



Academic excellence for  
business and the professions

# Gender pay gap Report 2019

# 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 2019, City has reviewed its gender pay gap reporting. This year, for the first time, City is publishing figures inclusive of workers engaged through City's Unitemps franchise.

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 604 new salaried and casual staff recruited during the year to March 2019, 347 were women and of the 531 Unitemps posts filled, 358 were filled by women.

Comparing our statutory figures with last year's shows a mixed picture, with an increase in our mean pay gap for hourly earnings and decreases in the median pay gap for hourly earnings and in the mean and median pay gaps for bonus pay. This was not unexpected; the inclusion of Unitemps workers who are generally engaged in temporary administrative roles and as Student Ambassadors has increased the proportion of women on lower hourly earnings amongst the total staff population. If we use the same population as in

2017/18 then our mean ordinary gender pay gap has decreased by 1% to 13.7% and our median hourly gender pay gap has decreased by 3.7 % to 10%.

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 and the recently approved Equality, Diversity and Inclusion strategy 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. Our application for the Race Equality Charter mark will be supported by detailed analysis of our ethnicity data and this will enable us to better understand the intersectional challenges faced by BAME women within our community.

We remain 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.

**Professor Sir Paul Curran**  
President, City, University of London

# Understanding the 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 2019:

**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 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019.

## 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.

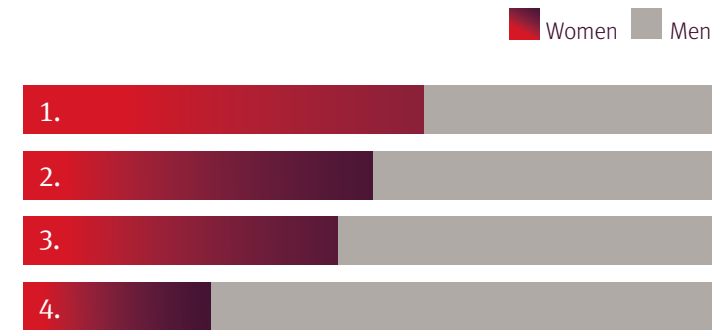
# Why do we have a gender pay gap?

## Understanding City's gender distribution

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 3,000 people

1. 58.1% of Professional Services staff are women
2. 50.7% of academics (excluding professors) are women
3. 45.7% of the highest paid Professional Services staff (Grade 9) are women
4. 27.2% of professors 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.

Unitemps workers, who are included in the report for the first time represent 17% of total staff, of which 67.4% are women.

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

## Ordinary pay

- Overall the median hourly gender pay gap has decreased by 5.2 percentage points from 13.7% to 8.5%;
- The proportion of women in the upper quartile has increased by 5.4 percentage points;
- Unitemps workers, who are included in the report for the first time, represent 17% of total staff, of which 67.4% are women.

## Bonus pay

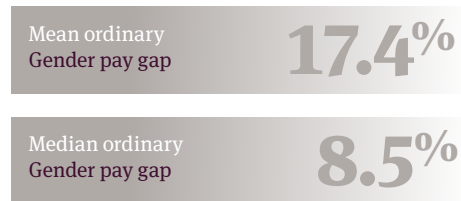
- Work has continued with Schools to increase transparency and consistency. There has been an increase in the number of payments characterised as ‘Bonus payments’ from 32 to 47. This increase is largely attributed to the changes in the Senior Staff Performance Remuneration Scheme, which was expanded to include a wider employee group;
- The difference between the proportion of men and women receiving such a payment (median) has remained stable;
- 25 payments were made to men and 22 payment to women.



# City's gender pay gap 2019

## Ordinary pay

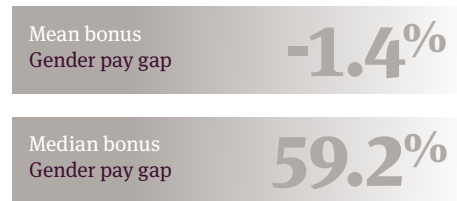
Difference between men and women\*



\* e.g., the mean hourly pay for women is 17.4% lower than the mean hourly pay for men.

## Bonus pay

Difference between men and women†



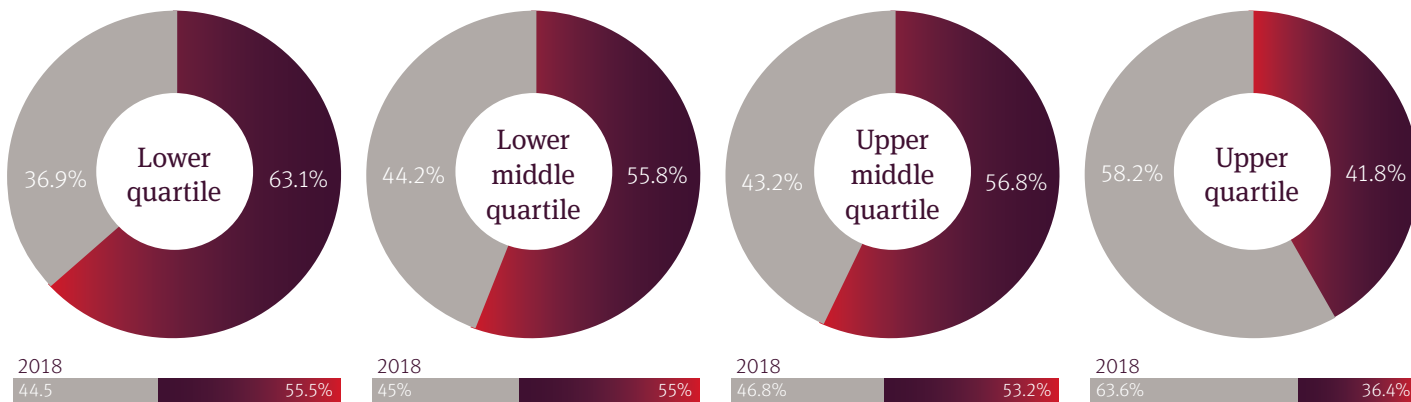
† For the reporting year, only 1.8% of staff were in receipt of these payments.

## City's gender pay gap March 2017 to 2019

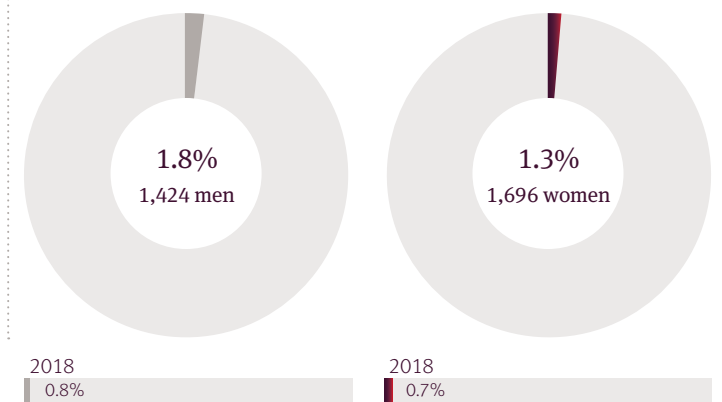
City, University of London		Published in 2018 for March 2017 <i>Excluding Unitemps</i>	Published in 2019 for March 2018 <i>Excluding Unitemps</i>	Published in 2020 for March 2019 <i>Excluding Unitemps</i>	Published in 2020 for March 2019 <i>Including Unitemps</i>	% Change
<b>Ordinary pay per hour</b>	Mean ordinary gender pay gap %	15.7	14.7	13.7	17.4	2.7
	Median ordinary gender pay gap %	16.2	13.7	10.4	8.5	-5.2
<b>Bonus pay</b>	Mean bonus gender pay gap %	7.2	15.6	-1.4	-1.4	-17
	Median bonus gender pay gap %	67.7	76.2	59.2	59.2	-17
	Men receiving a bonus %	2.6	0.8	1.8	1.8	1
	Women receiving a bonus %	1.6	0.7	1.3	1.3	0.6

## Proportion of men and women staff by quartile pay bands

Men Women



## Proportion of men and women receiving bonus pay



# Progress on 2018 report commitments

## Annual salary review and remuneration policies

### Job evaluation

---

All Grade 9 roles have been subject to a Korn Ferry Hay Group job evaluation. This has assessed the size of the role and enabled 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. 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 in-band salary review

---

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.

For the 2019 Annual Salary Review the 'equality' assessment criterion was updated to incorporate Korn Ferry Hay Group's job evaluation. This allowed for staff and managers who believed that a role was not currently appropriately graded to request that a job evaluation was conducted to establish the relevant grade.

Equality Impact Assessments form part of the review process and are conducted at several stages of the Annual Salary Review Process.

## Cass Remuneration Framework

---

Throughout 2019, work continued to introduce a new remuneration framework for Cass Business School. Under the Remuneration Framework, the Professorial Banding for each Professor was reviewed and a pay benchmarking exercise conducted. This process resulted in an increase in the number of senior women Professors in the School, whose remuneration was updated to reflect their Professorial Band.

### 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, to encourage applications from those staff who may need more encouragement to apply. The Academic Promotions Policy and guidance has been revised to provide clearer guidance on applications from part-time staff and is in use for the 2020 academic promotions round.

# Progress on 2019 report commitments

## Career Development

### *Inclusive leadership training*

City hosted 55 workshops (up to July 2019). This was an increase from 32 (up to July 2018). The majority of academic and Professional Services Staff with line-management responsibilities have participated in these development workshops.

### *Aurora*

We have continued to support professional and academic women in their career through Aurora, Advance HE's leadership development initiative for women, which aims to give women more confidence to work at senior levels in the University. Last year, we supported 16 women on the Aurora programme and currently have 12 women on the 2019/20 cohort.

## Raising awareness and policy development

To address gender bias and barriers to gender equality we have continued to embed in our working practices and organisational culture our policies on:

- Flexible working
- Enhanced family leave provisions for staff
- the Transgender, intersex and Gender Non-Conforming (TIGNC) People (Staff and Student) policy.

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

### Maintaining our commitment to Athena SWAN

Our continued commitment to Athena SWAN has ensured that gender equality and inclusivity is an ongoing priority for the University.

Two of our Schools now have an Athena SWAN Bronze award. The School of Mathematics, Computer Science and Engineering was successful in achieving a Bronze award in 2019. The three other schools are all on their Athena SWAN journeys and plan to submit for awards in 2020/21. City's institutional Bronze award is due to be renewed in 2020.

## Governance

The Athena SWAN Implementation Group is a formal sub-committee of the Equality, Diversity and Inclusion Committee. It oversees the implementation and development of the University's Athena SWAN action plan. It also supports the achievement of the University's equality objectives by raising awareness of gender equality and acting as a body of expertise on gender issues; and advises the Equality, Diversity and Inclusion Committee, Human Resources and senior management on measures to address gender equality.

Progress on Athena SWAN and on achieving greater gender equality is considered at the termly meetings of the Remuneration Committee which is responsible, on behalf of City's Council, for oversight of equality and diversity



**City, University of London**  
Northampton Square  
London  
EC1V 0HB  
United Kingdom



**Email enquiries**  
[gender-equality@city.ac.uk](mailto:gender-equality@city.ac.uk)



**Telephone enquiries**  
+44 (0) 20 7040 5060



**Find out more**  
[www.city.ac.uk](http://www.city.ac.uk)



**Follow us on**  
[facebook.com/cityuolondon](https://facebook.com/cityuolondon)



**Follow us on**  
[twitter.com/cityunilondon](https://twitter.com/cityunilondon)



**Watch us on**  
[youtube.com/mycityunilondon](https://youtube.com/mycityunilondon)



City, University of London is an independent member institution of the University of London. Established by Royal Charter in 1836, the University of London consists of 18 independent member institutions with outstanding global reputations and several prestigious central academic bodies and activities.



**UNIVERSITY  
OF LONDON**

[www.city.ac.uk](http://www.city.ac.uk)