

GENDER, ETHNICITY, AND DISABILITY 2024 PAY GAP REPORT



Data Snapshot
31 March 2023



UNIVERSITY OF
LINCOLN

Contents

- 4 Foreword
- 6 About the University of Lincoln
- 9 What Is the Gender Pay Gap?
- 10 Current Initiatives
- 18 Data and Analysis
- 35 Next Steps – Our Action Plan for 2024 and Beyond



Foreword



Professor Neal Juster
BSc PhD CEng FIMechE
Vice Chancellor

This year, the University of Lincoln has adopted a different approach to our Gender, Ethnicity, and Disability Pay Gap Report by openly engaging with colleagues in a transparent way about the work we are undertaking. For the University, reporting on our pay gaps is more than a legal requirement, and it is vitally important that we continue our commitment to equality for all. In turn, we recognise that everyone has a role to play in the process, to create a place of work where everyone can thrive. Developing an inclusive community for all with dynamic, engaged people forms part of the University's strategic plan, where individual differences are valued, everyone is treated equitably and fairly, and we are committed to upholding our One Community values.

This year's report identifies where the University is succeeding in reducing the gender, ethnicity, and disability pay gaps. Based on our snapshot of data on 31 March 2023, we also identify areas where we can still make improvements, and our action plan sets out the next steps on this journey. The activities contained in the plan will be owned by members of the Senior Leadership Team who, in turn, will take actions forward by working with colleagues at all levels within their areas of responsibility. I look forward to sharing our future achievements with everyone during the coming year.



Danny Griffiths
Chief People Officer

Having worked in several organisations prior to my appointment as Chief People Officer at Lincoln, I have first-hand experience of recognising the importance and value of pay gap reports, and how they help support a culture that embraces diversity and inclusion amongst all employee groups.

As Chief People Officer, I lead the Department of People, Performance and Culture (PPC) who work across the University on a number of pay-gap-related initiatives which are highlighted in this year's report. Through clearly setting out our current activities, colleagues can engage and embed these across the organisation, while also identifying new opportunities and examples of best practice that we can adopt to ensure that future change is accelerated.

We will continue to monitor pay equality, and will change and look to address those differences that are not justified. It is vitally important that the University continues to build momentum on recruiting, supporting, and promoting our people to create a more diverse workforce. My Senior Leadership Team colleagues and I look forward to working with everyone towards achieving our future success.

About the University of Lincoln

At Lincoln, we are proud of what we have achieved since we were established in 1996, thanks to the contributions of everyone in our community. Our journey has seen us flourish into a diverse, internationally recognised university which welcomes thousands of students each year from all around the world.

Throughout this exciting period of development, we have been guided by a consistent set of principles which remain at the heart of our

approach today: excellence in teaching, learning, and quality of student experience; responsiveness to the needs of communities and organisations; and working in partnership to make great things happen. To help us continue this growth, we have developed an ambitious strategic plan, created collaboratively by employees and students across the University, with the aim of establishing ourselves as a UK top 40 institution.



Number of Students

We are building a thriving community of thinkers, researchers, and professionals. As an institution, we have grown from around 500 students in 1996 to more than 15,000 today, with more than 120,000 graduates across the world.



Our Involvement in the Community

The University was established first and foremost to benefit the lives of local people, and the city of Lincoln has grown alongside us. Lincoln has transformed from a former industrial town into a thriving regional centre with a vibrant cultural economy and nightlife. The University contributes £430 million to the economy and supports more than five per cent of jobs in Lincoln.



Number of Employees

The data snapshot taken on 31 March 2023 showed a workforce of 2,763 relevant employees consisting of academic, research, professional services, and technical roles who are integral to delivering and supporting our activities. Colleagues are based at Brayford Pool, our main campus in the city centre, and our newly refurbished site at Lawress Hall, Riseholme. We have two Colleges with a further 20 directorate functions.



Positions in Various League Tables

- The University has maintained the status of Teaching Excellence Framework (TEF) Gold in 2023 for ratings in student experience and student outcomes.
- In the QS Stars rating system of global universities for 2023, we were awarded a five-star score overall.
- Lincoln was listed in the world top 150 universities in the the Times Higher Education Young University Rankings 2023.
- In November 2023, the University was awarded the Queen's Anniversary Prize, the UK's highest award for universities, to recognise our work supporting the agri-food sector.



What is the Gender Pay Gap?

The Gender Pay Gap Information Regulations of 2017 require public sector organisations with 250 or more relevant employees to publish a series of specific data on their gender pay gap. The gap is calculated using the difference in hourly pay between the total population of men in the workforce and the total population of women in the workforce, and is distinct from equal pay, which relates to discrepancies between men and women performing the same, or similar, jobs. Organisations must report data on gender pay gap, gender bonus gap, the proportion of men and women receiving bonuses, and the proportion of men and women in each pay quartile.

The data we are required to use for the report is taken from a snapshot taken on 31 March each year, and is posted on the government website by the end of March the following year. The data is calculated as the difference between average (mean or median) hourly earnings of men and women, excluding overtime, as a proportion of men's average hourly earnings. We use both the mean and the median as they give us slightly different insights into the distribution of pay and bonus data.

The data excludes individuals on reduced pay including sickness, parental leave, or other unpaid leave.

- *Mean* – The mean (average) involves adding together the pay or bonuses of employees and then dividing by the total number of employees.
- *Median* – The median is the middle value of all hourly rates when ranked. This is the amount paid to an employee in the middle of the list, when employees are listed in order of pay or bonus. We look at the median as it's less affected by numbers at the top end of the pay range.



Current Initiatives

This section provides highlights of a number of activities which are already underway. We will continue to work to identify other initiatives which support our pay gap reporting and action planning through working collaboratively with colleagues across the University.

Organisational Development

Aurora

Aurora is Advance HE’s leadership development initiative for women and those who identify as a woman. It is run as a unique partnership, bringing together leadership experts and higher education institutions to take positive action to address the under-representation of women in leadership positions throughout the sector.

Aurora seeks to support women to fulfil their leadership potential through thought-provoking activities, collaborative problem-solving, and motivating stories, supported by inspirational women role models. Participation embeds strong networks of early career women across the sector to share best practice, insights, and experiences.

During the period 2022/2023, 42 colleagues across 11 departments and 12 schools have completed the programme as follows:

27 academic colleagues (64.3%)

15 professional service colleagues (35.7%)

The Aurora programme has improved the representation of women in senior roles through academic promotions and internal opportunities, including acting up-responsibilities.

Each participant is supported by a team of internal senior mentors as part of their development programme. Since completing the programme, nearly 14 per cent of the 42 colleagues who undertook the Aurora programme were promoted into senior roles.



Inspire

Inspire is a leadership development programme aimed at colleagues from ethnic minority backgrounds. It is designed to support participants currently working at Grade 6 or above within academic and professional services with leadership skills to develop their careers, while providing the University with outstanding, inclusive leaders of the future who can influence change within the wider HE sector.

During the period 2022/2023, 34 ethnic minority colleagues over eight departments and ten schools have completed the programme as follows.

26 academic colleagues (76.5%)

8 professional service colleagues (23.5%)

The Inspire leadership programme has improved representation from colleagues from an ethnic minority background to senior roles and promotion opportunities.

Each participant is supported by a team of internal senior mentors as part of their development programme. Since completing the programme, 14.7 per cent of the 34 colleagues who undertook the Inspire programme were promoted into senior roles.

Career Pathways

Career Pathways is for professional service colleagues and provides clarity and transparency in supporting professional service career development between Grade 3 and 10. The aim is to highlight the transferable skills, knowledge, and behaviours at each grade, giving greater awareness of career opportunities. This is aimed not just at opportunities within a colleague’s current department, but across the wider organisation, encouraging inter-departmental progression rather than statistically-preferred intra-departmental. This is a chance to develop the talent we have by creating opportunities for colleagues to enhance their skills.

During the period 2022/2023, 90 colleagues have enrolled onto the programme which equates to 7.3 per cent of professional services staff.

Admin Insights for Grades 3-6

This Continuing Professional Development (CPD) opportunity was initiated to provide shadowing experiences for administrative colleagues across the organisation, giving them the chance to work alongside a colleague in a different department to gain experience and insight into different disciplines, while sharing best practice and identifying transferrable skills.

Through the Career Pathways process, colleagues can discuss self development within their current role or as part of their overall career development. Admin Insights offers a suitable internal vehicle to do this, and enables development of the talent we have through opportunities to enhance current skills.



Inclusive Leadership

This face-to-face workshop is mandatory for all managers and explores how we can reframe Equality, Diversity, and Inclusion (EDI), both from a personal and systemic perspective, to begin having more meaningful conversations. This allows people to both understand 'inclusive leadership' and develop personal strategies to ensure biases are effectively managed in a safe environment.

The session is designed to challenge participants' thinking and to define and understand in depth what EDI is, and how it applies to us. It allows participants to see EDI in a way that places the focus on culture and systems, recognising why we have biases and what may contribute to them, while understanding the impact of biases on organisational and individuals through relevant case studies. It supports managers in identifying practical strategies to minimise the impact of biases on people, including how to create personal and systemic nudges that encourage active listening, honest feedback, and moving beyond our comfort levels when interacting with others.

A snapshot shows that of the 556 colleagues who need to complete this one-off session, 261 have attended, with a further 50 booked on to attend a future session. Mandatory training reports are sent to our Heads of Areas on a bi-monthly basis to help support managers and colleagues in identifying any outstanding training.



Vitae Concordat

The University became a signatory of the Concordat to support the career development of researchers (known as the Researcher Development Concordat) in 2020. This is an agreement between funders and employers of research employees to improve employment and support for research careers in UK higher education. It not only helps to improve the environment and culture within which research is conducted, but also recognises the role of research and innovation in delivering the UK's industrial and economic strategies.

In January 2023, the University was successful in retaining the European Commission HR Excellence in Research Award for a further three years. The award is an important mechanism for implementing the principles of the Concordat to support the career development of researchers. In retaining this award, the University has demonstrated its commitment to supporting career development for researchers, as well as improving research culture and working conditions.

An action plan for 2023-2026 has been created to support the activities required to achieve our next re-accreditation.



Recruitment and Talent

We have addressed gaps in our workforce by focusing particularly on the attraction stage of our recruitment process to ensure that we are attracting a diverse range of candidates.

Adverts are rigorously assessed by trained recruitment advert specialists before publication to ensure that non-gendered language is used, as research shows that actively incorporating gender-neutral/more feminine terms can go a long way to encourage a more even gender distribution in applications to positions.

The Recruitment and Talent Team also reviews advertised job titles to ensure they are not discriminatory towards any candidates. Job descriptions are reviewed to avoid excessive or

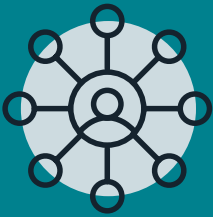
unnecessary 'essential' criteria that may make people, particularly women, choose not to apply. We also review our job board usage regularly to ensure that roles are visible to a diverse pool of candidates through the demographic appeal of the sites.

The University offers panel and chair training for selection processes, interview guidance, and frameworks.

The Recruitment and Talent team has trialled reducing the number of shortlisting questions and has since seen an increase in applications for roles, from a higher quality of applicants.



Operations



Flexible Working

Lincoln has been proactive ahead of the flexible working legislation changes due in April 2024 by implementing this initiative early. Our employees now can apply for flexible working from the first day of employment. We can identify from our data that of all flexible working applications made by employees in 2023, 71 per cent were made by women, and 29 per cent by men.



Menopause Support

We recognise the impact of the menopause on our women workforce. Chartered Institute of Personnel and Development (CIPD) research shows that 67 per cent of women reported that their menopause symptoms have had a negative impact on their working life, with 57 per cent feeling that they are unable to continue to work (CIPD, 2023).

We have taken steps to ensure that our employees are supported during the menopause through the introduction of our Menopause Policy. We have also created a Menopause Managers Guide, which provides guidance to managers to enable them to support employees during this sensitive time.



Family-friendly Policies

We offer all employees the option of shared parental leave, which allows employees the opportunity to share their remaining maternity leave and return to work sooner if they wish. We also have plans to produce a Parent and Carers Network Policy in 2024, as we acknowledge that carers are predominately women.



Academic Promotions

Academic Promotions is an annual process at Lincoln that is open to all academics. Our statistics show that we receive strong applications from women candidates, who historically achieve higher promotion rates than men.

Reward and Recognition

Policy Working Group

The Department of People, Performance and Culture has formed a policy working group, in collaboration with colleagues from the Eleanor Glanville Institute (EGI), to bring together a broad range of specialist knowledge and ideas. Recent examples of new policies include Flexibly Working into Retirement and the Menopause Policy. An equality impact assessment is completed for any new policy and is supported by the EGI, networks, and the unions.

Visa Support

The University offers financial support for colleagues relocating to the UK through the visa support and visa loan policy. Colleagues can request an upfront affordable loan (up to £7,500) to help with the payment of their Visa, Immigration Health Surcharge (IHS) and any associated family visa and IHS costs, repaid over 12 or 24 months through payroll. This supports colleagues in reducing the initial financial impact of moving to the UK, as part of our increased drive towards international recruitment.

Eleanor Glanville Institute (EGI)

The Eleanor Glanville Institute is the University’s central department for equality, diversity and inclusion (EDI), and is the hub of all EDI activity at the University of Lincoln. It was set up in 2015 (as the Eleanor Glanville Centre) to ensure that EDI work across the University was developed and supported in a holistic and coordinated way, working in partnership with stakeholders to deliver the strategic ambitions of the University and drive culture change.

The Institute is a unique ‘hybrid’ department, with a mix of academics and professional services EDI practitioners. From the outset, our guiding principles have been to underpin the practice of EDI with fundamental research, building researcher-practitioner collaborations that ask the questions, develop disruptive and transformative solutions to the inequalities that exist, and develop the mechanisms to measure change and impact, to evaluate our progress in achieving our ambitions.

Athena Swan

The University received an institutional renewal for Athena Swan at Bronze level in 2018. This represents six different schools across the University, with the School of Psychology receiving a Silver Award.

Employees Networks

Networking and making connections with people with shared interests and responsibilities can lead to new opportunities and provide support and advice to overcome barriers to

success. The networks offer a variety of support to staff and students from minoritised and under-represented groups, and a number of routes through which stakeholders can drive change, and inequalities can be addressed.

A number of these support networks have been developed at the University to address a wide range of needs across the institution. These provide employees with the opportunity to connect, socialise, support one another, and discuss issues of relevance to their communities. They bring people together, allowing peers to share knowledge and experience and offer emotional, social or practical help to those involved, and encouraging open discussion around issues affecting both women and men within higher education.

Current groups and networks include:

- Disabilities Employees Network
- International Employees Network
- LGBTQI+ Employees Network
- People of Colour (PoC)
- The Carers and Parents (CaP) Club
- Women in Science, Engineering and Technology (WiseLincoln)

Communications and Engagement

As Neal Juster and Danny Griffiths outline in their reflections at the beginning of this report, we recognise that achieving a reduction in the pay gap at Lincoln is a long-term project and requires the engagement of all colleagues across the University.

Through our People and Culture Strategy, we will proactively manage our talent to attract and retain a more diverse workforce, ensuring that we have the capabilities and ambition required to deliver the University’s 2027 strategic objectives and to continue to create a culture where everyone thrives. Colleagues are at the heart of the University and our community, and we aspire to build a culture where every colleague feels valued and able to achieve, supporting our ambition for the University to become a top 40 UK university, and top 500 global university by 2027.

Through our commitment to reducing the pay gap, we have created a Pay Action Plan, which has been approved by the Senior Leadership Team and the Board Remuneration Committee. We continue to work with our trade unions and provide regular updates at the joint consultative committee (JCC) meetings and through collaboration with colleagues across the University to support in the

implementation of the action plan. It is hoped that by partnering with unions in this way, they are able to continually contribute new ideas and innovative thinking on behalf of their members.



Data and Analysis

The Pay Gap

The pay gap measures differences in pay, not just between men and women, but also of employees by the protected characteristics covered in this report. The differences are not solely the result of the University's pay practices and are influenced by other, much broader and complex, economic, cultural, and social factors which result in each of these groups being disproportionately represented in different roles and grades.

The University of Lincoln comprises of two entities, the University of Lincoln and UoL Services Ltd. UoL Services Ltd launched on 1 April 2018 for new professional services employees commencing their employment. For this report, the combined figures have been used, however the separate figures are submitted to the Government each year and are stated at the end of the report.

- The numbers of employees represented in the following charts are 'relevant employees' as of 31 March 2023 who either:
- have a contract of employment – including employees who are part-time, job-sharing, and on leave
 - are self-employed, where they must perform the work themselves – that is, they are not permitted to subcontract any part of the work or employ their own employees to do it.

Not included are partners who are salaried, or LLP members who are treated as employees for payroll purposes. Relevant employees are counted on an individual basis, not as full-time equivalents. For example, two people sharing a job is recorded as two employees.

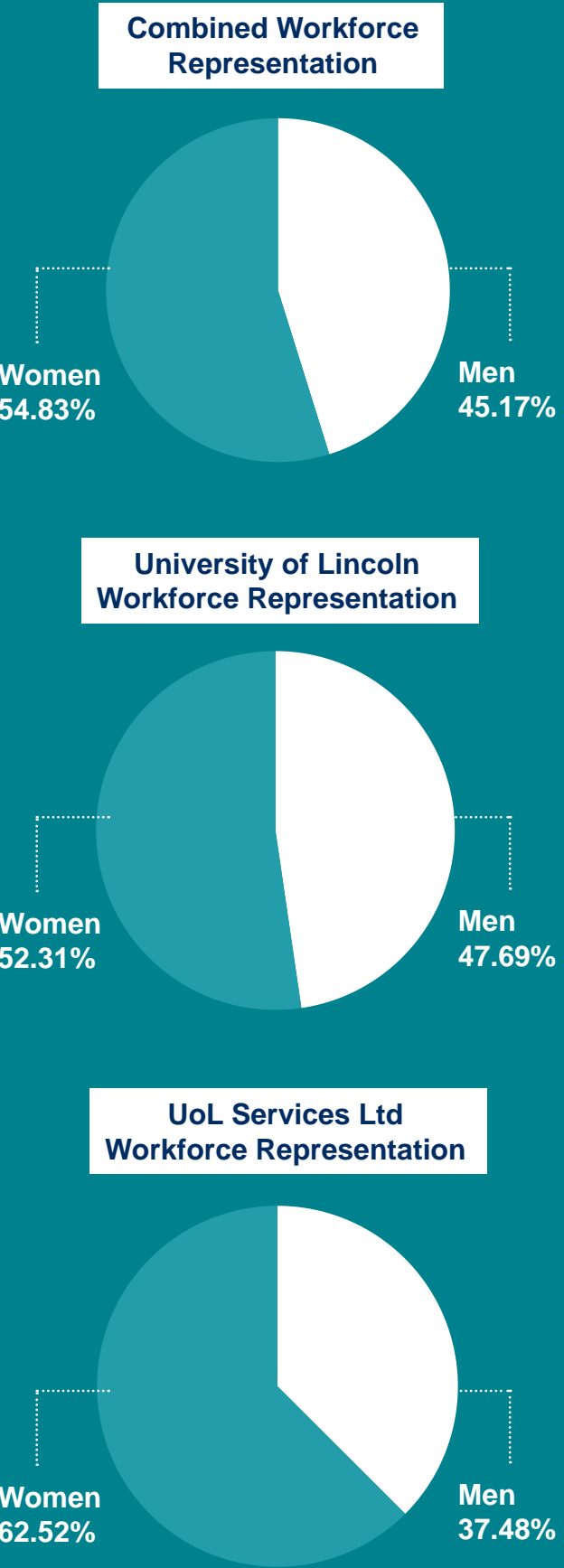


The Gender Pay Gap

One of the Government's reporting requirements is to calculate the proportions of men and women in quartile pay bands, which is achieved by dividing the workforce into four equal parts. This chart shows the overall relevant employee population as defined by the pay gap reporting guidelines.

The next section of the report looks at the workforce demographic, mean and median pay and bonus pay, between men and women employees.

Workforce Representation*



*Data is based on the recorded legal sex.

Gender

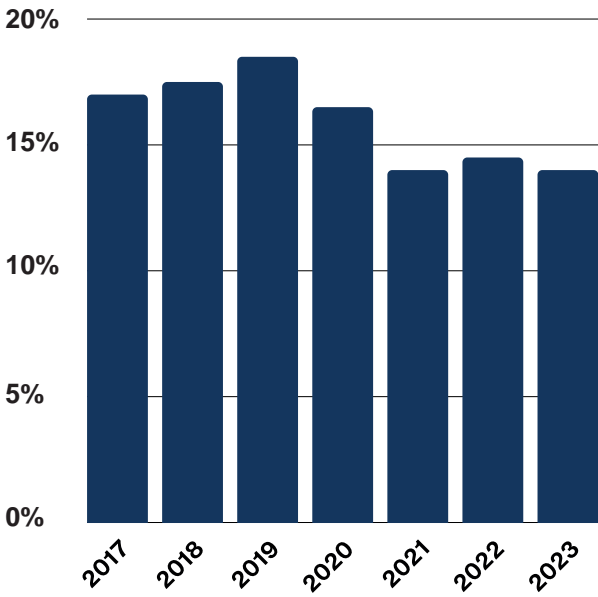
Hourly Rate of Pay by Gender

The tables below show the mean and median gender pay gap based on the hourly rates of pay as of the snapshot date of 31 March 2023.

The combined mean (average) hourly rate of pay for men was 13.26 per cent higher than for women. The pay gap has reduced year-on-year from 13.51 per cent to 13.26 per cent.

Gender Pay Gap		Mean Salaries		
Group	Women	Men	Pay Gap	In Favour Of
University of Lincoln (combined)	£20.04	£23.11	13.26%	Men
University of Lincoln (excl. UoL Services Ltd)	£22.26	£25.06	11.14%	Men
UoL Services Ltd	£14.27	£15.54	8.15%	Men

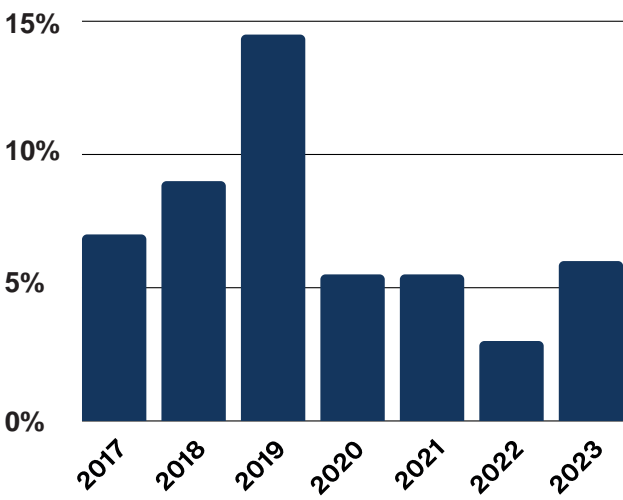
This chart shows the year-on-year movement for the combined mean from 2017-2023. Negative values represent results in favour of women employees.



The combined median (middle) hourly rate of pay for men was 6.18 per cent higher than for women, this is an increase from 2.92 per cent as at the 31 March 2022.

Gender Pay Gap		Median Salaries		
Group	Women	Men	Pay Gap	In Favour Of
University of Lincoln (combined)	£18.83	£20.07	6.18%	Men
University of Lincoln (excl. UoL Services Ltd)	£19.94	£21.73	8.24%	Men
UoL Services Ltd	£13.17	£13.45	2.08%	Men

This chart shows the year-on-year movement for the combined median from 2017-2023. Negative values represent results in favour of women employees.



Pay by Quartiles

One of the Government’s reporting requirements is to calculate the proportions of men and women in quartile pay bands, which is calculated by dividing the workforce into four equal parts. The tables represent the overall relevant employee population as defined by the pay gap reporting guidelines.

These statistics show the overall employee population divided into segments from the lowest to the highest hourly pay.

Quartile Pay Bands (All Employees)

Quartile	Women	Men
Lower (0-25% of full-pay relevant employees)	68.68%	31.32%
Lower middle (25-50% of full-pay relevant employees)	53.81%	46.19%
Upper middle (50-75% of full-pay relevant employees)	51.98%	48.02%
Upper (75-100% of full-pay relevant employees)	42.44%	57.56%

Quartile Pay Bands (Excluding UoL Services)

Quartile	Women	Men
Lower (0-25% of full-pay relevant employees)	64.08%	35.92%
Lower middle (25-50% of full-pay relevant employees)	53.20%	46.80%
Upper middle (50-75% of full-pay relevant employees)	48.54%	51.46%
Upper (75-100% of full-pay relevant employees)	41.44%	58.56%

Quartile Pay Bands (UoL Services)

Quartile	Women	Men
Lower (0-25% of full-pay relevant employees)	70.06%	29.94%
Lower middle (25-50% of full-pay relevant employees)	68.07%	31.93%
Upper middle (50-75% of full-pay relevant employees)	56.02%	43.98%
Upper (75-100% of full-pay relevant employees)	52.41%	47.59%



Bonus Payments by Gender

The following tables represent the proportion of men and women who received a bonus in the relevant 12 month period. A total of seven men and six women resulted in an increased proportion in this year of 2.16 per cent. Between 1 April 2022 and 31 March 2023, 0.40 per cent of women received a bonus award compared with 0.56 per cent of men.

Bonus Proportions (All Employees)		
	Men	Women
Number receiving a bonus	7	6
Total headcount	1248	1515
Percentage receiving a bonus	0.56%	0.40%

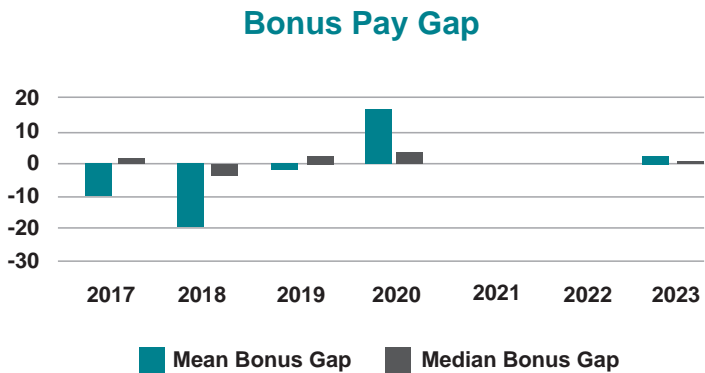
Gender Pay Gap	Mean Bonus Gap			
Group	Women	Men	Pay Gap	In Favour Of
University of Lincoln (combined)	£5,112	£5,225	2.16%	Men
University of Lincoln (excl. UoL Services Ltd)	£5,112	£5,225	2.16%	Men
UoL Services Ltd	£0	£0	0%	-

No employees received a bonus on the UoL Services Ltd payroll during the reporting period.

Gender Pay Gap	Median Bonus Gap			
Group	Women	Men	Pay Gap	In Favour Of
University of Lincoln (combined)	£4,449	£4,477	0.61%	Men
University of Lincoln (excl. UoL Services Ltd)	£4,449	£4,477	0.61%	Men
UoL Services Ltd	£0	£0	0%	-

No employees received a bonus on the UoL Services Ltd payroll during the reporting period.

Bonus Pay Gap		
Year	Mean Bonus Gap	Median Bonus Gap
2017	-9.94%	1.17%
2018	-20.17%	-3.27%
2019	-1.49%	1.59%
2020	15.3%	2.46%
2021	No bonuses paid in the reporting year	
2022	No bonuses paid in the reporting year	
2023	2.16%	0.61%



Negative values represent results in favour of women employees.

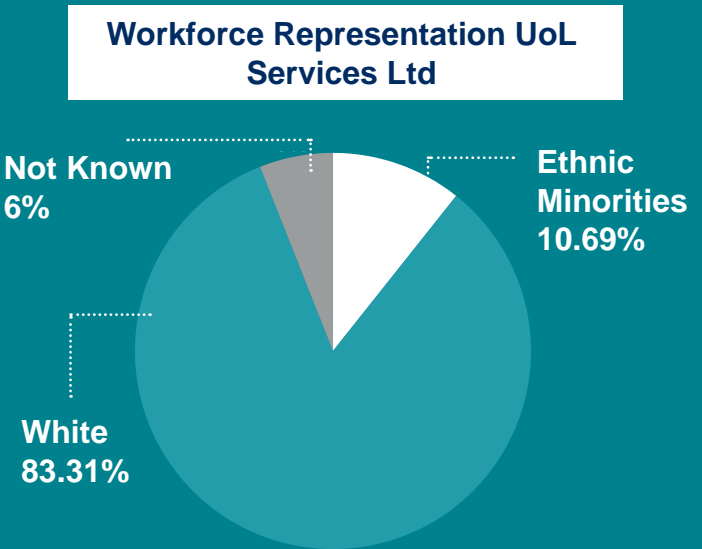
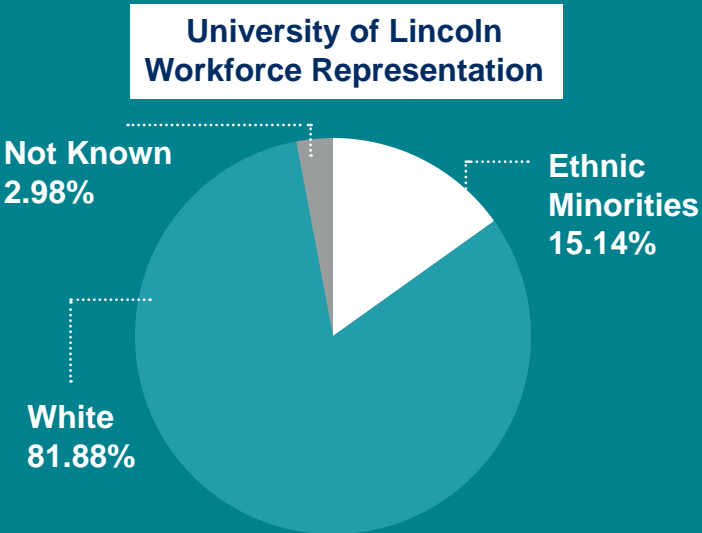
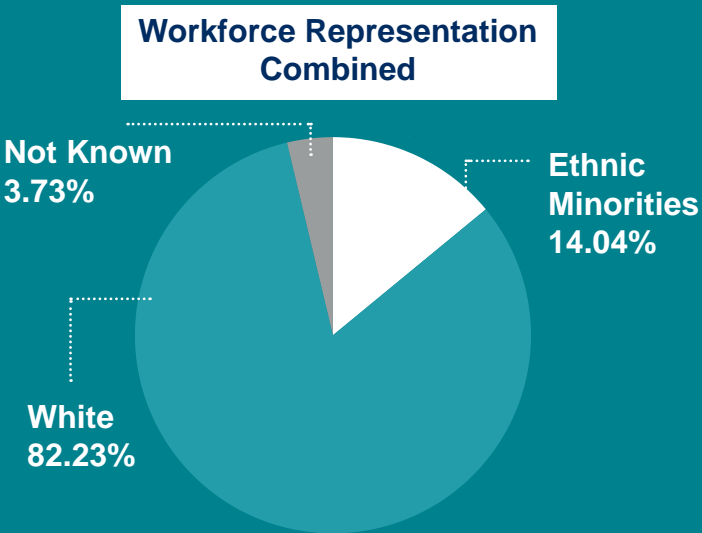
Ethnicity Pay Gap

We calculate the ethnicity pay gap (and the disability pay gap) in the same way that we calculate the gender pay gap, using the data collection point of 31 March 2023.

Our data for ethnicity and disability may be influenced by the fact that a number of our employees have chosen not to disclose this information. We also note that there is considerable variation within the minority ethnic category, and we continue to aim for greater levels of granularity to be able to report more effectively.



Workforce Representation

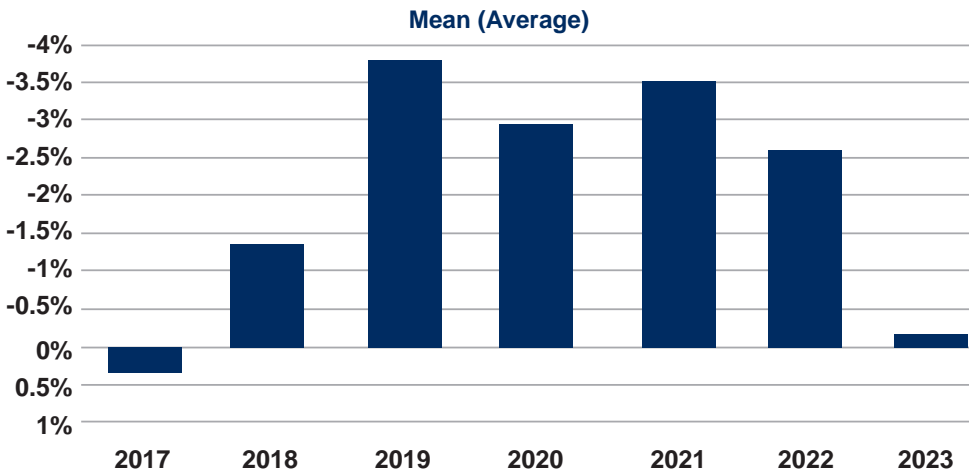


Hourly Rate Pay by Ethnicity

The following tables show the mean and median data per hourly rate. The combined mean (average) hourly rate of pay was 0.11 per cent higher for ethnic minorities than for white employees.

Ethnicity Pay Gap	Mean Salaries			
Group	White	Ethnic Minorities	Pay Gap	In Favour Of
University of Lincoln (combined)	£21.51	£21.54	0.11%	Ethnic minorities
University of Lincoln (excl. UoL Services Ltd)	£23.68	£23.15	2.23%	White
UoL Services Ltd	£14.93	£14.29	4.27%	White

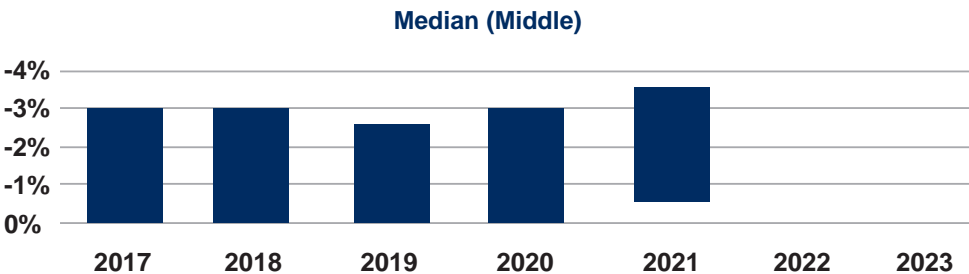
This chart shows the year-on-year movement for the combined mean from 2017-2023. Negative values represent results in favour of ethnic minority employees.



The combined median (middle) hourly rate of pay resulted in a zero per cent pay gap difference. This is consistent with the 2022 data with no movement year-on-year.

Ethnicity Pay Gap	Median Salaries			
Group	Women	Men	Pay Gap	In Favour Of
University of Lincoln (combined)	£19.94	£19.94	0%	-
University of Lincoln (excl. UoL Services Ltd)	£20.52	£20.52	0%	-
UoL Services Ltd	£13.45	£13.45	0%	-

This chart shows the year-on-year movement for the combined median from 2017-2023. Negative values represent results in favour of ethnic minority employees.



Bonus Pay by Ethnicity

The following data shows the number of employees who have received a bonus, and the mean and median pay gap. Between 1 April 2022 and 31 March 2023, 0.48 per cent of white colleagues received a bonus award compared with 0.52 per cent of ethnic minorities as a combined total. In 2021 and 2022 no bonuses were issued due to the pandemic.

Bonus Proportions (All Employees)		
	White	Ethnic Minorities
Number receiving a bonus	11	2
Total headcount	2272	388
Percentage receiving a bonus	0.48%	0.52%

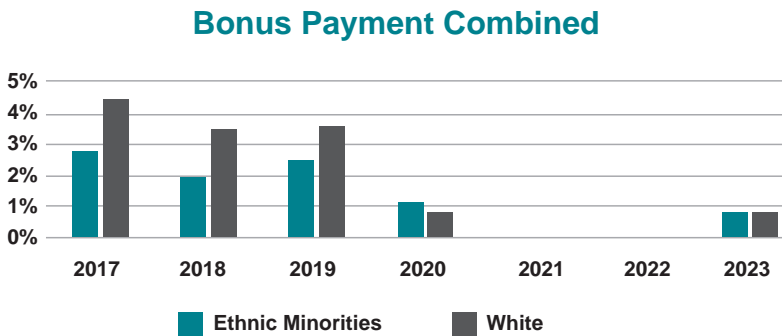
Ethnicity Pay Gap		Mean Bonus Gap		
Group	White	Ethnic Minorities	Pay Gap	In Favour Of
University of Lincoln (combined)	£4,945	£6,427	-29.98%	Ethnic minorities
University of Lincoln (excl. UoL Services Ltd)	£4,945	£6,427	-29.98%	Ethnic minorities
UoL Services Ltd	£0	£0	0%	-

No employees received a bonus on the UoL Services Ltd payroll during the reporting period.

Ethnicity Pay Gap		Median Bonus Gap		
Group	White	Ethnic Minorities	Pay Gap	In Favour Of
University of Lincoln (combined)	£4,477	£6,427	-43.56%	Ethnic minorities
University of Lincoln (excl. UoL Services Ltd)	£4,477	£6,427	-43.56%	Ethnic minorities
UoL Services Ltd	£0	£0	0%	-

No employees received a bonus on the UoL Services Ltd payroll during the reporting period.

Bonus Pay Gap	Ethnic Minorities	White
2017	2.79%	4.46%
2018	1.94%	3.46%
2019	2.41%	3.52%
2020	1.08%	0.74%
2021	0%	0%
2022	0%	0%
2023	0.52%	0.48%



Negative values represent results in favour of ethnic minority employees.

Pay by Quartiles

These statistics show the overall employee population divided into segments from the lowest to the highest hourly pay. There is a small percentage of colleagues (15.12%) who have not disclosed their ethnicity data which will affect the overall position.

Quartile Pay Bands (All Employees)

Quartile	White	Ethnic Minorities	Not Known
Lower (0-25% of full-pay relevant employees)	84.85%	9.85%	5.29%
Lower middle (25-50% of full-pay relevant employees)	79.33%	17.30%	3.37%
Upper middle (50-75% of full-pay relevant employees)	80.32%	16.15%	3.52%
Upper (75-100% of full-pay relevant employees)	83.99%	13.07%	2.94%

Quartile Pay Bands (Excluding UoL Services)

Quartile	White	Ethnic Minorities	Not Known
Lower (0-25% of full-pay relevant employees)	79.61%	16.70%	3.69%
Lower middle (25-50% of full-pay relevant employees)	82.91%	14.95%	2.14%
Upper middle (50-75% of full-pay relevant employees)	78.25%	18.45%	3.30%
Upper (75-100% of full-pay relevant employees)	86.19%	10.89%	2.92%

Quartile Pay Bands (UoL Services)

Quartile	White	Ethnic Minorities	Not Known
Lower (0-25% of full-pay relevant employees)	72.46%	11.38%	16.17%
Lower middle (25-50% of full-pay relevant employees)	80.72%	16.27%	3.01%
Upper middle (50-75% of full-pay relevant employees)	90.96%	7.83%	1.20%
Upper (75-100% of full-pay relevant employees)	89.16%	6.63%	4.22%



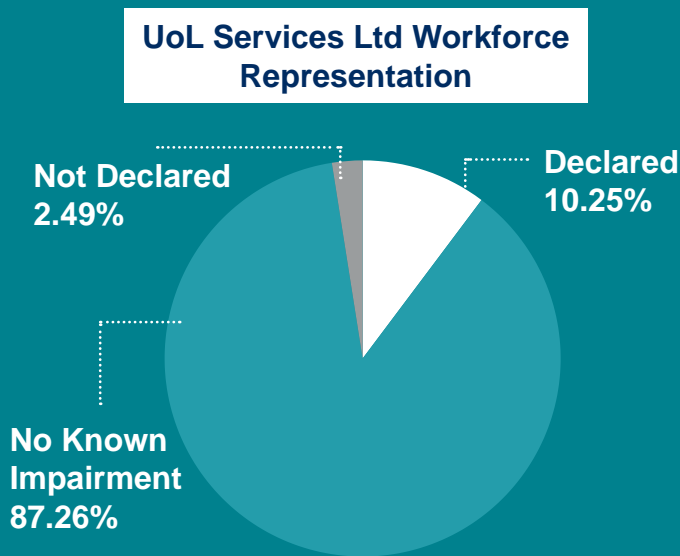
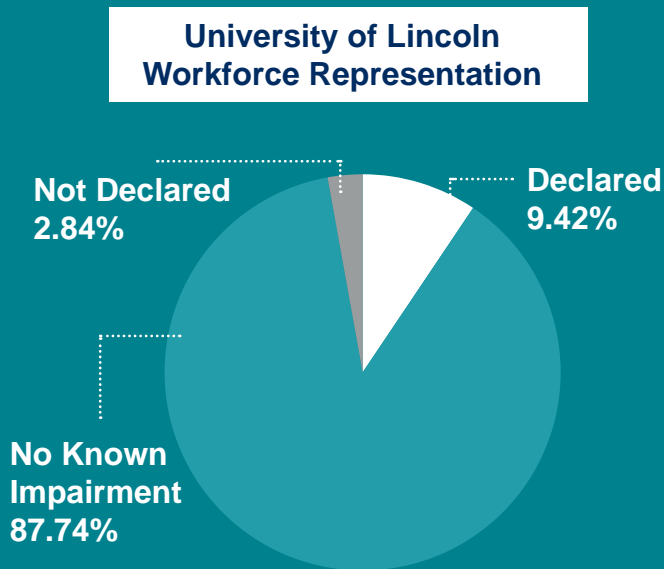
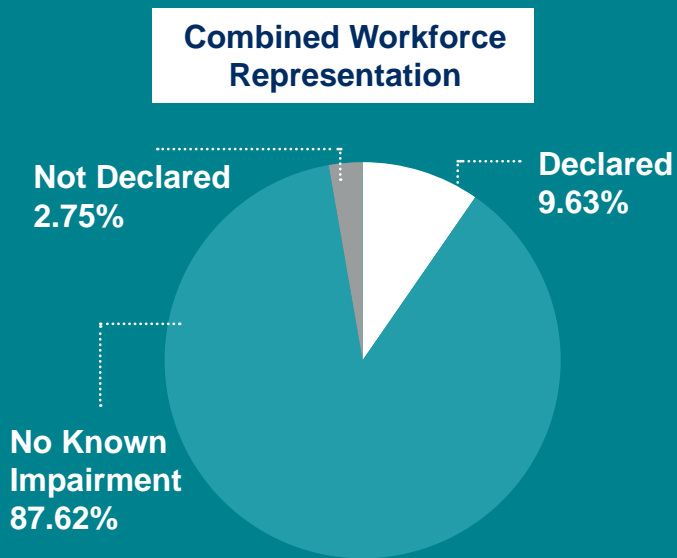
Disability

The University has taken the decision to voluntarily disclose information on its disability pay gap. For statutory reporting purposes, 'disabled' includes any employee who has declared to the University they have one or more disabilities. 'Not disabled' is where an employee has stated they do not have a disability or where this information is not provided.

These charts include all three statuses to show the overall employee population divided into segments from lowest to highest hourly pay, and shows the percentage of employees who have declared a disability, employees who have no known disability, and employees who prefer not to say.



Workforce Representation

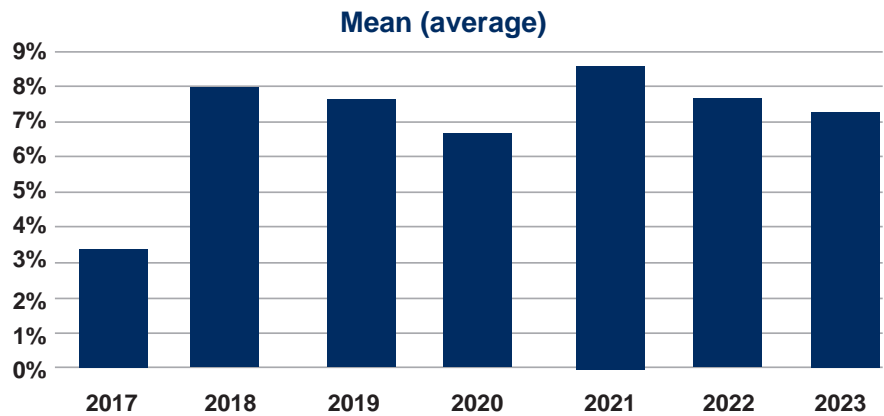


Hourly Rate of Pay by Disability

The following data details the mean and median hourly rates for colleagues who have declared a disability and colleagues who have not declared or have no disability. The combined mean (average) hourly rate of pay for not known/no disability was 7.2 per cent higher than where a disability had been declared.

Disability Pay Gap	Mean Salaries		Pay Gap	In Favour Of
Group	Not Known to be Disabled	Declared a Disability		
University of Lincoln (combined)	£21.60	£20.04	7.20%	Not known/no disability
University of Lincoln (excl. UoL Services Ltd)	£23.76	£22.20	6.55%	Not known/no disability
UoL Services Ltd	£14.85	£13.94	6.10%	Not known/no disability

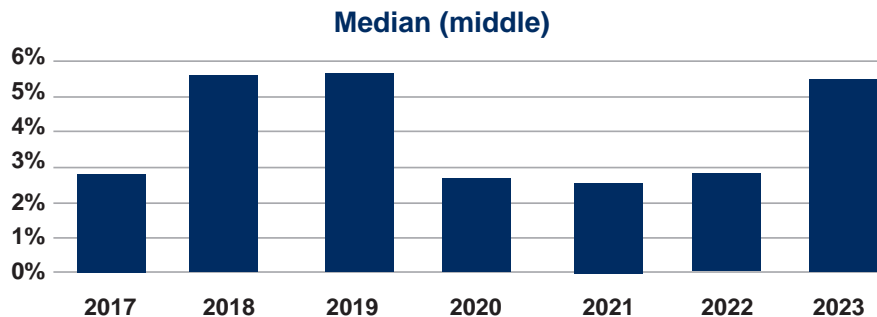
This chart shows the year-on-year movement for the combined mean from 2017-2023.



The combined median (middle) hourly rate of pay for not known/no disability was 5.57 per cent higher than where a disability had been declared.

Disability Pay Gap	Median Salaries		Pay Gap	In Favour Of
Group	Not Known to be Disabled	Declared a Disability		
University of Lincoln (combined)	£19.94	£18.83	5.57%	Not known/no disability
University of Lincoln (excl. UoL Services Ltd)	£20.52	£19.94	2.83%	Not known/no disability
UoL Services Ltd	£13.45	£13.45	0%	-

This chart shows the year-on-year movement for the combined median from 2017-2023. This is an increase from 2.92 per cent in 2022 to 5.57 per cent in 2023.



Bonus Pay by Disability

The following data shows that the number of employees who have received a bonus reward, 100 per cent of colleagues who have not declared, or do not have a disability, compared with zero per cent of colleagues who have declared a disability.

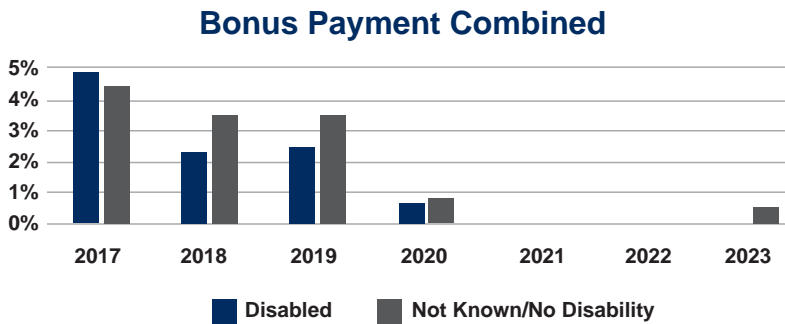
Bonus Proportions (All Employees)		
	Not Known to be Disabled	Declared a Disability
Number receiving a bonus	13	0
Total headcount	2497	266
Percentage receiving a bonus	0.52%	0%

Disability Pay Gap		Mean Bonus Gap		
Group	Not Known to be Disabled Mean Hourly Rate	Declared a Disability Mean Hourly Rate	Pay Gap	In Favour Of
University of Lincoln (combined)	£5,170	£0	100%	Not known/no disability
University of Lincoln (excl. UoL Services Ltd)	£5,170	£0	100%	Not known/no disability
UoL Services Ltd	£0	£0	0%	-

Disability Pay Gap		Median Bonus Gap		
Group	Not Known to be Disabled Mean Hourly Rate	Declared a Disability Mean Hourly Rate	Pay Gap	In Favour Of
University of Lincoln (combined)	£4,477	£0	100%	Not known/no disability
University of Lincoln (excl. UoL Services Ltd)	£4,477	£0	100%	Not known/no disability
UoL Services Ltd	£0	£0	0%	-

This table shows the year-on-year disability pay gap movement, noting no bonuses were approved and paid during 2021 and 2022.

Proportion Receiving Bonus	Disabled	Not Known/No Disability
2017	4.86%	4.29%
2018	2.22%	3.34%
2019	2.26%	3.45%
2020	0.61%	0.76%
2021	0%	0%
2022	0%	0%
2023	0%	0.52%



Pay by Quartiles

These statistics show the overall employee population divided into segments from the lowest to the highest hourly pay.

Quartile Pay Bands (All Employees)

Quartile	Declared a Disability	Not Known to be Disabled
Lower (0-25% of full-pay relevant employees)	14.12%	85.88%
Lower middle (25-50% of full-pay relevant employees)	7.92%	92.08%
Upper middle (50-75% of full-pay relevant employees)	8.52%	91.48%
Upper (75-100% of full-pay relevant employees)	8.22%	91.78%

Quartile Pay Bands (Excluding UoL Services)

Quartile	Declared a Disability	Not Known to be Disabled
Lower (0-25% of full-pay relevant employees)	12.43%	87.57%
Lower middle (25-50% of full-pay relevant employees)	7.77%	92.23%
Upper middle (50-75% of full-pay relevant employees)	8.35%	91.65%
Upper (75-100% of full-pay relevant employees)	9.34%	90.66%

Quartile Pay Bands (UoL Services)

Quartile	Declared a Disability	Not Known to be Disabled
Lower (0-25% of full-pay relevant employees)	9.58%	90.42%
Lower middle (25-50% of full-pay relevant employees)	12.65%	87.35%
Upper middle (50-75% of full-pay relevant employees)	12.05%	87.95%
Upper (75-100% of full-pay relevant employees)	7.23%	92.77%





Understanding the Reasons for the Gap



Quartile Data

The gender pay gap year-on-year has seen a percentage increase for women colleagues in the lower and lower-middle pay quartiles, and a decrease in the upper-middle and upper quartile of full pay relevant employees. For men colleagues, this shows a slight decrease in the lower and lower-middle quartiles, and an increase in the upper-middle to upper quartile year-on-year.

Roles within the lower quartile include clerical and administration roles within professional services areas. This increases the lower and lower-middle quartiles particularly within the UoL Services pay data as this pay group is only for colleagues on a professional services contract.

The upper-middle quartile includes academic and research roles such as teaching fellows, postdoctoral researchers, lecturers and professional services roles such as administration managers. Academic and research roles are primarily on the University pay group with professional services who commenced employment pre-2018.

The upper quartile represents roles such as associate professors, professors, senior professional and managerial roles, assistant directors, heads of schools, and heads of professional services areas.

Only 31.32 per cent of men represent the overall picture of the lower quartile for pay compared to 68.68 per cent of women. 57.56 per cent of men are in the upper quartile compared to 42.44 per cent of women. This is a slight increase from 42.60 per cent in 2022.

Pay Scales

The University has incremental pay scales so that employees progress within the pay range for their job grade on an annual basis. This means that longer serving staff will generally be on a higher salary point.

The University continually reviews its promotion procedures for academic staff, which has led to higher levels of applications from women, with a good level of success.

The University has continued to track the voluntary living wage which in 2022/23 rose to £10.90 per hour, which saw an increase in salary for the lower quartile of the pay scales.

Workforce Dynamic

A small change can have a disproportionate impact on the pay gap over the short term, as the data is a snapshot in time. A longer-term view is needed as many initiatives take time to embed to see a positive impact. An example of a short-term change which can have a significant impact on the pay gap reporting is when senior women leave the University, or an increase in starters or leavers within the organisation.

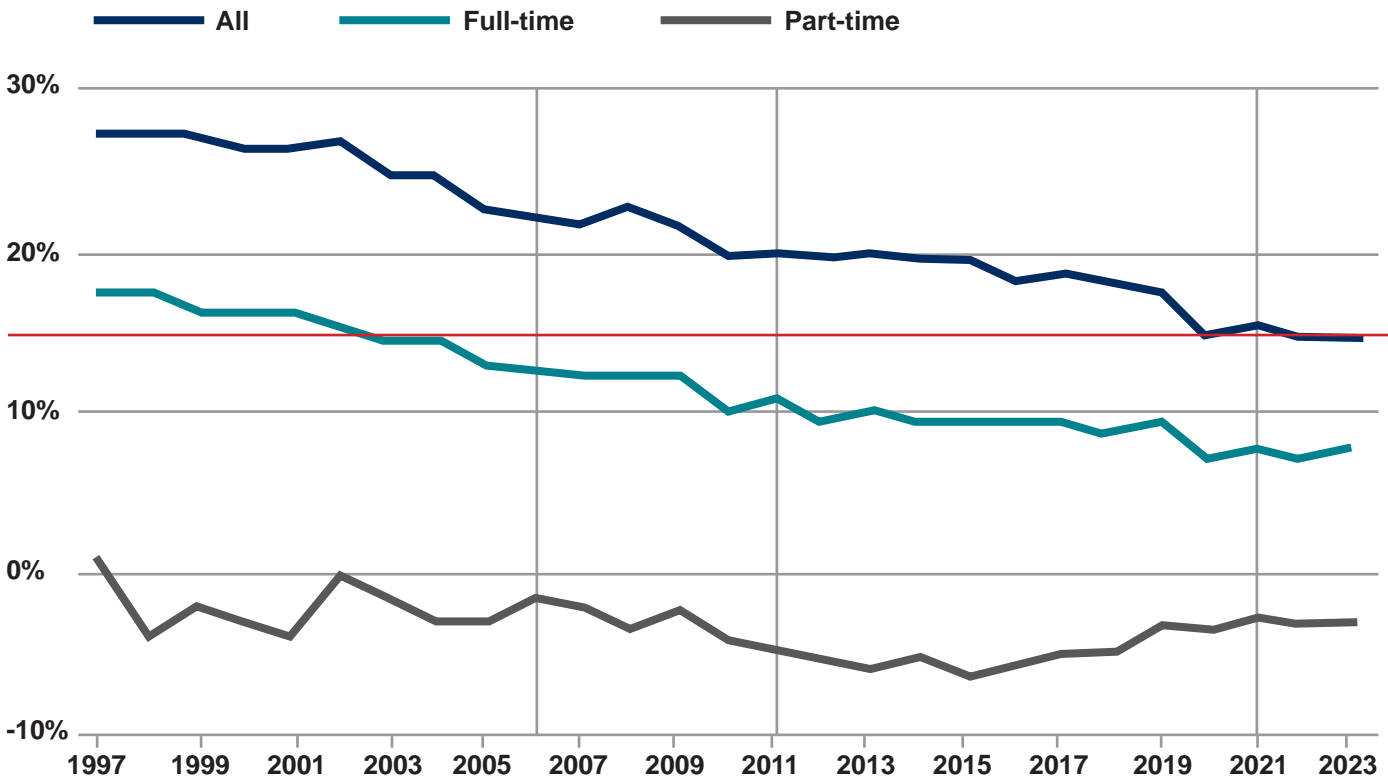




Next Steps

The following diagram shows the gradual decrease in gender pay gap reporting year-on-year which also represents the trajectory of the University from 16.86 per cent (2017) to 13.26 per cent (2023).

Gender pay gap for median gross hourly earnings (excluding overtime), UK, April 1997-2023.



Source: Annual Survey of Hours and Earnings from the Office for National Statistics.

The University of Lincoln recognises where progress has been made through the initiatives outlined earlier in this report. We will continue to engage in a process of continuous improvement, involving all colleagues to support our pay gap priorities and action planning. We appreciate this may take a number of years to progress and implement, and we look forward to updating colleagues on our overall progress.

Action Plan

The action plan is an evolving document that was launched on 1 February 2024 and will be updated on a regular basis as we progress with the identified actions as they arise. This document has been shared with key internal stakeholders; the Senior Leadership Team, Board Remuneration Committee, and the trade unions to seek comments and feedback. We will also continue to monitor engagement with external stakeholders and sector trends.

Theme	Activity	Lead/Owner	Timeline
Data Capture and Target Setting	The provision of pay gap data for gender, ethnicity, and disability for review by senior committees on an annual basis.	PPC	February 2025
	Data snapshots provided to the Senior Leadership Team, the Heads of College, School and Department of their local level pay gap information, to support activities and drive initiatives. Areas to own local data and set agreed targets.	PPC/all	2024/2025
	Simplified graphs and data to breakdown the key differences among staff groups.	PPC	September 2024
	Decrease missing data/not known to provide meaningful data gathering and reporting.	PPC/all	September 2024
Communication Methods	Explore how we communicate and engage, encouraging the Senior Leadership Team to act as champions within the University.	PPC/all	April 2024
	Be bold and courageous in generating ideas and recommendations for actions to reduce the pay gap.	All	Ongoing
Continuous Review	Continue to measure year-on-year progress of current initiatives documented.	All	March 2024/25
	Determine the actions to be taken forward and ensure they align to the University's strategy and culture.	All	Ongoing
	Be transparent with our action plan and activities.	All	Ongoing
Policies	Enhance our Carers policy.	PPC	April 2024
	Promote the shared parental leave policy and flexible working opportunities, whilst reviewing any potential barriers to uptake.	PPC	April 2024

Theme	Activity	Lead/Owner	Timeline
Talent, Attraction, Retention, and Reward	Share the pay gap action plan on recruitment webpages as part of our employee value proposition.	PPC	March 2024
	Review the inclusive approach to recruitment practices and guidance, with a focus on positive action to enhance support and communication for recruiting managers in determining salaries and wider impact.	PPC	August 2024
Recruitment	Review recruitment channels to increase a wider diversity of candidates.	PPC	August 2024
	Review job adverts and job descriptions to encourage the use of gender de-coders to reduce bias in job adverts.	PPC	August 2024
	Introduce checkpoints throughout the recruitment process.	PPC	August 2024
Development and Progression	Enhance career progression opportunities, flexible development options, and raise awareness.	PPC	August 2024
	Analysis of departmental promotions by grade and protected characteristics.	PPC	August 2024
EDI	Work on the Athena Swan application to achieve Silver Level over a wider breadth of schools within the University.	EGI	March 2025
	Continue to promote community and University-wide activities.	EGI	April 2024
Working Environment	Increase awareness and engagement in our wellbeing initiatives, tailored to the specifics of our working environment, including hybrid working.	PPC	August 2024



UNIVERSITY OF
LINCOLN

University of Lincoln
Brayford Pool
Lincoln LN6 7TS

+44 (0)1522 886644
www.lincoln.ac.uk