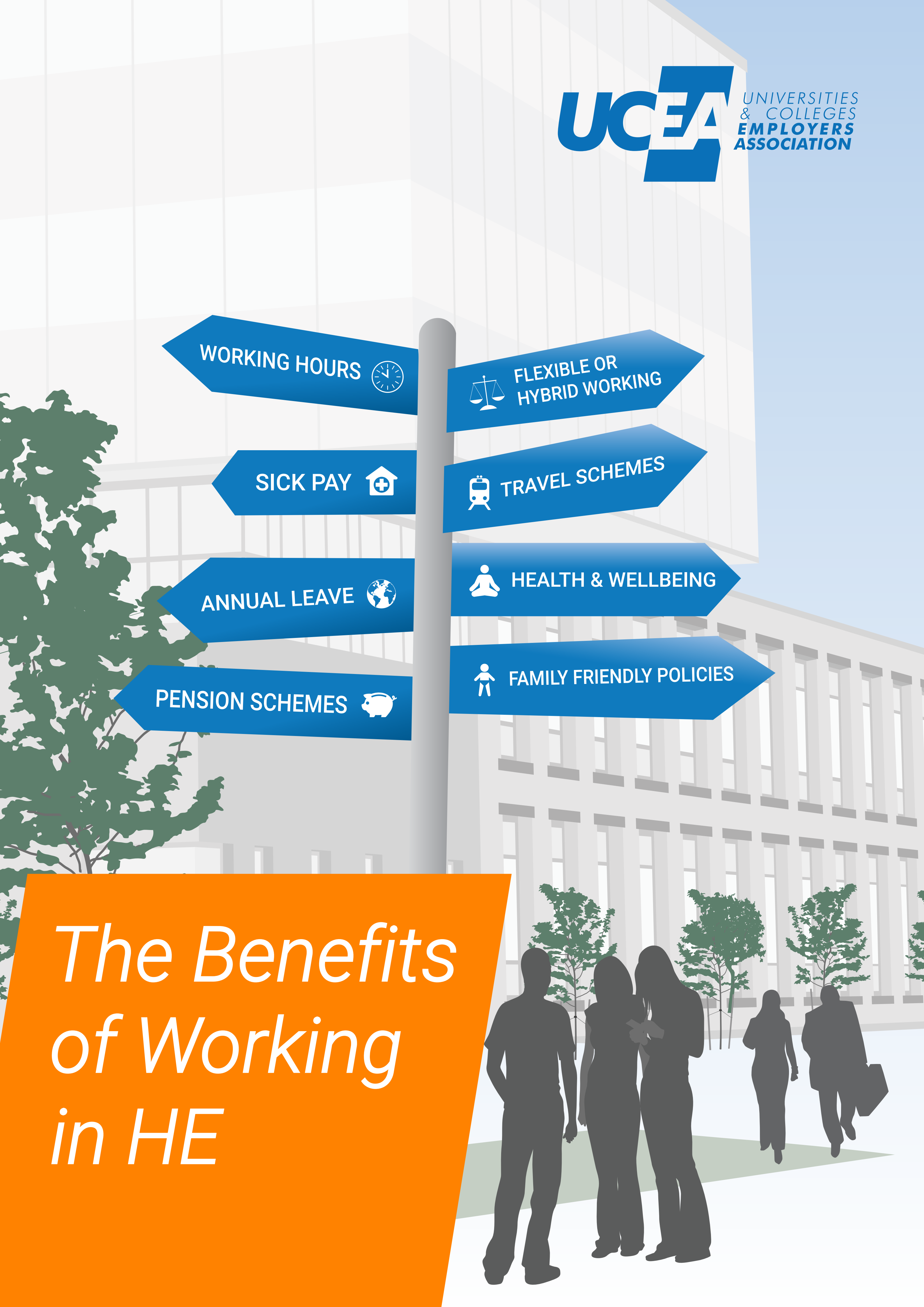

UCEA UNIVERSITIES & COLLEGES EMPLOYERS ASSOCIATION

The Benefits of Working in HE

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Foreword

I am pleased to present this report on the Benefits of Working in HE which gives an overview of both the financial and non-financial benefits that are being offered by our member institutions and an analysis of how these benefits compare with other sectors.

One of our Strategic Plan priorities is to “support employer aspirations to enhance the employee experience”; the deliverables for which include providing guidance on Employee experience strategies and practice, an Employee Value Proposition (EVP) toolkit, including total reward, and work to promote the brand narrative of HE as a sector of employers of choice.

Whilst understandably pay is a very important part of the overall reward package and even more so in the current inflationary environment, the value of the other benefits that HEIs provide to their staff is often understated, including when compared to other sectors. Although this report does not cover pay, we know that in the HE sector, 74% of employers are either accredited Voluntary Living Wage employers or at least match the Voluntary Living Wage.

This report helps to promote discussion on the range of benefits and good practice on reward in HE, while drawing on explicit comparisons with reward practices in other sectors, specifically highlighting a number of important areas where the sector offers more generous benefits than employers elsewhere.

We appreciate that these benefits can be overshadowed by an often-negative narrative and of course the current financial challenges being experienced by HEIs and many of their employees. Communicating these benefits as part of the overall employment package is key and we hope that you will find the information in this report helpful in continuing to do so.

It is important to consider this report and its findings in the context of all the work that UCEA will deliver on employee experience as benefits are just one part of the employee value proposition (EVP) that HE institutions provide.

An EVP ‘describes what an organisation stands for, requires and offers as an employer’. Under the CIPD definition, EVP encompasses not only other aspects of reward such as pay but also the culture and values that an institution adopts. Beyond this, an employee’s experience of their workplace can be view as being even broader. Everything that they experience will affect this, from an institution’s leadership; its policies on equality, diversity and inclusion; its approach to mental and physical health; and its style of listening, communication and engagement and other factors including technology and the workplace environment.

With this in mind, UCEA is commissioning work on an EVP toolkit and UCEA officers are currently working with member institutions and external organisations to provide a range of further materials relating to employee experience strategies as a whole and will be sharing this work with you in early autumn.

I would like to thank our member institutions that contributed information to enhance the richness of this report. It is important that the sector benefits from using the information as the benefits of working in our sector are more varied than ever before and should offer a competitive edge in promoting and enhancing employee experience.

Roshan Israni, Deputy Chief Executive, UCEA

Executive Summary

The Benefits of Working in HE report forms part of UCEA's work under our second strategic priority "Supporting employer aspirations to enhance the employee experience" and will form part of our work in supporting the brand narrative for the HE sector as an employer of choice. The report provides analysis of financial and non-financial benefits offered in HE, contrasted with other sectors.

A total of 65 UCEA members participated in the survey, representing 38% of UCEA's membership. Participating HEIs reported details of their benefits and contractual provisions including policies on working hours, annual leave, flexible working, sickness absence pay, family friendly provisions, notice periods, pension schemes, health and well-being initiatives and other terms and employment benefits.

This report benchmarks the survey findings against public and private sector comparators, by providing contextual data, highlighting the value of the often-generous provisions offered in the higher education (HE). These include:

- Annual leave – median basic entitlement, not including statutory days and other closure periods[1] of 30 days compared to a median of 25 days in other sectors.
- Maternity leave - median of 18 weeks at full pay compared to a typical provision of thirteen weeks at full pay outside of HE.
- Sickness absence pay allowances – after a years' service, employees receive a median of 13 weeks at full pay and 13 weeks at half pay. In other sectors, employees are typically entitled to a month of leave at full pay with the same length of service.
- Pensions – Defined Benefit (DB) schemes were offered by 98% of survey respondents. Employer contributions[2] paid into the DB schemes in HE equate to over 20% of salary in many cases. In contrast, 99% of FTSE350 companies offer new joiners a Defined Contribution scheme where they typically pay a contribution of around 10% of salary.

In early autumn, UCEA will be developing and publishing further work under our second strategic priority. This will include a series of tailored events starting from the autumn term and the delivery of an Employee Value Proposition and Total Reward Toolkit. We will also publish resources that provide guidance and showcase thought leadership and good practice in employee experience from within and outside of the sector – see **Appendix**.

If you have any questions on this programme of work, or would like to contribute with work from your institution, please contact Lisa Cunningham, Head of Strategy – l.cunningham@ucea.ac.uk.

If you have any queries about this report please email George Starling, Research Analyst - research@ucea.ac.uk.

[1] An average of 4 additional days of leave across survey respondents
[2] An employer contribution can consist of a future service cost and a cost for addressing a scheme deficit

1. Background and methodology

1.1 Background

Benefits of employment are a very important part of the reward package. Although many of the conditions of employment are prescribed by legislation, most employers in Higher Education (HE) are providing benefits that exceed the minimum requirements and compare favourably with benefits in the public and private sector. These include generous pension provisions, annual leave entitlements, family leave entitlements and sickness absence pay. Comparisons between HE, the public sector and wider economy can be helpful in promoting the sector.

The benefits provided in HE account for a significant part of the resource investment that Higher Education Institutions (HEIs) prioritise, and given the standardisation of the New JNCHES pay spine, they can play a key role in differentiating the total reward on offer. Good benefits are seen as a major asset in recruiting and retaining high calibre employees, which is essential in a competitive employment market.

In 2008, UCEA commissioned Incomes Data Research (IDR) to undertake a major survey of pay and conditions in HE covering core employment conditions, such as contractual hours of work, leave, family friendly benefits, sick leave and pensions. This is the first time UCEA has surveyed the sector on benefits of working in HE since 2013.

1.2 Objectives

One of UCEA's Strategic Priorities in its Strategic Plan for 2021-23 is to "support employer aspirations to enhance the employee experience". This was one of the considerations when UCEA decided to conduct a survey on Benefits of Working in HE in 2021 for the purpose of understanding current practice of both the financial and non-financial benefits of working in the sector.

UCEA was also interested in the extent to which employees can choose which benefits they receive, and whether benefits are voluntary or flexible and whether benefits may have changed in response to the Covid-19 pandemic. Finally, the questionnaire sought to establish the proportion of HE employers who provide a Total Reward statement.

1.3 Methodology and sample

An online survey was disseminated to all UCEA members in July 2021. The survey closed in September 2021.

Overall, 65 HEIs took part, which represents 38% of UCEA members. With 107 HEIs not participating in the survey, there will be some limitations to the conclusions that can be drawn from the data, however the response is nonetheless considered to be a good and representative sample of benefit practices offered in the sector.

1.4 Profile of participating HEIs

The breakdown of survey respondents included 33 pre-92 institutions (51%), 29 post-92 institutions (47%) and three other respondents. Pre-92 institutions were more likely to take part in the survey, with a response rate of 48% of all pre-92 institutions responding compared to 35% of post-92 institutions.

Table 1: Respondent profile by pre- and post-92 institutions

	Total HEIs	Responding HEIs	Response rate, %	% of sample
Pre-92 institutions	69	33	48%	51%
Post-92 institutions	84	29	35%	45%
Other	19	3	16%	5%
	172	65	38%	100%

Scottish universities had higher representation in the survey with 10 or 62.5% of HEIs in Scotland taking part, constituting 15% of all responses. Wales was under-represented with only two out of the nine institutions in Wales having participated in the survey, giving a response rate of 22% of HEIs in Wales. 29% of institutions in London and the South East region responded to the survey, while 33 HEIs in the remainder of England responded to the survey which constituted 41% of all HEIs outside of London and the South East.

Table 2: Geographical profile

	Total HEIs	Responding HEIs	Response rate, %	% of sample
London	62	18	29%	28%
Rest of England	81	33	41%	51%
Scotland	16	10	63%	15%
Wales	9	2	22%	3%
Northern Ireland	4	2	50%	3%
	172	65	38%	100%

2. Contractual working hours

The (ONS) Annual Survey of Hours and Earnings (ASHE) shows that the median number of basic paid hours worked in the United Kingdom was 37 hours in 2021. The median was generally comparable across regions / nations with Scotland and London having a median of 36 hours per week.

For additional context, the median number of paid hours worked was 35 hours for further education teaching professionals and 32.5 hours for secondary education teaching professionals.

Table 3: Basic paid hours worked, ASHE

Description	LQ	Median	Mean	UQ
United Kingdom	28.5	37	33.2	39.6
England	28.7	37	33.2	39.8
Scotland	28	36	32.8	38.9
Wales	27.5	37	32.8	38.6
Northern Ireland	27.9	37	33.2	40
London	32.4	36	33.8	39.3

The current survey **(see Table 4)** found that the number of contractual hours worked in the HE sector was highly comparable to the average across the UK. Across participant HEIs, academic staff have a contractual average of 37 hours per week (median) with the lower quartile at 35 hours, and the upper quartile at 37 hours. Professional services staff have a slightly lower median number of hours, while the lower and upper quartiles remain the same as their academic colleagues (35 hours and 37 hours).

Those HEIs with an equalisation policy, meaning a policy of having equal hours across both professional services and academic staff groups, have a lower median number of 36 hours per week, although there is little difference to the upper and lower quartiles.

Table 4: Basic weekly hours

	LQ	Median	Mean	UQ
All staff	35	37	36.5	37
Academic	35	37	36.7	37
Professional services	35	36.5	35.5	37
Both	35	36	36	36.9

3. Annual leave

The Working Time Regulations provide a minimum entitlement of 5.6 weeks of annual leave in each leave year. This amounts to 28 days leave for a staff member that works 5 days per week and is inclusive of statutory leave.

In May 2019, XpertHR surveyed 600 separate employee groups across a total of 363 organisations **(see Table 5)**. The median basic annual leave entitlement was 25 days for private-sector services and 26 days for the public sector, with both of these figures excluding bank holidays. The entitlements in the public sector tend to be more generous, as shown by the greater mean and upper quartile. These results align with those reported in the CIPD Reward Management Survey, published in April 2022, where 82% of organisations reported that they offered employees at least 25 days' leave (excluding public holidays).

Table 5: Annual leave outside of HE, excluding bank holidays (days); 2019 XpertHR survey

	LQ	Median	Mean	UQ
All	23	25	25	26
Private-sector services	23	25	24.9	26
Public sector	25	26	29.7	34

Leave entitlements in HE are more generous than those in the public and private sectors. These figures **(Table 6)** exclude bank holidays and other leave such as the Christmas closure period, amounting to an average 4 days of additional leave across survey respondents. The median number of days annual leave for all staff is 30 days. The lower quartile is 25 days and the upper quartile is 32.5 days. This comprises of annual leave entitlement for academic staff, professional services staff, and those HEIs who equalise their annual leave entitlement across both staff groups.

Table 6: Annual leave, excluding bank holidays (days) and Christmas closure periods

	LQ	Median	Mean	UQ
All staff	25	30	29.1	32.5
Academic	30	33	32	35
Professional services	25	26.5	27.1	30
Both	27	30	29.8	32

Across the survey respondents, academic staff had a median of 33 days of annual leave, compared to the professional services staff group median entitlement of 26.5 days; amounting to a difference of 6.5 days.

Both the lower quartile and the upper quartile allocation for academic staff are 5 days higher than that for professional services staff. Where HEIs have the same policy for both staff groups, the median is 30 days of annual leave entitlement. The figures for these institutions reflect a compromise between the entitlements that are typical for these two staff groups.

Length of service can improve annual leave entitlement for professional services staff with a median for the maximum entitlement of 29 days, a lower quartile of 27 and an upper quartile of 29.4. Academic staff leave is not impacted by length of service in the same way.

Table 7: Maximum annual leave with service, excluding bank holidays (days)

	LQ	Median	Mean	UQ
All staff	28	30	30.6	34
Academic	30	33	32.7	35
Professional services	27	29	29.4	31
Both	27	30	30.2	32

Additional leave for university closures over Christmas is the same for all staff groups, averaging 4 days at the median, with a lower quartile of 3 days and an upper quartile of 5 days.

94% (59) of participating HEIs reported that they allowed employees to carry over some proportion of their annual leave across years. The median number of days of annual leave that employees can carry over was five. In response to the Covid-19 pandemic, nineteen HEIs reported that they had allowed employees to carry over a greater proportion of leave, typically ten days or more.

Table 8: Amount of annual leave that can be carried over

Days	LQ	Median	Mean	UQ	HEIs
Current policy	5	5	7.03	10	58
Policy beyond Covid-19	5	5	4.95	5	61

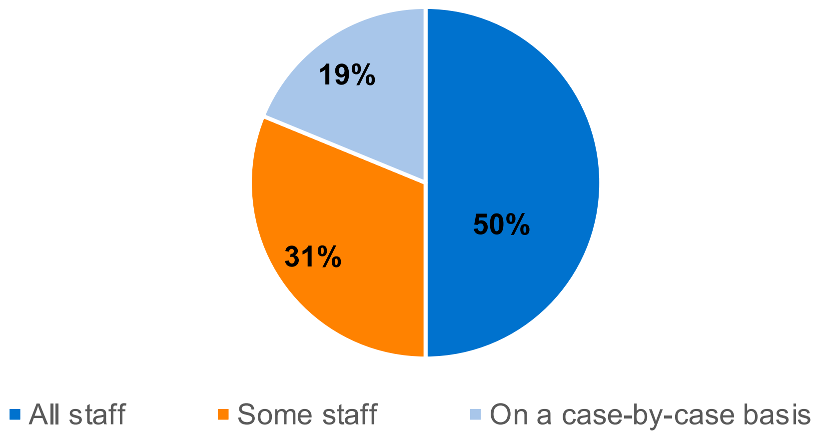
Only three responding institutions (5%) indicated that staff could exchange their leave entitlement for additional salary. By contrast, 27 institutions (42%) offered staff the opportunity to purchase additional leave, with 25 institutions (of the 65 survey respondents) offering this to all staff. Policies typically permitted the purchasing of ten days of leave in any year.

4. Flexible and hybrid working

With considerable interest in the way HEIs are handling the return to campus, UCEA asked a series of questions to ascertain the approach to flexible or hybrid working. All HEIs said they operated a flexible working hours policy[3]. Three in ten operated a flexible working hours policy for some staff groups, and one in five operated a flexible hours policy on a case-by-case basis.

The 2022 CIPD Reward Management Survey reported that flexible working was the most common benefit that responding organisations offered. 85% of employers offered this to some or all of their employees, up from 69% in 2018. This increase could be a consequence of a changed approach to working practices arising from the Covid-19 pandemic

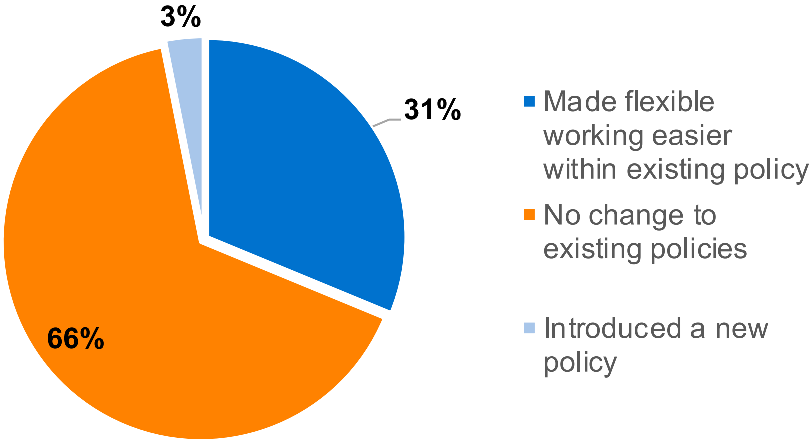
Figure 1: HEIs operating a flexible working hours policy



The survey asked HEIs whether their flexible working hours policy had been changed, withdrawn or introduced in response to the coronavirus pandemic. Two thirds (66%) of participating HEIs have not changed their existing policies. It's possible that over half of these (52%) may have not needed to make changes as they stated already having flexible working policies in place that applied to all staff. A further three out of ten (31%) respondents have made flexible working practices easier within their existing policy frameworks.

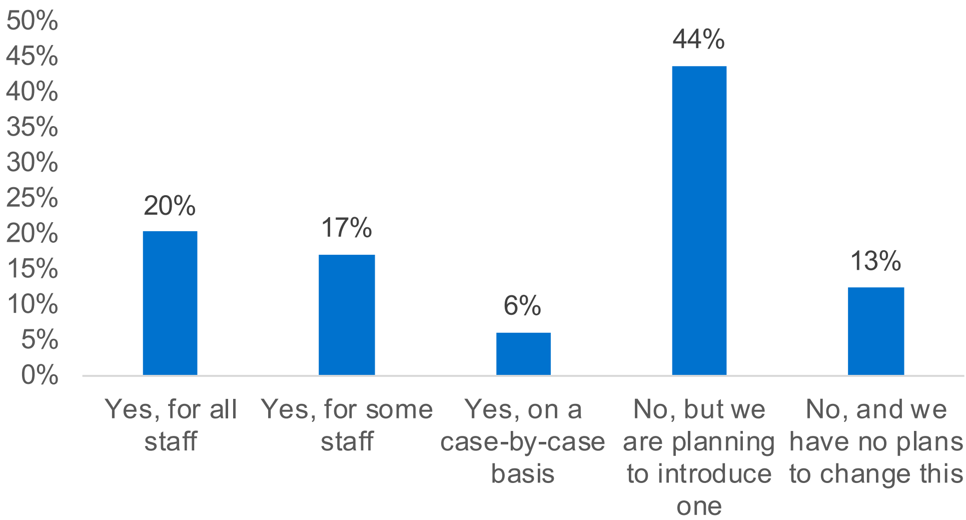
[3] This is not withstanding any statutory right to make a flexible working request.

Figure 2: Flexible working hours and Covid-19 Policy



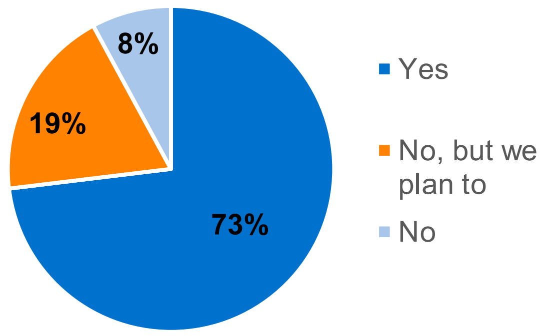
The largest proportion of HEIs in our survey (44%) had not introduced a hybrid working policy in response to the pandemic (at the date of survey completion July 2021-September 2021) but planned to do so. A smaller proportion (38%) had introduced a hybrid working policy for some or all staff, and a further 6% had a policy where applications were considered on a case-by-case basis.

Figure 3: Policy on hybrid working



The survey found almost two thirds of HEIs had already consulted their staff about hybrid working, and a further 19% planned to do so.

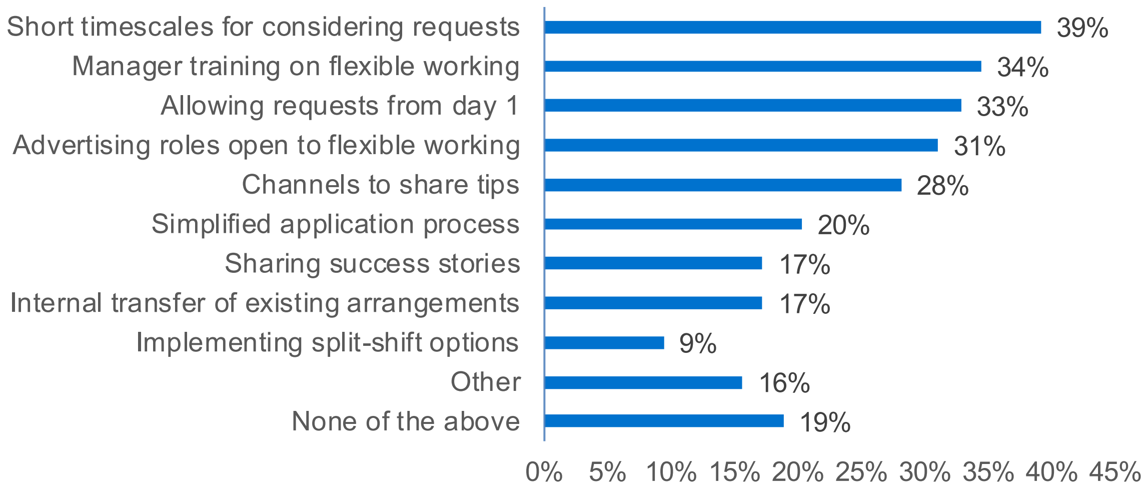
Figure 4: Consulting staff on hybrid working



Four out of five HEIs had introduced measures to support hybrid working as a consequence of the pandemic, with the most popular being: short timescales for considering a request (39%), manager training on flexible working requests (34%), allowing flexible working requests from 'day 1' of employment (33%), advertising all roles as open to applications for flexible/hybrid working (31%), and communication channels to share tips and ideas for working (28%).

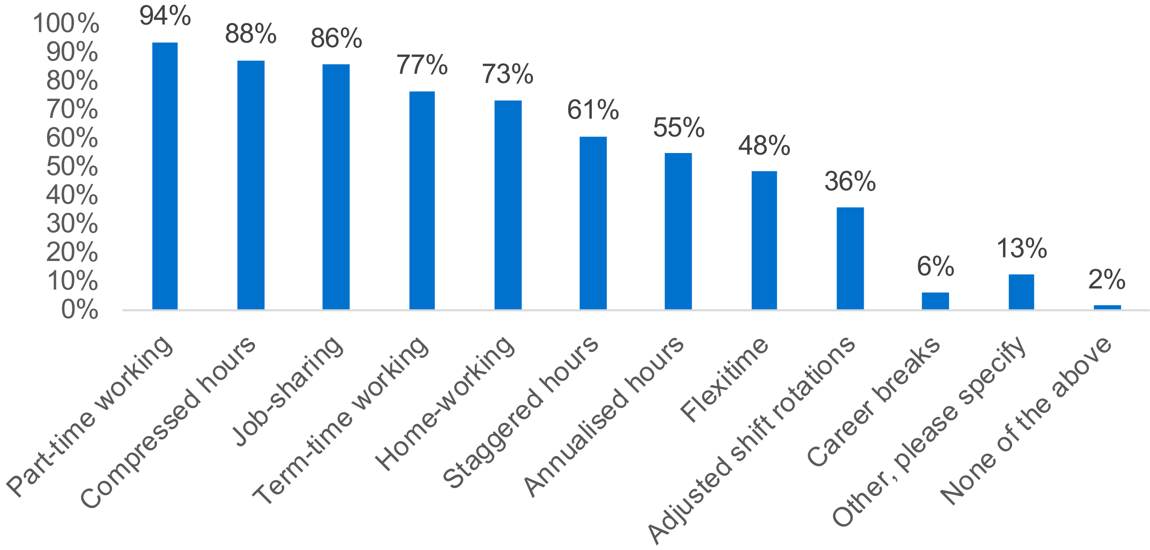
Less frequently adopted measures included institutions simplifying the application process and removing the requirement for staff to state the reasons for their application (20%), sharing success stories (17%) and implementing split-shift options.

Figure 5: Measures to support flexible/hybrid working



The majority of responding HEIs consider requests for part-time working (94%), compressed hours (88%) and job-sharing (86%). Three out of four consider term-time working and home working, while 61% consider staggered hours, or annualised hours (55%). Flexitime is considered by just under half of the survey respondents and adjusted shift rotations by 36%.

Figure 6: Considerations for flexible working



Only three out of the 65 respondents did not answer the survey questions about the impact that Covid has had on flexible and hybrid working[4].

The majority of responding HEIs reported that the pandemic had highlighted the advantages of flexible working, had shown that working at home could be effective, and had been influential in shaping a more flexible approach to work.

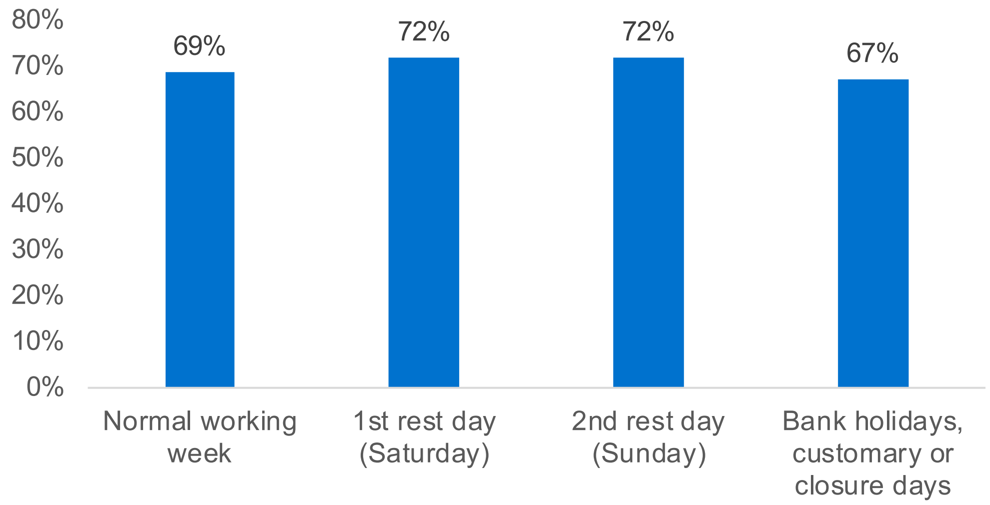
Most institutions highlighted that the changes adopted were being piloted on a trial basis and were not being introduced as contractual change or right. The terms used to describe the changed working practices included agile, blended, hybrid and flexible working. Many institutions emphasised the fact that they had developed principles, guidance or a framework rather than policy. For some, these changes were being managed at a local rather than institutional level. Some respondents mentioned that the changed practices and trial / pilots were for professional services staff only, for certain grades of staff or otherwise stated it applied "where the role allowed flexible working". Some respondents had specified the number of days that staff would be required to work in the office/on campus. Some respondents added comments about additional training for line managers being needed in order to manage remote teams effectively.

5. Overtime

In total, 94% (60) of responding HEIs offered overtime, with 72% offering overtime on Saturday or Sunday (rest days), 69% offering overtime payments during the normal working week, and 67% on bank holidays, customary or closure days. These policies were generally offered to technical and support staff or individuals within professional services on lower grades. These policies represent a means by which staff can earn more than their typical rate.

[4] At the time of the survey's completion, many of the Scottish universities had not returned to campus due to Covid restrictions in Scotland.

Figure 7: Overtime payments



On average the multiplier applicable for overtime depended on which day the overtime was worked, with normal working days and Saturdays attracting a median multiplier of 1.5 and Sundays, bank holidays and other closure days attracting a median multiplier of double pay.

Table 9: Overtime rates per day

Days	LQ	Median	Mean	UQ
Normal working week	1	1.5	1.32	1.5
1st rest day (Saturday)	1.5	1.5	1.49	1.5
2nd rest day (Sunday)	1.5	2	1.79	2
Bank holidays, customary or closure days	1.5	2	1.72	2

Other types of additional payments used by survey respondents included shift allowances (63%), call-out payments (61%) and standby payments (52%). These payments were typically offered to security staff, estates and maintenance, support staff and IT services.

6. Sick pay

Statutory Sick Pay provides staff, where eligible, with £99.35 per week for a period of up to 28 weeks. In order to be eligible, individuals must be classed as an employee, earn a minimum of £123 per week and have been ill for at least four consecutive days.

In 2019, XpertHR reported in their occupational sick pay survey that 92% of 301 participating organisations offered occupational sick pay schemes that were more generous than Statutory Sick Pay (SSP). 78.4% offered this to all of their staff members. In 35% of the organisations, employees qualified for this benefit from day one while approximately a quarter required six months service. Around one in ten required a year's service. After a year's service, over half of responding organisations (53.4%) offered a month or less of occupational sick leave at full pay. Only one in five organisations offer three months or more of sickness absence leave at full pay (20.4%).

In the UCEA survey, fifty one of the sixty-five survey respondents provided information on their sickness absence pay policies with all of these institutions reporting that they paid an enhancement on Statutory Sick Pay. Forty-nine institutions provided information about a policy that was general to all staff, stating the amount of sickness absence leave for which staff receive full pay and half pay.

Eligibility for sick leave

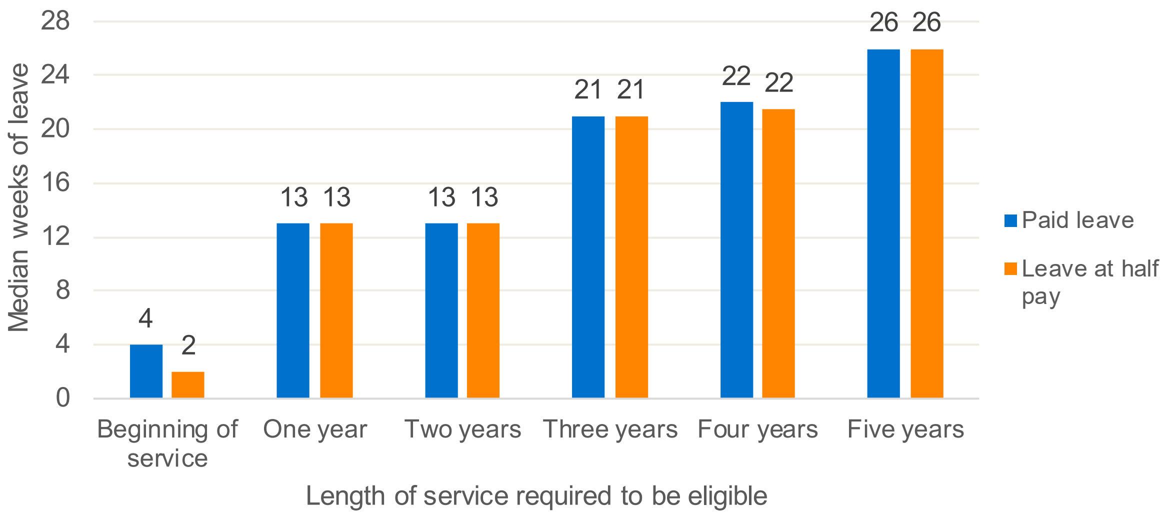
The chart below **(Figure 8)** shows that HEIs typically operate a policy that provides a similar length of leave at full pay and half pay. The amount of paid sickness absence leave that staff are eligible for is typically linked to their length of service. For service weeks one to 12, the median amount of leave that staff would have paid sickness absence leave was four weeks at full pay and two weeks at half pay.

This increases to a median of 13 weeks at full pay and 13 weeks at half pay for both one- and two-years' service.

After three and four years' service, the median amount of paid sickness absence leave was around five months at full pay and five months at half pay. After five years' service, this increased to six months full pay and six months half pay.

The policy in HE is therefore considerably more generous than in other sectors given that the XpertHR survey reported that most organisations only offered a month or less at full pay after the same length of service.

Figure 8: Length of service eligibility criteria for sick leave



Tables 10 and 11 provide additional detail regarding the paid sickness absence leave entitlements across responding institutions. The tables indicate how the amount of leave at full pay and half pay varied across institutions by showing the quantiles, median and mean expressed as a number of weeks of leave. The tables also show how sickness absence entitlement is affected by length of service.

Table 10: Weeks of sick leave at full pay by length of service, all staff

Length of service	LQ	Median	Mean	UQ	HEIs
Beginning of service	4.0	4.0	5.3	4.0	33
One year	9.0	13.0	11.6	13.0	21
Two years	12.0	13.0	14.0	17.0	25
Three years	16.0	21.0	19.5	26.0	24
Four years	20.8	22.0	21.9	26.0	16
Five years	26.0	26.0	25.9	26.0	13

Table 11: Weeks of sick leave at half pay by length of service, all staff

Length of service	LQ	Median	Mean	UQ	HEIs
Beginning of service	0.5	2.0	5.5	8.0	33
One year	9.0	13.0	11.6	13.0	21
Two years	12.0	13.0	12.7	17.0	25
Three years	16.0	21.0	19.7	26.0	24
Four years	19.3	21.5	21.3	26.0	16
Five years	26.0	26.0	24.7	26.0	13

Fourteen institutions reported that they had policy entitlements that differentiated between academic and professional staff. Institutions typically provided academic staff with one year or less of service with between one and three months of sickness absence leave at full pay and a similar length of leave at half pay. Institutions typically provided academic staff with three or more years of service with between three and six months of leave at full pay and a similar length of leave at half pay.

A total of thirteen institutions reported data on policies that were specific to professional services staff. Institutions typically provided professional services staff with one or less than a years' service with between two and eight weeks of sickness absence leave at full pay and a similar length of leave at half pay. Institutions typically provided professional services staff with three or more years' service with between four and six months of sickness absence leave at full pay and a similar length of sickness absence leave at half pay.

Four institutions said they had policies that provided both academic and professional services staff with less than a year's service to have six months of sick leave at full pay and six months at half pay.

The survey additionally allowed responding HEIs to report whether individuals could receive sick pay at a rate other than full pay or half pay. As very few respondents reported that their policies included this type of option, it is not possible to provide an overview of these policies.

7. Family friendly policies

Maternity leave and pay

Statutory entitlement to maternity leave allows for a total of 52 weeks of leave. The statutory rate of pay is 90% of an individual's average weekly earnings (before tax) for the first six weeks of leave. For the next thirty-three weeks, pay is set at the minimum of either £156.66 per week or 90% of average weekly earnings (whichever is lower).

A survey conducted by XpertHR in 2021 showed that almost two-thirds of the 375 participating employers (63.5%) offered a policy that was more generous than statutory maternity pay, including almost all of the public sector organisations. One in ten organisations (12.2%) offered this from day one of employment. Almost three in ten (28.5%) required up to six months service before offering this while 41.2% required between six months and a year's service. In terms of the enhancements offered, 42.4% of the 238 responding organisations offered full pay for six or more weeks, followed by pay at the statutory rate. In about a third of these cases, organisations offered full pay for thirteen weeks and then the statutory rate. 19.7% of organisations offered full pay for more than six weeks, followed by a similar period at half pay. Within these policies, around a third of organisations offered full pay for thirteen weeks and then half pay for the same period.

A greater proportion of HEIs offered generous maternity leave policies relative to organisations in other sectors. 84% of participating institutions (54) indicated that they offered maternity leave or pay that was more generous than the statutory rate to all staff. A further 11% of institutions indicated that they offered a policy that was more generous than the statutory rate to at least some of their staff.

Figure 9: Do you offer enhanced maternity leave or pay which is more generous than Statutory Maternity Pay (SMP)?

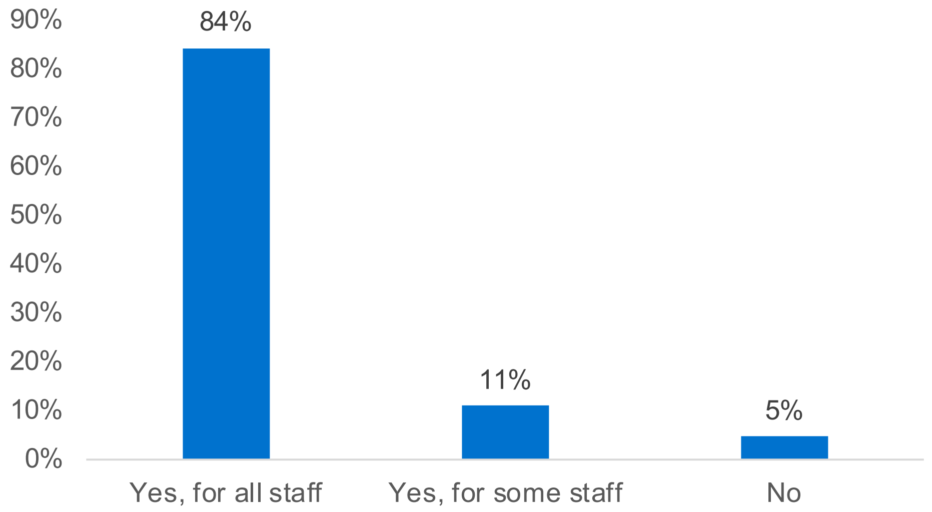


Table 12: Weeks of maternity leave at full pay

	LQ	Median	Mean	UQ	HEIs
Maternity leave with full pay	16	18	17.43	18	49

At the 49 institutions that provided additional detail about their enhanced maternity pay, individuals received a median of 18 weeks at full pay. This figure exceeds the typical figure reported for the private sector **(see above under XpertHR in 2021)**. Some policies went beyond this with six institutions offering 26 weeks at full pay. These typically supplemented statutory maternity pay to cover a period of 39 weeks or more. Some policies allowed employees to choose whether to be paid for a given number of weeks at the full rate or to receive half pay over twice as many weeks. Of the eight institutions that offered fewer than 16 weeks at full pay, three offered 16 weeks at half pay while a further one offered 13 weeks at half pay.

Paternity leave and pay

Statutory entitlement to paternity leave allows for either one or two weeks of leave. The statutory rate of pay during these two weeks is the minimum of either £156.66 per week or 90% of average weekly earnings (whichever is lower).

A survey conducted by XpertHR in 2021 showed only a tenth of the 375 participating employers (11.2%) offered a leave policy that was more generous than statutory paternity leave. Within this 11.2%, the most common enhanced policy regarding leave (59.5%) was to offer two additional weeks of leave beyond the statutory entitlement. XpertHR further reported that a small number of institutions offered between six weeks of leave with a couple offering as much as 26 weeks of leave. With regard to paternity pay, 60.8% of the 375 responding employers offered policies that were more generous than the statutory rate. Across the employers with such a policy, three-quarters (74.6%) offered full pay for the entire period of paternity leave.

A total of 38 HEIs provided details of their enhanced paternity leave policies. The median amount of paternity leave across survey respondents was two weeks at full pay. Policies across the survey respondents therefore tended to be more generous than other sectors by comparison to the XpertHR in 2021. Four institutions indicated they offered more than two weeks' leave on full pay with one offering six weeks' leave at full pay.

Figure 10: Do you offer enhanced paternity leave or pay which is more generous than Statutory Paternity Leave (SPL)?

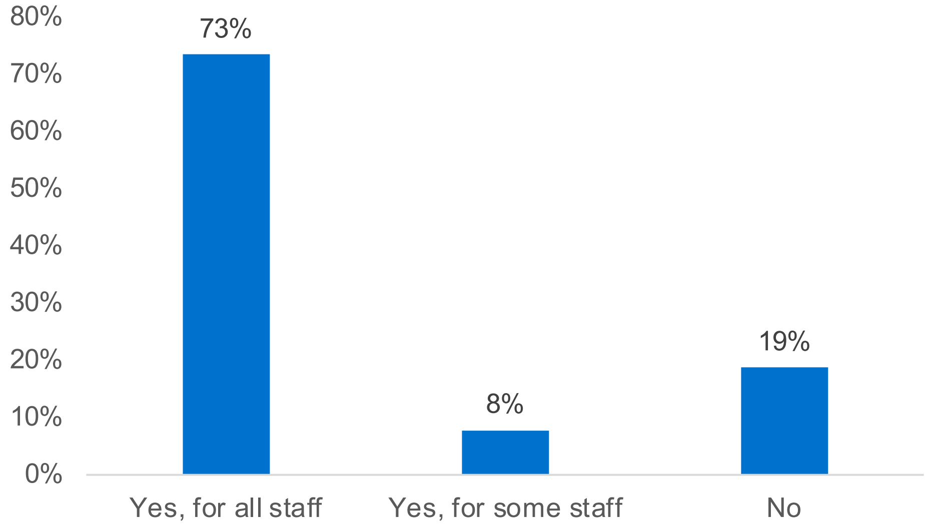


Table 13: Weeks of paternity leave at full pay

	LQ	Median	Mean	UQ	HEIs
Paternity leave with full pay	1	2	1.84	2	38

Adoption / surrogacy leave

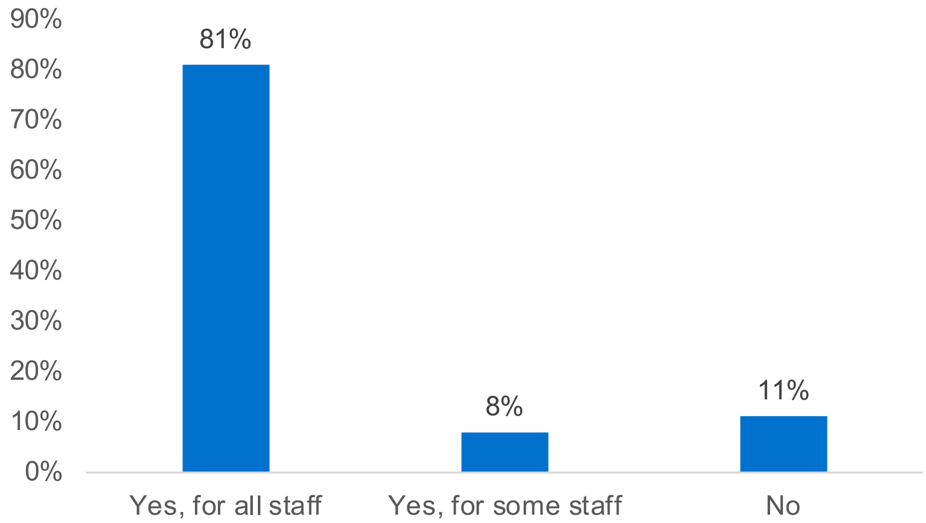
Statutory entitlement to adoption leave and surrogacy leave allows for 52 weeks of leave. Paid leave is given for a total of 39 weeks. As with maternity leave, the statutory rate of pay is 90% of an individual's average weekly earnings (before tax) for the first six weeks of leave. For the following 33 weeks, pay is set at the minimum of either £156.66 per week or 90% of average weekly earnings (whichever is lower).

In total, 81% of participating institutions (51) said that they had a policy that was more generous than the statutory rate for all staff. A further five institutions indicated that they offered such a policy to at least some of their staff.

Table 14: Weeks of adoption leave at full pay

	LQ	Median	Mean	UQ	HEIs
Adoption leave with full pay	16	18	17.66	18	44

Figure 11: Do you offer enhanced adoption (or surrogacy arrangement) leave which is more generous than Statutory Adoption Leave (SAL)?



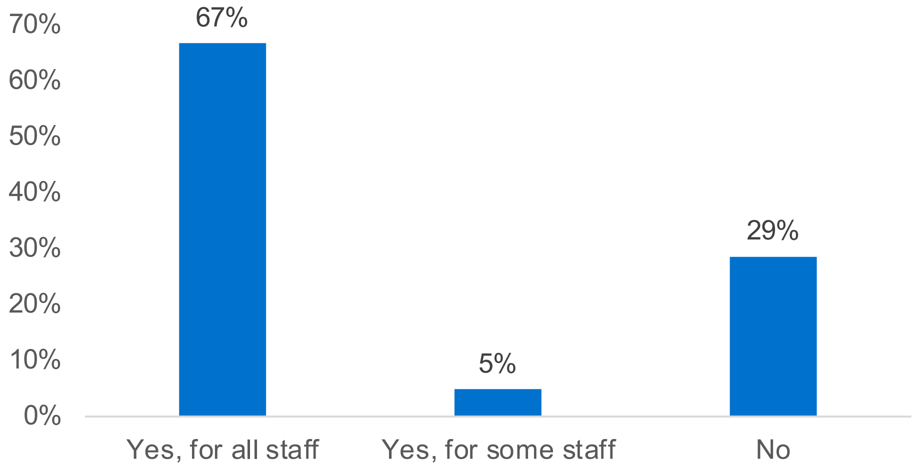
Forty-four institutions provided additional details regarding their adoption leave policy. As with maternity leave, the median number of weeks on full pay for adoption leave was 18 weeks. Many institutions noted that they had the same policy for both maternity leave and adoption leave. This enhanced pay supplemented statutory pay and typically covered a period of 39 weeks or more. As with maternity leave, these policies enabled employees to either choose between receiving full pay over a short period or half pay over a longer period. Of the five institutions that offered less than 16 weeks at full pay, three offered 12 or more weeks at half pay.

Shared parental leave

When an employee and their partner choose to take less than 52 weeks of maternity or adoption leave, the statutory entitlement to shared parental leave allows the rest to be taken as Shared Parental Leave (SPL). Similarly, when less than 39 weeks of maternity or adoption pay (or maternity allowance) is taken, the rest can be used as Statutory Shared Parental Pay (ShPP). The pay received across this time is set at the minimum of either £156.66 per week or 90% of average weekly earnings (whichever is lower).

A 2021 XpertHR survey found that a quarter of participating employers (25.1%) offered shared parental pay that was more generous than the statutory rate. Policies of this type were more common in the public sector where 45% of responding organisations offered such a policy. Where shared parental pay is offered, this was matched to their enhanced maternity pay offering at four-fifths of organisations.

Figure 12: Do you offer enhanced shared parental leave or pay which is more generous than Statutory Shared Parental Leave?



By contrast, two in three institutions that participated in UCEA's survey (42) offered an enhancement on ShPP for all staff members with a further three (5%) offering an enhancement to at least some of their staff. A greater proportion of institutions in HE offered enhanced policies relative to organisations in other sectors.

Table 15: Weeks of shared parental leave at full pay

	LQ	Median	Mean	UQ	No. HEIs
Shared leave with full pay	16	18	17.66	18	31

The median number of weeks of leave on full pay across the 31 responding institutions was 18.

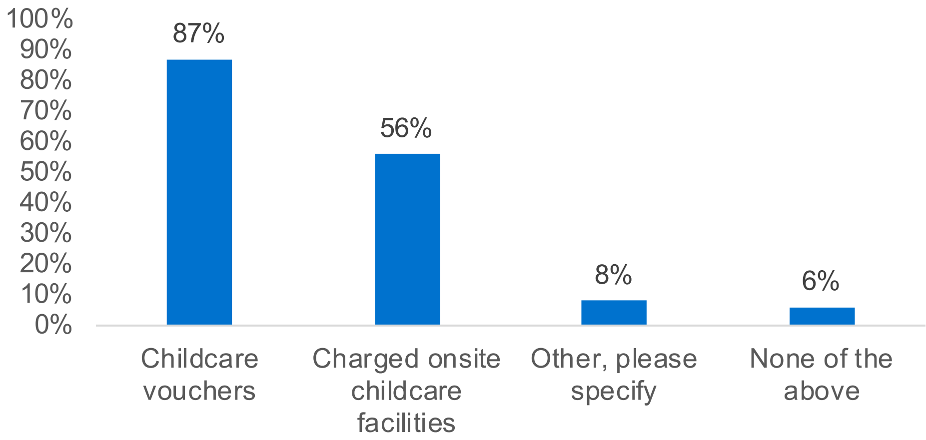
Other family friendly policies

In their 2021 Benefits and Allowances survey, XpertHR reported that more than two thirds (70.2%) of responding organisations offered childcare vouchers. Less than 5% of responding organisations provided a childcare allowance and only two had on-site nurseries.

By contrast, 87% of responding HEIs offered childcare vouchers which are available subject to the government rules. Specifically, employees were eligible if they had signed up before the government ceased operating the scheme for new entrants in October 2018. Two HEIs specifically mentioned that they operated salary sacrifice so that the facilities were tax free. As over half of responding HEIs had childcare facilities on site (52%), this type of service was offered much more frequently in higher education than in other sectors. Depending on whether the nurseries were privately run, some discounts were available.

Most HEIs (77%) have made no changes to their family-friendly policies as a consequence of the Covid-19 pandemic although 12% are considering future changes. 5% have introduced new family-friendly benefits (although some of these were temporary or time-limited). Two institutions reported that they had made their policies more generous.

Figure 13: Childcare schemes

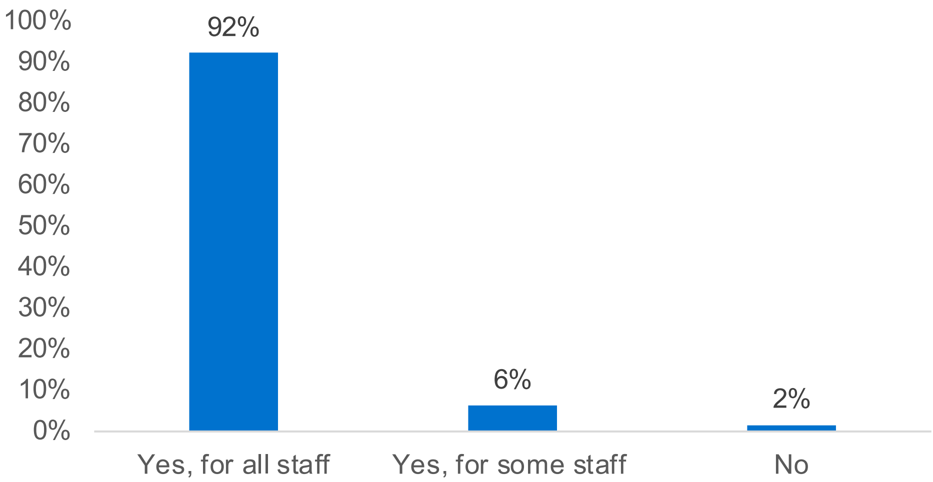


8. Special / emergency leave

92% of participating institutions (59) said that they had a policy that applied to all of their staff. A further four institutions indicated that they had a policy that applied only to some of their staff. A total of 58 of 65 responding institutions said that they offered paid leave under these policies, dependent on the specific type of leave and circumstance.

The CIPD Reward Management Survey, published in April 2022, reported a wide range of paid leave benefits. 86% of responding organisations provided paid leave for bereavement and 64% did so for jury service. This report further indicated that public sector employers were more likely to provide this special / emergency leave than private sector firms. A greater proportion of employers forecasted that they would spend more on paid leave (16%) than those that forecasted spending less on it (4%).

Figure 14: Do you have a special leave policy that applies to any of your staff?



Several institutions said that special leave was granted on a case-by-case basis and highlighted there being a need for discretion to cater for individual circumstances.

A total of 15 institutions had a general policy for leave, either by highlighting in their response that a range of circumstances could apply or by denoting a policy that applied in emergencies or crises. The median number of days of paid leave under such cases was five days. The lower and upper quartile of this was three and ten days.

Twenty-five institutions said their special leave entitlement covered cases of bereavement, making this the single most common reason for providing special leave across the survey respondents. Twenty-two institutions said their policy covered the provision of emergency care or support to dependents, while eight said that it applied to more general caring responsibilities. Eighteen institutions said their policy applied to compassionate leave. Institutions also highlighted study leave, jury duty / acting as a witness, fertility treatment, antenatal care, serving in a volunteer reserve force, and serving as a councillor, school governor, magistrate or other public duties as reasons to take this type of leave.

Table 16: Amount of special / emergency paid leave dependent on type

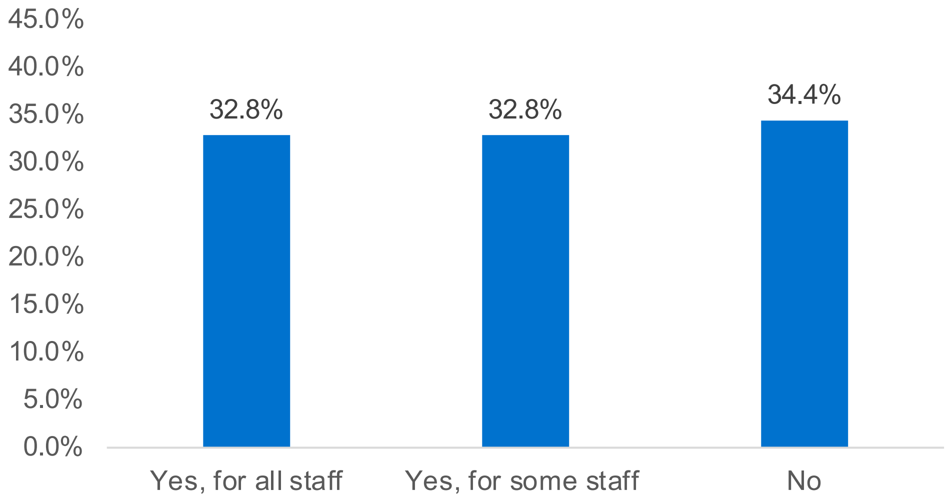
Days	LQ	Median	Mean	UQ	HEIs
General emergencies / not specified	3	5	5.67	10	15
Dependency leave	3	5	5.42	6.25	12
Caring responsibilities	4.5	5	4.25	5	8
Bereavement	5	5	5.33	5	12
Compassionate leave	5	5	6.25	6.25	8
Medical appointments	1.5	2	4.86	4	7

Table 16 shows the amount of paid leave that their policy offered for each type of absence. Not all institutions reported the amount of paid leave that their policy provided, even if they named the specific cases outlined above. The median number of days paid leave was five days across all types of leave, excluding medical appointments. Many of the respondents said special leave was limited to a maximum of five days within any twelve-month period. Several institutions specifically highlighted they had altered their policies to provide their employees with a more generous entitlement to emergency leave during the Covid-19 pandemic to support those with childcare needs and/or caring responsibilities.

9. Sabbatical / study leave

Around two-thirds of responding institutions (65.6%) reported that they had a sabbatical leave policy. Twenty-one institutions said that their policy applied to all staff and an equal number said that the policy applied to certain staff members only. Of the 42 institutions, 32 gave additional detail about the policy by specifying the eligibility requirements, the length of paid and unpaid leave offered, and how frequently sabbatical leave could be taken.

Figure 15: Do you have a policy regarding sabbatical leave?



Of these institutions, 19 (or 54%) said that only academic staff could take sabbatical leave and 13 (or 46%) said that both academic and professional services staff were eligible. Eight institutions outlined policies where study leave, leave of absence or career breaks were available either instead of or in addition to sabbatical leave.

Table 17: Conditions on sabbatical leave

	LQ	Median	Mean	UQ	HEIs
Weeks of service to be eligible	104	116	132.2	156	29
Weeks between periods of leave	78	116	131.1	156	19
Weeks of maximum paid sabbatical leave	12.75	44	41.8	52	22
Weeks of maximum unpaid sabbatical leave	52	52	76	104	14

The median length of service required for taking either sabbatical leave or a career break was around two and a quarter years, with the lower and upper quartiles being at two and three years respectively. The length of paid leave was typically under a year with the median length being 44 weeks. The lower quartile represented one semester of leave while the upper quartile was a year. The median amount of unpaid leave was a year while the upper quartile was two years. Three institutions said that they did not apply a maximum length of unpaid leave for sabbaticals.

Some HEIs said the frequency at which sabbatical leave could be taken depended on the length of leave. For example, sabbatical leave could be taken as a single semester of leave after having worked six semesters or a whole year of leave after having worked six years.

10. Notice periods

By law, employees with continuous service of at least four weeks but less than two years' service are entitled to at least one week's notice from the employer. Employees with two years' continuous employment or more are entitled to one week's notice for each complete year, up to a maximum of 12 weeks' notice if employed for 12 years or more.

A total of 50 respondents provided information on the notice periods that are operated in their institutions. Of the respondents, 47 reported on information for one or more of their staff groups. The most common approach was to have different notice periods for academic and professional services roles staff and additionally for staff on different grades, contract types and job functions.

Table 18: Length of notice period by seniority, in weeks

	LQ	Median	Mean	UQ	HEIs
Lower grades	4	4	5.2	5	19
Higher grades	11	12	11.8	12	19
Executive team	12	16	18.9	24	18

Table 18 shows the length of notice periods in institutions that had a policy that applied to both professional services and academic staff. Nineteen institutions reported that notice periods were determined by grade/seniority. Staff on lower grades had a median notice period of four weeks while those on higher grades had a median notice period of twelve weeks and those on Executive teams had a median notice period of sixteen weeks. It is not possible to draw insights about how notice periods varied specifically across grades as there was considerable variation in the level of detail that institutions provided about their grading structures.

Figure 16: Median length of notice period by staff group

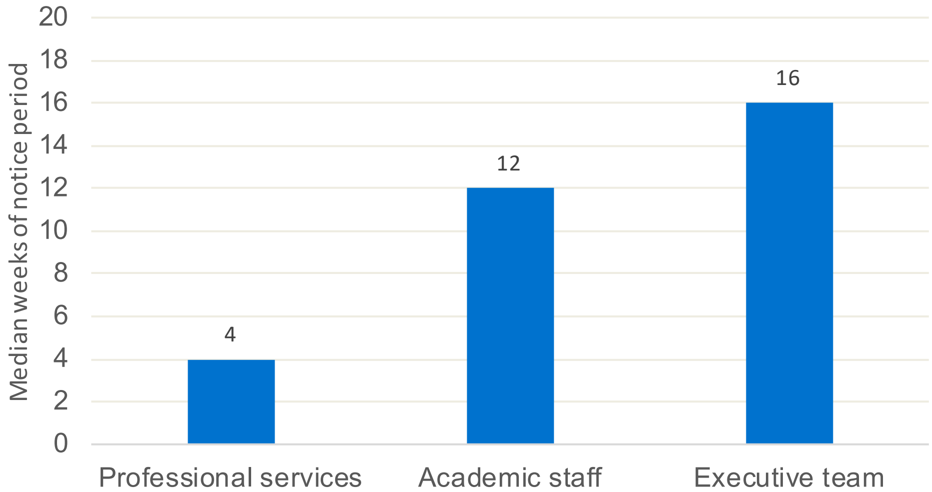


Table 19: Length of notice period by seniority, in weeks

	LQ	Median	Mean	UQ	HEIs
Academic staff	10	12	13.6	12	27
Professional services	4	4	3.8	4	11
Lower grades	4	4	3.9	4	21
Higher grades	8	12	10.2	12	21

Twenty-seven institutions reported data exclusively for academic staff. The median notice period for this group was twelve weeks, with this commonly being expressed as the length of an academic semester. Seven institutions said that some or all academics at their institutions had a notice period of twenty four weeks or greater with this typically being reported for professors or staff on higher grades. As only four institutions reported different notice periods for academic roles at different seniority levels, it is not possible to provide a further breakdown.

While the median notice period for professional services roles at lower grades was four weeks, the median notice period for higher grades was twelve weeks.

11. Pension schemes

Sixty-four institutions provided information about the pensions schemes that they offered. Institutions were specifically asked about whether they used USS, TPS / STPS / NITPS, LGPS / LGPS(S) / LGPS(NI), NHS Pension Scheme / NHSPS(S) / HSCPS, SAUL, self-administered trusts, UCRSS and NEST. Institutions could also report other schemes within the survey.

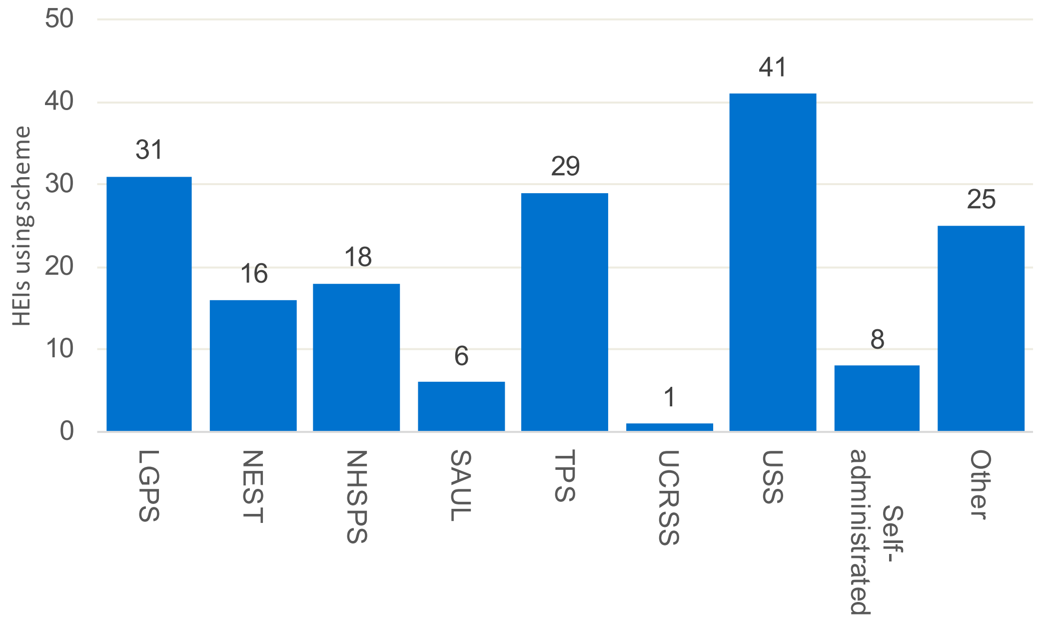
This survey indicated that 98% of responding HEIs continue to participate in and sponsor a range of Defined Benefit (DB) schemes, both private and public service. These schemes are available to the majority of staff entering the sector and include USS, TPS, LGPS, NHSPS and SAUL. Employer contribution rates paid by HEIs into these DB schemes can equate to over 20% of salary. In contrast to higher education, employee participation in DB pensions in other sectors decreased to 7% from 8% in April 2020[5].

In addition, a 2018 survey by Willis Towers Watson[6] showed that 99% of new hires joining a FTSE 350 company are offered a Defined Contribution (DC) scheme. DC schemes have become more common across HE and are usually offered to professional services staff. The employer contribution rates paid by HEIs into a DC scheme of around 10% are comparable to the contributions paid by FTSE350 companies.[7] The minimum contributions that must be paid into a pension scheme are a total contribution of 8% with at least 3% employer contribution.

The 2021 XpertHR Benefits and Allowances survey reported that DB schemes are relatively uncommon in both the public and the private sector. Across 180 organisations, 8.5% offered a final-salary scheme and 5.5% a career-average scheme. This survey reported data for fourteen public sector employers. Amongst these, eight offered a final-salary scheme and ten offered a career-average scheme. The same survey reported that 82.6% of organisations operated DC schemes. The median employer contribution rate for these schemes was 5.0% while the median employee contribution rate was 4.5%.

[5] Employee workplace pensions in the UK: 2021 provisional and 2020 final results
[6] Willis Towers Watson FTSE350 DC pension scheme survey 2018
[7] UCEA survey of DC scheme in the HE sector

Figure 17: Which pension schemes do you use?



Forty-one institutions offered USS, with a further five institutions only making USS available to employees who had been a USS member at a previous employer. Twenty-three institutions (56%) reported that they primarily offered the USS to staff on higher grades and offered other staff either a self-administrated scheme, NEST or another scheme.

Eleven institutions offered USS in combination with either the TPS, LGPS, or both. USS was typically offered to academic staff on higher grades in these cases. Five institutions offered USS to staff on higher grades and SAUL to lower grades. The employee current contribution rate for USS 9.8% for members with employers contributing 21.6%. The defined benefit for the scheme accrues 1/85 of each year's salary up to a threshold of £40,000. A DC pension is built up on salary above £40,000. Members are also entitled to a one-off cash lump sum of three times an individual's pension which is tax-free up to HMRC limits.

Twenty-nine institutions said that they allowed for new employees to join TPS. One respondent reported providing TPS to those who had been a member at a previous employer. Of the 29, 27 (93%) offered TPS and LGPS, typically offering academic staff TPS and professional services staff LGPS. These 29 institutions included 13 that offered USS as well, typically for senior academics or individuals who were already in the scheme. One institution said that they offered TPS exclusively and another offered it alongside NEST. The employee contribution rate for the TPS scheme is typically between 7.4% and 11.7% of salary, depending on the employee's salary and the employer contribution is typically 23.7% (see UCEA's infographic on pensions contributions for further information). The normal accrual rate for the scheme is 1/57 but members can choose to pay additional contributions at rates of either 1/55, 1/50, or 1/45 of their pensionable earnings.

Thirty-one institutions offered LGPS with 27 (87%) offering it for professional services staff and TPS to academic staff. A further four institutions primarily offered LGPS to professional services and USS to academic staff. The employee contribution rate for the LGPS is between 5.5% and 12.5%, depending on the employee's salary. Twenty-nine institutions reported on the employer contribution made with the median across the respondents being 19.1%. The defined benefit for the scheme accrues 1/49 of each year's salary.

Table 20: Employer contributions for pension schemes

	LQ	Median	Mean	UQ	HEIs
LGPS	16.4%	19.1%	19.3%	22.4%	29
NEST	3.0%	3.0%	4.2%	4.0%	13
Self-administrated schemes	17.0%	19.8%	18.6%	20.0%	8

Eighteen institutions said that they offered the NHS Pension Scheme to clinical academics or those who had already been employed by the NHS. Five institutions said offered the scheme exclusively to senior employees. The employee contribution rate for this scheme is between 5.0% and 14.5%[8], depending on the employee's salary. Thirteen institutions provided information on their employer contribution rate. With effect from April 2019, the employer contribution increased to 20.68%[9] in England & Wales. In Scotland, the employer contribution is 20.9%. With effect from April 2022, all members accrue a pension of 1/54 of salary.

Six of the survey respondents based in London and the South East offered the SAUL pension scheme. Five of these institutions offered SAUL to employees on lower grades alongside USS for staff on higher grades. The employee contribution rate for the SAUL pension scheme is 6% and the employer contribution is 16%. The accrual rate for this pension scheme is 1/75 of an individual's salary.

Sixteen institutions said that the offered the NEST pension scheme. Responding institutions generally indicated that this scheme was for apprentices, those who were either not eligible to join other schemes or those who had opted out of them. The employee contribution rate for this scheme ranged between 1% and 5%. Thirteen institutions provided their employer contribution rates with the median across survey respondents being 3%.

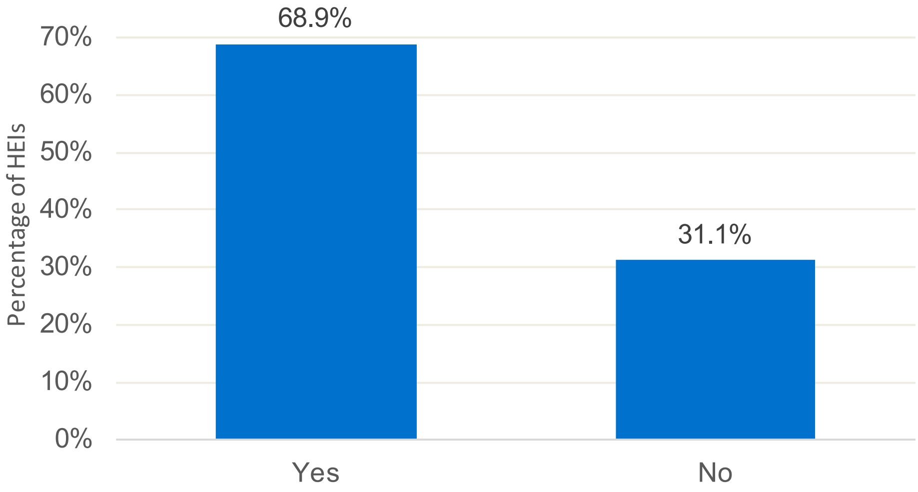
Eight institutions stated that they had a self-administrated pension scheme. Each institution with a scheme of this type used it for staff at lower grades. The employee contribution rates for these schemes ranged between 3% and 10% while the median employer contribution was 19.8%.

A total of 26 institutions offered other pension schemes. The survey did not ask respondents to specify either the scheme name or pension type. One institution respondent said that they allowed employees to join the University & Colleges Retirement Savings Scheme (UCRSS). Eleven named institution-specific plans that were not self-administrated by the institution. Three institutions named plans that were run by Aviva and another three named plans by Legal and General.

[8] Employee contribution rates for the NHSPS across the UK will change from October 2022

[9] HEIs receive funding support towards their NHSPS contributions and so continue to pay the previous rate of 14.3% plus an additional 1.8%.

Figure 18: Do you offer salary sacrifice for pension contributions?



Of 61 responding HEIs, 68.9% (42) said that they allowed salary sacrifice for pension contributions[10].

12. Travel to work schemes

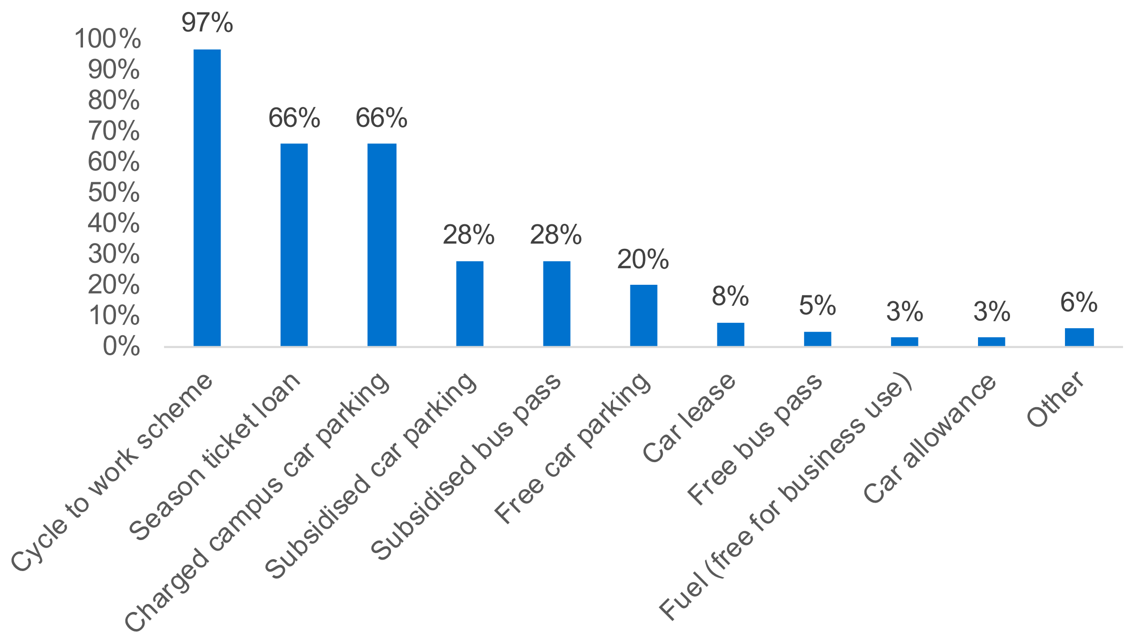
In their 2021 Benefits and Allowances survey, XpertHR reported that 70.3% of 173 responding organisations offered cycle-to-work schemes and 61.0% offered free parking. 50.6% offered a car allowance and 36.0% offered a company car. These benefits were usually restricted to senior employees with 29.7% of employers providing directors with a company car. While 45.3% of organisations made a car allowance available to directors, only 16.9% did so for all staff. Two-fifths of organisations (43.6%) offered an interest free loan for season tickets for public transport usage.

The 2022 CIPD Reward Management Survey reports evidence of similar travel schemes across 217 organisations. 52% of organisations offered cycle-to-work schemes, with 94% of these offering it to all staff. 75% offered either free or subsidised parking to at least some of their staff. 37% of organisations offered a company car to some staff but only 2% offered this to all staff. Though 47% of responding organisations made a car allowance available to directors, only 5% did so for all staff. 30% of organisations offered travel season ticket loans to some or all of their staff.

Of all the travel-related schemes in the UCEA survey, cycle-to-work schemes were the most popular benefit adopted by survey respondents with 97% of responding HEIs (63) saying that they had adopted such a scheme. These schemes were therefore more common in HE than in other sectors. One further institution said it was considering introducing a cycle to work scheme. Season ticket loans and car parking provisions, albeit at cost, were made available by two thirds of responding HEIs. Over a quarter offered subsidised bus passes and car parking, while a fifth offered free car parking. Smaller numbers of HEIs offered car leases, free bus passes, fuel for business travel or car allowances.

[10] It is not possible to salary sacrifice pension contributions in the public service schemes.

Figure 19: Travel to work schemes offered



Cycle to work schemes

Eight HEIs added details of their cycle schemes which are subject to government rules (www.gov.uk/expenses-and-benefits-bikes-for-employees). Elsewhere, cycle schemes typically allowed salary sacrifice operation, to save National Insurance and PAYE. Most commonly, these are limited to staff with at least a 12-month contract (with monthly payments) because of the financial commitment.

Some HEIs are using external providers which offer savings of between 25-39% on brand new bicycles and/or accessories. These costs can be spread over a 12-month period. A total of five institutions offered car lease schemes. Another institution also offered an electric car pool for business travel, and a different institution said they were considering a green car salary sacrifice scheme. Only one HEI (out of the 64 who responded) offered a car allowance.

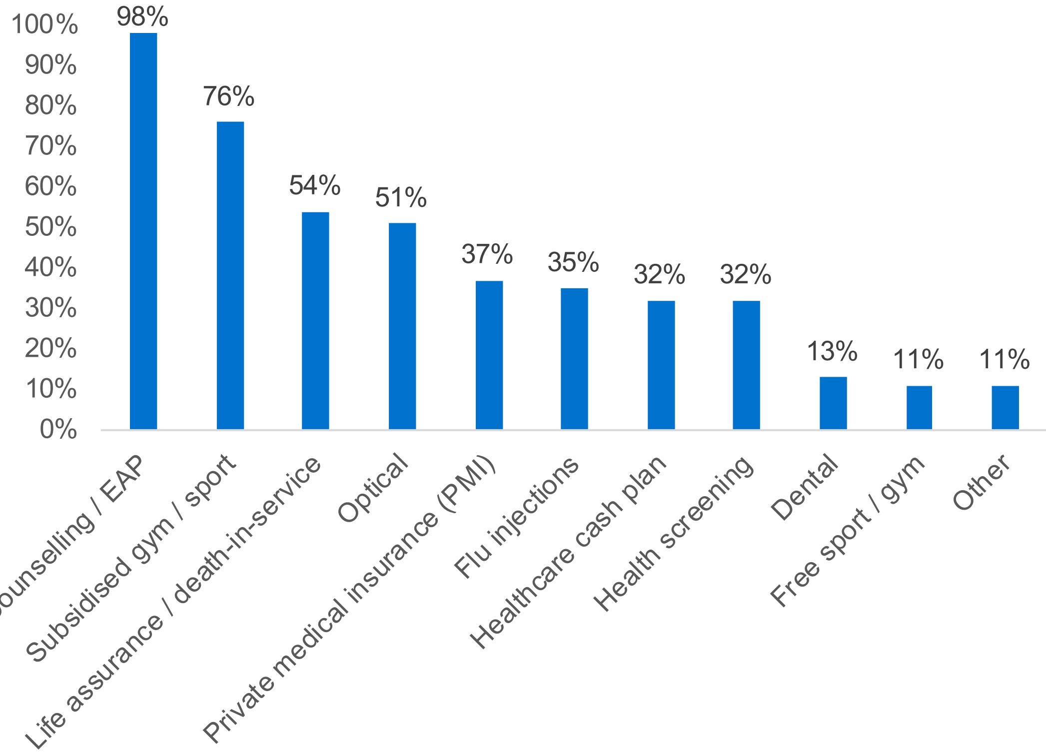
13. Health and wellbeing

In their 2021 Benefits and Allowances survey, XpertHR reported that nine-tenths (89.4%) of organisations offered an employee assistance programme and that four-fifths (82.2%) offered life assurance. Though over half of responding organisations offered private medical insurance to their directors (56.1%), only 27.2% offered this to employees in general. Three in ten organisations (28.3%) provided staff with health screenings and a fifth (18.9%) offered it to all staff. Half of respondents offered flu injections, a third (31.1%) offered optical benefits (such as eye tests for all staff) and 12.2% offered dental insurance.

In HE, 61 of the 65 (93.8%) survey's respondents offered employee counselling services or Employee Assistance Programmes. This rate was marginally higher than that observed in other sectors. Three quarters of institutions offer subsidised gym / sports or exercise classes, and 11% offered free gym / sports or exercise classes. Though 54% of institutions stated that they offered life assurance or "death-in-service" benefits, this figure is likely to be higher. Each of the Defined Benefit (DB) schemes that are available in the sector offer death in service cover, typically at a rate of three times salary as a lump sum. HEIs that have set up a Defined Contribution (DC) scheme for new staff as an alternative to LGPS will typically offer DIS cover via an insurance policy.

Optical costs are offered by half of HEIs and some institutions commented that optical tests are a DSE requirement for staff using a VDU, so in practice it may be higher. Around a third of survey respondents offered private medical insurance (PMI), flu injections, a health cash plan or health screening. Some individual healthcare cash plans / schemes are offered for staff to purchase as a private policy. Healthcare screening was more likely to be limited to certain groups of staff, by level of seniority. Included in the 'Other' category, three HEIs stated that they offered critical illness insurance and one offered permanent health insurance.

Figure 20: Non-financial benefits offered



Almost three quarters of responding HEIs (72%) have not made any changes to existing health and wellbeing provisions as a result of the Covid-19 pandemic, 13% have introduced new benefits and 15% are considering doing so.

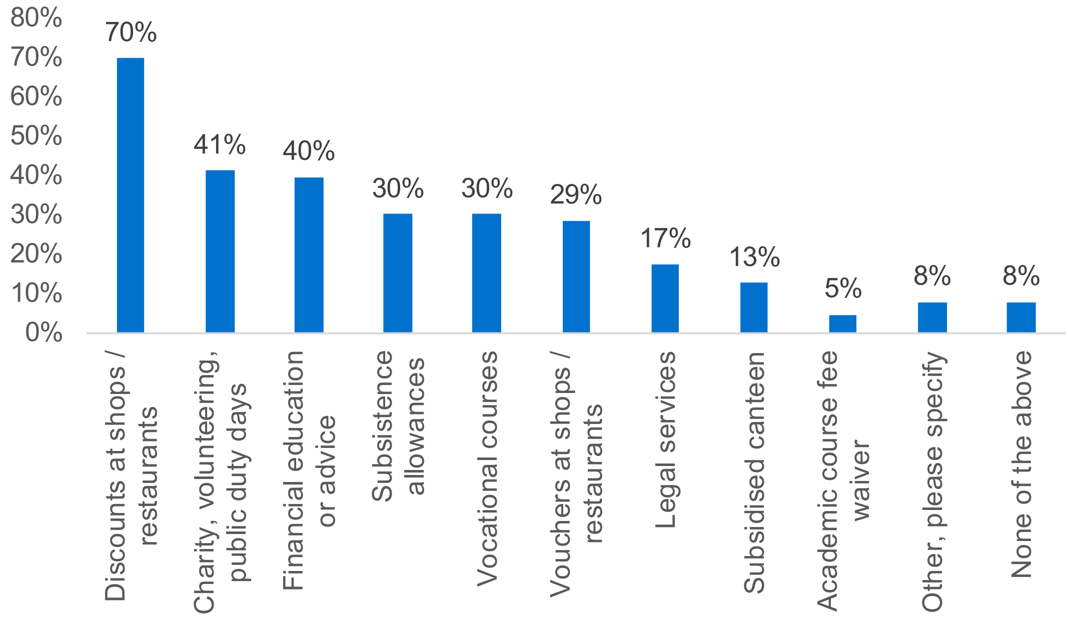
14. Other benefits

In their 2021 Benefits and Allowances survey, XpertHR reported that around a third (32.7%) offered a staff discount scheme with the discount on the organisation's goods and services typically being 30%. Around half of organisations (53.3%) allow employees to claim reasonable expenses for evening meals as part of subsistence allowances and two-thirds (66.9%) allow reasonable costs for overnight stays. Charity, volunteering and civic duty days were offered by around a third of organisations (29.8%) but this was typically limited to one or two days per year.

The most popular benefit is the discounts at shops or restaurants, cited by 70% of responding HEIs. Some survey respondents provided the NUS Totum or NUS+ card. The provision of this benefit is therefore more common in HE than in other sectors.

Charity, volunteering or civic duty days and financial education and advice were offered by four out of ten HEIs. This benefit is again more common than in other sectors. Three out of ten provided subsistence payments to cover meals and overnight stays, vocational courses (at the HEI or elsewhere) and vouchers at shops and restaurants. Fewer than one in eight HEIs had a subsidised canteen. A few HEIs provided a fee waiver for academic courses for staff with certain considerations attached. Other benefits included access to insurance schemes, EAP schemes (that delivered some of the legal and financial advice) and an Immigration loan scheme. Some HEIs provided financial and legal services, including pro bono will writing, a workplace ISA and a rental deposit scheme.

Figure 21: Other benefits

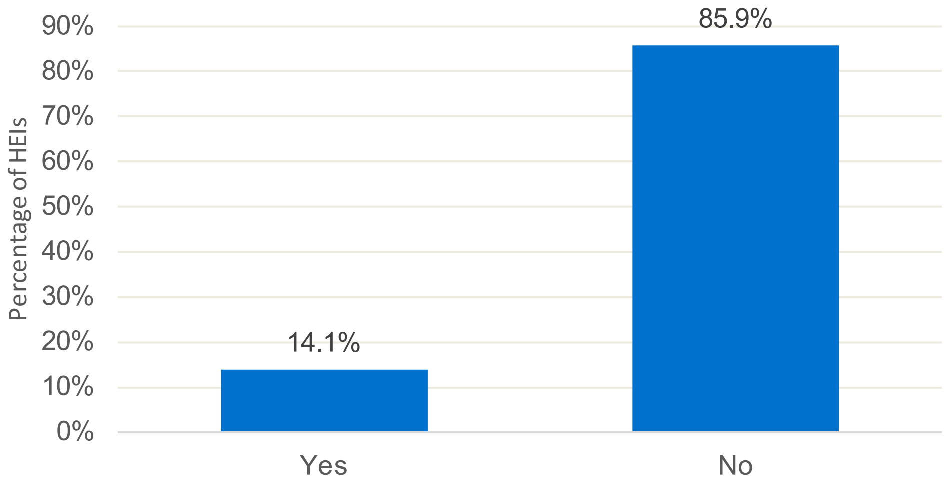


A quarter of the survey respondents were considering introducing new benefits, which include: green (electric) car schemes, local discount rates, financial and loan schemes, technology / home appliance purchase and bereavement policies.

Flexible benefits

Nine institutions said they offered flexible benefits schemes, where employees are able to choose the benefits that are the most relevant to them. These flexible benefits typically included health and wellbeing schemes, travel schemes, childcare vouchers and retail discounts.

Figure 22: Do you offer a flexible benefits scheme?



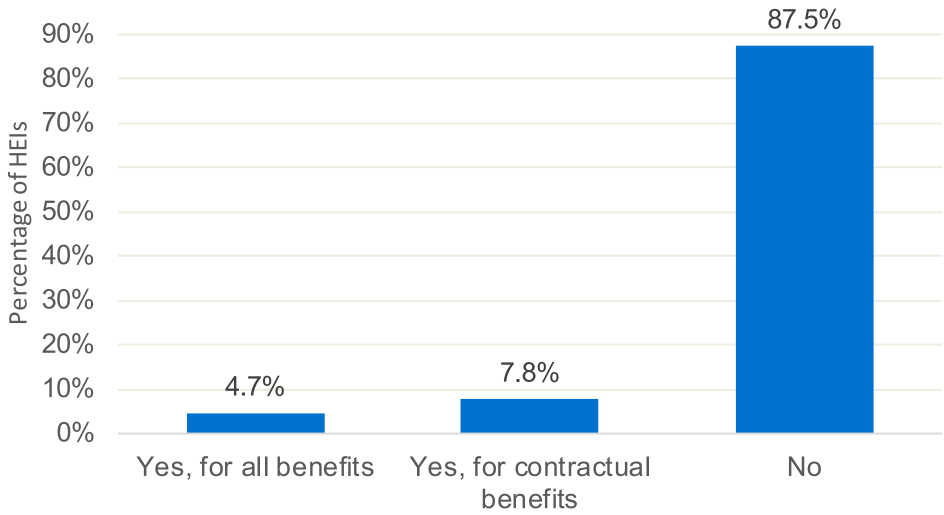
Salary sacrifice

Overall, almost six out of ten responding HEIs (57%) offered some of their benefits on a salary sacrifice basis, while 40% did not. All but one HEI cited the benefits that were eligible for salary sacrifice, naming an average of 2.3 benefits being eligible for salary sacrifice. Three quarters of respondents offered salary sacrifice for cycle to work schemes, 64% provided childcare vouchers and 45% offered salary sacrifice for pension or AVC contributions. On-site nurseries were also popular for salary sacrifice at 18% of responding HEIs. Other benefits, such as additional annual leave, car leasing, low emission cars, health or dental care / insurance, home technology or car parking, were less common for salary sacrifice, having been offered by two or fewer institutions.

Total Reward statement

Seven out of eight institutions (87.5%) said that they did not provide a Total Reward statement for staff which explained the value of all of the benefits that they offered. Only eight institutions (12.5%) said that they provided a Total Reward statement. Amongst these, three institutions had a Total Reward statement that explained all of the benefits that they offered to staff and five institutions had a statement that explained contractual benefits, such as holiday or pension schemes only.

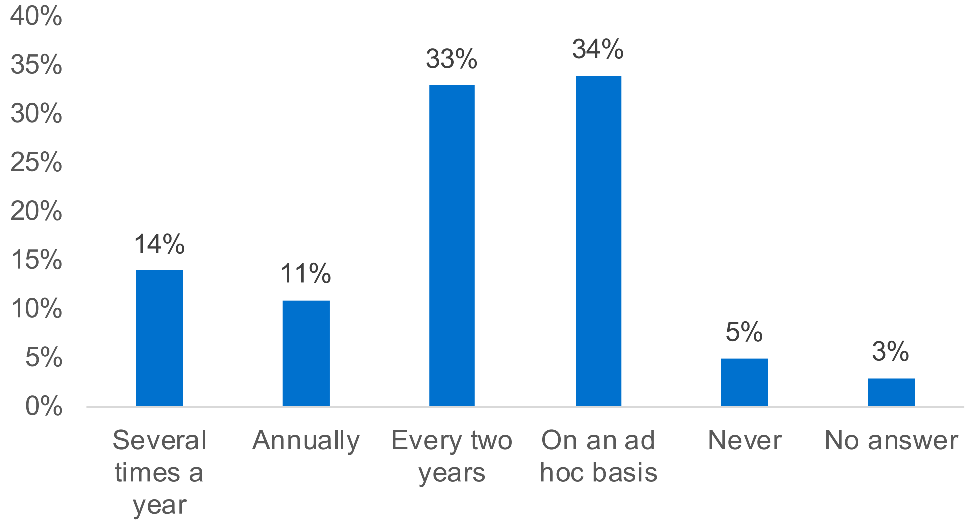
Figure 23: Do you provide a Total Reward statement for staff?



15. Staff engagement / satisfaction surveys

Six out of ten responding HEIs reported that they conducted staff engagement / satisfaction surveys to measure the intangible benefits of working in HE / for their organisation, for example the facilities available, the working environment, working with like-minded people, or a belief that the work is worthwhile and sharing the HEI's values. A lower percentage (45%) measured satisfaction with tangible benefits such as pay and pensions. Around a third of those conducting such surveys, do so on an ad hoc basis, while a similar proportion survey every two years.

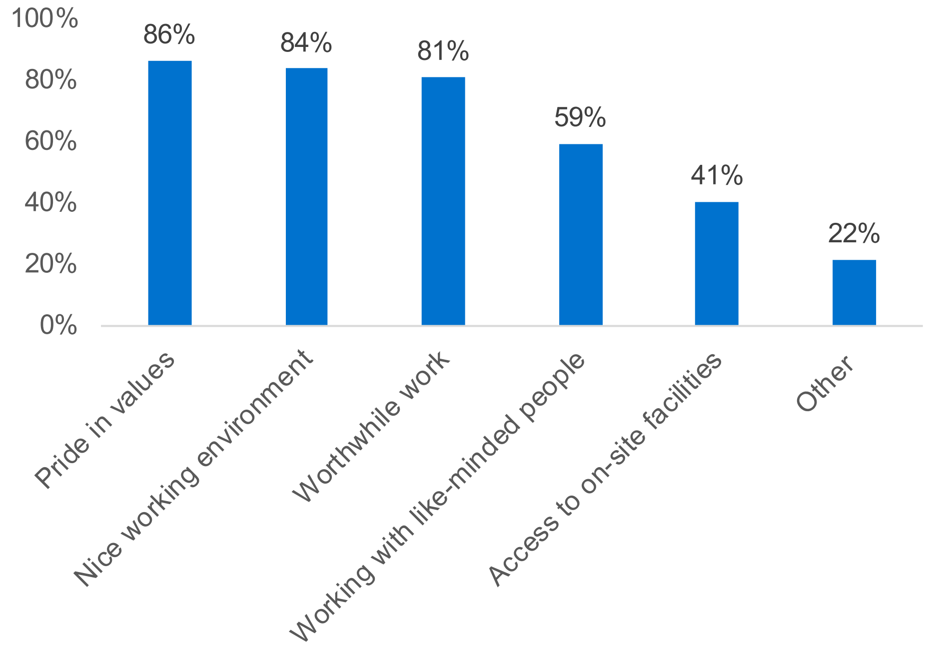
Figure 24: Frequency of staff engagement / satisfaction surveys



There was consensus amongst responding HEIs regarding what their staff value about working in HE / for their organisation, with a high proportion (86%) reporting it is a "Sense of pride in the HEI's values", the "Nice working environment" (84%), and feeling the "Work is worthwhile" (81%).

Respondents considered that "Working with like-minded people" mattered to 59%, and "Access to facilities like the library, swimming pool etc" was important for 41%. The other comments added depth to this, citing the academic reputation, flexibility and hybrid working, equality, diversity and health and well-being and contributing to the student experience.

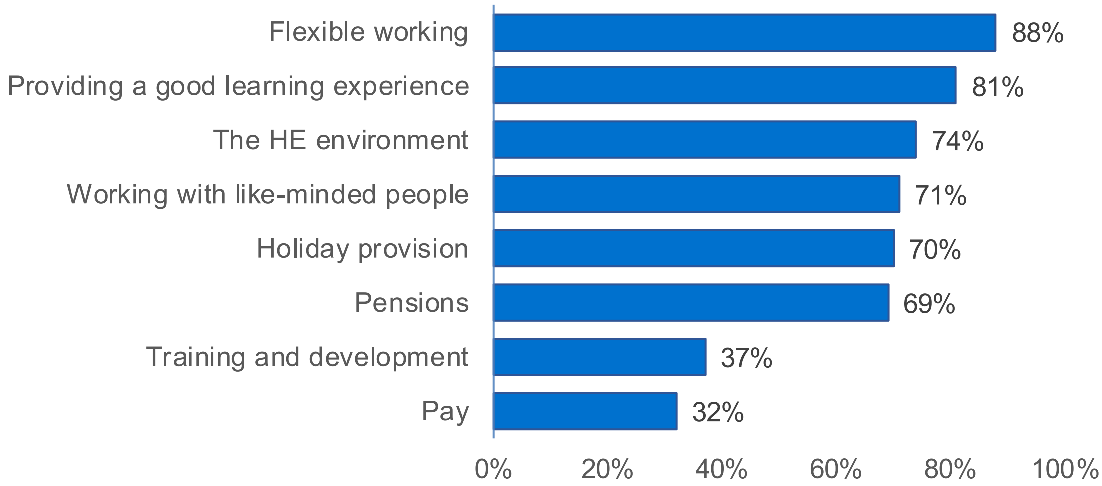
Figure 25: HEIs' reporting of the value of intangible benefits to staff



In March 2022, UCEA conducted a survey as part of the consultation on negotiations for the 2022-23 New JNCHES pay round which asked institutions about the top three areas that their employees reported as valuing the most about working in HE **(see Figure 26 below)**.

88% of 112 responding institutions reported that flexible working was one of the top three areas that employees value, followed closely by providing a good learning experience for students. Around seven in ten institutions reported that staff valued the environment in HEI, working with like-minded people. Similar rates reported holiday provisions and pensions as being highly valued. Training and development and pay were less commonly rated as being within the top three high valued areas.

Figure 26: HEIs' reporting of the top three high valued areas for their staff



112 HEIs

Appendix

UCEA's work under our second strategic priority, "Supporting employer aspirations to enhance the employee experience", will be delivered through three workstreams:

- Providing thought leadership on overarching employee experience strategy.
- Building a strong employee value proposition, including total reward.
- Building a narrative for the HE sector as an employer of choice.

The work will be delivered through our internal project team:

- Roshan Israni, Deputy Chief Executive.
- Lisa Cunningham, Head of Strategy.
- Simon Sumner, Deputy Head of Employment Policy and Advice.
- Andy Fryer, Head of Communications & Membership.
- George Starling, Research Analyst.

And will be overseen with expert input from our reference group:

- Kate Faxen, Head of Employee Experience, University College London.
- Magi Hoppitt, Chief People Officer, Coventry University.
- Mark Latuske, Deputy Director of People & Culture (Employee Experience), Ulster University.
- Richard Billingham, Executive Director Human Resources and Organisation Development, Aston University.

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