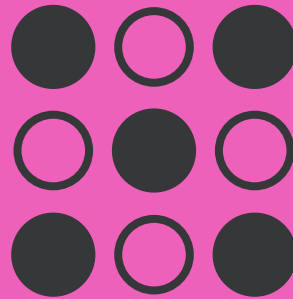
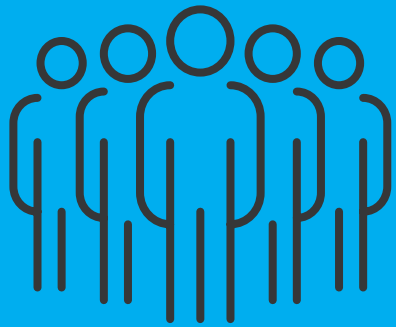


Our People

Annual Workplace Report 2021-22



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”

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. For the first time we are publishing 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.

So what does this report tell us about our people today?

Well there are just over 3800 members of substantive staff currently working across our community, that includes everyone from professors and lecturers to admissions and marketing, and maintenance and housekeeping. The average age is around 45 and the average length of service is 8.5 years.

It’s great to see our gender pay gap is reducing and we are promoting lots of female academics. 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 has taken over as the main reason for staff absence. This will be a major focus for our wellbeing work in the coming months including audits to identify hot spots, increasing Employee Assistance services and rolling out a wellbeing ambassador scheme.



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 – including initiatives such as the Real Living Wage.

Over the coming months we will build on this data to give us greater insights and clarity on our current workforce and our aims and hopes for future employees. It’s important that we understand whether we are truly living and embedding our UEA values of ambition, collaboration, empowerment and respect. 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!

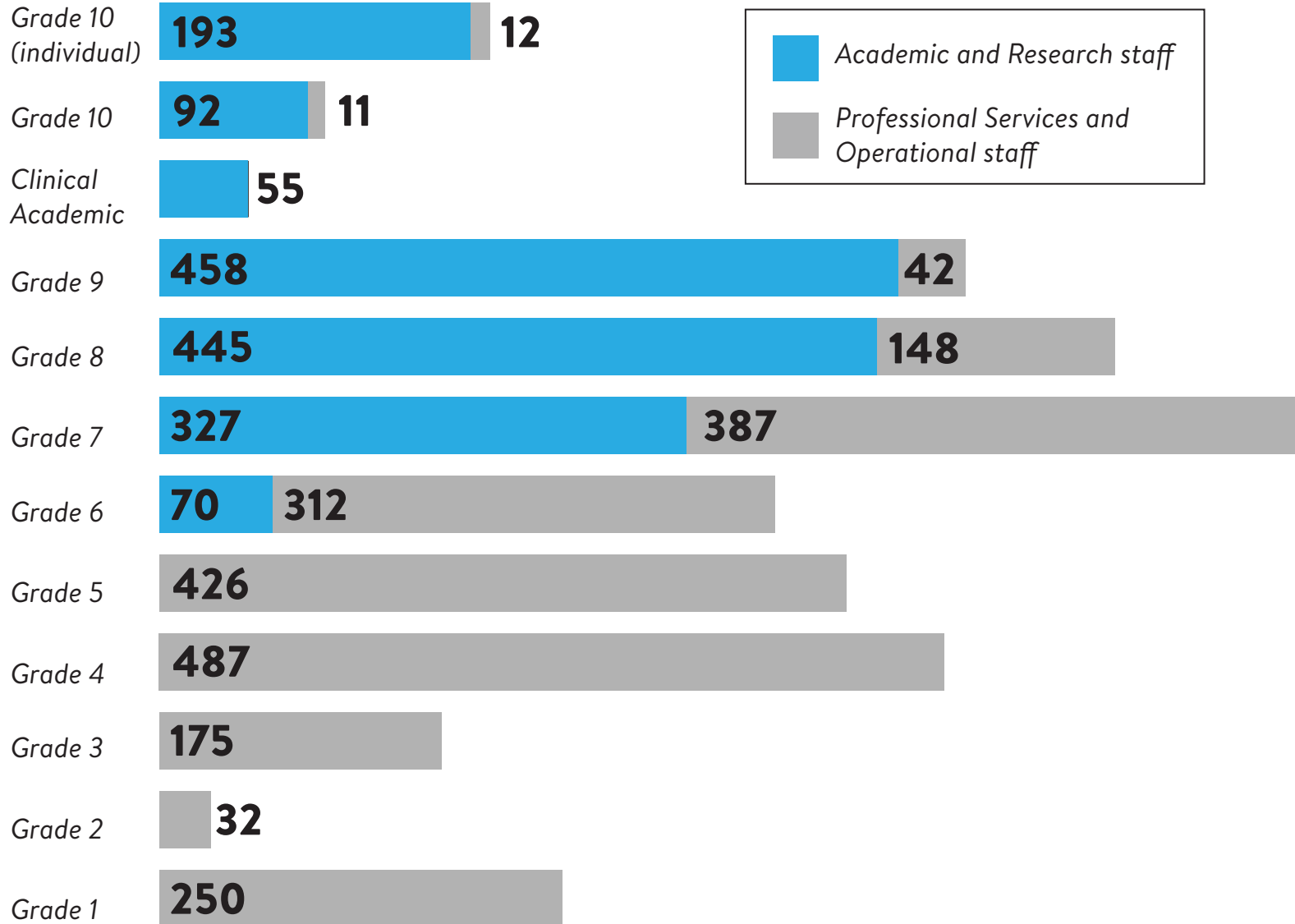
Helen Wiseman

Director of People and Culture

4 Our people - the numbers



Substantive staff only



3805
Total staff numbers

3358
Full time equivalent

5 Our starters, leavers and staff turnover



Starters

696

Leavers

559

UEA Turnover

11.5%



Average HE Sector Turnover

10.2%

Source: median turnover rate in UCEA employee turnover summary report 2020/21

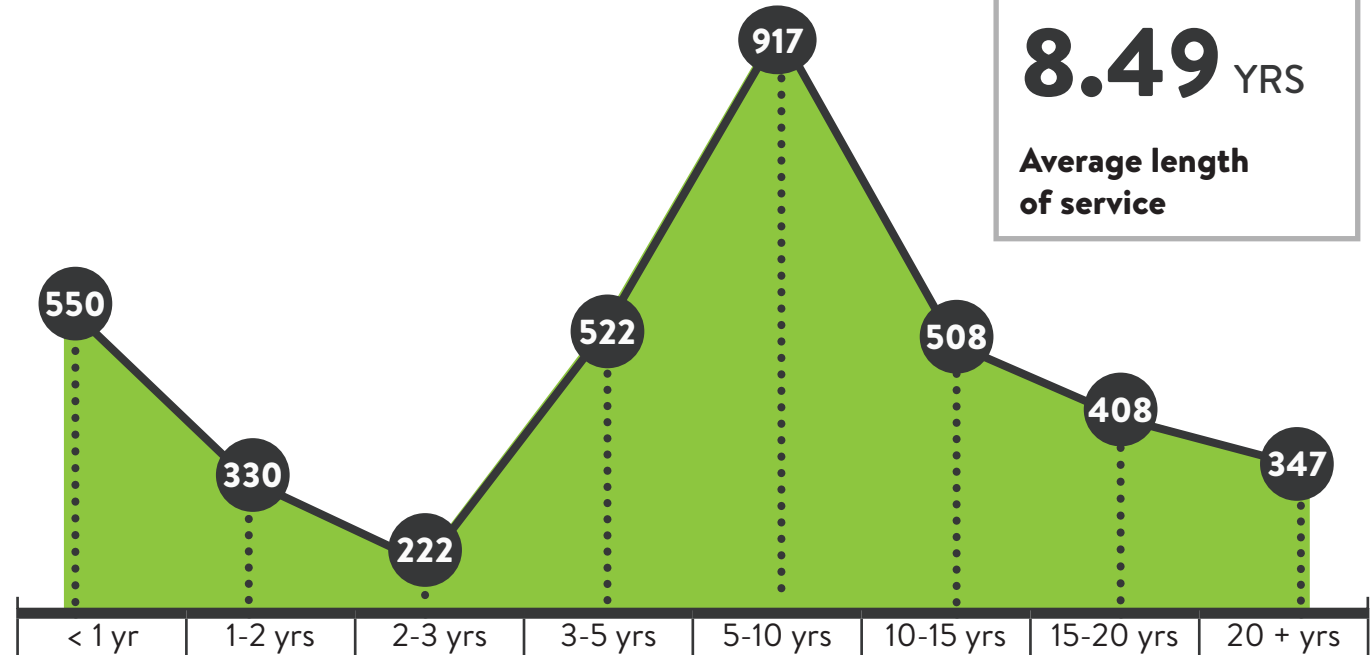
Average UK Turnover

15%

Source: Monster.co.uk



Length of Service



Reasons for Leaving

In terms of leavers, **over 70%** of these were due to **resignations**, **5%** of these were as a result of **our recent Voluntary Severance** packages, and **over 11%** due to **end of a fixed term contract**.

6 Academic progression



Academic promotions

115

55%

of academic staff promoted were women

There was a higher percentage of women promoted in both **ATS** and **ATR** career pathways

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

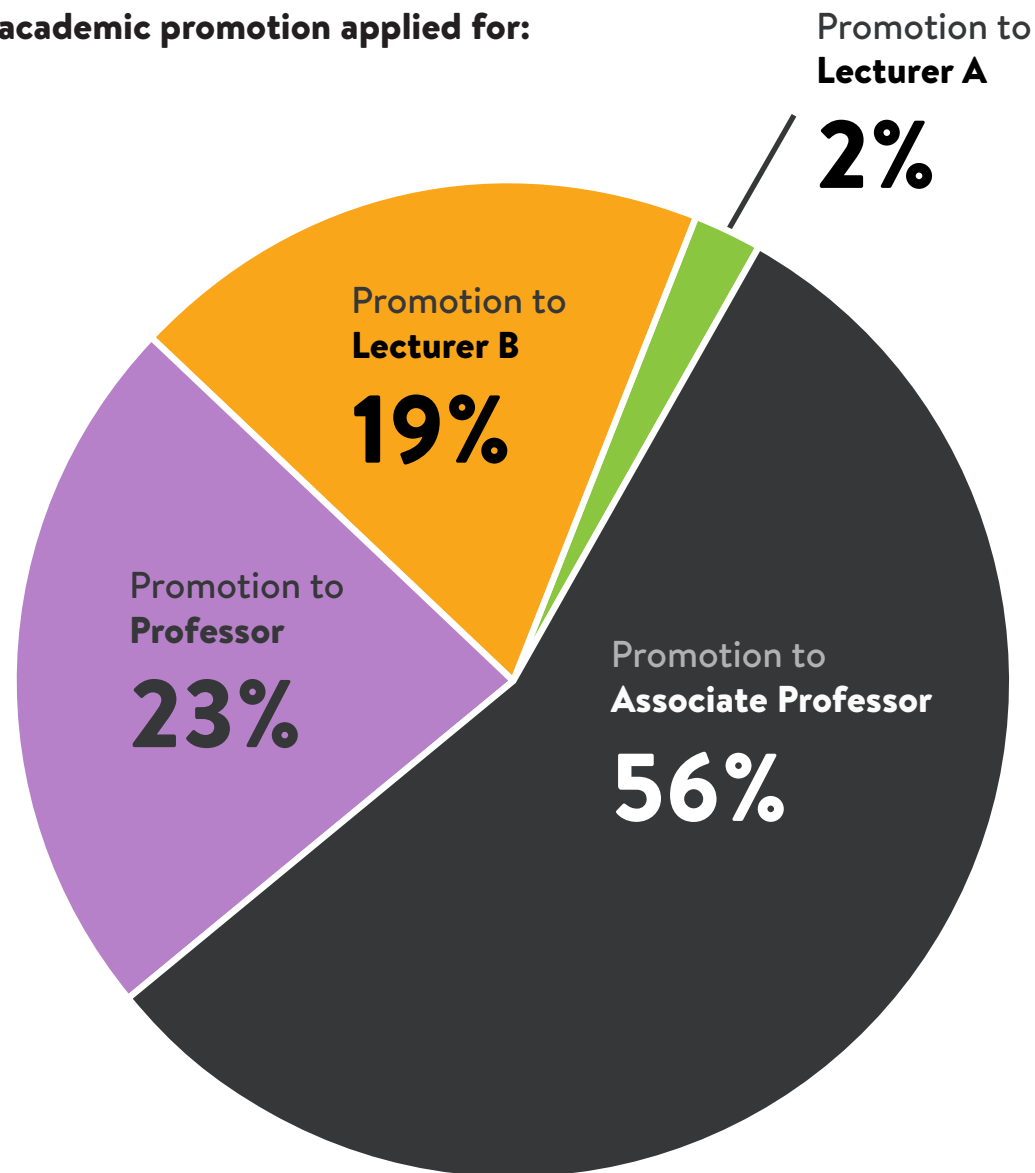
ATS = Academic Teaching and Scholarship

ATR = Academic Teaching and Research

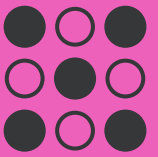
Academic progression levels:

Lecturer A > Lecturer B > Associate Professor > Professor

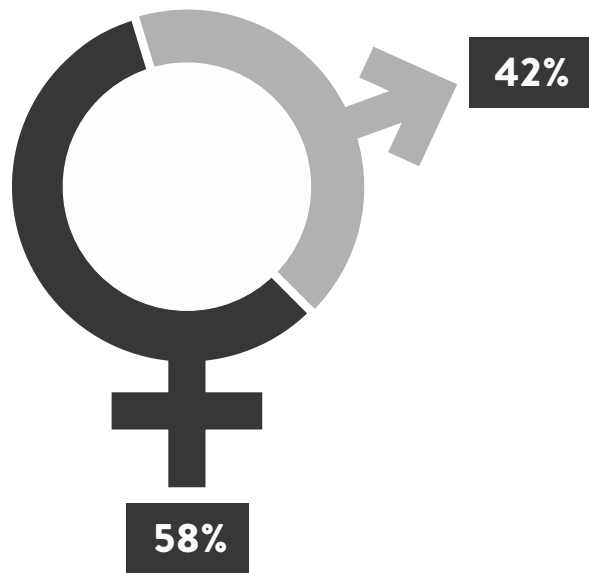
Type of academic promotion applied for:



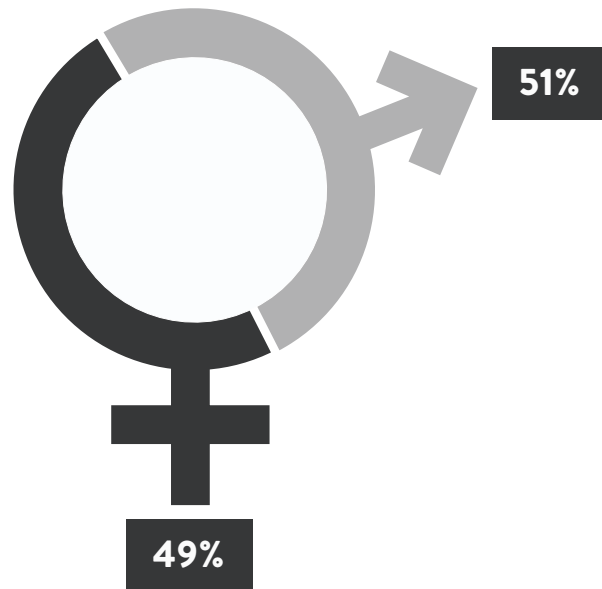
7 Workforce diversity: Gender



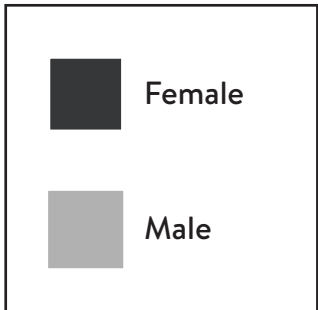
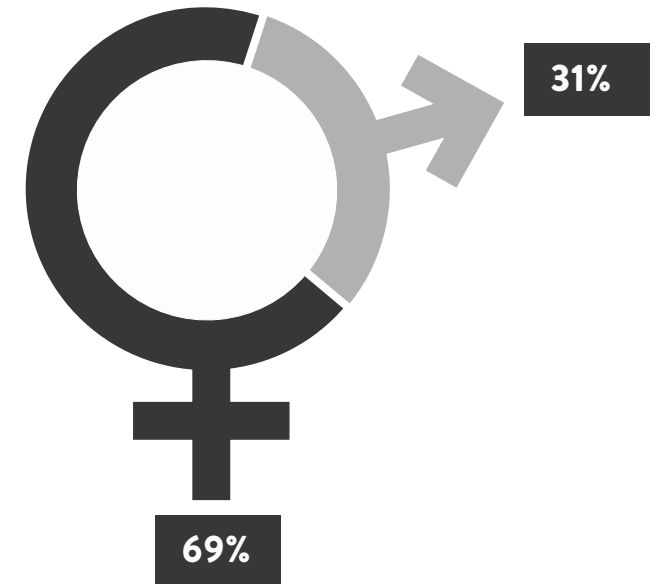
All UEA staff



Full-time staff



Part-time staff

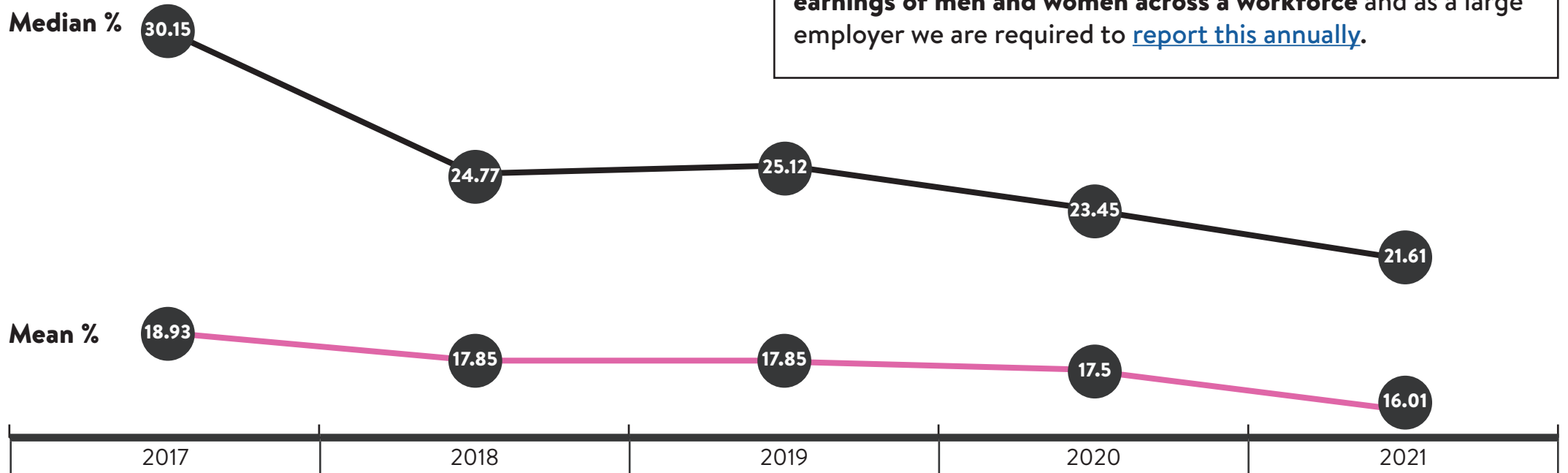


A high proportion of our campus based operational and support services roles are part time, offering more flexible working opportunities. Currently we have more women than men in these roles.

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](#).

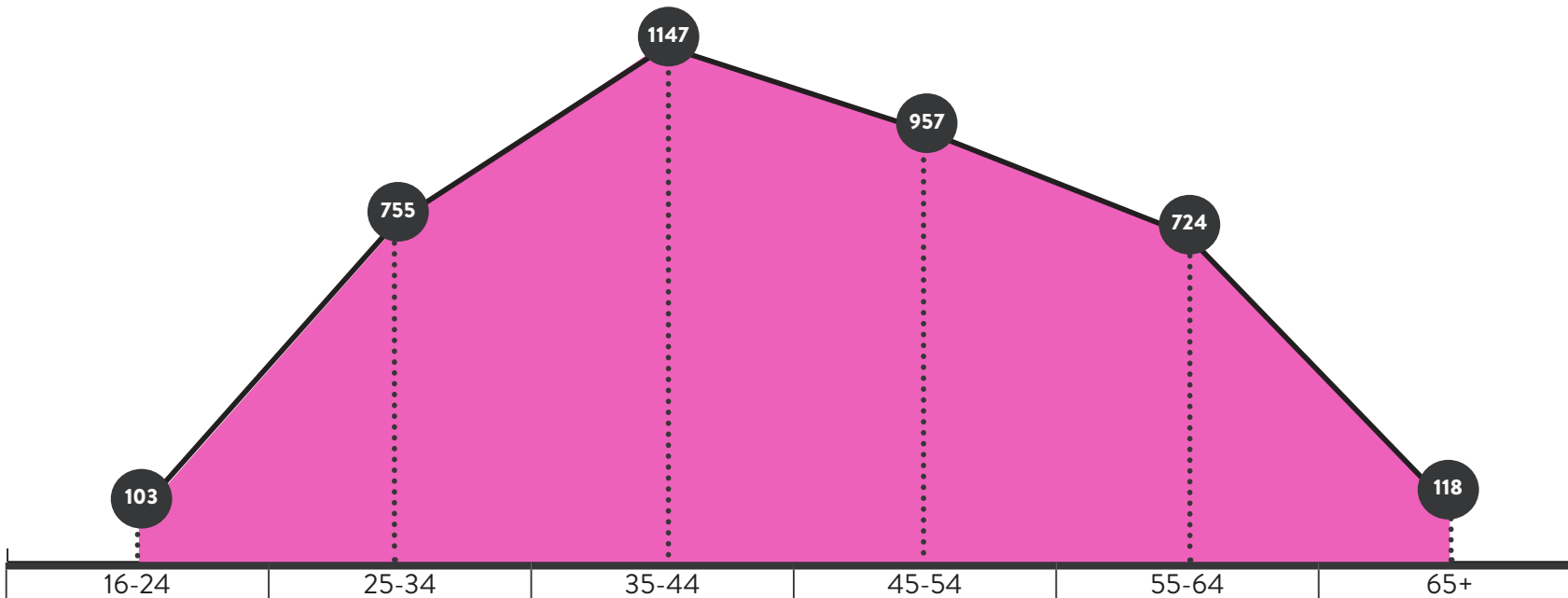
Gender pay gap 2021	Mean	Median	<p>The mean (or average) is the number you get by dividing the sum of a set of values by the number of values in the set.</p> <p>In contrast, the median is the middle number in a set of values when those values are arranged from smallest to largest.</p>
	16.01%	21.61%	

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.

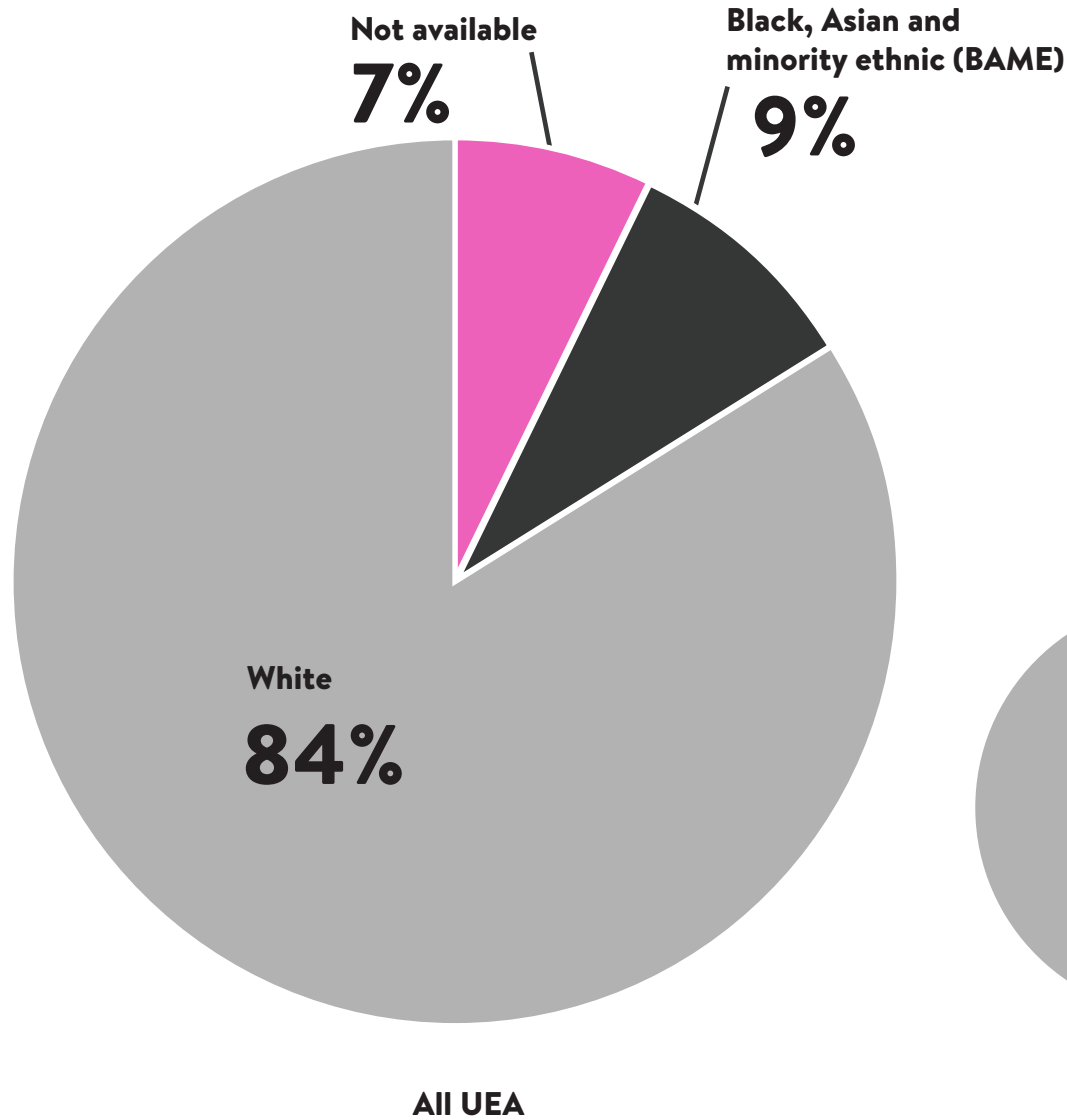
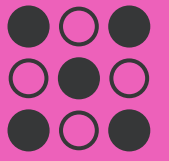


Average age
45

22.5%
of our workforce
is **under 35**

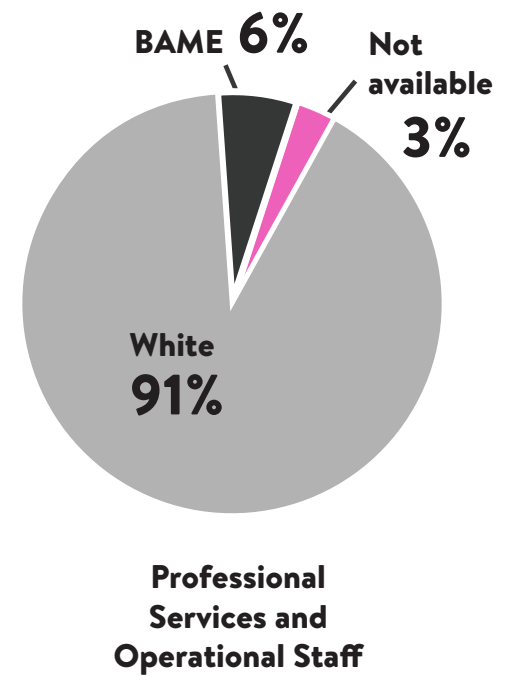
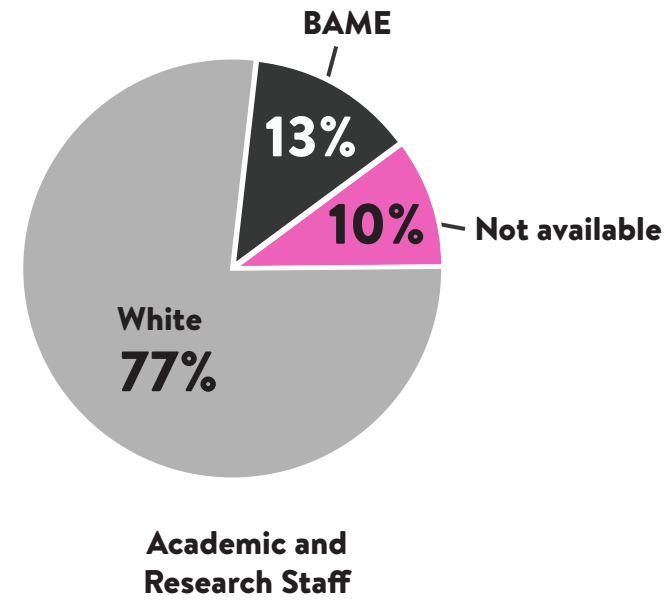
22.1%
of our workforce
is **over 55**

10 Workforce diversity: Ethnicity



BAME Current workforce
9.36%

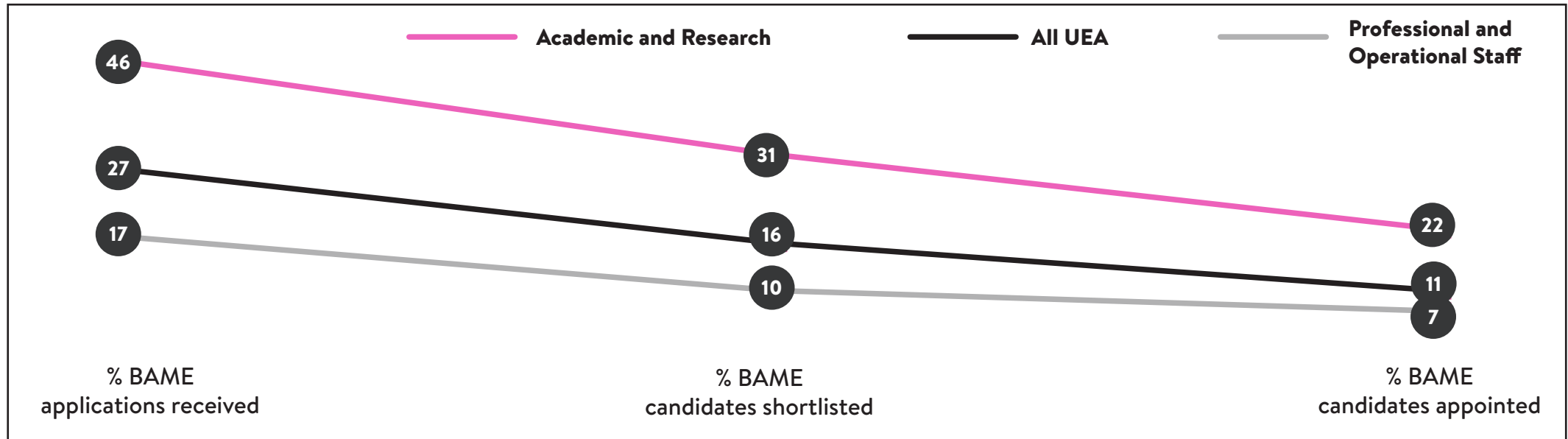
BAME Population in Norfolk
7.3%
Source: The State of Norwich 2022: Norwich City Council Report



11 Workforce diversity: Impact of Recruitment on Ethnicity



We attract **27%** of job applications from **BAME** candidates, but this reduces through the recruitment cycle and we appoint **11.21%** of **BAME** candidates.



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

1

Our **new Applicant Tracking System** will be introduced in 2023 and will allow **anonymised recruitment**.

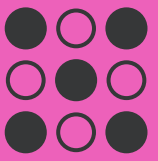
2

As part of our **race equality agenda** we'll **implement and measure the impact of interventions such as unconscious bias training**.

3

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

12 Workforce diversity: Disability



8%

of staff have a **declared disability**

10%

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

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

- **Ringfenced budget of £300k per year** (held in Estates) to cover infrastructure works linked to accessibility.
- **Accessibility included from the outset as part of the Campus Development Programme.**
- **Accessibility and Inclusivity Project created accessible brand guidelines** and associated materials covering digital and print.
- **Graduation 2022:** largest event in campus history, **fully accessible and all reasonable adjustment requests (c.500) accommodated.**



13 Sickness absence



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

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



We are working to reduce the sickness rate by:



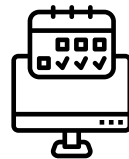
Conducting a **thorough data audit to identify hot spots**



Increasing engagement with **Employee Assistance services**



Rolling out a **Wellbeing Ambassador scheme**



Implementing a **self-service leave management system**

We will be able to analyse and report on our sickness absence data once Resourcelink Reporting Services has been implemented.

14 Employee experience



Key statistics

50

employees
working
towards an
apprenticeship

45%

of apprenticeship
levy used or
committed

695

hours of
facilitated
learning
delivered*
by the team

38%

of employees
using LinkedIn
Learning

500+

employees
regularly
attending staff
forums

28

active UEA
coaching scheme
partnerships

Values



COLLABORATION



RESPECT



INNOVATION



AMBITION

Athena Swan Awards



Institutional
Silver



5 x Silver



13 x Bronze

86% of Schools awarded

We are **working towards the Advance HE Race Equality Charter** in 2024.

We are **working towards the University Mental Health Charter** for submission in 2025.

All-Staff Pulse

Employee Engagement Survey

65% of staff agree or strongly agree that they would recommend UEA as a great place to work.

69% 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 2022 as part of the all-staff Pulse survey.



People ✨
& Culture
