explain the difference in the mean and median gender pay gaps identified. The majority of University employees are employed on its main salary and grading structure (72% of the reported population) and the median salaries for both men and women fall within this range. The median pay gap is less influenced by the value of salaries at senior level than the mean pay gap. 72% of staff on University senior grades are men. 34% of those men are employed in clinical roles.

The University is already taking action to address its shortage of women in senior roles and is using the Athena SWAN gender advancement accreditation scheme to support the recruitment and career progression of women. The University continues to develop and pursue ambitious action plans in order to enable women better to develop their careers, and make greater contributions to all aspects of University life. The Athena SWAN initiative started in the Medical Sciences and Mathematical, Physical and Life Sciences Divisions, recognising the lack of representation of women in senior roles in science, technology, engineering, maths, and medicine and is now being used by all Divisions.²

The proportion of women in the upper pay quartile has increased for the second year in a row which is shown in the table below:

Proportion of females in each pay quartile	2019	2018	2017
Upper Quartile	39.3%	38.0%	37.2%
Upper Middle Quartile	51.0%	51.5%	51.2%
Lower Middle Quartile	59.1%	59.1%	59.3%
Lower Quartile	62.5%	62.5%	65.1%

² See <https://edu.admin.ox.ac.uk/athena-swan> for the University and departmental Athena SWAN submissions

BONUS

The definition of bonus pay for the purpose of gender pay gap reporting includes any remuneration that relates to amongst other things productivity, performance or incentive. The mean gender bonus gap for the University remains large at 70.7%, and has increased since the reported gap of 64.1% in 2018, but still remains lower than the gap of 79% reported in 2017.

Further analysis of bonus pay has been conducted to identify where issues lie and where action might be taken. The bonus pay referred to above includes the following:

- Clinical Excellence Awards, which are decided and funded by the NHS;
- one-off payments (capped at 3% of base pay) made under the University's Reward and Recognition Scheme; and
- the Press's bonus scheme, which is operated by the Press under its own governance arrangements for remuneration.

Only a small proportion of the University's non-clinical staff receive bonus pay. The University operates a **Reward and Recognition Scheme** for all staff in its main salary and grading structure, covering 13,143 employees. Any one off (non-consolidated) payments made in the twelve months to 31 March 2019 under this scheme have been categorised as bonus pay for the purpose of gender pay gap reporting. Non-consolidated payments include £200 recognition awards and awards for excellence which have a value of circa 3% of base pay (ranging from £327 to £2,117). Decisions about awards made under the Reward and Recognition Scheme are made by the relevant employing department with an equality analysis of

each annual exercise presented to the University's Personnel Committee. A greater proportion of women than men receive awards, but with a greater proportion of women at the lower end of the structure the total value of excellence payments (3% of salary) will be greater for men.

Clinical Excellence Awards are only available to eligible staff on clinical grades with honorary contracts with the Oxford University NHS Trust. There are twelve levels of Clinical Excellence Award ranging from £3,016 to £77,320. Clinical Excellence Awards are intended to recognise and reward those consultants who contribute most towards the delivery of safe and high quality care to patients and to the continuous improvement of NHS services. This includes those consultants and senior academic GPs who do so through their contribution to academic medicine. 293 University staff are eligible for Clinical Excellence Awards: 75% are male and 25% are female. Decisions about who should receive Clinical Excellence Awards are not taken by the University. The distribution of clinical bonus pay is different for men and women, with men receiving a higher proportion of large payments and women receiving a higher proportion of lower payments. This distribution has a large effect on both the mean and the median pay gap.

The Press operates a number of different bonus plans in the UK and these are included in the reported figures. These include a bonus plan for senior level employees based on financial and non-financial metrics; sales bonus plans for some customer facing roles; and a discretionary bonus plan for employees not included in one of the other plans. Any decisions relating to the **Press's bonus scheme** are taken by the Press. The Press reports its gender pay gap annually and agrees actions accordingly.

GENDER PAY AND EQUAL PAY

The gender pay gap is a measure of the difference between the mean and median earnings of men and women across the University. Equal pay ensures we are paying the same level of pay to those who are performing the same work, or work assessed as being of equal value as determined by an analytical job evaluation scheme that looks at the skills and requirements of the job. It is possible therefore to have a gender pay gap without having any equal pay gaps.

The University of Oxford is committed to the principle of equal pay for work of equal value for all employees. The statutory code of practice on equal pay recommends that the most effective way of establishing whether pay policies and systems are discriminatory is to undertake an equal pay audit. The University has conducted equal pay audits both for its main salary and grading structure and for senior staff since 2009, and these are now conducted every three years. The most recent equal pay audits were conducted in 2016/17, and the audit for 2019/20 is underway.

The audits are conducted in line with the Equality and Human Rights Commission guidelines and provide an analysis of basic pay and total pay by legal sex (and for the main salary and grading structure ethnicity, disability and contractual status). In accordance with the guidelines gaps of 5% or more are considered significant and have been used to identify actions to be undertaken.

The results of the 2016 equal pay audit of the main salary and grading structure indicated that in broad

terms the University is achieving equal pay for work of equal value. Relatively few pay gaps were identified in the analysis of mean basic and total pay by legal sex and, where further investigation was carried out, an objective justification has been found.

Pay gaps in total pay were identified in the 2016 equal pay audit for senior staff. The pay gaps tend to arise from differences in the distribution of additional pay elements such as professorial distinction and NHS clinical excellence awards. There are well-defined and objective processes for the award of additional pay elements. In many cases, the additional pay elements reflect the external market, as well as recruitment and retention imperatives. The largest pay gap identified was for senior managerial and professional staff. A number of different types of role fall within this group with salary differentials reflecting the different levels of job and market in which they are operating.

As a result of its equal pay reporting the University has introduced revised procedures for the salary reviews of some groups of senior staff. For example the introduction of a more structured process to award merit pay to all staff with professorial title and the introduction of a framework for the salary setting and review for senior managerial and professional staff.

The University has implemented policies relating to its most senior pay to ensure fair, transparent, appropriate and justifiable levels of remuneration in line with the Committee of University Chairs Remuneration Code.

COMMITMENTS, ACTIONS AND PROGRESS

The University's Equality Policy recognises that equality should be embedded in all University activities and seeks to promote awareness of equality and foster good practice.⁴

In respect of staff the University is committed to ensuring that entry into employment and progression within employment are determined solely by criteria which are related to the duties of a particular post and the relevant salary scale, and to supporting career development and progression to ensure diverse representation and participation at all levels.

The University of Oxford is committed to taking action which will address the gender pay gap. In particular the University is already committed to increasing the proportion of women in academic, leadership and governance roles across the collegiate University with targets to achieve by 31 July 2020:

- a yearly increase in the proportion of female Professors, with 30% representation by 2020;
- a yearly increase in the proportion of female Statutory Professors, with 20% representation by 2020;
- a yearly increase in the proportion of female Associate Professors, with 35% representation by 2020;
- one third representation of women across University leadership roles including but not limited to heads of department and senior management teams.

These targets have been carefully considered in order to arrive at achievable and realistic targets when taking into account the number of women in the pipeline for these academic roles and progress is reported annually in the University Equality Report.

RECRUITMENT PROCEDURES

The University revised its procedures for Statutory Professor recruitment in 2013–14. Panels are required to undertake a proactive search process and request permission from the VC to proceed at each stage if no appointable women are being taken

forward. Members of electoral boards are explicitly reminded at the start of each recruitment where bias can occur (e.g. in references). Since the introduction of the revised procedures, the proportion of women in statutory professor roles has increased from 11% to 19%, and women have represented over one-third of all new appointments.

The University is currently putting new processes in place to extend this success to Associate Professor recruitment.

FAMILY-FRIENDLY POLICIES

The University has a number of family-friendly policies and initiatives in place, which go beyond the statutory minimum, including family leave schemes, subsidised University nurseries, a Returning Carers' Fund⁵ and flexible working.

Most recently the University extended its generous family leave offer to become a day-one benefit. Anyone joining the University will no longer have to work for a qualifying period before being eligible for the paid leave available.

The Returning Carers' Fund was introduced in 2014 and has made small grants to support 253 staff members who have taken a break for caring responsibilities to re-establish their research careers. Feedback from grant recipients has shown that the Fund has had a demonstrable impact on the careers of many staff returning from caring leave, both in tangible terms (e.g. securing fellowships, successful grant applications, publishing papers, invitations to present at conferences, increasing the visibility of research, and establishing new research collaborations) and in signalling that the University is serious about supporting the careers of those with caring responsibilities.

The University provides the benefit My Family Care for all employees, offering access to emergency back-up childcare and adultcare, a 'speak to an expert' phone line and a wide range of guides and webinars.

⁴ See <https://edu.admin.ox.ac.uk/equality-policy>

⁵ <https://edu.admin.ox.ac.uk/returning-carers-fund>

WOMEN'S LEADERSHIP

The Oxford Senior Women's Mentoring Network encourages women to explore their leadership potential within academic life, or within an administrative career. Since 2011 it has matched 246 women with senior mentors, many of whom have subsequently taken on departmental, divisional or University leadership roles.

In 2019–20 the University intends to develop a process to identify a pool of potential candidates from diverse backgrounds to be put forward for committee positions as they become vacant.

ATHENA SWAN

The University has an institutional Athena SWAN Bronze Award which was renewed in April 2017. In addition, 33 departments hold awards, 18 at Silver and 15 at Bronze; each has an accompanying action plan. The institutional renewal process reiterated the University's commitment to gender equality and involved widespread consultation to agree an action plan for the period 2017–21⁶. Many of the actions will contribute directly to closing the gender pay gap, particularly those intended to:

- Continue to strengthen recruitment processes;
- Increase the proportion of women in Associate Professor and senior research roles;
- Ensure appropriate career development for all;
- Achieve strong representation and voice of women in decision-making at all levels;
- Ensure equal pay for equal work;
- Extend the University's support for staff with caring responsibilities;
- Promote and celebrate a full range of diversity in scholarship.

GENDER BALANCE IN THE GRADING STRUCTURE

The University is committed to a number of actions to increase the proportion of women in senior grades: analysis indicates that taking such action will have the greatest impact on reducing the mean pay gap. However, a combination of actions at both the higher and lower end of the salary structures is required in order to have a substantial impact on reducing the median gap. The University will consider issues of job segregation and identify ways to increase the number of men employed at the lower end of the salary structure as part of the process for renewal of its Athena SWAN award in April 2021.

DIVISIONAL ANALYSIS AND ACTION

Analysis of the gender pay gap indicated that pay gaps differ considerably across the academic divisions, and therefore the actions to reduce the gap may differ. The University has agreed that work should be carried out within divisions to analyse the gender pay gaps and establish any divisional specific actions.

Work will also be carried out with the Medical Sciences Division to establish how the University can best communicate with the NHS over the current and future processes for the awarding of Clinical Excellence Awards.

All the actions identified are on-going and it may be several years before some have any impact on the gender pay gap. In the meantime the University is committed to reporting on an annual basis on the progress it is making.

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⁶ <https://edu.admin.ox.ac.uk/athena-swan>