

MANCHESTER
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The University of Manchester

THE UNIVERSITY OF MANCHESTER
**GENDER
PAY GAP
REPORT**
2020



**MIND
THE
GAP**

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1. Executive Summary

The University of Manchester's 2020 Gender Pay Gap (GPG) analysis is the fourth report to be published since the introduction of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017¹ which came into force on 6 April 2017.

There has been very little change to the GPGs compared to the two previous reporting periods. The median GPG has remained the same at 11.8% whilst the mean has increased marginally to 17.2%, from 17% in 2019. It should be noted that measures put in place to reduce the causes of the gap take time and, in particular, actions developed in response to the 2019 report would not have had any impact at the time of the 2020 census date.

It is important to note that these averages across the whole workforce are largely because of women's under-representation in the higher paid job levels and functions (occupational segregation), and not as a result of men and women being paid differently for work of equal value. The University's 2019 Equal Pay Audit revealed there were no significant pay gaps (i.e. 5% or more) at any grade for staff in grades 1 to 8. One significant gap was identified in relation to Grade 9 Professorial staff in Zone B where BAME staff were under-represented. There were no significant pay gaps at any grade in relation to gender.

Only a small proportion of our workforce receives bonus payments: 2.1% of men and 1.3% of women. The mean bonus pay gap reported for 2020 has reduced to 50.8%, down from 64% in 2019. Likewise, the median bonus pay gap has reduced to 51.6% from 83.2% in 2019. These figures represent the smallest bonus pay gaps since the introduction of the mandatory pay gap reporting. The bonus GPG outcomes are significantly impacted by the payment of Clinical Excellence Awards (CEAs).

The report provides additional analysis relating to the University's clinical staff and we remain committed to working with partner Trusts to help determine what actions the University could, and should, be undertaking to, for example, ensure women are actively supported and encouraged in applying for CEAs.

In order to further understand the causes of the pay gaps as a basis for developing appropriate, additional interventions, the report analyses the distribution of our staff across functional areas and seniority within occupational groups.

This analysis confirms that the main contributing factor for our mean and median GPG is vertical segregation: the under-representation of women in senior roles and their over-representation in the lowest paid quartile. In this context, we are pleased to report that the trend of an increasing proportion of women now occupying roles paid in the highest paid quartile (Quartile 1), has continued and is now 40.8%, up from 40.3% in 2019.

However, with the marginal increase in the mean gap and the lack of progress in closing the median gap, we recognise there is still much work to do to close the gaps. The analysis undertaken in relation to specific occupational groups (i.e. clinical and academic and research staff) and the specific small group of casual staff demonstrates the impact that relatively small groups of staff can have on the overall average outcomes.

Achieving gender balance throughout its workforce, and at all levels, is an important goal for The University of

Manchester and one that has strategic significance, alongside retaining our commitment to equal pay for work of equal value. We know that eradicating the GPG is an ambitious goal that will take some time to achieve and the University is committed to developing actions that will accelerate the closing of the GPGs. To this end, a number of initiatives have been put in place. These include the review and development of the flexible working policy in light of the lessons learned from working during the COVID-19 pandemic, staff networks, staff training, Living Wage Foundation accreditation and raising and maintaining awareness of Equality, Diversity and Inclusion initiatives and successes (all of which are discussed in more detail in Section 8). The University has a key performance indicator to increase equality and diversity at all levels in the staff that we employ until our staff profile is representative of national and local populations. This includes a target to increase the proportion of women who are Senior Lecturers, Readers and Professors across all faculties until they are representative of the pool of women at Lecturer level. Currently we have 32% of academic women in senior roles against a target of 47%.

Although the COVID-19 pandemic does not impact on the outcomes in this report due to its timing, it should be noted that the University will need to guard against and consider mitigating action to counter the likely more adverse impact of the pandemic on women's careers and progression. Anecdotal evidence within the University and wider research suggests

¹ <http://www.legislation.gov.uk/ukxi/2017/353/schedule/1/made>

the impact could be significant. Further detail is provided in Section 9.

The University has a zero tolerance approach to bullying, harassment and discrimination. We aim to create an inclusive environment where everyone

is treated with dignity and respect. We have accessible reporting mechanisms, Harassment Support Advisors and a mediation service to support our work. Additionally, we are currently piloting active bystander training that will be available to all staff.

The University continues to seek to build on these initiatives further to assist women to progress to the next level of their career.

2. Introduction

We are pleased to fulfil our statutory obligations under the Equality Act 2010 by reporting on our annual analysis of the GPG at The University of Manchester (see box 1)

Box 1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017² came into force on 6 April 2017

The regulations make it mandatory for all organisations with more than 250 employees to report their GPG on an annual basis. All organisations in the public sector, including HEIs, are required to take a snapshot of data on 31 March on which an analysis of the pay gap must be undertaken each year. All relevant organisations are required to publish details of their GPG in accordance with the specified criteria on their own website and on the Government's Equalities Office website by 30 March the following year and on an annual basis. As a consequence of the COVID-19 pandemic, the government suspended the requirement for organisations to report outcomes for 2019, though the University proceeded to report as planned.

The GPG is wider than considerations of Equal Pay (Box 2). This report presents the results of The University of Manchester's mandatory GPG reporting requirements for 2020; analyses the factors that contribute to these gaps and summarises the actions we are taking in light of this analysis.

Box 2. What is the difference between Equal Pay and the Gender Pay Gap?

The GPG is distinct from equal pay though that distinction is often confused. ACAS provides the following definitions:

“Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.”

“The gender pay gap shows the differences in the average pay between men and women.”³

The GPG measures differences in pay between men and women across an entire range of pay, which includes jobs of different size and level. Any gap is not a key measure of equal pay for work of equal value, but, more often, a reflection of the lower representation of women at higher grades/levels. In other words, any pay gap will be reduced by progress towards the University's headline equality and diversity objectives to achieve greater gender balance at higher grades and senior levels where women are currently underrepresented.

Box 3. Gender Identity

The University recognises that gender identity is broader than simply men and women. Although the gender pay gap regulations require that we report colleagues as either men or women, we know that trans and non-binary colleagues do not identify with either category. Notwithstanding this requirement, we value, welcome and celebrate colleagues of all gender identities. This reflects our commitment to create an inclusive and trans-friendly culture and workplace, free from discrimination, harassment or victimisation, where all trans and non-binary colleagues are treated with dignity and respect

²<http://www.legislation.gov.uk/uksi/2017/353/schedule/1/made>

³Extract from *Managing gender pay reporting* ACAS February 2019

Source: https://www.acas.org.uk/media/4764/Managing-gender-pay-reporting/pdf/Managing_gender_pay_reporting_07.02.19.pdf

3. Calculations and scope of reporting

All data presented in this report has been gathered and analysed in accordance with the Equality Act 2010 (Specific Duties and Public Authorities) 2017. In line with all public sector organisations, the data is based on hourly pay rates as at 31 March 2020 and for bonuses paid between 1 April 2019 and 31 March 2020.

All relevant organisations are required to report their:

- i. mean gender pay gap
- ii. median gender pay gap
- iii. mean bonus pay gap
- iv. median bonus pay gap
- v. proportion of men and women receiving a bonus payment
- vi. proportion of men and women on each pay quartile

The data includes information relating to all relevant employees, which is defined as anyone employed by the University on 31 March 2020. This includes casuals, apprentices, overseas workers, clinicians and those personally contracted to do work.

4. Institutional context and commitment to Equality, Diversity and Inclusion

The University's commitment to equality, diversity and inclusion is restated and reinforced in our new [Vision and Strategic Plan](#), which identifies equality, diversity and inclusion as a key priority for the organisation over the next five years. The plan expresses the University's ambition to "be committed to equality and diversity, and to equal opportunities for all", and the benefits that this will bring:

"Equality, diversity and inclusion. Our students and staff will be representative of the diversity of talent in our communities. Equality, diversity and inclusion strengthen our University and will be at the heart of our core activities. We will create an inclusive and supportive environment led by effective leaders so that everyone can participate fully and reach their full potential"

This commitment is embedded in the University's published [equality and diversity objectives](#) in its commitment to "improve the representation of women in..... senior leadership, academic and professional support positions."

The University continues to promote and celebrate all achievements and milestones in seeking to promote a diverse and inclusive workforce. The University is a member of the Athena SWAN charter and had its bronze award renewed in 2018. It holds six silver and eight bronze awards at School/Department level. Additionally the University has retained its Top 50 position in the latest Stonewall Workplace Equality Index, gained reaccrreditation of the Race Equality Charter Mark in 2019 and is intending to apply for the Disability Standard (further detail is included in Section 8).

5. Why are the outcomes for the University's Gender Pay Gap and Equal Pay Audit Different?

Equal pay for work of equal value is one factor that contributes to reducing the GPG. The two measures of pay serve different monitoring purposes and are calculated differently (see Box 2). The University undertakes an equal pay audit every two years. These are conducted in accordance with guidance recommended by both the Equality and Human Rights Commission and the Joint Negotiating Committee for Higher Education Staff.

The University's 2019 equal pay audit included all staff in Grades 1 to 8 and Grade 9 Professional Services and non-clinical Professorial staff. It did not include employees on clinical grades (e.g. Allied Health Professionals, Academic Clinical Lecturers, GPs and Consultants), those employed by wholly owned subsidiary companies of the University, the small number

of Professors in the highest pay zone (zone A) and those engaged on a casual basis who were not deemed employees.

The focus of equal pay audits is on examining whether there are pay differences within grades based on three categories: gender, ethnicity and disability.

The data underpinning The University of Manchester's equal pay audit includes basic pay for each relevant employee and excludes any additional payments such as market supplements and acting-up allowances.

The headline results of the 2019 equal pay audit showed no significant pay gaps (i.e. 5% or more) at any grade for all staff paid in Grades 1 to 8. This was consistent with findings from previous audits.

The one significant gap identified was in relation to Grade 9 Professorial staff in Zone B and BAME staff were under-represented in this group. There were no significant gaps identified for any grade in relation to gender.



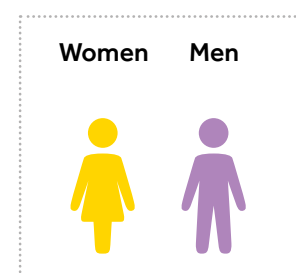
6. Benchmarking with other Higher Education Institutions (HEIs)

We benchmark our GPG with other universities in the UK higher education sector. The latest available data is for 2019 and shows that The University of Manchester has one of the narrowest GPGs among the research-intensive

Russell Group universities: third on mean GPG and sixth on median GPG. Table 1 below shows the published outcomes⁴ of all Russell Group Universities for 2019.

Table 1: Below shows the published outcomes of all Russell Group Universities for 2019

Russell Group University	Mean hourly rate pay gap (%)	Median hourly rate pay gap (%)	Mean bonus pay gap (%)	Median bonus pay gap (%)	Who received bonus pay (%)	
					Men	Women
University College London	14.5	7.0	19.1	47.9	2.8	1.0
Queen Mary University of London	15.8	9.8	68.7	33.3	5.4	4.2
The University of Manchester	17.0	11.8	64.0	83.2	2.0	1.5
Imperial College London	17.7	8.0	59.6	37.5	5.3	5.5
King's College London	17.8	13.0	59.0	31.3	7.4	6.4
University of Sheffield	17.8	10.7	64.4	20.0	20.1	23.6
University of Cambridge	18.4	11.5	61.9	4.6	20.2	22.0
Newcastle University	18.5	17.0	79.0	47.0	7.0	11.0
University of Bristol	18.6	13.7	67.3	33.3	4.0	4.9
University of Southampton	18.8	18.3	46.5	33.3	6.9	4.9
University of Leeds	18.9	12.5	82.1	50.0	7.9	7.5
University of York	18.9	15.9	72.8	-27.3	3.6	3.7
University of Birmingham	19.1	19.6	59.4	25.0	10.9	10.5
Cardiff University	19.4	15.7	54.2	17.1	1.8	1.5
University of Exeter	20.8	18.6	60.9	0.0	27.7	27.1
University of Oxford	21.6	13.7	70.7	0.0	12.8	17.9
University of Nottingham	21.7	16.9	78.1	27.1	8.0	7.2
University of Liverpool	22.0	15.5	79.7	83.4	2.2	2.1
Durham University	23.6	27.9	62.9	50.0	1.2	2.1
University of Warwick	25.9	24.7	62.5	34.5	30.4	38.1
London School of Economics & Political Science	26.6	13.3	63.6	50.0	17.1	14.6



⁴ All published GPG analysis can be accessed here: <https://gender-pay-gap.service.gov.uk/viewing/download>

The Universities and Colleges Employers Association (UCEA) has also undertaken analysis of the reported GPG outcomes of 108 HEIs in England. It should be noted that the figures presented by UCEA are not based on the same sample as the analysis undertaken in 2018. This is as a result of the government's decision not to enforce statutory gender pay gap reporting for 2019 in light of the COVID-19 pandemic.

Their research shows that the typical median GPG had fallen slightly from 13.7% in 2018 to 13% while the typical mean GPG remains similar at 14.7% (compared with 14.9% in 2018).

By way of comparison, the latest figures published by the Office for National Statistics (ONS), which includes data

from across the UK, show a median GPG of 15.5% for 2020, this compares with 17.4% in 2019. However, it should be noted that the pay period when the data was collected included 22 April 2020 on which date approximately 8.8 million employees were furloughed under the government's COVID-19 Job Retention Scheme. It is estimated that around half of these employees received only 80% of their normal pay which may have contributed to the reduction in the pay gap.

Table 2 provides a summary of the UCEA findings and shows how the University compares in relation to the 2019 outcomes. It shows that The University of Manchester has a smaller median GPG than the sector average (11.8% compared to 13%), but that our mean GPG is above the sector average

(17% compared to 14.7%). A smaller proportion of our employees receive a bonus payment than the sector average, however the mean and median GPG is much higher than the sector average. This is a direct result of the payment of CEAs which are categorised as bonus pay, and only exist in universities that, like ours, have a medical school.

Table 2: UCEA analysis of 2019 Gender Pay Gap outcomes in 108 HEIs

	HE Sector (%)	University of Manchester (%)
Mean GPG	14.7	17
Median GPG	13	11.8
Mean Bonus GPG	20.2	64
Median Bonus GPG	0	83.2
Proportion of males receiving a bonus payment	3	2
Proportion of females receiving a bonus payment	2.5	1.5

7. The University of Manchester Gender Pay Gap: Outcomes and analysis 2020

The tables below contain the outcomes of The University of Manchester's GPG reporting for 2020 with outcomes for the previous years also included for reference. Tables 3, 5 and 6 also show the outcomes when clinical staff are excluded from the calculations. On the census date, the University employed 667 staff paid on NHS grades (4.9% of the overall population).

7.1 Summary of the Gender Pay Gap in 2019 and trend analysis

As Table 3 shows, the University's mean GPG has increased marginally to 17.2% in 2020 from 17% in 2019. There has been no change to the median gap of 11.8%.

The University of Manchester employed 667 members of staff paid on NHS grades on the census date (288 men and 379 women); most with clinical academic terms and conditions of employment and with pay determined by the NHS nationally agreed pay scale. Excluding clinical staff from the analysis makes no material difference to the mean or median GPG or direction of travel since 2017.

Among the minority of staff who receive bonus payments (2.1% of men and 1.3% of women, see Table 3) the mean bonus GPG for 2020 is 50.8%, down from 64% in 2019. The median bonus pay gap has also narrowed to

51.6%, down from 83.2% in 2019. The 2020 bonus pay gap figures are the lowest since reporting commenced.

When clinical staff are excluded from the analysis the mean and median GPGs for bonus payments are much smaller and have fallen consistently since 2018.

Table 3: The University of Manchester Gender Pay Gap, 2020. Overall outcomes and outcomes with Clinical Staff excluded

Gender Pay Gap	Mean (Average) All UoM Employees (%)	Median (Middle) All UoM Employees (%)	Mean (Average) with Clinical Staff Excluded(%)	Median (Middle) with Clinical Staff Excluded(%)
Gender Pay Gap 2020	17.2	11.8	17.2	11.1
Gender Pay Gap 2019	17.0	11.8	16.7	11.2
Gender Pay Gap 2018	18.4	12.0	18.0	13.7
Gender Pay Gap 2017	17.1	13.1	15.9	11.1
Gender Bonus Gap 2020	50.8	51.6	1.6	6.6
Gender Bonus Gap 2019	64.0	83.2	41.6	5.7
Gender Bonus Gap 2018	74.2	74.7	51.5	15.6
Gender Bonus Gap 2017	61.1	87.2	10.4	0.0

Further analysis has been undertaken to understand these outcomes, reported on the following page.

7.2 Distribution of staff across pay bands within the organisation

The workforce has grown since 2017 to a total population of 13,492 (Table 4). More women than men have been recruited during this period, and women now comprise 51.2% of the University's overall workforce, up from 50.1% in 2017.

Over this period the distribution of women across pay quartiles has changed. The most significant and positive development is that in the proportion of women among the highest paid quartile (Quartile 1) of employees pay has increased to 40.3% from 38.0% in 2018. This amounts to 130 more women in the highest

pay quartile and 9 more men when compared to 2018. The proportion of women in the second-highest pay quartile (Quartile 2) has also increased slightly, rising to 49.2% from 48.9% in 2018 (an additional 78 women compared to 61 additional men).

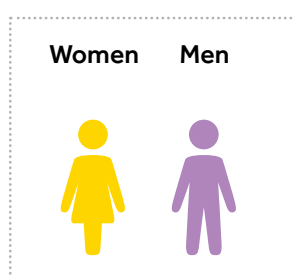
However, given that women constitute just over half of The University of Manchester's workforce (51.2%) they are still under-represented as a proportion of the two highest pay quartiles. Conversely they are significantly over-represented in the lowest quartile (Quartile 4), in which 62% of the lowest paid employees are women. Women are also slightly over-represented among those in the third

pay quartile (Quartile 3), but the profile of this quartile is the most similar to the overall gender composition of the workforce. The picture is similar when the analysis is re-run excluding clinical staff (see Appendix Table A.1)

This under-representation of women among the senior occupational levels within the highest pay band, and over-representation in the lowest quartile, illustrates the underlying reason for the average GPG (mean and median). However, the gradual narrowing of the GPG, and the increase in representation of women among the higher occupational levels represents a positive direction of travel.

Table 4: The distribution of staff by gender in each quartile pay band, count and proportions, The University of Manchester, 2020

Quartile pay bands	Population	Year	Men	Women	Total	Men (%)	Women (%)
1 Highest Paid	Quartile 1	2020	2,018	1,392	3,410	59.2	40.8
		2019	2,013	1,360	3,373	59.7	40.3
		2018	2,004	1,230	3,234	62.0	38.0
		2017	1,893	1,231	3,124	60.6	39.4
	Quartile 2	2020	1,704	1,706	3,410	50.0	50.0
		2019	1,714	1,659	3,373	50.8	49.2
		2018	1,653	1,581	3,234	51.1	48.9
		2017	1,615	1,510	3,125	51.7	48.3
	Quartile 3	2020	1,563	1,847	3,410	45.8	54.2
		2019	1,575	1,798	3,373	46.7	53.3
		2018	1,494	1,741	3,235	46.2	53.8
		2017	1,484	1,641	3,125	47.5	52.5
Lowest Paid	Quartile 4	2020	1,325	2,086	3,411	38.8	61.2
		2019	1,281	2,092	3,373	38.0	62.0
		2018	1,264	1,971	3,235	39.1	60.9
		2017	1,249	1,877	3,126	40.0	60.0
Total		2020	6,610	7,031	13,641	48.5	51.5
		2019	6,583	6,909	13,492	48.8	51.2
		2018	6,415	6,523	12,938	49.6	50.4
		2017	6,241	6,259	12,500	49.9	50.1



7.3 Occupational Groups Analysis

An analysis of GPG by occupational groups helps to identify where the gap is most pronounced in the organisation to inform the University's action plan (full data is contained within Appendix 1).

7.3.1 Clinical Staff

Analysis of the Gender Bonus Gaps in previous years has revealed that the payment of CEAs had a significant impact on the GPG for this group of employees. Further analysis is provided



in Appendix A.1.1, and the definition and background of the CEA scheme can be accessed via the British Medical Association website⁵.

As discussed above (Table 3), the impact of CEAs on the overall GPG for employees at The University of Manchester is modest, for when the clinical staff are excluded to focus on non-clinical staff there is no change at all to the mean pay gap while the median pay gap narrows modestly from 11.8% to 11.1%.

7.3.2 Staff in receipt of bonus payments

A small proportion of staff receive a bonus payment, and that proportion has fallen since 2017 (Table 5). In 2020, 2.1% of men and 1.3% of women received a bonus payment. The proportion is lower still when clinical employees are excluded. Amongst non-clinical employees the proportion of staff receiving bonus payments is more balanced (1.1% of women and 1.2% of men).

Table 5: The proportion of staff who received a bonus payment, split by gender, and clinical/non-clinical employees, The University of Manchester, 2020



Gender	Year	% of all employees	% of non-clinical staff (i.e. clinical staff excluded)
Men 	2020	2.1	1.2
	2019	2.0	0.9
	2018	2.2	1.1
	2017	3.6	1.6
Women 	2020	1.3	1.1
	2019	1.5	1.2
	2018	1.7	1.4
	2017	2.2	1.5

As shown in Table 3 above, among staff in receipt of a bonus payment the average (mean) gender bonus payment gap is 50.8% the median is 51.6% and both have reduced since 2017. The mean and median bonus gaps for 2020 are the narrowest they have been since mandatory reporting was introduced in 2017.

The mean and median gaps narrow significantly to 1.6% and 6.6% in 2020 when clinical staff are excluded. This highlights the significant impact that bonus payments for clinical staff have on the overall gender bonus payments gap. It also underlines the impact that a very small number of high value bonus payments can have on the overall outcomes.

Table 5 shows that when clinical staff are excluded the mean bonus payment in 2020 is £1,1208 for men and £1,189 for women, and the median is £1000 for men and £934 for women. Detailed findings and commentary can be found in Appendix A.1.2.

Table 6: Bonus rates of relevant employees, The University of Manchester, 2020. Overall outcomes and outcomes with Clinical Staff excluded

Gender	Year	Mean (Average) All UoM Employees	Median (Middle) All UoM Employees	Mean (Average) with Clinical Staff Excluded	Median (Middle) with Clinical Staff Excluded
Men 	2020	£16,031	£2,438	£1,208	£1,000
	2019	£16,329	£6,032	£1,719	£990
	2018	£16,651	£3,767	£1,958	£984
	2017	£28,625	£9,738	£1,968	£1,000
Women 	2020	£7,883	£1,180	£1,189	£934
	2019	£5,882	£1,015	£1,003	£934
	2018	£4,288	£955	£950	£830
	2017	£9,863	£1,250	£1,763	£1,000

⁵<https://www.bma.org.uk/advice/employment/pay/clinical-excellence-awards-for-nhs-consultants>

7.3.3 Casual Staff

On the census date, casual staff accounted for 9.1% of the University's employees (1241 casual staff, down from 1306 in 2019). The term "casual staff" refers to individuals that have no obligation to be available for work and for whom the University has no obligation to provide work. The most common casual roles at the University are Student Ambassadors, Telephone Campaign Assistants, Student Helpers, Undergraduate Ambassadors and Student Callers.

As noted in previous GPG reports, the impact of casual staff on the overall GPG is significant therefore further analysis has been undertaken in relation to this group of staff.

When casual staff are excluded from the analysis the mean GPG reduces from 17.2% to 14.7% and the median GPG from 11.8% to 11.1%. There is no impact on the bonus pay gap figures. A more detailed analysis and commentary is presented in Appendix A.1.3.

7.3.4 Non-Clinical Academic and Research staff occupational groups

Analysis of the data relating to non-clinical academic staff shows that women are under-represented, accounting for 41.3% of employees in these occupations.

Overall, the GPG within the non-clinical academic and research occupational groups are smaller than the total University pay gaps at 13.1% (mean) and 8.5% (median), compared with 17.2% and 11.8% respectively at University level.

Analysis by pay level reveals that men predominate in the highest pay quartile. More detailed analysis and commentary, is presented in Appendix A.1.5.

7.3.5 Clinical Academic and Research staff occupational groups

Additional analysis has been undertaken in relation to the 167 Clinical Academic staff/Consultants (Senior Academic GPs, Dentists and Medics). On the census date women were under-represented accounting for just 30.5% of staff undertaking these roles. This group of staff are eligible to apply for CEAs. The distribution of these bonus payments among clinical staff widens the gender bonus pay gap,

Both the mean and median pay gaps are narrower among this cohort of staff compared to the overall University figures at 14.6% and 10.5% respectively, though the gaps are higher than for non-clinical academic staff.

The pay quartile data specifically for this group of staff shows, that only 9.8% of women are paid in the highest pay quartile with just over 70% paid in the two lowest.

More detailed analysis and commentary, including for the number of clinical academic in receipt of bonus payments, is presented in Appendix A.1.6.

8. Update on initiatives that are underway and planned to address the gap

It is important to recognise the impact of the COVID-19 pandemic on the initiatives that were both planned and already underway within the University. Some key areas of impact were:

- The Aurora women's leadership programme was disrupted in the pandemic, though is now being delivered virtually and the cohort of participants for 2019/20 are now completing the programme. The Manchester Aurora network and mentoring has however been maintained throughout.
- The PS re-grading process was paused in June 2020 but was re-instigated in December 2020.
- The Academic Returners' scheme was paused in March 2020 and is yet to be reinstated, though the decision is due to be reviewed in March 2021.

In direct response to the pandemic, a number of specific actions have been taken by the University to mitigate against any differential impact on women and carers during and post the pandemic. These include:

- The introduction of the COVID-19 special leave policy in 2020 which offered fourteen days of paid leave (in addition to our usual special leave allowance). A further allowance of fourteen days of COVID-19 special leave was also made available in January 2021.

- A significant amount of work is currently underway relating to the University's flexible working policy to ensure that it incorporates feedback on what has worked well during the pandemic. In summer 2020 the University launched its "What Works?" survey, asking staff to contribute their experiences of working throughout the lockdown period. Feedback from the What Works survey has indicated that there is a strong desire to retain some elements of home / remote / flexible forms of working in the future – a hybrid approach to work. Further work is now underway to consider what changes are required for the future.
- The probation period for academic colleagues has been extended by a year as a matter of course for any staff member who feels their probation has been significantly disrupted by the pandemic.
- The academic promotion guidance has been updated to explicitly include reference to COVID-19 in the context of mitigating circumstances.
- The University's in-house Women into Leadership programme has been delivered virtually and cohort progress has been maintained.
- The equality impact assessment undertaken in relation to the government's COVID-19 furlough scheme showed that women were slightly less likely to be furloughed compared to men.
- The equality impact assessment undertaken in relation to the University's Voluntary Severance scheme showed that a greater proportion of men applied for voluntary severance and that this was the case in relation to both academic and PS staff. Acceptance rates for academic cases were higher for men and for PS staff they were almost identical.
- An extensive range of mental health and wellbeing support has been made available for all staff and their line managers.

Despite the significant challenges of the last 12 months, The University of Manchester remains committed to reducing its GPG. Our previous GPG reports contained a summary of the actions, both ongoing and planned, to address the issues of under-representation and ensure all policies and practices are equitable and inclusive. Below is an update:

Family friendly policies and initiatives

The University continues to refresh existing policies on a regular basis to update content and to make them clearer and more accessible to all staff. Input from diverse staff groups, including staff network groups, is sought to ensure that policies are relevant, and that a high awareness of policies is maintained through internal communications strategies.

- The maternity and parental leave policies provide additional (unpaid) leave in the event of a premature birth.
- The shared parental leave policy gives men and women the same payment and therefore gives working families more choice and flexibility, helping to close the GPG and enable fathers to play a more active role in caring for their children.
- The University continues to offer a range of support to women returning from maternity or adoption leave and has developed and published additional guidance focussed on how to support an employee returning from family leave.
- The University has two workplace nurseries.
- The maternity and shared parental leave policies are generous with eligible staff receiving full pay for 26 weeks during the period of Ordinary Maternity Leave.

Membership of and commitment to the Athena SWAN Charter principles

The University has an ongoing commitment to the advancement of gender equality, representation, progression and success for all as demonstrated by its membership of the Athena SWAN charter. The University has been a member since 2008 and in 2018 had its bronze award renewed for a further four years. The University currently holds six silver and eight bronze awards at School/Department level. This achievement demonstrates the University’s ongoing commitment to bringing about a genuine culture change across the organisation and to advance gender equality, specifically in regard to recruitment, representation, progress and success.

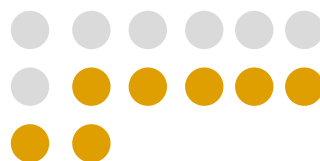
Staff Networks

The University continues to offer and promote 21 different staff networks that meet regularly, have individual agendas and terms of reference, and dedicated web pages. The networks have approximately 3,000 members collectively and include the following: Women in Biology, Medicine and Health; Women in Cancer; Women in Physics; Women in Environmental Sciences; Women Professors’ Network; Women Researchers’ Network; Staff with caring responsibilities peer support; Menopause Support and the Parents at UoM support group.

The groups provide the opportunity to network and share experiences and many also offer confidential support and advisory services for members. Additionally each group can feed into the bi-annual Equality, Diversity and Inclusion Governance Group which is chaired by the Vice-President for Social Responsibility.



The University currently holds 6 silver and 8 bronze awards at School/Department level



Currently 21 different staff networks



Raising and maintaining awareness of Equality, Diversity and Inclusion initiatives and successes

The University highlights and celebrates all achievements and milestones in seeking to promote a diverse and inclusive workforce. Intersectionality is an important element of our work. It is important to understand how gender impacts on different protected characteristics and therefore contributes to the GPG. This is a key action that will be taken forward.

The University has retained its Top 50 position in the latest Stonewall Workplace Equality Index.

The University is preparing its application for the Disability Standard and continues to take actions to improve the working life of disabled staff. This includes undertaking a process of rigorous self-assessment. The Business Disability Forum (BDF) online management tool will be utilised to record, measure, and improve the University's performance for disabled staff, service users and stakeholders. An Academic Lead for Disability has been appointed to lead on the work that is involved in the accreditation process.

In 2019 the University was successful in gaining reaccreditation of the Race Equality Charter Mark. The award, specific to higher education, demonstrates our commitment to improving the representation, progression and success of our minority ethnic staff and students. The University has recently published the [Race Matters](#)

[at Manchester report](#), which focuses on supporting the representation and inclusion of Black, Asian and Minority Ethnic (BAME) staff and students.

The report contains over 40 actions to address three principal themes: Student admissions, funding, attainment and the learning experience; Staff recruitment, progression, pay and employment experience and how BAME lives are represented in the University's history and heritage. Twenty of these actions are related to staff recruitment, progression, pay and employment experience.

The Equality, Diversity and Inclusion Team continue to produce the annual Diversity Calendar which promotes events and raises awareness of various equality groups across the University.

Staff Training

The University ensures that all staff participating in academic promotions committees and recruitment panels complete online modules focused on Unconscious Bias and Diversity in the Workplace. Through these courses staff familiarise themselves with relevant equality legislation and consider broader issues related to equality, diversity and bias.

As part of the University's commitment to ensure all policies and practices are applied fairly and consistently, additional training is provided for all staff who contribute to the recruitment and/or performance and development review processes. Positive action statements are also included in advertisements as part of our recruitment processes where relevant.

Living Wage Foundation

The University is accredited with the Living Wage Foundation. This recognises the University's commitment to pay all its employees and third party contractors a minimum of £9.30 per hour (raising to £9.50 for 2020/21) and to promote good working practices both within the University and more widely. The accreditation is significant in the context of gender pay as it guarantees a higher rate of pay for staff paid within the lowest paid quartile (Quartile 4), which, as noted earlier, is where there is currently a higher proportion of female staff.

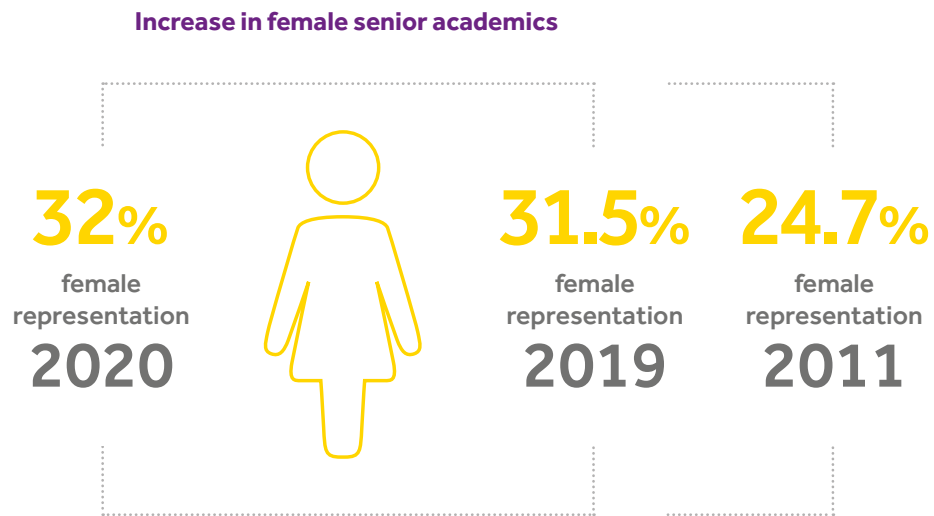
Participation in the Stonewall Employer Index



Staff are required to complete online modules focussed on unconscious bias and diversity in the workplace



9. Progress to date



Progress is monitored as part of the University's Annual Performance Review (APR) and shows that the University is making consistent gradual progress in terms of the representation of women at senior levels in the organisation in all occupational groups (academic and professional).

The 2020 results show there has been a further, though marginal, increase in the representation of women among senior academics (Professor, Reader and Senior Lecturer) to 32% of all staff in these occupational positions (compared to 31.5% in 2019 and 24.7% in 2011). Whilst there has only been a small increase over the prior 12 months the upward trend is a consistent one. Within this picture, the proportion of Professors who are women rose to 27% in 2020 up from 26% in 2019. There is also a good gender balance on the University's Senior Leadership Team.

Within PS the proportion of senior roles held by women (Grade 6 and above) has also increased to 56% in 2020, up from 54% in 2019. There is also gender balance on the University's Professional Services Leadership Team.

In terms of recruitment, the APR data showed that only 35% of applications for all academic posts were submitted by women. Of these applicants, 16% were shortlisted and had a 30% success rate at interview (compared to a 9% and 21% respectively for male applicants at shortlist and interview stage). So, while the proportion of applicants and those shortlisted was lower for women they were more successful than men at the interview stage.

Women were more successful when applying for PS than Academic vacancies. They submitted 59% of applications for PS positions across the University and had a 12% success rate at shortlisting and 19% at interview. This compares with 9% and 15% for male applicants.

These figures suggest further scrutiny of shortlisting decisions may be warranted, and ongoing attention to appointment decisions to support our goal of reaching gender balance in the profile of our workforce through transparent, fair and merit-based selection processes.

10. Actions

The University recognizes that additional actions are required to mitigate against the potential long-term impact of the COVID-19 pandemic on women:

- To undertake careful monitoring of key data sets to understand any emerging gender disparities and longer term impacts of the pandemic, including in relation to research outputs for academic staff (grants and papers) promotion applications and successes and requests for part time working.
- To expand the exit survey to all staff. This is currently being piloted with staff taking voluntary severance.
- To review the decision to pause the Academic Returners' scheme and consider expanding the scheme for people who have evidence of prolonged impact on their research productivity and career advancement.
- To consider establishing a COVID-19 impact fund for staff to support profile raising and career enhancement opportunities.

In addition, the University will maintain focus on core equality objectives rather than attempting to target the absolute level of the GPG. However, in addition to the initiatives outlined in section 8, below is a summary of actions, planned and ongoing, which form part of the University's wider equality objectives but which link more specifically to findings from the gender pay analysis.

- The University remains committed to addressing the large bonus pay gaps that are connected to the payment of CEAs and with effect from the 2021/2 round Human Resources will be involved in the University meetings to rank the applications of the National Awards which will ensure a further understanding of any potential barriers. This piece of work feeds into the submission to the NHS. The University has further agreed to discuss this matter in the regular meetings held with NHS Trust partners. Future discussions will include working together to plan and agree ongoing actions to address the GPGs within this group of staff, something the Trusts are also very keen to improve. As a result of the significant additional pressures on the NHS as a result of the COVID-19 pandemic there have been fewer opportunities to meet over the last 12 months. The University is keen to understand what, if any, barriers exist for female clinicians and seeks to work with the Trusts to take steps to understand and help remove these.
- The University's Performance and Development Review (PDR) guidance for academic and research staff reviewers will be updated to include specific reference to the CEA application process to help ensure that women within the clinical academic staff cohort are adequately supported through the process and are encouraged to apply. The University is committed to ensuring there is a level playing field with regards to CEAs and to raise awareness of the opportunity to apply.
- Guidance is being developed for recruiting managers relating to increasing the diversity of recruitment pools and shortlists.
- The EDI team will undertake an intersectional analysis as part of the 2021 GPG reporting in order to develop understanding of the relationship between gender alongside other protected characteristics and the subsequent impact on identified GPGs.
- Review current processes relating to the recruitment and selection of casual staff to seek to improve the gender balance.
- Analysis undertaken by staff in Human Resources in relation to the applications and outcomes of the 2019/2020 Rewarding Exceptional Performance round suggested that the success rate of women had decreased and this did not correlate to a decrease in the success rate for men. As nominations for women are broadly reflective of the University population eligible to apply for an award this indicates that women are less successful at panel stage than men. A full review of the Rewarding Exceptional Performance policy is currently underway.

- The Equality, Diversity and Inclusion Team will continue to work with the Schools and the various EDI groups across the University to ensure local ownership of, and accountability for, reducing GPGs, through a focus on the development of actions to increase the representation of women at senior levels. School level GPG analysis has been undertaken in relation to the 2020 data and will be shared with the School Leadership Teams.

11. Conclusion

The University's Strategic Plan includes a commitment to achieving gender balance among its staff. The results of the GPG analysis continue to highlight the under-representation of women among the senior roles within the University, and women's greater representation in the lowest paid quartile. This impacts on both the mean and median GPG. It is important to reiterate that the GPGs highlighted above are not as a result of men and women being paid differently for work of equal value, as demonstrated by the findings of the equal pay audits.

It is reassuring to see the GPG is narrowing (both the mean and the median) but there remains more to do to further close the gaps. The analysis undertaken in relation to specific occupational groups including clinical,

casual, and academic and research staff has shown where pay gaps among particular groups of staff impact on the overall outcomes. This will inform our actions and initiatives to reduce the overall GPG.

In the coming months the Equality, Diversity and Inclusion Unit will become a new distinct organisational unit, the Directorate of Equality, Diversity and Inclusion led by a newly appointed Director of EDI. The change is planned to raise the profile of existing and new EDI activities, and to provide greater prioritisation of and, focus and momentum on, EDI matters and objectives.

A number of initiatives are in place to advance gender equality and to

reduce the GPG and we continue to build on these. Progress is monitored by the University's Human Resources Sub-Committee and the University's Annual Performance Review and as part of the University's formal planning and accountability cycle. This ensures that measures taken in efforts to hasten progress towards gender balance are regularly reviewed. The University will continue to do this as part of a commitment to achieving gender balance across senior levels of its workforce and thereby reducing and removing the current GPGs.

APPENDIX 1: Occupational Groups Analysis and Discussion

A.1.1 Clinical Staff

In line with previous reports, additional analysis has been undertaken relating to the clinical staff cohort. In order to determine the impact of CEAs on the outcomes, and to allow a direct comparison with the outcomes from previous years, the data has been further examined with clinical staff excluded from the data set.

The University of Manchester employed 667 members of staff paid on NHS grades on the census date, this number includes Allied Health Professionals (AHPs), Academic Clinical Lecturers (ACLs), GPs and Consultants (Senior Academic GPs, Dentists and Medics). This is an increase of 113 members of staff in NHS grades compared with 2019. These figures include staff on very low FTEs who also hold separate contracts with GP Practices. The University contract this group to allow students' time with an active and diverse number of GP's from practices across the North West. Because of their links to the NHS, many of these staff have clinical terms and conditions of employment which are different to other HE academics and support staff and are determined by the conditions of the nationally agreed pay scale within the NHS (e.g. Agenda for Change).

Women now account for 56.8% of the population at the University paid on NHS grades, up from 55.8% in 2019.

When staff on NHS contracts are excluded from the analysis the GPG for the organisation is slightly narrower (see table 3 in the report). However, given there has been an increase in the proportion of women among clinical staff it is reasonable to expect that the GPG among clinical staff will narrow

as women progress into more senior grades and the higher paid long-standing male counterparts retire.

Among the 667 members of staff on NHS grades there are 167 Clinical Academic staff/Consultants (Senior Academic GPs, Dentists and Medics) on the census date; 51 were women and 116 men. This group of staff are eligible to apply for CEAs. The distribution of these bonus payments among clinical staff widens the gender bonus pay gap (see section 7 of the report). Table 6 in the report shows the payment of CEAs increases the value of the mean gender bonus payment awarded from £1,208 to £16,031 for men and from £1,189 to £7,883 for women.

Of the 167 clinical academic staff who are eligible to apply for CEAs, 53.9% (67 men and 23 women) received an award; with a pronounced gender difference: 58.3% of men and 45.1% of women received a CEA.

As noted in Section 10 of the main report, the University recognises its responsibility to ensure that women clinical academic employees are being fully supported and encouraged to apply for CEAs. Meetings have taken place with the Deputy Dean of FBMH to develop understanding of the CEA scheme and associated processes CEAs and with effect from the 2021/2 round Human Resources will be involved in the University meetings to rank the applications of the National Awards which will ensure a further understanding of any potential barriers.

The University continues to work closely with the NHS Trusts it partners with and both employers are keen to work together to reduce the gaps in relation to the bonus pay.

It is important to note the University of Manchester is instructed to make payment of the CEAs on receipt of confirmation by each of its partner NHS Trusts. The awards are either Local or National awards, some payments are paid in monthly instalments and some annual payments. Notice of the payments for local awards are often received after submission of this report and therefore cannot be included. Less experienced Clinical Academics receive the local awards and many of those are women.

A.1.2 Bonus payments for non-clinical staff

Bonus payments are only made to a minority of staff (see table 5 in the report), including 133 non-clinicians: 77 are female and 56 are male. The majority of bonus payments paid to non-clinical staff comprise one-off payments that are allocated under the [Rewarding Exceptional Performance Policy and Procedure](#).

The calculations for the 2020 census date with clinical staff excluded showed a reduction in the mean and median bonus rates for both men and women compared with 2019, and a significant decline in the mean bonus pay gap (see tables 3 and 6 in the main report).

Analysis undertaken in previous years had shown that a very small number of the staff in receipt of bonus payments

received significantly higher payments than the rest, and the majority of these staff were male. The distribution of bonus payments is more gender balanced in 2020 and the values are smaller. As noted in previous reports, these higher bonus payments are performance/target related and are not paid every year, which explains why the same impact has not been seen for 2020 as in previous years.

A.1.3. Casual Staff: Analysis and Discussion

On the census date, the University employed 1241 casual staff, this is a reduction of 65 compared with 2019 and accounts for 9.1% of the University's employees. Women comprise 67.9% of casual staff with 843 women in 2019, down from 896 in 2019.

The majority of casuals are in the lowest paid quartile (Quartile 4), but even among casuals, men are more likely than women to be in the higher pay quartiles (Table A.1), hence the gender profile and pay bands for casual staff have a significant impact on the University's overall GPG.

When casual staff are excluded, the overall mean GPG is reduced from 17.2% to 14.7% and the median GPG from 11.8% to 11.1%. There is no impact on the bonus pay gap figures.

Table A.1: Casual staff split by gender in each quartile pay band, count and proportions, The University of Manchester, 2020

Quartile pay bands	Population	Year	Male	Women	Total	Men (%)	Women (%)
Highest Paid	Quartile 1	2020	2	0	2	100	0
		2019	4	5	9	44.4	55.6
	Quartile 2	2020	22	19	41	53.7	46.3
		2019	25	35	60	41.7	58.3
	Quartile 3	2020	24	13	37	64.9	35.1
		2019	61	48	109	56.0	44.0
Lowest Paid	Quartile 4	2020	350	811	1,161	30.1	69.9
		2019	320	808	1,128	28.4	71.6
Total		2020	398	843	1,241	32.1	67.9
		2019	410	896	1,306	31.4	68.6

As table A.2 shows, the faculty with the largest mean and median pay gaps for casual staff is the Faculty of Science and Engineering (including the Graphene Engineering Innovation Centre) although they account for only 10.2% of the overall casual population. The number of women occupying casual roles in the faculty has almost doubled since 2019 but they continue to be most heavily represented in Student Ambassador roles (82%), all of which are paid within the lowest paid quartile (Quartile 4).

The casual roles occupied by men are more varied and 21.5% are paid within the second highest paid quartile (Quartile 2). Research roles are undertaken on a casual basis by 23 people and 82.6% of these are men. These roles attract a higher rate of pay than the Student Ambassador roles which helps explain the gaps.

The mean pay gap in relation to casual staff in the Faculty of Humanities has narrowed from 11% to 3.3% from 11% in 2019 (there is a 0% median pay gap). Women account for 64.2% of the casual population within this faculty. The number of roles paid in the highest paid quartiles has reduced in 2020 to just three people (compared with 13 in 2019) now paid in Quartile 2, two women and one man, and none in Quartile 1 which explains the reduction in the size of the gap.

The mean pay gap identified for the Faculty of Biology, Medicine and Health has increased to 11.1% from 7.6% in 2019. This is despite women accounting for 74% of the casual staff population. Whilst the majority of casual staff are paid within the two lowest paid quartiles, 5.5% are paid in Quartiles 1 and 2. The two highest paid casual staff (paid in Quartile 1) are both men.

The mean pay gaps in Cultural Institutions and Professional Services are much lower. The small pay gap identified within Professional Services is in favour of women. This is where the highest numbers of casual staff are employed (46.6% of the overall casual staff population) and women account for 69.9% of the casual workforce in this area. The vast majority of the casual roles within this area are paid within Quartile 4 (93.8%). Only 9 staff are paid within Quartile 2 (including 7 women) and no casual staff are paid in the highest paid quartile.

Table A.2:
Pay gap calculations for Casual Staff split by faculty and gender 2020

Faculty	Men		Women		Total	Mean Pay Gap (%)	Median Pay Gap (%)
	Count	%	Count	%			
Cultural Institutions	6	20	24	80	30	0.9	0
Biology, Medicine and Health	76	26	216	74	292	11.1	0
Science and Engineering including Graphene Engineering innovation Centre (GEIC)	65	51.6	61	48.4	126	19.4	20.3
Humanities	77	35.8	138	64.2	215	3.3	0
Professional Services	174	30.1	404	69.9	578	-1.3	0
Total	398	32.1	843	67.9	1241	6.7	0

A.1.4 Non-Clinical Academic and Research staff occupational groups: Analysis and Discussion

As discussed in section 7 of the report, men account for 58.7% of the total population of non-clinical academic and research staff.

Overall, the GPG within the non-clinical academic and research occupational groups are smaller than the total University pay gaps at 13.1% (mean) and 8.5% (median), compared with 17.2% and 11.8% respectively at University level.

Table A.3:
Distribution of staff and pay gaps for Non-Clinical Academic and Research staff

Men		Women		Total	Mean Pay Gap (%)	Median Pay Gap (%)
Count	%	Count	%			
3238	58.7	2278	41.3	5516	13.1	8.5

Table A.4:
Distribution of Non-Clinical Academic and Research staff by pay quartile

Quartile	Men		Women		Total	Overall University figures	
	Count	%	Count	%		Male (%)	Women (%)
1	942	68.3	437	31.7	1379	59.2	40.8
2	788	57.1	591	42.9	1379	50	50
3	776	56.3	603	43.7	1379	45.3	54.2
4	732	53.1	647	46.9	1379	38.8	61.2
Total	3238	58.7	2278	41.3	5516	48.5	51.5

Table A.4 shows that women undertaking non-clinical academic and research roles are under-represented in each pay quartile when compared to the University's overall figures. This is particularly true for the highest

paid quartile (Quartile 1) where they account for only 31.7% of the staff paid within this quartile, despite 41.3% of non-clinical academic and research positions being occupied by women.

A.1.5. Clinical Academic and Research staff occupational group

Additional analysis has been undertaken in relation to the 167 Clinical Academic staff/Consultants (Senior Academic GPs, Dentists and Medics). On the census date women were under-represented accounting for just 30.5% of staff undertaking these roles. This group of staff are eligible to apply for CEAs and the distribution

of these bonus payments among clinical staff significantly widens the University's overall gender bonus pay gaps.

As shown in Table 5, both the mean and median pay gaps are narrower among this cohort of staff compared to the overall University figures at 14.6% and 10.5% respectively, though the gaps are higher than for non-clinical academic staff.

Table A.5:
Distribution of staff and pay gaps for Clinical Academic and Research staff

Men		Women		Total	Mean Pay Gap (%)	Median Pay Gap (%)	Median Bonus Pay Gap (%)	Median Bonus Pay Gap (%)
Count	%	Count	%					
116	69.5	51	30.5	167	14.6	10.5	12.3	50

The pay quartile data specifically for this group of staff (provided in Table A.6) shows that only 9.8% of women are paid in the highest pay quartile with just over 70% paid in the two lowest. Conversely, 58.6% of the men in this group are paid within the two

highest paid quartiles. over-represented in Quartile 3 and under-represented in Quartile 1 relative to their overall share of all PS jobs (55.9%). This is a key reason for the GPG among PS employees.

Table A.6:
Distribution of Clinical Academic and Research staff by pay quartile

Quartile	Men		Women		Total	Overall University figures	
	Count	%	Count	%		Male (%)	Women (%)
1	36	87.8	5	12.2	41	59.2	40.8
2	32	76.2	10	23.8	42	50	50
3	24	57.1	18	42.9	42	45.3	54.2
4	24	57.1	18	42.9	42	38.8	61.2
Total	116	69.5	51	30.5	167	48.5	51.5

Of the 90 Clinical academics that received a bonus payment, 23 were women and 67 were men. This equates to 45.1% of women and 58.3% of men. The data contained in Table A.7 further highlights the impact that the high value CEA bonus payments have on

the bonus pay gaps. The median bonus pay gap of 50% for clinical academics is much higher than the mean at 12.3% and further shows that more men are in receipt of the higher value awards. The bonus rates are provided in Table A.7 below.

Table A.7
Bonus rates of Clinical Academic and Research Staff

Gender	Mean (average)	Median (middle)
Men	£32,631	£39,208
Women	£28,223	£19,604

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