We are pleased to publish our data on gender equality. It is one important way of maintaining momentum and ensuring accountability.

The lack of women occupying senior roles in universities remains a challenge to the Higher Education sector. Oxford, while an exceptional institution, is no exception when it comes to gender equality. We continue to work, however, with enthusiasm, energy and determination to address the considerable imbalance.

A number of our initiatives are beginning to have an impact – but there is some way to go. To ensure progress we have committed to:

- achieve a yearly increase in the proportion of female Professors, with 30% representation by 2020;
- achieve one third representation of women across University leadership roles including but not limited to heads of department and senior management teams;
- achieve a minimum of 30% of female members of Council and each of its main committees (Education, Personnel, Research, Planning and Resource Allocation, and General Purposes).

A 30% target is generally recognised as an effective “tipping point” towards full equality. Since the commitments were adopted, female representation on the Council of the University has risen to 41%. The appointment rate for female statutory professors has risen from 15% in 2010–12 to 35% today.

I have been asked on countless occasions for comments on my role as “Oxford’s first female Vice-Chancellor.” I have usually responded by expressing the wish that we fix things so that our daughters will not have to be the first female anything. I hope we will.

I welcome this report and hope you will find it useful.

Louise Richardson
Vice-Chancellor
University of Oxford
BACKGROUND

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 respected.1

Promoting gender equality is a key strategic priority for the University of Oxford, demonstrated in both our Strategic Plan 2013-18 and our commitment to Athena SWAN.2

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 2017 and to publish the pay information by 30 March 2018.

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 ("OUP").

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

OUP has provided its UK data to the University’s Personnel Committee in an anonymised format. OUP has not historically been included in reporting undertaken by the rest of the University and takes decisions on its own pay and grading structures.

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, for example, 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 2017. 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 for example through sickness, maternity, paternity, or other unpaid leave.

The data was extracted as close as possible to 31 March 2017 in order to minimise the impact of subsequent changes to appointment records and a data assurance exercise has been undertaken, including detailed checking of a random 1% sample of the data.

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1 Visit https://www1.admin.ox.ac.uk/eop/aboutus/ for more information on equality and diversity at the University.
2 https://www1.admin.ox.ac.uk/eop/gender/athenaswan/
**FINDINGS**

On the 31 March 2017 the University’s workforce for the purpose of gender pay gap reporting consisted of 17,363 individuals; 9,238 women and 8,125 men. The University’s gender pay gaps are as follows:  

<table>
<thead>
<tr>
<th>Gender pay gaps in ordinary pay</th>
<th>Female earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean gender pay gap in ordinary hourly pay</td>
<td>24.5% lower</td>
</tr>
<tr>
<td>Median gender pay gap in ordinary hourly pay</td>
<td>13.7% lower</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender pay gaps in bonus pay</th>
<th>Female earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean gender pay gap in bonus pay</td>
<td>79.0% lower</td>
</tr>
<tr>
<td>Median gender pay gap in bonus pay</td>
<td>48.7% lower</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proportion in receipt of bonus pay</th>
<th>Female earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7.6%</td>
</tr>
<tr>
<td>Female</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

**Percent of males and females in each pay quartile**

- **Upper Quartile**: 62.8% Male, 37.2% Female
- **Upper Middle Quartile**: 48.8% Male, 51.2% Female
- **Lower Middle Quartile**: 40.7% Male, 59.3% Female
- **Lower Quartile**: 34.9% Male, 65.1% Female

**KEY**

- Female
- Male
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 24.5% and a median gender pay gap of 13.7%.

Median pay is often considered to be a better measure of pay gaps as it 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 2017 ONS ASHE figures) is 18.4%.

PAY QUARTILES
The gender pay gaps identified are mainly attributable to a lack of women in senior roles in the University. 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 (92%) 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.

76%5 of staff on senior grades are men and 82% of those listed as earning over £100K in the University’s financial statements for 2016–2017 were men. 35% 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 career development of women. This 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 Divisions6.

BONUS
The University (excluding OUP) does not operate a bonus scheme for staff. However, 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 and the median gender bonus gap for the University are large at 79% and 48.7% respectively. This is attributable to the grouping of various performance related payments into one category.

The bonus pay referred to above includes the following:

- Clinical Excellence Awards;
- one-off payments (capped at 3% of base pay) made under the University’s Reward and Recognition Scheme; and
- the OUP bonus scheme.

The University operates a Reward and Recognition Scheme for all staff in its main salary and grading structure, covering 11,844 employees. Any one off (non-consolidated) payments made in the twelve months to 31 March 2017 under this scheme have

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4 Data as at 31 July 2016 when the University completed its most recent equal pay audits
5 Data as at 31 July 2016 when the University completed its most recent equal pay audits
6 See https://www1.admin.ox.ac.uk/eop/gender/athenaswan/applications/ for the University and departmental Athena SWAN submissions
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 £313 to £2,039).

**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.

OUP 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; a discretionary bonus plan for employees not included in one of the other plans and spot bonus awards to recognise outstanding employee contribution. Any decisions relating to the OUP bonus scheme are taken by OUP.

The gender pay gaps in bonus pay excluding clinical excellence awards and OUP bonuses are as follows:

<table>
<thead>
<tr>
<th>Gender pay gaps in bonus pay</th>
<th>Female earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean gender pay gap in bonus pay</td>
<td>28.5% lower</td>
</tr>
<tr>
<td>Median gender pay gap in bonus pay</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proportion in receipt of bonus pay</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>4.4%</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>6.1%</td>
<td></td>
</tr>
</tbody>
</table>
GENDER PAY AND EQUAL PAY

The gender pay gap is a measure of the difference between the average 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 which 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.

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. The pay gap for this group has reduced since the previous audit and at the same time the number of women employed in this group has increased by 27% and the number of men has decreased by 29%.

The University is already taking actions as part of its equal pay reporting which should reduce the gender pay gap. For example:

1. conducting further analysis to scrutinise and better understand the pay gaps found at senior level in order to identify targeted action for salary setting at senior grades, and particularly for senior managerial and professional staff;
2. introducing revised procedures for the salary reviews of some groups of senior staff. For example the University is currently in the process of finalising a more structured process to award merit pay to all staff with professorial title; and
3. in line with the University’s continued commitment to ensure equal pay for work of equal value the audits also identified actions to further investigate differences in the value and distribution of some additional payments.
The University of Oxford is committed to taking action which will address the gender pay gap. 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.

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 support career development and progression to ensure diverse representation and participation at all levels.

The University has recently reviewed and revised its recruitment processes to ensure it improves its ability to attract women to apply for the most senior positions.

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' Fund and flexible working. Most recently it launched My Family Care, which is a benefit the University provides 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.

The University has an institutional Athena SWAN Bronze Award which was renewed in April 2017. The renewal process reiterated the University’s commitment to gender equality and involved widespread consultation to agree an action plan for the period 2017–21. Many of the actions are aimed at supporting the career development of women, and increasing the number of women in senior roles. In addition, 30 departments hold awards, which is the most awards held by any University, 19 at Silver and 11 at Bronze; each has an accompanying action plan.

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 a yearly:
- increase in the proportion of female Professors, with 30% representation by 2020;
- increase in the proportion of female Statutory Professors, with 20% representation by 2020; and
- increase in the proportion of female Associate Professors, with 35% representation by 2020.

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.

In addition the University is committed to the following:
- to achieve one third representation of women across University leadership roles including but not limited to heads of department and senior management teams;
- selection committees to aim for a representation of at least one third women. In disciplines where the proportion of female academic staff is below a third, departments should seek to achieve female representation by other means, including the use of external panel members and female research staff; and
- women to comprise a minimum of 30% of members of Council and each of its main committees (Education, Personnel, Research, Planning and Resource Allocation, and General Purposes Committees).

The University is reviewing its governance arrangements for the setting and review of its most senior pay to ensure fair, transparent, appropriate and justifiable levels of remuneration.

These actions, in addition to those on equal pay, 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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7 https://www1.admin.ox.ac.uk/eop/policy/equality-policy/
8 https://www1.admin.ox.ac.uk/eop/gender/carers-fund/