

**GENDER
PAY GAP
REPORT**

2025

Norwich University of the Arts

Gender Pay Gap 2025

We are committed to creating an inclusive University that offers equality of opportunity, where individuals can flourish and different backgrounds and perspectives are valued and respected. Diversity, alongside our commitment to freedom of speech and academic freedom, strengthens our community and supports our mission of promoting art and design as a catalyst of social change. Managing our gender pay gap is a practical way to make our University more equitable.

What is the gender pay gap?

The gender pay gap is a measure of the difference between the average earnings of male and female colleagues across the organisation at the snapshot date of 31 March each year. The gap is the percentage difference (mean and median) between the hourly rate of pay for males and females.

The gender pay gap is affected by the distribution of colleagues across grades and Quartiles. A high gender pay gap tends to see the lower grades/Quartiles predominantly occupied by females and the higher levels by males. Monitoring our gender pay gap prompts us to consider the balance of male and female employees at different levels of our organisation.

The gender pay gap is not an indication of how much more male colleagues are earning compared to female colleagues who are doing the same work, similar jobs, or work of equal value. This concept is known as equal pay. We ensure that we have equal pay by using a recognised job evaluation methodology to determine the grade of all our roles and adopting a consistent approach to determining salaries when making appointments.

Our workforce

As a specialist, creative university, our workforce is smaller than that of our mainstream counterparts. Relatively small movements in our colleague headcount can affect our gender pay gap more than in a larger organisation. In this report we provide comparative data for 2024 to provide context for our 2025 gender pay gap data.

Our data on 31 March 2025

Headcount

Figure 1 shows our headcount and the percentage of our workforce that are male and female¹. Colleagues on unpaid leave or in receipt of reduced pay are excluded.

On 31 March 2025, our headcount covered by the gender pay gap analysis comprised 54% female and 46% male as compared with 51% and 49% in 2024. The increase in the proportion of female colleagues was predominantly in the lower Quartiles.

¹ Colleagues who identify as non-binary are excluded. Transgender colleagues are included using the biological sex recorded in peoplehub. An average hourly rate has been calculated for colleagues with two roles so that they are reported as one individual.

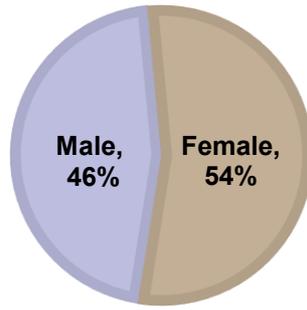


Figure 1: Colleague Headcount at 31 March 2025

Percentage of male and female colleagues in each pay quartile

To create pay quartiles, the salaries of each colleague are ordered and then the list is split into four equal parts. Figure 2 shows the percentage of males and females in each pay quartile. Quartile 1 represents the lowest salaries and Quartile 4 the highest salaries. For comparison, figure 3 shows the same information for 2024.

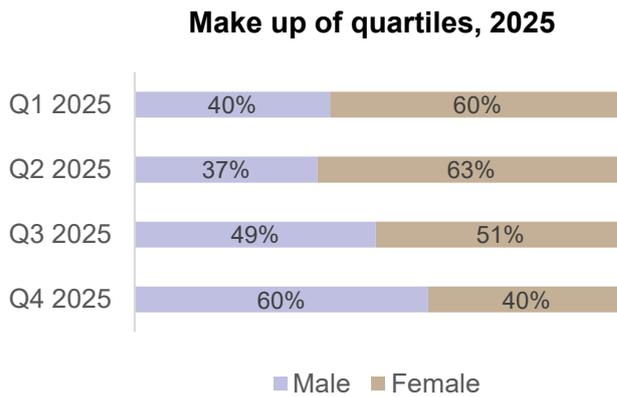


Figure 2: Percentage of male and female colleagues in each pay quartile at 31 March 2025

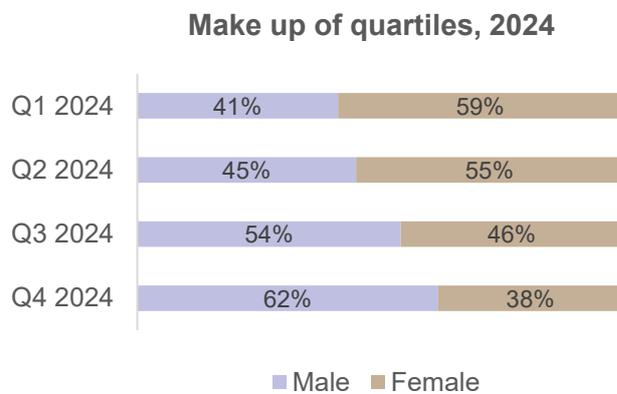


Figure 3: Percentage of male and female colleagues in each pay quartile at 31 March 2024

Comparison of quartiles 2025

- **Quartile 1:** has a higher proportion of females at 60% compared to 40% males. 51% of females are in the upper half of this Quartile compared with 49% of males.
- **Quartile 2:** has the highest proportion of females overall at 63% and in the upper half of this Quartile at 61%
- **Quartile 3:** has a marginally higher proportion of females at 51%, however the proportion of males in the upper half of this Quartile is 58%.
- **Quartile 4:** has the highest proportion of males both overall at 60% and in the upper half of this Quartile at 72%.

Our gender pay gap

Mean gender pay gap (arithmetic average)

On 31 March 2025, the mean hourly pay for female colleagues was £19.13, compared with £21.88 for male colleagues. Female colleagues' mean hourly pay was therefore £2.75 lower than that of male colleagues. This equates to a mean gender pay gap of 12.57%, an increase of 1.85% from 2024 when the mean gender pay gap was 10.72%.

The mean gender pay gap for Higher Education Institutions in England and Wales in 2024² was 12%. This is not a like-for-like comparison as the 2025 data for Higher Education is not yet available.

Median gender pay gap (numerical mid-point)

The median is calculated by ordering the hourly rates of all colleagues on 31 March 2025 and identifying the midpoint. From a statistical perspective the median is a more accurate measure than the mean as it is less affected by outliers at the top and bottom of the pay range that can skew the mean.

On 31 March 2025, the median hourly rate for female colleagues was £17.90 compared with £19.11 for male colleagues. This is a difference of £1.21 and a median gender pay gap of 6.36% which has reduced slightly from 6.63% in 2024.

In comparison the median gender pay gap for the UK in 2025³ was 6.9%. The median gender pay gap for Higher Education Institutions in England and Wales was 11% in 2024², with comparative data for 2025 not yet available.

Median gender pay gap by quartile

A negative gender pay gap indicates that the median hourly pay of female colleagues is higher than that of male colleagues. A pay gap of 0% indicates parity between male and female colleagues. A positive gender pay gap indicates that the median hourly pay of female colleagues is lower than that of male colleagues.

² HE gender pay gap on 31 March 2024 – Universities and Colleges Employers Association 2024

³ Gender pay gap in the UK: 2025 – Office of National Statistics, October 2025

Pay Quartile	2024 Median Pay Gap	2025 Median Pay Gap	Change (show in percentage points)
Quartile 1	-9.07%	0%	+9.07
Quartile 2	0%	4.8%	+4.8
Quartile 3	-0.97%	-0.36%	+0.61
Quartile 4	4.86%	3.89%	-0.97

Figure 4: Median gender pay gap by quartile for 2024 and 2025

The most significant change was in Quartile 1 where pay parity was achieved. Quartile 2 shifted in favour of male colleagues (by 4.8 percentage points), while Quartiles 3 and 4 remained broadly consistent with the previous year.

Factors influencing our gender pay gap

- There is a higher proportion of female colleagues in Quartiles 1 and 2 which mainly cover operational, technical and administrative roles such as Cleaners, Caretakers, Associate Technicians and Receptionists/ administrative assistants.
- There is a higher proportion of male colleagues in the upper half of Quartile 3 and overall in Quartile 4. Roles in these Quartiles include Lecturers, Senior Lecturers, Senior Technicians, and senior spot salaried posts.
- The overall demographic of colleagues in senior roles (defined as those paid on grade 8 or paid a spot salary) was 40% female and 60% male as compared with 37% female and 63% male in 2024.
- The proportion of males in our Senior Management Team rose to 60% in 2024 and remained at this level in 2025.
- There were 70 new starters between 1 April 2024 and 31 March 2025, 63% were female and 37% were male. In the same period there were 44 leavers, 52% were female and 48% were male. This resulted in a net increase of 21 female and 5 male colleagues. Most of the female new starters were in the Quartiles 1 and 2 which has contributed to the decrease in the female mean hourly rate and an increase in the mean gender pay gap.
- There was a moderate amount of internal progression between 1 April 2024 and 31 March 2025 across the University, with 9 colleagues securing a higher graded role via a recruitment process. 5 internal movers were female (56%) and 4 were male (44%).

Addressing the gender pay gap

What have we done in the past year?

- The University's Flexible Working Policy was updated to reflect changes to the flexible working legislation from April 2024. Colleagues are now able to make a flexible working request from the beginning of their employment and 2 flexible working requests in a 12-month period. There were 3 times as many flexible working requests made in the 2024-25 academic year compared to the previous academic year, 89% of these requests were

approved. Increased flexibility can help colleagues to balance work with family and caring commitments, and can aid retention.

- We continue to pay the Real Living Wage and remain committed to paying a fair wage to our lowest paid colleagues. In April 2024, 213 colleagues benefitted from an increase in pay when we implemented the uplift to the Real Living Wage, equating to an increase of over 9% for our lowest paid colleagues.
- From August 2024 we revised our grading structure for our lower grades to reinstate wage differentials following the uplift in the Real Living Wage. This increased the overall rate of pay for male and female colleagues in Grades 2, 3 and at the first point of Grade 4.
- In September 2024 a cohort of six female colleagues started on the Aurora Leadership Programme. This initiative brings together leadership experts, Higher Education providers and research institutes to take positive action to address the under-representation of women in leadership positions in the sector. We have also increased our Aurora Leadership Programme female mentors from 2 to 6 over the past year to support our current and future Aurora cohorts.
- The University's People Strategy was published in 2025. Our Organisational Learning and Development Framework and annual supporting plan underpin the People Strategy through a broad range of learning and development activities. Learning and development activity helps to upskill our staff and support their retention and career progression.
- We have revised our annual development review process to highlight learning and development needs. This will support colleagues to continually upskill and prepare for future progression.

We recognise that it will take time for the impact of our actions to address the gender pay gap, particularly as opportunities for internal progression are constrained by the size of the University.

What we are working on now

- We are working on developing bespoke Leadership and Management Training. This has been designed to equip our senior professional services and academic colleagues (from grade 8 to academic director) with the leadership and practical management skills to deliver our ambitious agenda in the context of a challenging Higher Education environment. These skills are essential for our continued success. This training will help us to support colleagues to gain the skills to progress internally subject to higher level vacancies being available. Participants will be supported, where appropriate, to increase their confidence to make a greater impact in their role.
- The implementation of our new HR System, peoplehub, will significantly improve our reporting ability and produce more timely and accurate data to enable us to identify and address emerging trends in our workforce, for example by tracking internal progression and identifying the factors that influence this.

- The implementation of our new Learning Management System in 2026 will allow us to offer a wider range of learning and improve our ability to track engagement with the learning that we offer.
- We continue to emphasise the importance of generating gender-balanced and diverse shortlists to the search consultants who support our recruitment to senior roles. We also offer generous relocation packages for designated roles. However, we recognise that the timing may not be right for some potential candidates to take on a new role or to relocate and we will continue to explore ways in which we might address this.
- We will improve our processes for collecting the reasons for leaving, which will inform how we might continue to improve colleague retention.