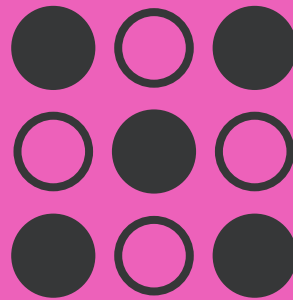
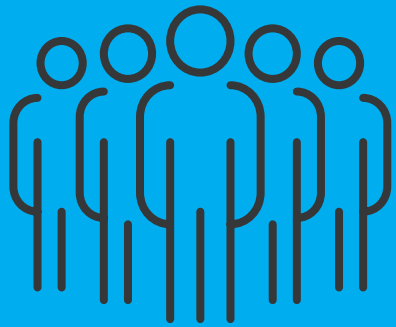


Our People

Annual Workplace Report 2022-23



Contents

3 Welcome

4 Our people - the numbers

5 Our starters, leavers and staff turnover

6 Academic progression

7 Our diversity

13 Sickness absence

14 Employee experience

”

Our people matter to us.

They are the reason we have such a vibrant and diverse community. But it's only by looking and understanding all our staff data that we can invest, support and attract the best talent, support high quality leadership and management and prioritise future workforce planning.

3 Welcome

Welcome to the “Our People” annual workforce report providing key statistics and data about the thousands of colleagues that make up our great community.

This will help us build a full picture of our current workforce, analyse trends, identify challenges and measure the impact of targeted interventions. Together this valuable information will support workforce planning and greater opportunities for our staff in the future.

Our people today

There are just over 3450 members of substantive staff currently working across our community, that includes everyone from professors and lecturers to admissions and marketing, and maintenance and housekeeping. This has reduced from last year and reflects the impact of the voluntary staff reduction schemes that we have had in place during 2023. The average age is around 45 and the average length of service is 8.5 years. Our median gender pay gap continues to reduce, and our full time staff is split almost 50/50% women to men. Promotion opportunities have been limited due to the financial challenges experienced this year but where they did take place over half of academic staff promoted were women.

We have a higher proportion of staff members from the BAME (Black, Asian and Minority Ethnic) community compared to the local population – with the majority of those in academic and research roles - and our new resourcing service has attracted and recruited additional members of the community to join us. There is still work

to do on converting more applicants into successful candidates.

But there are challenges – within the HE sector as well as across all work sectors, mental health remains the main reason for staff absence. We will continue our wellbeing work to provide more and better staff wellbeing services .



As one of the largest employers in the region, all of this valuable data will also help support our work with wider civic and business partners as we collaborate to drive our local economy, reach our net zero ambitions and increase equality, diversity and inclusion. Over the next year we will roll out increased self-service functionality to enable local managers to see their departmental data in real time to give greater insights and clarity at a local as well as UEA level. This will help us to tailor support and initiatives to address issues “on the ground” as well as the strategic challenges that we face. We will also look at new areas to include that will be of interest for us and you. Do let us know what you would like to see more of in future reports!

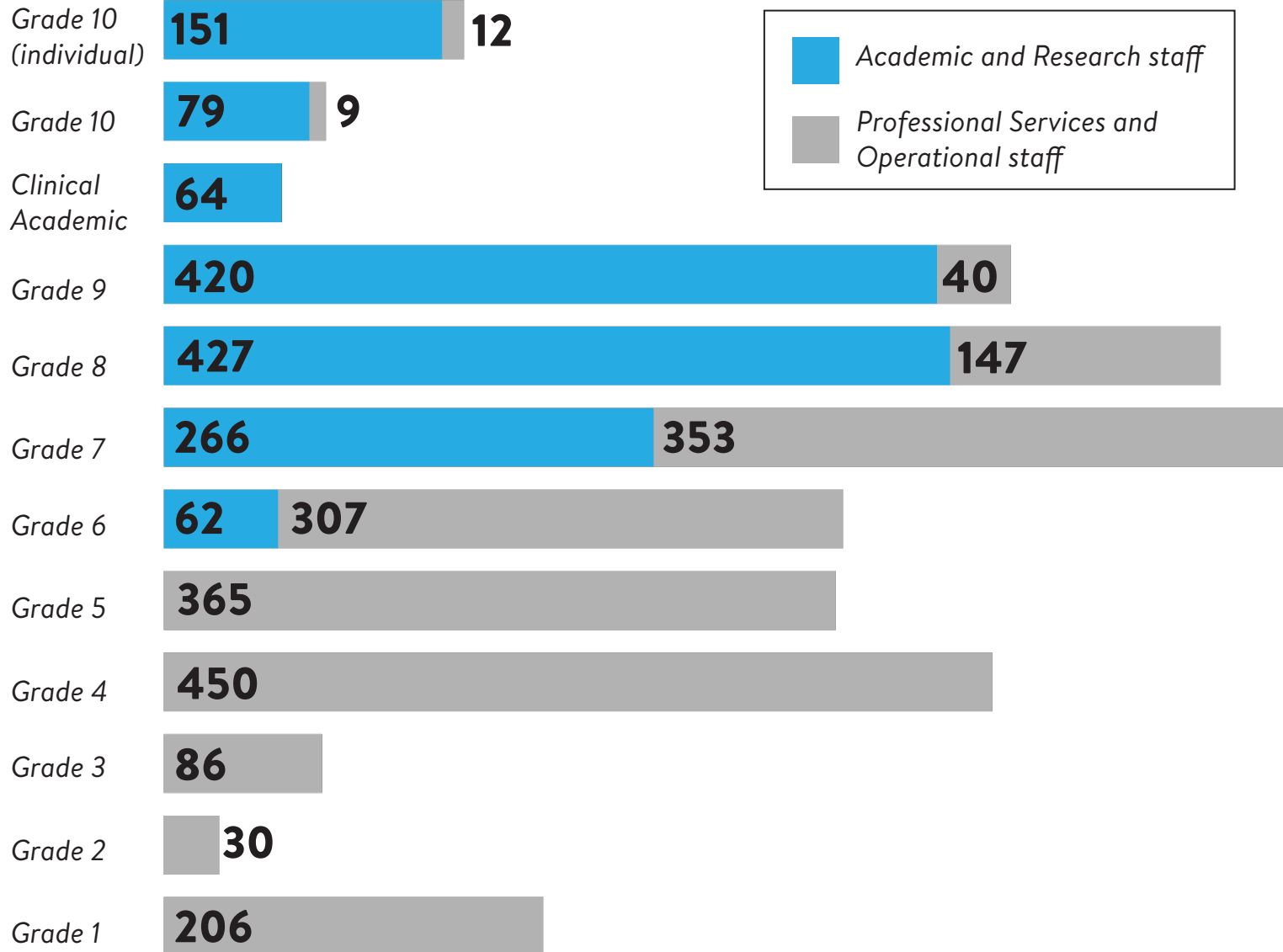
Helen Wiseman

Director of People and Culture

4 Our people - the numbers



Substantive staff only



3452
Total staff numbers

3054
Full time equivalent

5 Our starters, leavers and staff turnover



Starters

479

Leavers

657

UEA Turnover

15.73%



Average HE Sector Turnover

6.7%

Source: median turnover rate in UCEA employee turnover summary report 2021/22

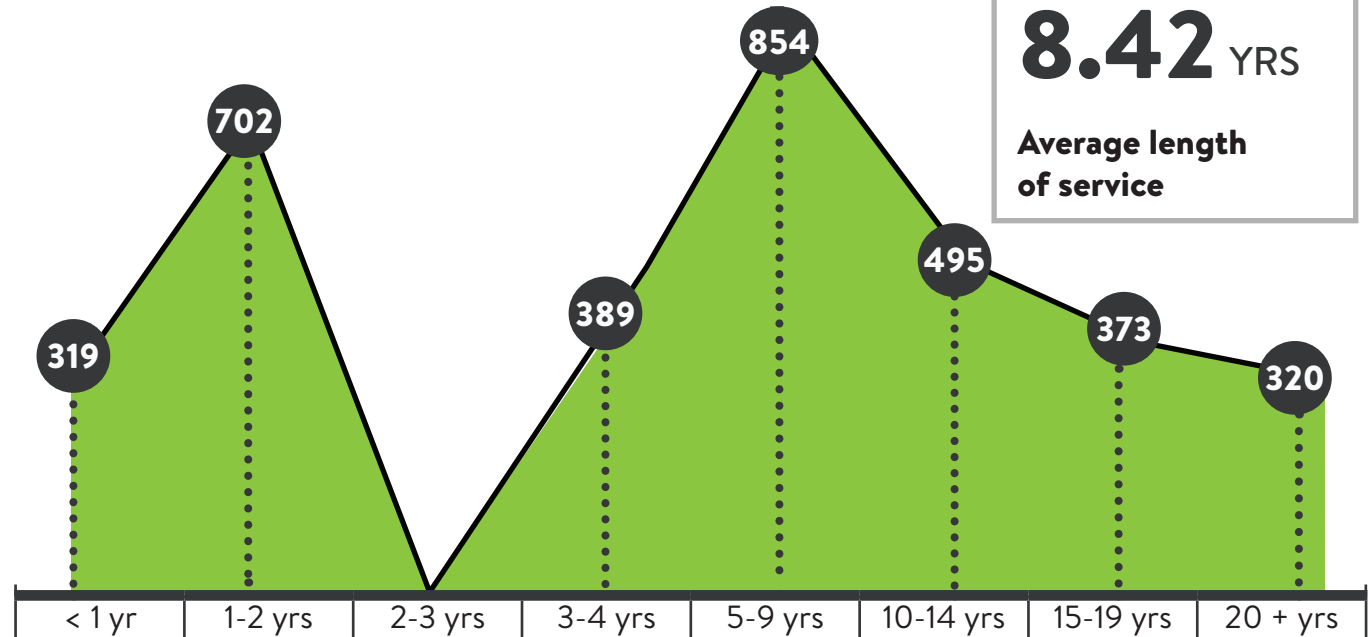
Average UK Turnover

15%

Source: Monster.co.uk



Length of Service



Reasons for Leaving

In terms of leavers, **over 50%** of these were due to **resignations**, **26%** of these were as a result of **our recent Voluntary Severance** packages, and **over 22%** due to **end of a fixed term contract**.

6 Academic progression



Academic promotions

17

59%
of academic staff promoted were **women**

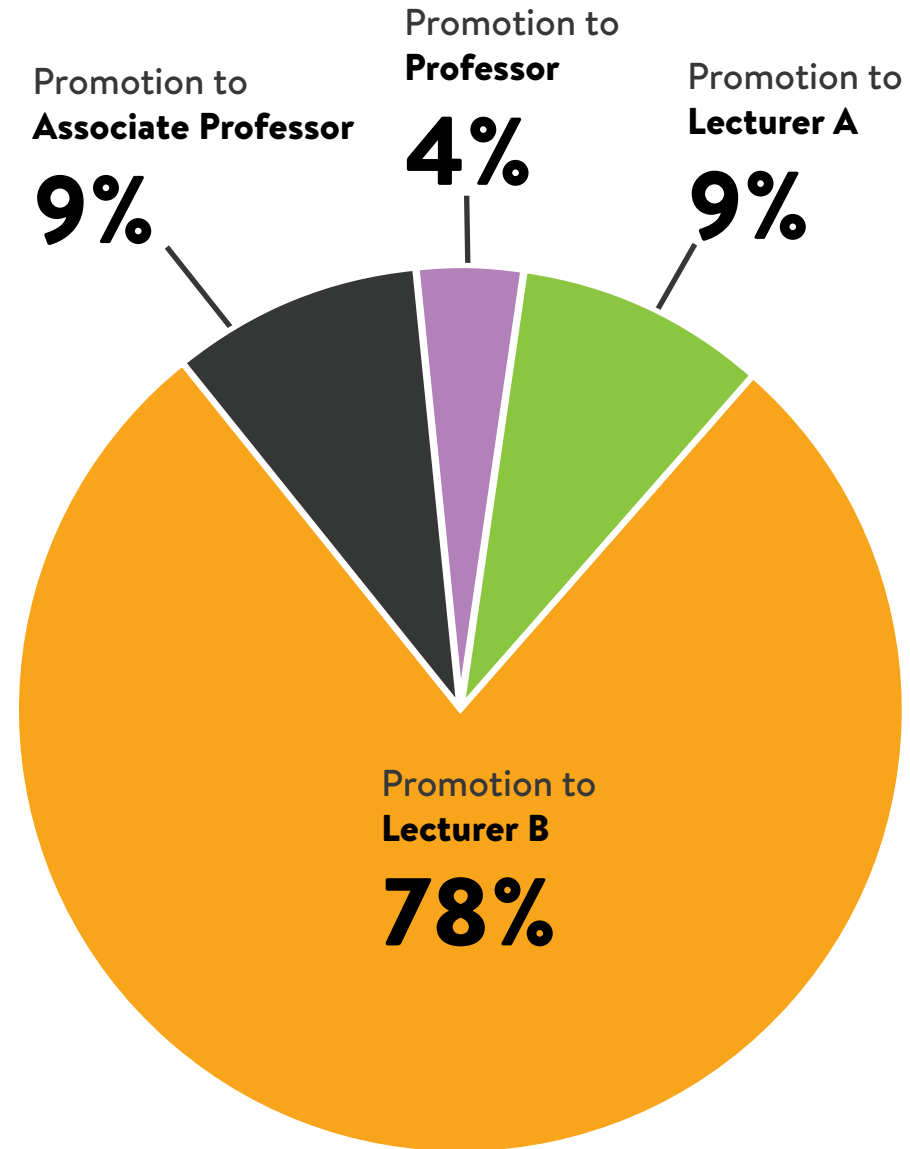
There was a **higher percentage of women promoted** in **ATS** career pathways. An **equal number of men and women** were promoted in **ATR** career pathways

More women were promoted at every level, except for promotion to professor, where more men were promoted

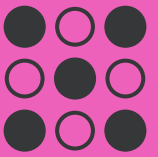
ATS = Academic Teaching and Scholarship
ATR = Academic Teaching and Research

Academic progression levels:
Lecturer A > Lecturer B > Associate Professor > Professor

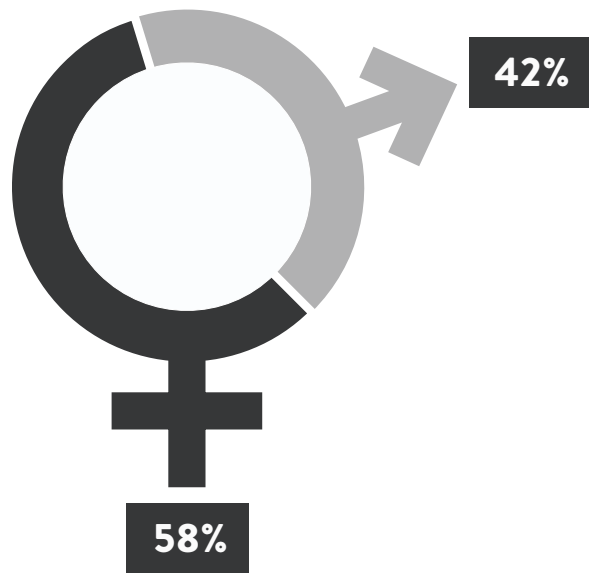
Type of academic promotion applied for:



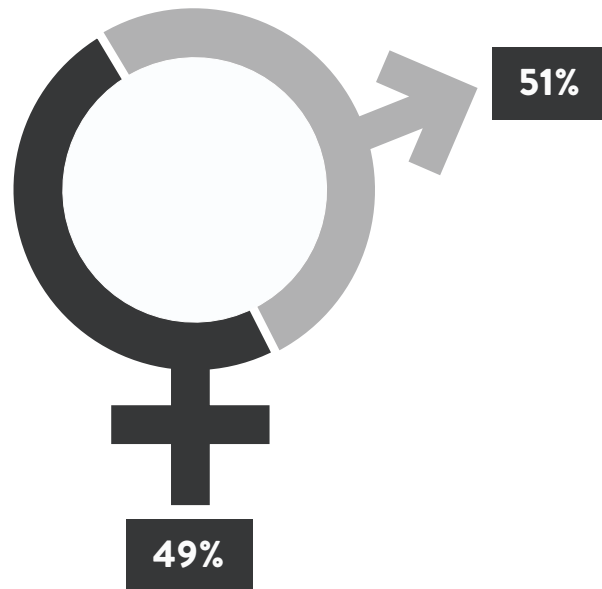
7 Workforce diversity: Sex



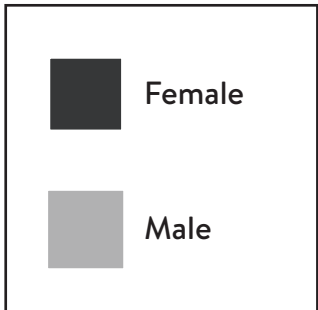
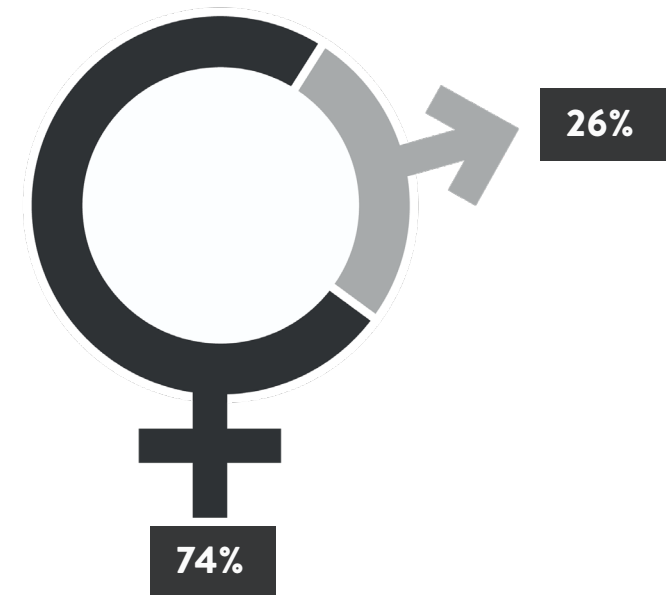
All UEA staff



Full-time staff



Part-time staff

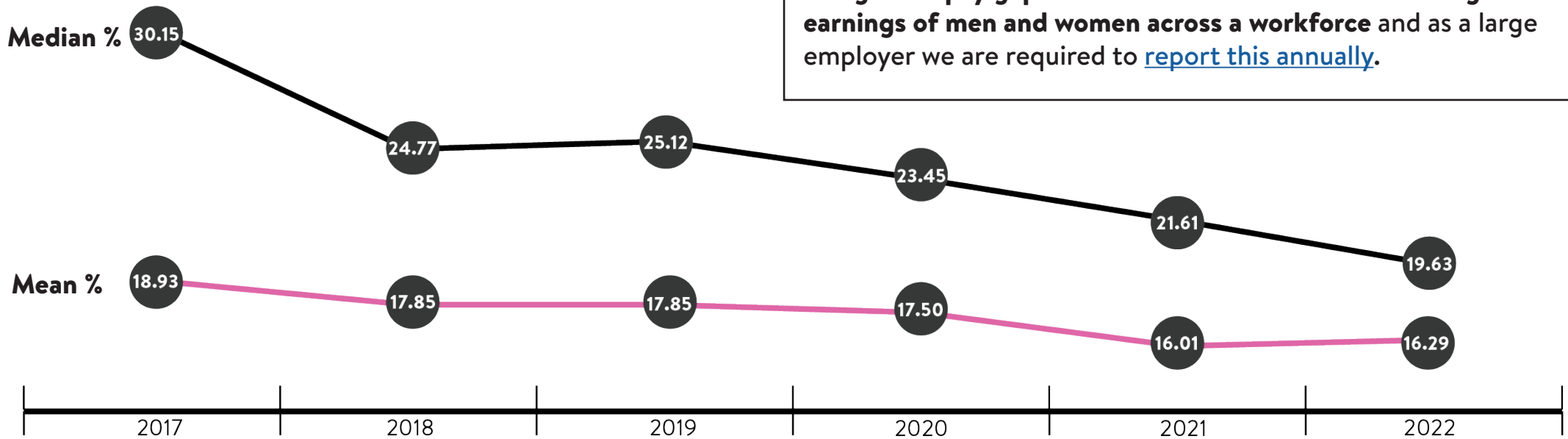


A high proportion of our campus based operational and support services roles are part time, offering more flexible working opportunities. Currently we have more women than men in these roles.

8 Workforce diversity: Gender pay gap



Gender pay gap trends



The **gender pay gap** is the **difference between the average earnings of men and women across a workforce** and as a large employer we are required to [report this annually](#).

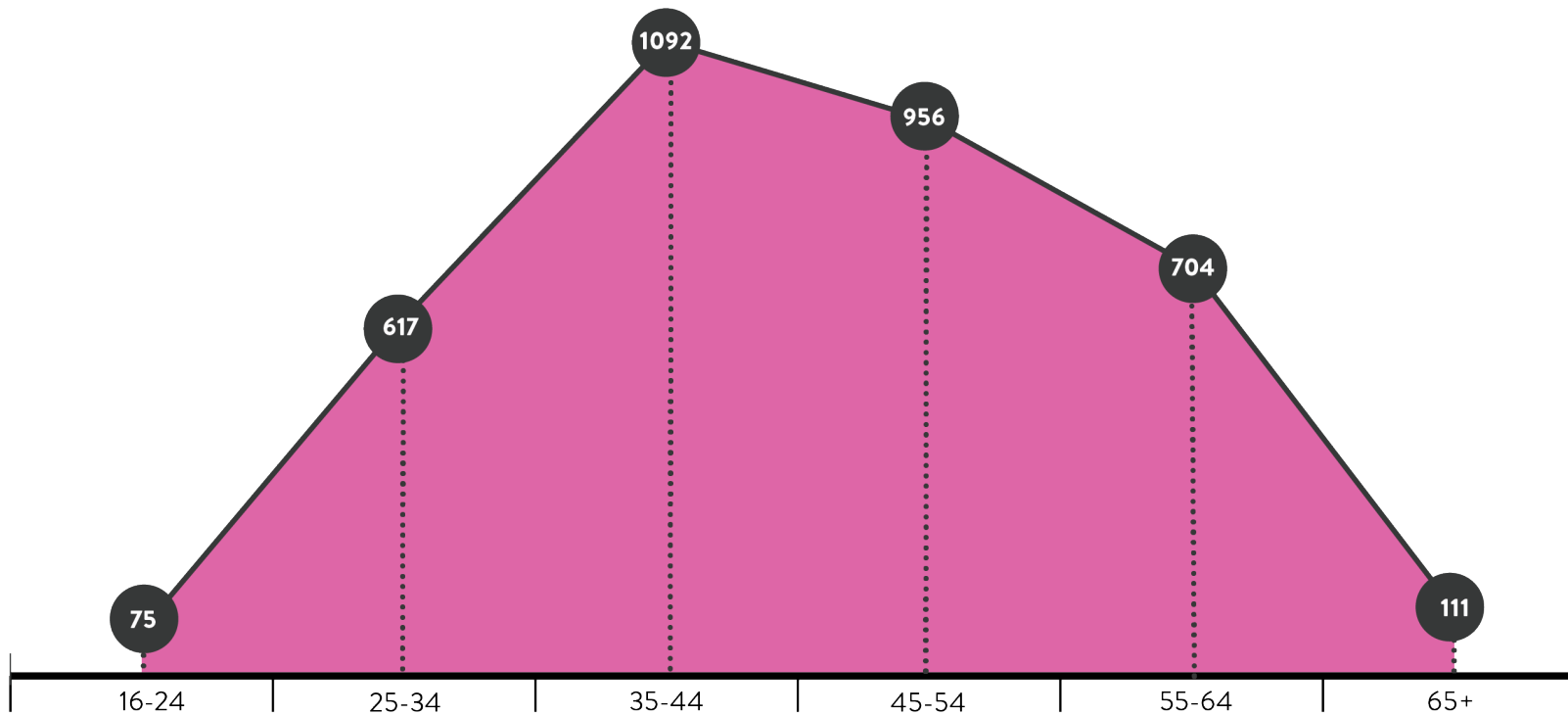
| | | | |
|----------------------------|---------------|---------------|---|
| Gender pay gap 2022 | Mean | Median | <p>The mean (or average) is the number you get by dividing the sum of a set of values by the number of values in the set.</p> <p>In contrast, the median is the middle number in a set of values when those values are arranged from smallest to largest.</p> |
| | 16.29% | 19.63% | |

9 Workforce diversity: Age



Age range

We will look at the age profile of our workforce and use workforce planning tools to make sure, mindful of our flexible approach to retirement ages, that succession planning now, will protect the delivery of key services in the future.



Average age

45

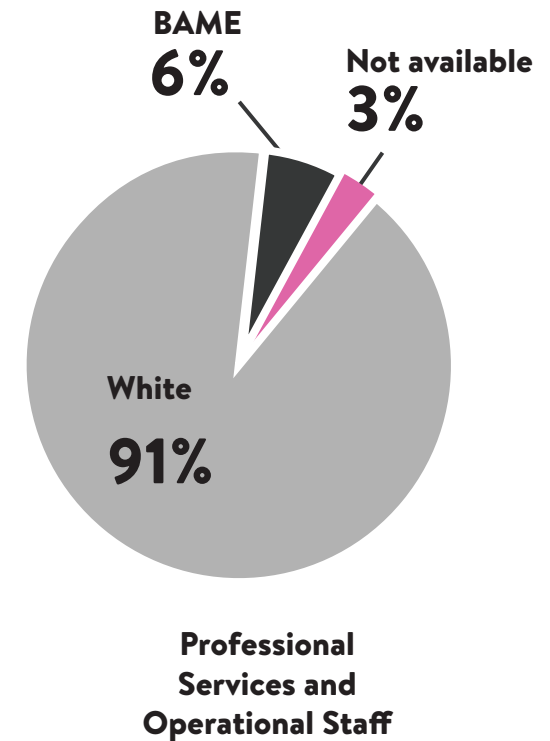
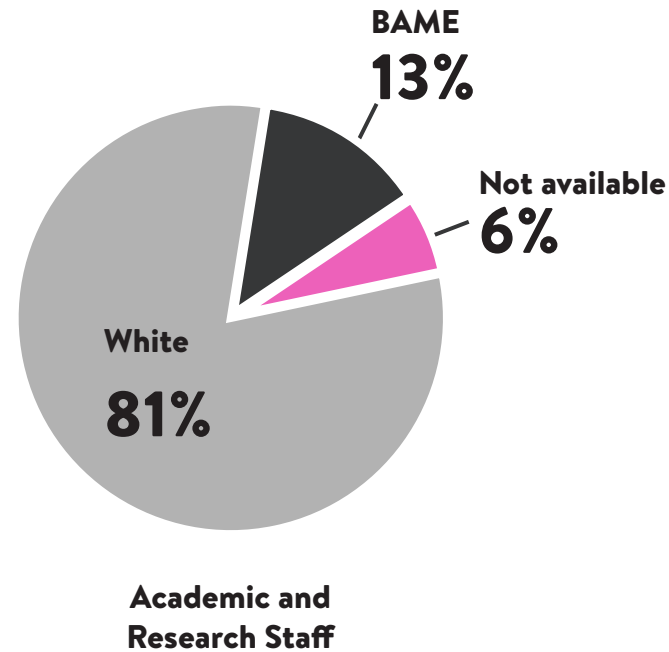
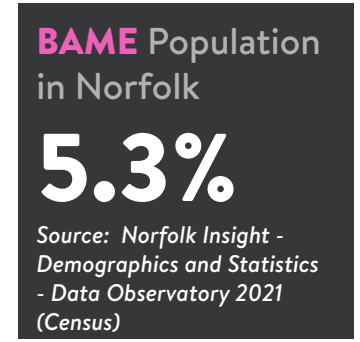
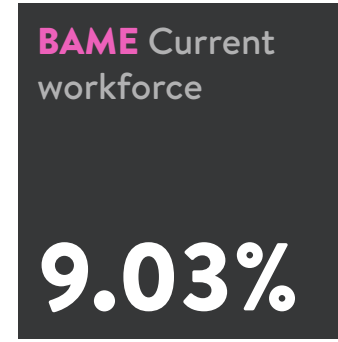
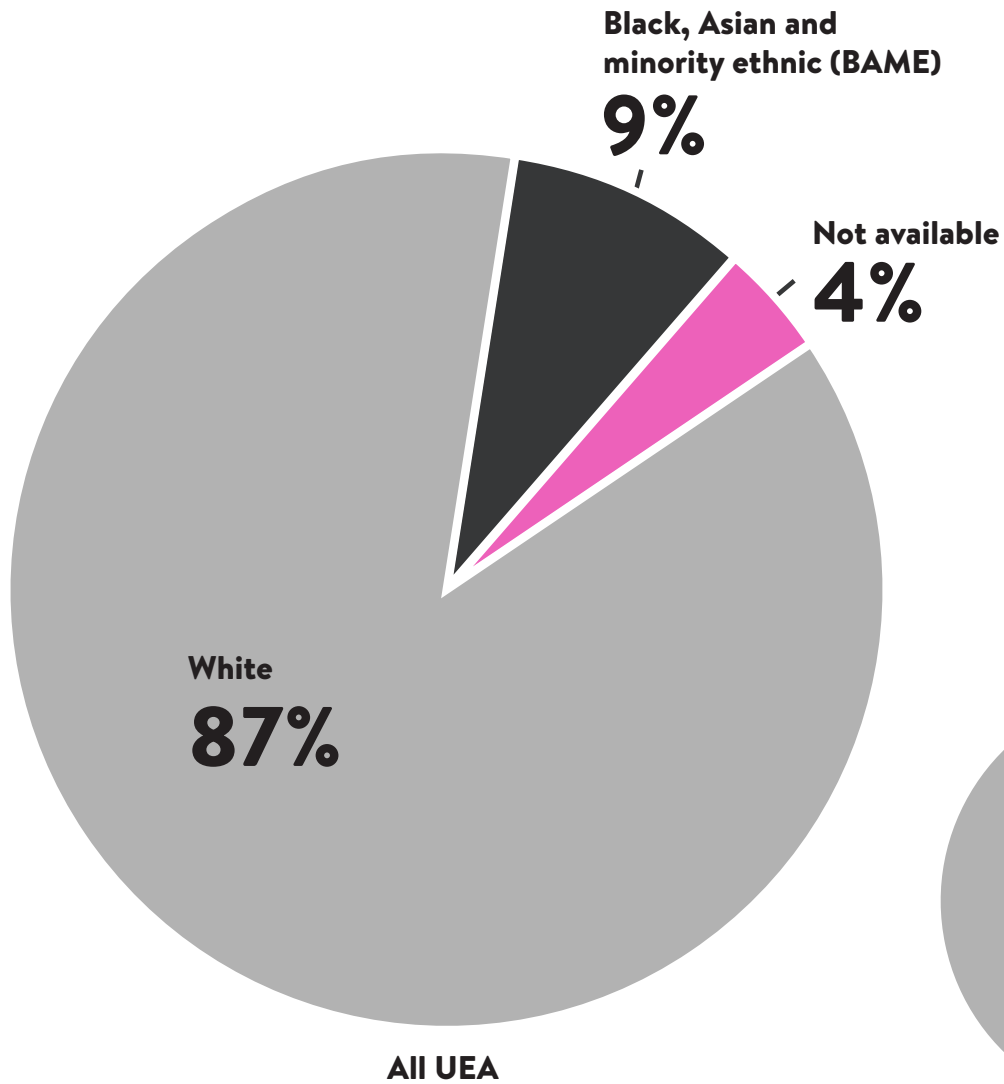
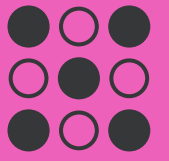
19.5%

of our workforce is under 35

22.9%

of our workforce is over 55

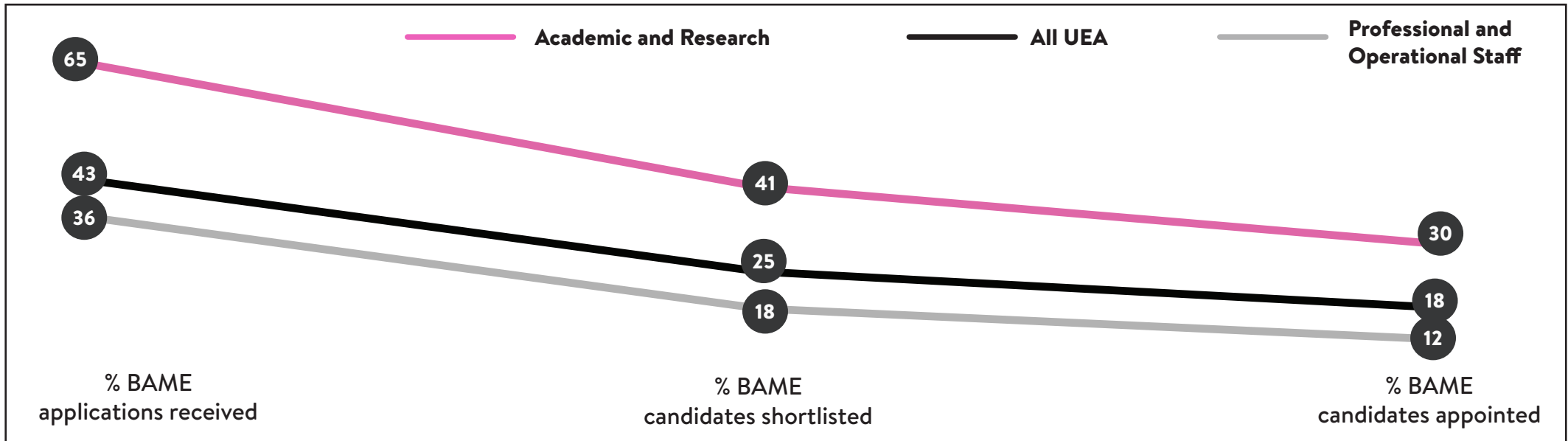
10 Workforce diversity: Ethnicity



11 Workforce diversity: Impact of Recruitment on Ethnicity



We attract **43.06%** of job applications from **BAME** candidates, but this reduces through the recruitment cycle and we appoint **17.82%** of **BAME** candidates.



We are **working with managers** to do more to **retain BAME candidates** within the recruitment cycle:

1

Our new **Recruitment Platform Eploy** was launched in July 2023 and allows for **anonymised recruitment**.

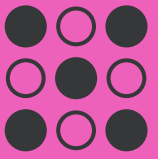
2

As part of our **commitment to race equality**, a **new working group is being established** and will **include representatives from all parts of our community**. The group will seek to champion race equality and maintain a positive focus on driving change in line with our values.

3

We have introduced **new guidance** for candidates to help them through the **application and interview process**.

12 Workforce diversity: Disability



9%

of staff have a
**declared
disability**

11%

of staff appointed
in this period
have a
**declared
disability**

We are **championing and improving accessibility** in collaboration with the Access All Areas working group in the following ways:

- **Ringfenced budget of £300k per year** (held in Estates) to cover infrastructure works linked to accessibility.
- **First university accredited by Communication Access UK** as welcoming for people who experience communication difficulties.
- **New networking spaces for disabled and neurodivergent staff and postgraduate researchers.**



13 Sickness absence - October 2022-September 2023



The top five causes of sickness absence within the University are:

- 1 Mental health disorders
- 2 Respiratory
- 3 Musculoskeletal (including injury)
- 4 Coronavirus
- 5 Operation and post op recovery

We are working to reduce the sickness rate by:



Working with managers and supervisors to improve understanding of sickness absence management



Providing real time sickness absence data through a self-service leave management system and roll out of Resourcelink Reporting Services and manager dashboards



Rolling out a Wellbeing Ambassador scheme

1.77%

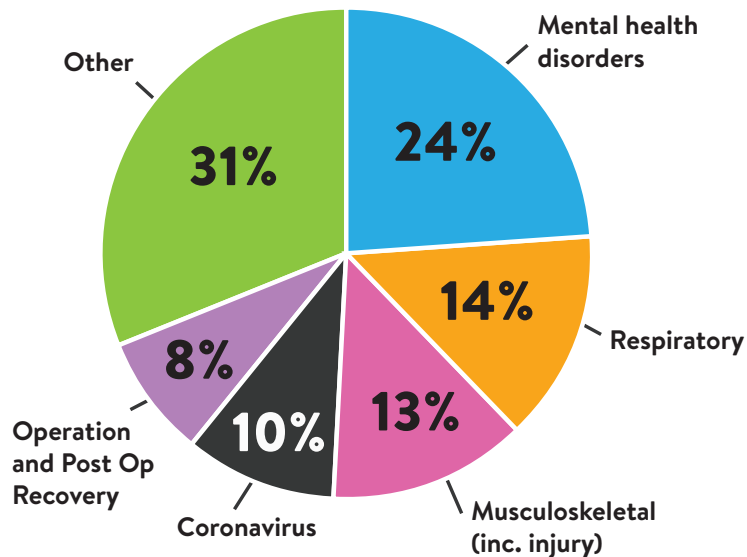
UEA average days lost to **sickness absence**

2.9%

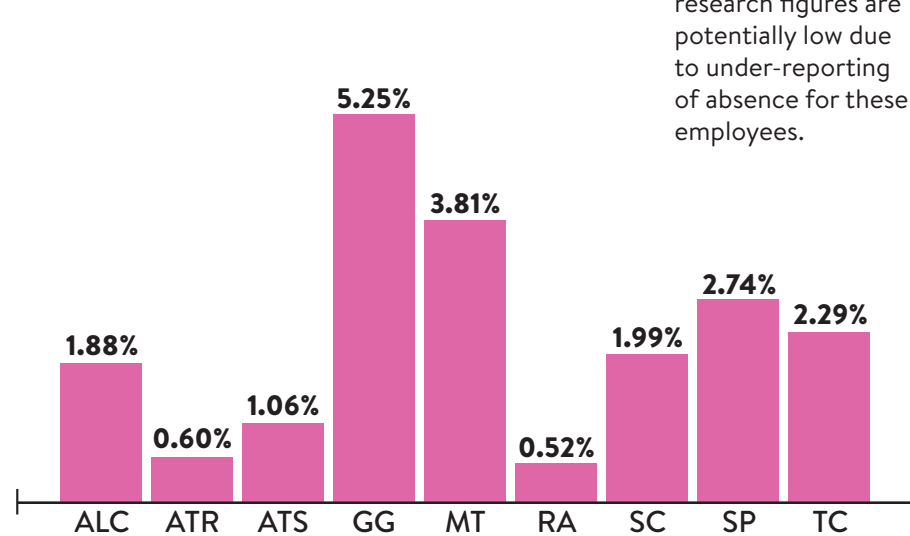
Average HE sector days lost to **sickness absence**

(UCEA - Sickness Absence in Higher Education 2021-22)

Working days lost by sickness type



Working days lost by staff category



Academic and research figures are potentially low due to under-reporting of absence for these employees.

KEY

- Management and Administrative (ALC)
- Academic Teaching and Scholarship (ATR)
- Academic Teaching and Research (ATS)
- General Grades (GG)
- Maintenance (MT)
- Research and Analogous (RA)
- Secretarial and Clerical (SC)
- Sportspark (SP)

14 Employee experience



Key statistics

60

employees working towards an apprenticeship

£472,931

of levy funds used or committed in the next 12 months

2078

hours of facilitated learning delivered* by the team

50%

of employees using LinkedIn Learning

600+

employees regularly attending staff forums

28

active UEA coaching scheme partnerships

Values



AMBITION



COLLABORATION



EMPOWERMENT



RESPECT

Athena Swan Awards



Institutional Silver



6 x Silver



15 x Bronze

100% of Schools awarded (previously 86%).

All-Staff Pulse

Employee Engagement Survey



55% of staff agree or strongly agree that they would recommend UEA as a great place to work.

61% of staff agree or strongly agree that everyone is welcomed and respected at UEA.

Average percentage based on survey responses recorded from December 2021 to October 2023 as part of the all-staff Pulse survey.

People ✨
& Culture
