



Academic excellence for
business and the professions

Gender Pay Gap Report 2018

President's statement



All large employers in the UK are required by law to report information on their gender pay gaps. City is no exception and we welcome the requirement: gender pay gap reporting is an important step in understanding inequality and taking action to address it. City's commitment to gender equality is set out in our *Vision & Strategy 2026* which explains that City is a place where diversity is a strength and inclusiveness is promoted.

Since reporting our gender pay gap in March 2018, City has continued to drive greater gender balance within the institution. I am pleased that these efforts have resulted in a reduction in the overall median hourly gender pay gap from 16.2% to 13.7%.

We recognise that our gender pay gap is largely attributable to a lack of women in senior positions and we have worked hard in recent years to address this imbalance by ensuring that we provide an inclusive working environment. Of our 77 new recruits in 2018, 54 were women.

Comparing our statutory figures with last year's shows a mixed picture, with a decrease in our mean and median pay gaps for hourly earnings and an increase in the mean and median pay gaps for bonus pay. This was not unexpected, as the number of

staff in receipt of 'bonuses' (as defined in the *Gender Pay Gap Regulations*) has significantly reduced.

We are confident that by continuing with our commitments to advancing gender equality and other actions, as set out in our Athena SWAN action plan, we will bring about the sustained change required to increase the number of women at the most senior levels and thereby continue to reduce our gender pay gap. We have committed to addressing the gender imbalance at professorial and senior management levels by setting the target that at least 30% of professorial staff will be women by 2021. Similarly, we will work to maintain the proportion of our most senior Professional Services staff at ~50% women by 2021. We will also progress other initiatives to address gender inequality. Further details can be found [here](#).

A handwritten signature in black ink, appearing to be 'P. Curran', written over a horizontal line.

Professor Sir Paul Curran
President
City, University of London

Understanding gender pay gap data

What is the gender pay gap?

The gender pay gap is the difference in the average pay of men and women, regardless of the nature of their work, across an organisation, business sector, industry or the economy as a whole. It can be affected by the varying proportions of men and women across all roles.

It is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

Using the calculations and definitions set out in the gender pay gap reporting regulations, City, University of London has used pay data for the entire university. The data were drawn from roles and salary levels across the grading structure.

What's included in the calculations?

Calculations of mean and median hourly pay and of quartile pay bands use ordinary pay and bonus pay data from March 2018:

ORDINARY PAY: includes base pay and several allowances such as responsibility and shift allowances and additional payments. It excludes overtime, pay relating to redundancy or termination of employment and benefits in kind.

BONUS PAY: includes additional pay relating to bonus schemes and performance incentives in the form of money or vouchers. At City only a small number of staff were in receipt of these payments, primarily via the Performance Related Remuneration Scheme. Other such schemes include School prizes and NHS Clinical Excellence Awards. Calculations of mean and median bonus pay use data relating to the period from 1st April 2017 to 31st March 2018.

Calculating the mean gender pay gap

The mean gender pay gap is the difference in the mean hourly earnings for men and women.

Calculating the median gender pay gap

The median gender pay gap is the difference between the midpoints in the ranges of hourly earnings for men and women.

Determining pay quartiles

Pay quartiles are determined by organising rates of pay from lowest to highest, before dividing the list into quarters and calculating the percentage of men and women in each quarter.

City's gender pay gap 2018

Ordinary pay

Difference between men and women*



* e.g., the mean hourly pay for women is 14.7% lower than the mean hourly pay for men.

Bonus pay

Difference between men and women†



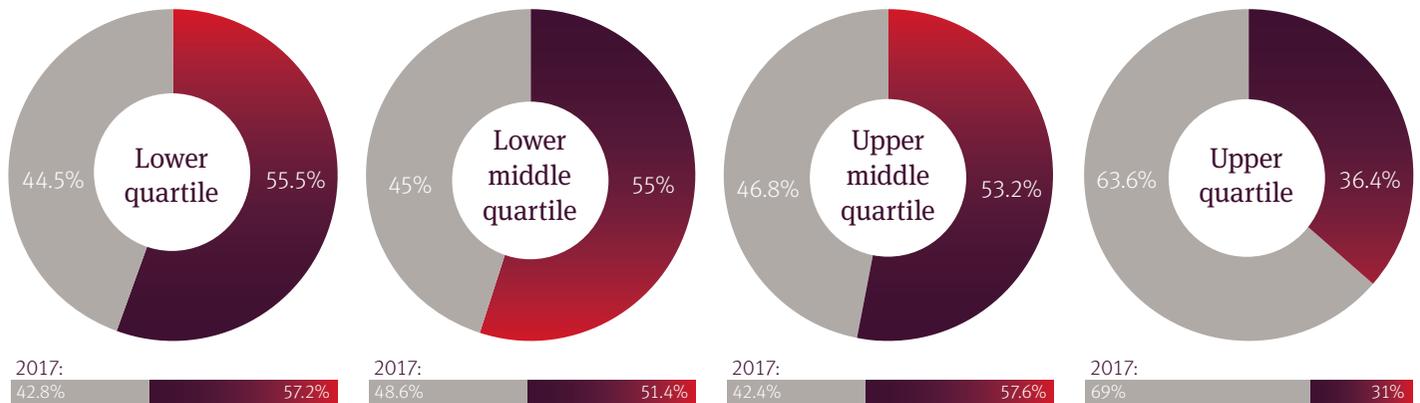
† For the reporting year, only a small number of staff were in receipt of these payments.

City's Gender Pay Gap March 2017 and March 2018

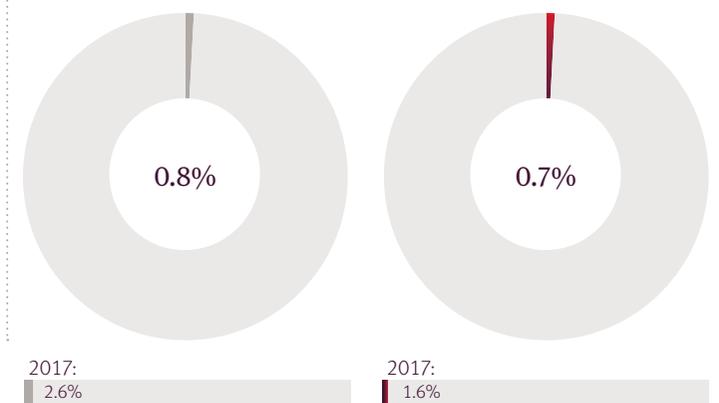
City, University of London		Published in 2018 for March 2017	Published in 2019 for March 2018	% Change
Ordinary pay per hour	Mean ordinary gender pay gap %	15.7	14.7	-1.0
	Median ordinary gender pay gap %	16.2	13.7	-2.5
Bonus pay	Mean bonus gender pay gap %	7.2	15.6	8.4
	Median bonus gender pay gap %	67.7	76.2	8.5
	Men receiving a bonus %	2.6	0.8	-1.8
	Women receiving a bonus %	1.6	0.7	-0.9

Proportion of men and women staff by quartile pay bands

Men Women



Proportion of men and women receiving bonus pay



Progress on 2017 report commitments

Annual salary review and remuneration policies

Job evaluation

All grade 9 positions will be subject to Kornferry Hay Group job evaluation. This will assess the size of the role and allow City to benchmark roles and remunerate staff appropriately.

Responsibility Allowance framework

City has reviewed its Responsibility Allowances (RA) and continues to work with Deans and Professional Services Directors to implement relevant frameworks. Four Schools have RA frameworks and work has started on developing a framework for the fifth School and the review process within Professional Services has been streamlined. This ensures that any additional duties assumed by staff are remunerated fairly and equitably and will help to reduce total pay gaps within grades.

Enhanced Annual Salary Review (ASR) and Professorial Rebanding processes

Process changes have been implemented for both reviews to increase rigour and transparency.

All staff within band/ grade have their salary reviewed, annually by the Dean/ Professional Services Director. Staff with duties of the same size and scope have their salary reviewed in line with their peers. If this review indicates that there are potential equality issues the Dean/ Director is advised and guided to submit an application to the Reward Group.

Equality Impact Assessments form part of the review process and are conducted at different stages.

Introduction of two Performance Indicators to advance gender equality

	Milestone 2017/18	Outcome 2017/18
Proportion of Professorial & Grade 9 staff that are female	26%	24.5%
	42%	43.6%

Recruitment

City uses Executive Search for senior leadership roles in order to identify a diverse candidate pool.

Promotion

All Schools have held Preparing for Promotions workshops.

Academic promotion guidance has been revised to clarify the consideration of applications from part-time staff and is in use for the 2019 academic promotions round.

Progress on 2017 report commitments

Career Development

Inclusive leadership training

32 workshops (up to July 2018) attended by 352 staff members. The majority of academic and professional services staff with line management responsibilities have now participated in this development workshop.

Future leaders

Future Leaders Programme (aspiring HoDs etc.) has taken place with 4 cohorts, 75 attendees (20 academic and 55 professional services staff, 42 women and 33 men).

Aurora

The cohort for this Advance HE programme to support the career development of women, has increased over a 4 year period from 4 participants in 2014 to 15 in 2017/8 and is consistently oversubscribed.

Work to explore the careers of our 55 City Aurorans is underway. Although at an early stage, a significant proportion of the academic staff participants have been promoted/taken on additional leadership responsibilities following attendance on the programme (~60% of the 2016 cohort and ~80% of the 2017 cohort).

Raising awareness and policy development

City has launched enhanced maternity, adoption, shared parental and paternity leave provisions.

We have continued to work with our four affinity networks and have seen an increase in engagement and membership across all networks.

Maintaining our commitment to Athena SWAN

The School of Health Sciences was successful in achieving an Athena SWAN Bronze award.

The four other Schools are all on their Athena SWAN journeys and plan to submit for awards in 2019. City's Institutional Bronze award is due to be renewed in 2020.

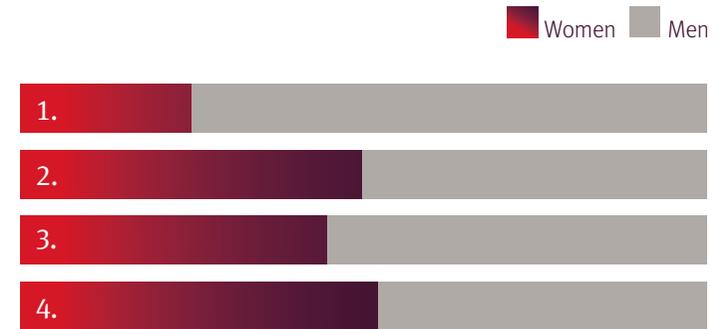


Why do we have a gender pay gap?

Equality & Diversity is at the heart of *City’s Vision & Strategy 2026*. We have invested in work to understand our remuneration and equal pay data; and our gender pay gap. As with most higher education institutions and the wider economy, the key contributing factor to the gender pay gap is the balance of men and women in different roles and grades. Considering our data by grade and employee type (academic and research staff versus Professional Services staff) highlights:

City employs more than 2,000 people

1. 24.9% of professors are women
2. 49.7% of academics (excluding professors) are women
3. 44.7 % of the highest paid Professional Services staff (Grade 9) are women
4. 52% of Professional Services staff are women



We recognise that achieving appropriate representation of women at senior levels requires commitment and continuous attention. In common with many organisations and the majority of higher education institutions, there are significantly fewer women in senior academic and senior Professional Services positions and turnover at this level is much lower than at more junior levels, so vacancies for such roles do not arise frequently.

Why do we have a gender pay gap and what has changed?

Ordinary pay

Overall the median hourly Gender Pay Gap (GPG) has declined by 2.5 percentage points from 16.2% to 13.7%

- The proportion of women in the upper quartile has increased by 8.5 percentage points
- The number of staff has increased by 77. Of these appointments 54 were women. The increase in women has been in both academic and Professional Services staff
- The increase in the proportion of women at Grades 6-9 has contributed to the reduction in the median hourly gender pay gap.

Bonus pay

- Work has continued with Schools to increase transparency and consistency. This has meant that there has been a reduction in the number of bonus payments from 77 to 32
- The difference between the proportion of men and women receiving a bonus (median) has increased by 8.5 percentage points
- 17 payments were made to men and 15 payments to women
- The mean bonus payment was £7,040; for men £7,594 and for women £6,412.



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