



# Gender Pay Gap Report 2022

**Office for Institutional  
Equity and Inclusion**

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business, practice  
and the professions.

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# President's statement

City, University of London is the University of business, practice and the professions. Based in the heart of London, we take pride in the diversity that exists in both our students and staff, and celebrate it. City is proactively striving to foster an inclusive, fair and respectful environment. We are committed to tackle any barriers that prevent employees to thrive and fulfil their full potential. City has been reporting on our gender pay gap since 2017 and we have worked rigorously to improve gender equity within the institution. This report provides a detailed insight on the key factors influencing our gender pay gap, the impact our actions are having and what targeted initiatives are further required to address the issue.

We have continued to drive forward initiatives to promote gender balance across the institution. We are encouraged that the actions we have undertaken have resulted in a decrease in our mean pay gap from 19.4% in 2021 to 17.5% in 2022, and the median pay gap for hourly earnings has fallen from 11.4% in 2021 to 11.3% in 2022. We have furthermore seen a drop in our mean pay gap for bonus pay and there is no gap in the median bonus amount received by men and women for a second consecutive year. A City-wide performance indicator (PI), reflecting our ability to embed our values and build an inclusive culture promoting gender equality, is to reduce the gender pay gap to 15 per cent by 2026.

There are multiple factors that result in the disparity between pay and gender representation across pay levels and therefore, it is imperative that we take effective and positive action through several different initiatives to address and rectify these imbalances. Some initiatives City has embraced include promoting new approaches to: recruitment, career development and promotion,

mentoring, coaching, and leadership development. Furthermore, our new hybrid working policy, part-time work and flexible working policy strengthen our flexible working culture enhancing opportunities for career development and advancement for all.

Having renewed our Athena Swan Bronze award and been awarded our first Race Equality Charter Bronze award in 2022, we went on to achieving Silver in the Stonewall Workplace Index including inclusion in the Top 100 Employers list in February 2023. The Charter mark awards have enabled City to develop ambitious gender equality action plans, at both institutional and departmental level, to deal with pay inequality by taking an intersectional focus on gender and ethnicity. These action plans are being driven forward by our: Office for Institutional Equity and Inclusion, Gender Equality Working Group, Equality, Diversity and Inclusion Board, the relevant Professional Services and Senior Diversity Ambassadors.

We are confident that our continued commitment and actions will improve staff progression and move us closer to having a positive impact on the overall pay gap. With this in mind we have committed to reducing the gender pay gap for 2026 to 15% and addressing the gender imbalance at professorial and senior management levels by setting the target that at least 32% of professorial staff will be women by 2024. We look forward to achieving these ambitious targets.

*AW Finkelstein*

**Professor Sir Anthony Finkelstein**  
President, City, University of London

# The gender pay gap

## Understanding the gender pay gap

The gender pay gap is the difference in the average pay (mean and median) of men and women regardless of their role or seniority. It can be affected by the varying proportions of men and women across all roles and grades. It is different from an equal pay comparison, which means you must pay men and women the same for equal or similar work. At City, we use a grading system to measure equal work and ensure consistency by measuring all jobs against the same criteria and the data is drawn from roles and salary levels across the grading structure.

The gender pay gap is calculated in two ways: the **mean** average is the total of all salaries divided by the number of staff; the **median** average is the middle salary when ordering them from lowest to highest value.

The gender pay gap is calculated using the approach required by the Government’s reporting regulations. We recognise that, for some people, gender does not simply refer to male and female. For the purposes of this report, however, our gender pay gap is calculated using the approach required by the current regulations.

The data presented throughout this report is drawn from 31 March 2022 snapshot data as required by reporting regulations. At this time City’s workforce, as defined in the Gender Pay Gap reporting provisions, was 3,086 staff.

29% of the Professoriate are women



52% of academics (excluding professors) are women



52% of the highest paid Professional Services staff (Grade 9) are women



62% of Professional Services staff are women (including Unitemps)



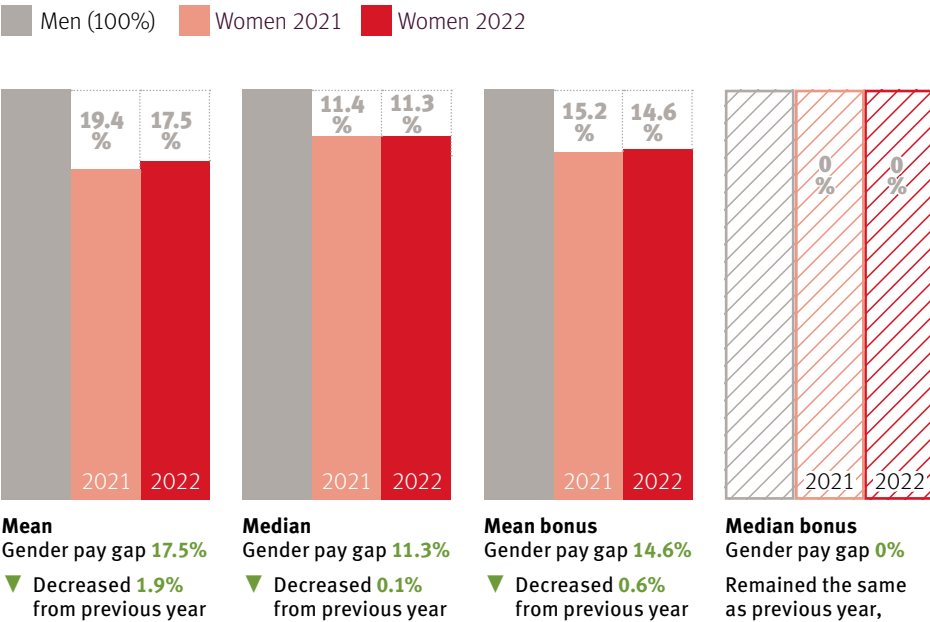
58% of Professional Services staff are women (excluding Unitemps)





# City's gender pay gap

The gap is calculated in two ways: the mean average is the total of all salaries divided by the number of colleagues; the median average is the middle salary, when ordering them from lowest to highest.



\*As per last year, no bonuses were received via the Senior Staff Remuneration Scheme. As a result the percentage of staff receiving bonuses dropped in both 2021 and 2022.

## City's gender pay gap March 2019 to 2022

City, University of London		March 2019 Data Published in 2020	March 2020 Data Published in 2021	Change from 2019 – 2020	March 2021 Data Published in 2022	Change from 2020 – 2021	March 2022 Data Published in 2023	Change from 2021 – 2022
Average pay per hour	Mean %	17.4	20.3	2.9	19.4	-0.9	17.5	-1.9
	Median %	8.5	16.4	7.9	11.4	-5.0	11.3	-0.1
Bonus	Mean Bonus %	-1.4	31.4	32.8	15.2	-16.2	14.6	-0.6
	Median Bonus %	59.2	38.9	-20.3	0	-38.9	0	0.0
	Male Bonus % Receive	1.8	2.1	0.3	0.76	-1.34	0.66	-0.1
	Female Bonus % Receive	1.3	1.3	-0.05	0.61	-0.6	0.52	-0.1
Top quartile	Male %	58.2	59.4		58.5		56.1	
	Female %	41.8	40.6		41.5		43.9	
Upper middle quartile	Male %	43.2	45.1		46.4		46.9	
	Female %	56.8	54.9		53.6		53.1	
Lower middle quartile	Male %	44.2	40.5		39.6		40.5	
	Female %	55.8	59.5		60.4		59.5	
Lower quartile	Male %	36.9	33.4		32.9		32.8	
	Female %	63.1	66.6		67.1		67.2	

Note: This data is inclusive of Unitemps staff who are predominantly student workers employed throughout City as Student Ambassadors or temporary administrators.

Positive change Negative change



### Analysis of mean pay gap by staff group

Pay gaps for salaried staff and our visiting lecturers and graduate teaching assistant staff groups, who comprise 73% and 13% of our total staff headcounts respectively, have seen a decrease in 2022. Our salaried staff pay gap is now 14.2% (down from 15.8% in 2021) and for visiting lecturers and graduate teaching assistants is now 1.2% (down from 1.8% in 2021). Women continue to make up the majority of our Unitemp staff population and for our Unitemp staff we have seen a slight increase in the pay gap from 12.5% in 2021 to 12.6% in 2022.

Gender pay gap – staff groups – mean % – statutory methodology								
Type – March 2019	Hourly pay			Number of staff		% of total staff	% Female	% Male
	Female	Male	Pay gap %	Female	Male			
Salaried	£26.51	£31.68	16.3%	1,123	1,041	69%	51.9%	48.1%
VL / GTA	£29.34	£29.14	-0.7%	215	210	14%	50.6%	49.4%
Unitemps	£13.90	£15.28	9.0%	358	173	17%	67.4%	32.6%
Total	£23.50	£29.50	20.30%	1,833	1,475	100%	54.4%	45.6%
Type – March 2020	Female	Male	Pay gap %	Female	Male	% of total staff	% Female	% Male
Salaried	£26.99	£32.40	16.70%	1,146	1,056	67%	52.0%	48.0%
VL / GTA	£27.97	£29.48	5.10%	212	219	13%	49.2%	50.8%
Unitemps	£13.07	£14.18	7.80%	475	200	20%	70.4%	29.6%
Total	£23.50	£29.50	20.30%	1,833	1,475	100%	55.4%	44.6%
Type – March 2021	Female	Male	Pay gap %	Female	Male	% of total staff	% Female	% Male
Salaried	£27.33	£32.47	15.8%	1,142	1,027	74%	52.7%	47.3%
VL / GTA	£29.32	£29.84	1.8%	195	179	13%	52.1%	47.9%
Unitemps	£11.91	£13.62	12.5%	304	102	14%	74.9%	25.1%
Total	£24.71	£30.64	19.4%	1,641	1,308	100%	55.6%	44.4%
Type – March 2022	Female	Male	Pay Gap %	Female	Male	% of total staff	% Female	% Male
Salaried	£28.09	£32.73	14.2%	1,195	1,050	73%	53.2%	46.8%
VL / GTA	£30.22	£30.57	1.2%	201	191	13%	51.3%	48.7%
Unitemps	£13.02	£14.90	12.6%	330	119	15%	73.5%	26.5%
Total	£25.46	£30.87	17.5%	1,726	1,360	100%	56%	44%

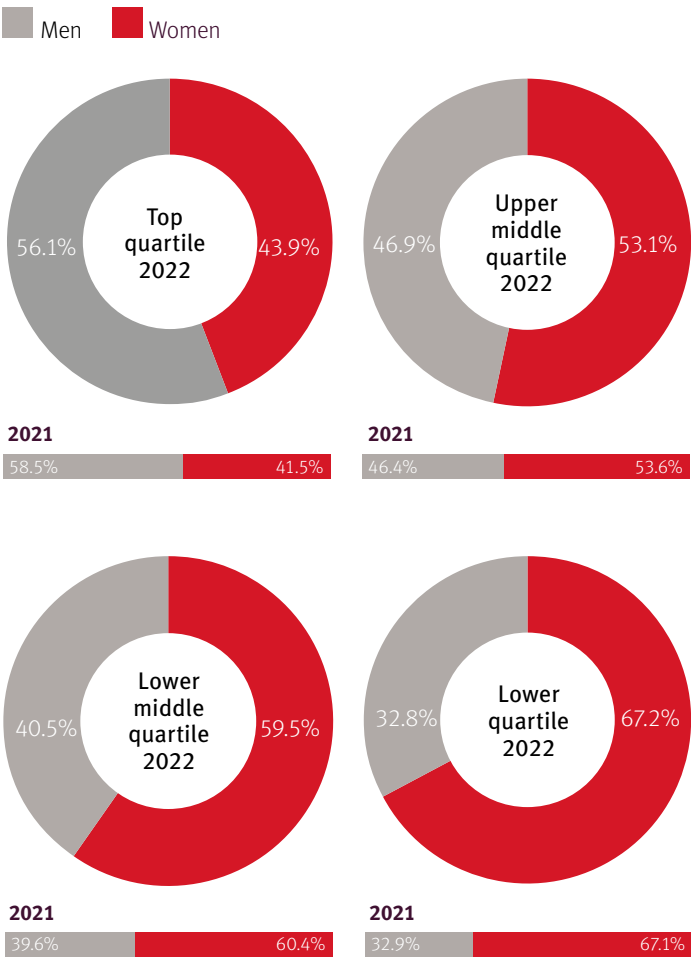
Positive change

Negative change

Pay quartiles by gender

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. The balance of men and women by quartile illustrates the challenge we have in addressing the pay gap. Previous figures from the 2021 pay gap are included below each chart for comparison.

When reviewing City’s pay gaps by pay quartile and gender, it is clear that there are a greater proportion of men in the top and highest paid quartile, which is typically the case in most UK organisations and similar to previous findings. The data highlights a higher representation of women in the two lowest paid quartiles with women representing 67.2% and men 32.8% in the lower quartile; changing to 59.5% and 40.5% respectively in the lower middle quartile and a more equal gender split in the upper middle quartile of 53.1% and 46.9%. Although women have a lower representation in the top quartile, with women representing 43.9% and men 56.1%, there has been an increase for women in this quartile from last year when the figure was 41.5% women. This a small but positive shift towards increasing female representation in the top quartile. Though City’s gender pay gap is slightly above the 10.1% London average at 11.3%, it is still reflective of the sector.



Improvements to pay reporting

In addition to the Gender Pay Gap reporting, City produced its fifth Equal Pay Audit in 2021. The analysis in this report has grown, moving beyond covering gender, ethnicity, disability, and age and taking an intersectional focus on gender and ethnicity, as well a deeper analysis of ethnicity beyond Black and minority ethnic groupings. This report and future Equal Pay Audits will continue to build on intersectional data analysis to identify and understand where any unjustified inequities exist, action them appropriately and assist with the implementation and monitoring of further progress to address the pay gaps.

City understands that there are clear, systematic differences in the hourly pay of diverse groups of staff in the sector. To address this, we are committing to an Ethnicity Pay Gap Report in 2023, collecting relevant data that will further enable us to consider areas where the intersectionality between gender and ethnicity can play a role and make recommendations driven by data insights to help close the gender pay gap.

# City's commitment and targeted action to reduce and close the gender pay gap

## Equality, Diversity and Inclusion Strategy

By establishing an inclusive environment and removing barriers to progression for our students and staff, we enable a culture of possibilities where new knowledge is generated and everyone can thrive. Our values (We care, We act, We learn) are important to our staff and students and we will embed these values in everything we do.

We are committed to building a more diverse staff base in relation to protected characteristics, diversity of thought and equity of opportunity and esteem. We will capitalise on what we already have in place through the new Office for Institutional Equity and Inclusion, and by working directly with staff and student stakeholders and their networks.

The EDI Board, Co-Chaired by the President, Professor Sir Anthony Finkelstein, and the Assistant Vice-President (EDI), Dr Jessica Jones Nielsen, continues to drive, monitor and implement City's equality objectives and EDI Strategy, in addition to advising the Senior Leadership Team on all matters relating to City's strategic approach to EDI and how we can best fulfil our statutory obligations in respect of equality legislation.

The new Office for Institutional Equity and Inclusion, led by the Assistant Vice-President (EDI), and which forms part of the President's Office, was launched in October 2022. The Office collaborates with Schools and departments across City to cohere into a single City-wide unit to transform organisational culture and support progression and success of both staff and students. The creation of the Office has been supported by further growth in the EDI team, providing greater capacity and resource to support strategic EDI initiatives.

Our Senior Diversity Ambassador scheme ensures that our Senior Leadership Team can advocate for inclusion through the role modelling of inclusive behaviours, bringing visibility to issues affecting relevant staff and student communities, and celebrating the success and development of relevant areas. Our Senior Diversity Ambassador for Gender has commenced in their new role supporting the work of City's CityUniWomen staff affinity network, relevant student groups, the Gender Equality Working Group and the Bullying and Harassment Working Group to advance gender equality initiatives and actions across the institution.



**Dr Jessica Jones Nielsen**  
Assistant Vice-President (EDI)



**Staff career progression and development**

City remains committed to supporting staff development and progression and undertaking initiatives specifically aimed at reducing and closing the gender pay gap.

City is continuing to run the Advance HE Aurora leadership development initiative, a partnership that brings together leadership experts and higher education institutions to take positive action to address the under-representation of women in leadership positions in the sector. The 2023 cohort comprises of ten women: five Professional Services staff and five academic staff. City also continues to provide the annual Leadership at City and Future Leadership programmes to support career development for staff.

City is delighted to partake in the 100 Black Women Professors NOW programme run by Women’s Higher Education Network. The programme works with institutions that are committed to change and strive to achieve equity of opportunity within academia. This programme supports Black academic women to navigate and manage their career and challenges institutional assumptions and bias, recognising the need to address fundamental societal inequities and acting to achieve systemic change for a fairer world. City have six academic staff participating in the 2023 cohort.

City is participating in the Stellar HE programme which builds on the 21st century leadership models and thinking, to further leverage the effectiveness of diverse leaders as they progress into senior managements positions across higher education. This provides developmental experience for diverse leaders in higher education, equipping them with the unique leadership competencies and strategies required to respond to the distinct challenges and opportunities they face as Black, Asian and ethnically diverse academic and professional staff. A total of four staff members are participating in the programme this year.

The Association of Heads of University Administration (AHUA) launched their inaugural reciprocal mentoring scheme for senior professional service staff on Grade 8 who identify as being from a Black, Asian or minority ethnic background, and AHUA members. The fully funded programme will recruit senior staff of colour (Mentors) and AHUA members (AHUA Mentors) to work together in one-to-one pairings over a period of 12 months. City worked in partnership to create this scheme and were delighted to raise awareness of this unique opportunity for external mentoring for City staff.

**Raising awareness and increasing knowledge and support**

City launched its Family Leave Hub in 2022 which is designed to support staff and managers by guiding them through the existing procedures for the various types of family leave that occur, covering what needs to be considered and the steps to be completed. The Family Leave Hub provides clear information on maternity leave and pay, adoption / surrogacy leave and pay, paternity / partner leave and pay, shared parental leave and pay, Keeping In Touch (KIT) and Shared Parental Leave in Touch (SPLIT) Days, leave for fertility treatment and other family leave. The Hub was developed with input from Trade Union representatives, as well as representatives from our staff affinity networks, including the Family and Carers Exchange (FACE) network.

As part of the Athena Swan action plan City will also create a new menopause framework that will build knowledge around menopause through training and the creation of a staff menopause network to ensure all employees are provided with appropriate support at work.



Attraction and retention

City’s hybrid working policy and flexible working policy both aim to encourage and support staff to achieve a better balance between work and their other priorities, such as caring responsibilities, further learning and other interests to attract and retain a diverse workforce.

2021 saw the implementation of a new recruitment system, aimed to improve both candidate experience and support for colleagues involved in the recruitment process. This is a positive change to how City is positioned to attract and retain the diverse and talented workforce it needs for the future. The impact of the system on diversifying City’s recruitment is not evident, but this could be a factor of the current labour market following the pandemic. The increased use of LinkedIn and social media to draw attention to vacancies, together with the deliverables of the People Workstream of our new Strategy – to improve the promotion of City as a great place to work – should lead to a wider pool of applicants.

We are committed to providing a fair and transparent reward policy to attract and retain staff at all levels. Unlike previous salary reviews, the sole basis for recommendations for the 2022 salary review was pay equity. The review will also provide an opportunity to highlight other reward issues around retention, market pay and grading which will inform the review of reward policy and practice which is in progress.

Commitment to gender equality through charter submissions

City successfully renewed the Bronze Athena Swan award in 2022. This achievement demonstrates City’s continued improvements in gender equity and holds City to account in its commitment to advancing gender equality initiatives throughout the institution. Alongside the Athena Swan award, City achieved its first Race Equality Charter (REC) Bronze award in October 2022 and received a Silver award in the Stonewall Workplace Equality Index including inclusion in the Top 100 Employers List in February 2023. While we very recently achieved these awards it is important to note that we have been, and continue to, make substantial progress on delivering action plans through an intersectional and cohesive approach to our gender equality actions.



City’s commitment to change and next steps

We are fully committed to reducing the gender pay gap at City, and this has been incorporated in both our Athena Swan and Race Equity Action Plans.

Our next steps include:

- Empowering and enhancing the skills of Senior Leaders to engage inclusively with and prioritise gender equality initiatives
- Implementing a new monitoring and accountability framework to track progress and measure success of gender equality initiatives
- Continually working to reduce the gender pay gap, to improve City’s gender representation, and specifically to increase development opportunities for women into senior management level
- Proactively work towards increasing the proportion of women in Professorial roles
- Collaboratively working to create an inclusive culture that promotes gender equality initiatives with an intersectional approach.

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