



# Gender and Ethnicity Pay Report 2019



We are pleased that the actions we have taken have reduced our mean and median gender pay gaps. However we remain committed to continuing this reduction in future years. We are disappointed that we have not seen a similar reduction in our ethnicity pay gap. We will continue to embed a series of targeted initiatives to tackle this issue, as part of our Talent Strategy and renewal of our Race Equality Charter.

**Fiona Ryland**  
**Chief Operating Officer**

# The progress made

UCL has reduced the mean gender pay gap from 19.5% in 2013 to 17.5% in 2017 and now down to 15.9%, largely as a result of proactive measures to encourage more women to seek internal promotion and to apply for our senior roles; and to ensure pay decisions take account of the need to close the existing gap. Our median gap has closed further still.

Our participation in Athena SWAN<sup>1</sup> means that we have ambitious institutional and departmental gender equality action plans in place. Initiatives are also driven forward by our equality, diversity and inclusion (EDI) networks and overseen by our '50:50' (gender equality) committee, co-chaired by two members of the UCL Senior Management Team.

It should be noted that UCL has no significant 'equal pay gap' i.e. staff receive equal pay for work of equal value in every pay grade across the university. This is very different from looking at the gender pay gap across the workforce as a whole. Staff in higher graded jobs as a matter of course get paid more than staff in lower graded jobs. The key is to aim for more equal numbers of men and women in senior roles. That continues to present a considerable challenge given the structure of our current workforce and our low staff turnover rates. However, we believe it is achievable.

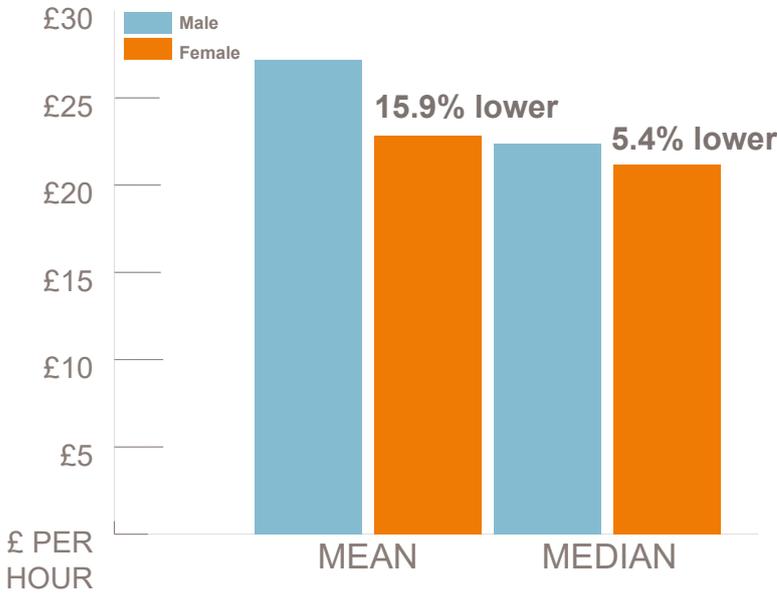
We know that the gender pay gap is caused by historical recruitment trends and wider norms in society. Given our commitment to equality, diversity and inclusion, the presence of a gender pay gap remains a very disappointing reality and one that we want to remove as fairly as we can and as soon as we can. The movement in the last year represents significant progress towards that.

We recognise that, for a small but growing number of 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 regulations.

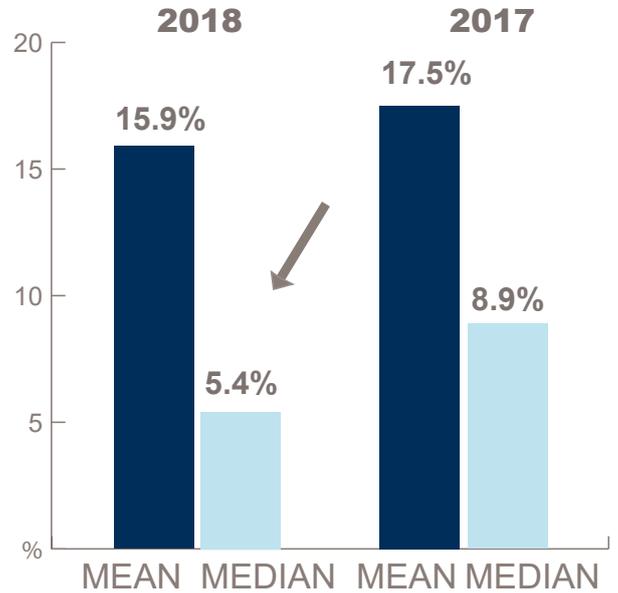
1. The Athena SWAN Charter is focused on advancing gender equality in higher education. UCL is one of only thirteen universities in the UK to hold a Silver award.

# Gender pay gap of all staff

Gender pay gap per hour



Gender pay gap in 2018 compared to 2017



## Analysis

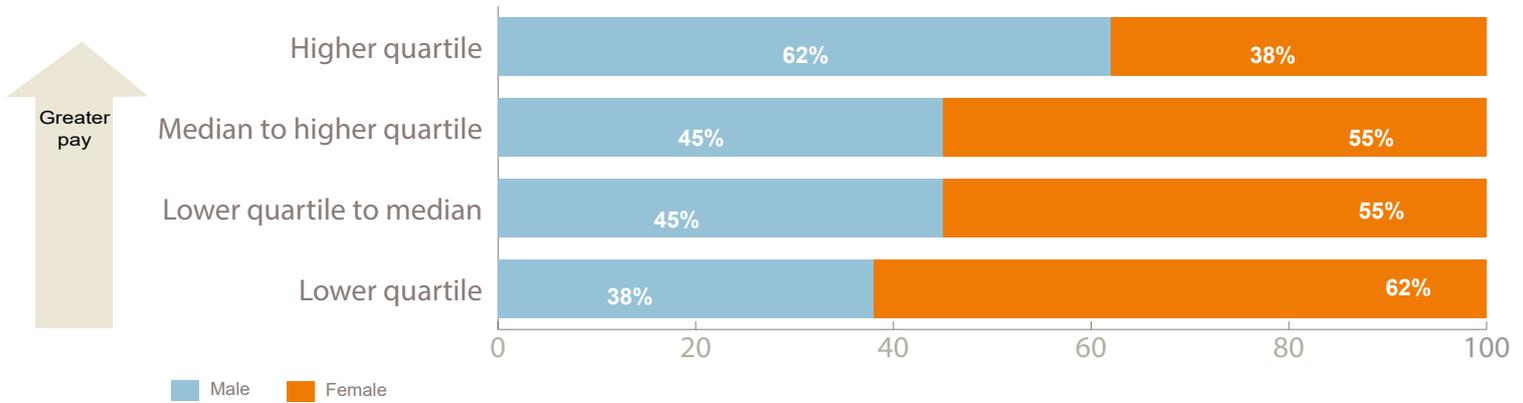


The results show a 1.6% reduction in the mean pay gap figure which was 17.5% in 2017 and a 3.5% drop in the median figure of 8.9% in 2017. These are significant reductions in the timeframe, achieved by the use of the measures outlined in the previous report. Amongst other things UCL committed to the implementation of robust obligations on search firms, pioneered a sector-leading Fair Recruitment Specialist initiative, ensured flexible working and job-shares are more systemically offered and promoted senior male role models with caring responsibilities.

Perhaps most notably, following a concerted effort to promote diversity in academic careers as part of the consultation around the new academic careers framework, the 2016/2017 round academic promotions had a substantial effect on increasing the proportion of women in senior academic grades. In addition increasing the lower pay rates at a higher than average percentage (related to the increases in the London Living Wage) will also have had an effect. The fact that the mean gender pay gap continues to be significantly higher than the median gap suggests that there are a number of highly paid male staff pulling up the male mean and exacerbating differentials.

# UCL GENDER PAY GAP

## Quartile positioning by gender across UCL

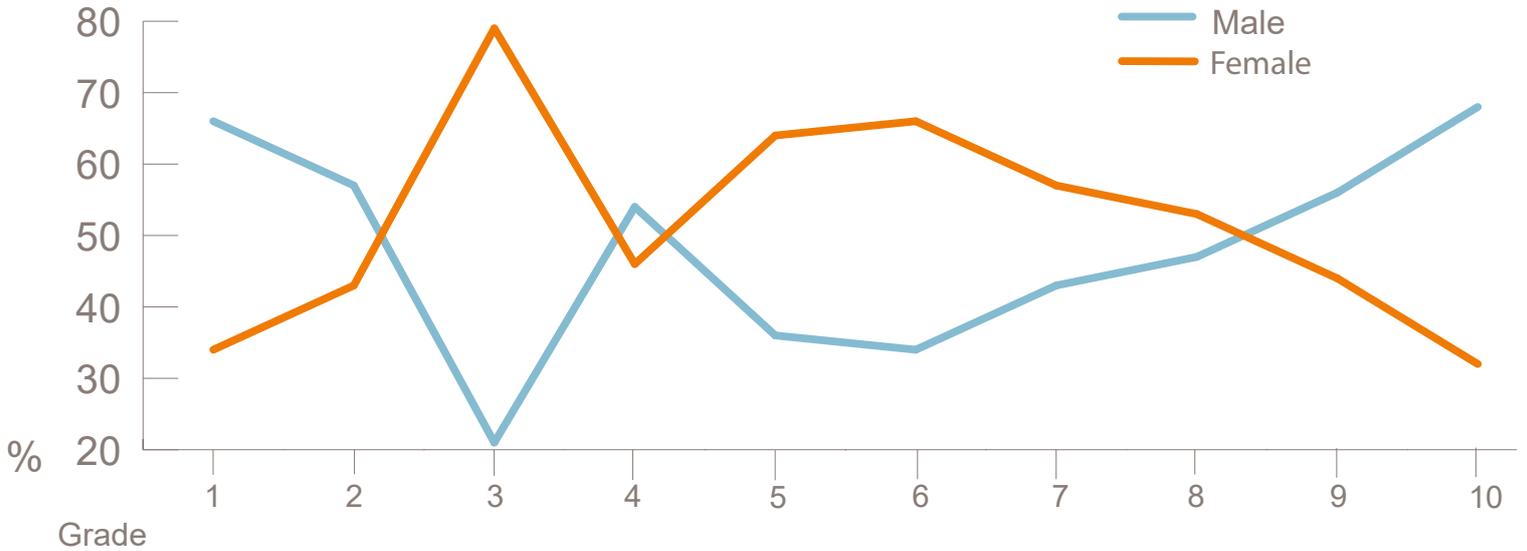


### Analysis



As with many organisations and the economy as a whole the key factor behind UCL's gender pay gap is the imbalance of men and women across job levels. However, the proportion of females has increased marginally across all pay levels, aside from the lower quartile where the percentage of females has dropped. This suggests that the gender profile of staff between the various grades is slowly changing to become more balanced. However more needs to be done, particularly to achieve parity at the high quartile salary level, which is approximately grade 9 upwards.

## Proportion of male and female staff by grade



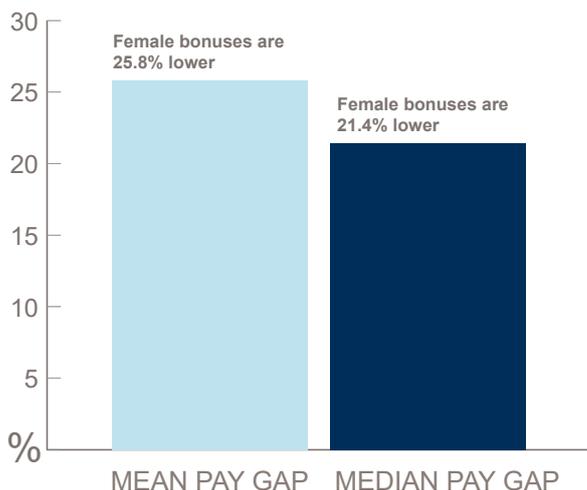
### Analysis

This graph shows a similar trend to last year. However, it can be noted that there have been rises in the proportion of female staff in grades 9 and 10. As such the crossover in proportion of men and women occurs between grade 8 and grade 9, rather than at grade 8 as was the case last year. In addition there is a slightly lower proportion of females in the lowest two grades. These points indicate that the distribution of female and male staff continues to shift to become more equal, though at this point the differential is still clear.

## Bonus pay

### Analysis

Pay gap in bonuses paid

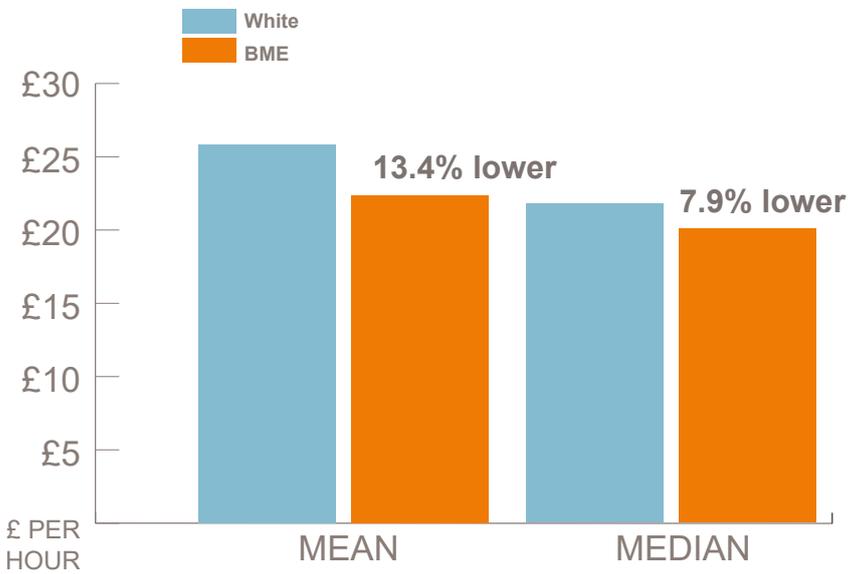


UCL continues to pay comparably few bonuses (under 270 in total), as increases are typically consolidated rises to base salary. Only 2.9% of all men and 1.4% of all women receive a bonus in the time period. The majority of bonuses contained within this figure are Clinical Excellence Awards (CEAs) – often large payments agreed and funded by the NHS to reward exceptional clinical work. At UCL the majority of clinical consultants who could receive CEAs are male and this is the reason for the increased proportion of males receiving bonuses. While more men received bonuses than women in 2017/18 this is based on a very small sample, which creates issues with data validity.

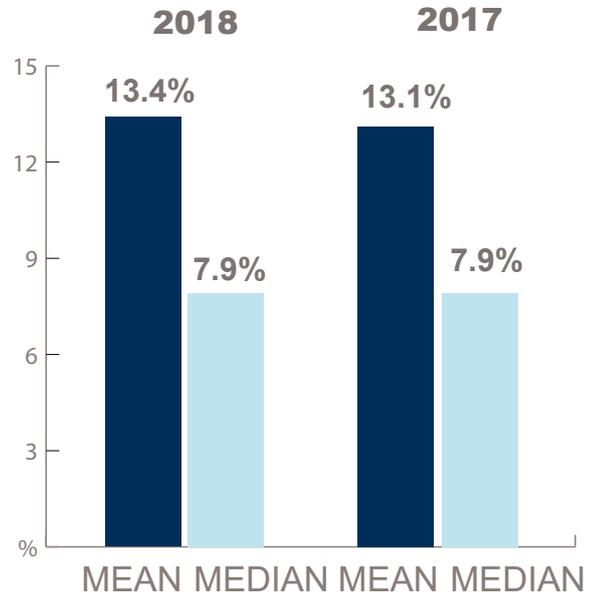
The bonus level figure is again based on a very small number of bonus payments, the majority of which are CEAs. The CEAs are on average much higher than any other bonus payment and more likely to be paid to men. As per the case last year, if CEAs are removed from the bonus calculations, to focus only on payments that UCL have control over, then the average (mean and median) bonus for women is significantly higher (>5%) than the average paid to men.

# Ethnicity pay gap of all staff

Ethnicity pay gap per hour



Ethnicity pay gap in 2018 compared to 2017



## Analysis



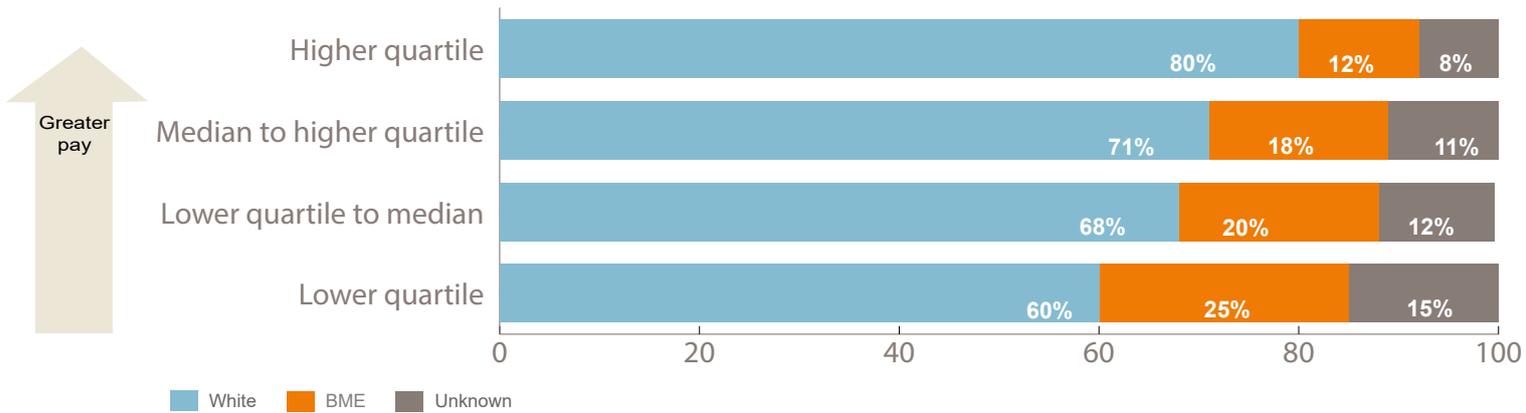
As with gender, the distribution and decreasing level of diversity at senior levels continues to be the overwhelming reason for the pay gaps by ethnicity.

Again, comparable to gender, UCL does not have a fairness issue in terms of equal pay for work of equal value.

However, unlike gender the pay gaps between BME and White Staff have not improved. The median gap is 7.9% is exactly the same as last year while the mean has increased very marginally by 0.3%. It seems clear that a more targeted effort is required to make significant progress, as has occurred with the gender gaps. Actions to address this are outlined at the end of this report.

## UCL ETHNICITY PAY GAP

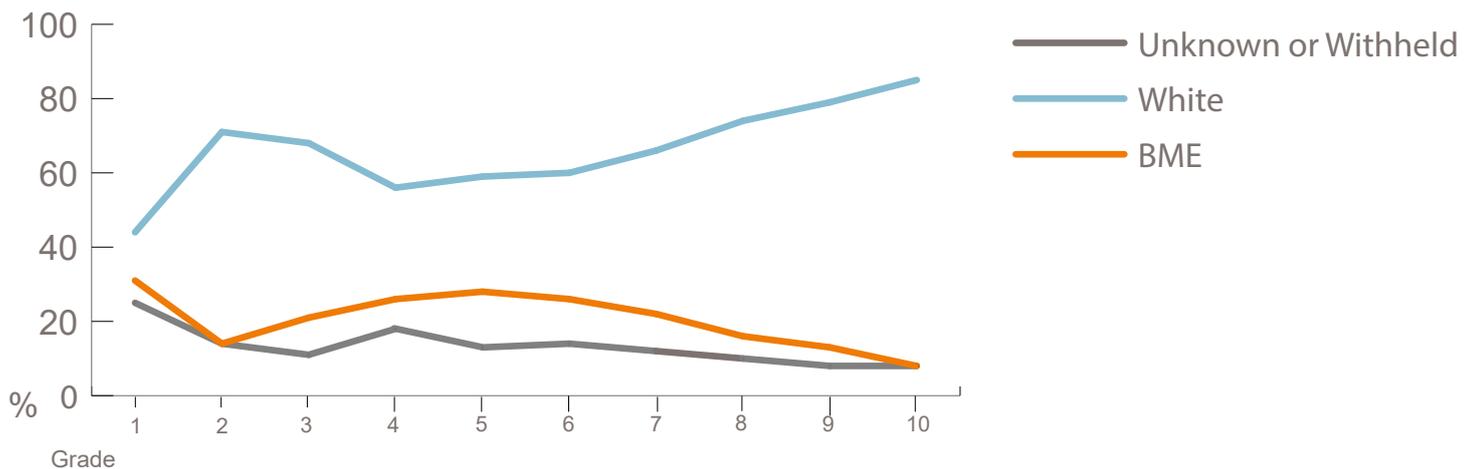
# Quartile positioning across UCL



## Analysis

The quartile positioning of BME staff (above) is identical to the situation last year, aside from a 0.1% drop in the proportion of BME staff at the LQ-Median level. This demonstrates the continued decrease in BME staff as we move up the UCL pay grades. This is particularly evident in the higher quartile where only 12% of staff are BME. If this area was more diverse (grades 9 and 10) it could significantly affect the overall pay gap.

# Proportion of white and BME staff by grade



## Analysis

Aside from a slightly lower proportion of BME staff at grade 3 the trend is very much the same as last year, in particular the drop off in BME staff once we move beyond grade 5 is the same.

### Actions

UCL will shortly be publishing an ambitious new Equality, Diversity and Inclusion Strategy, with an accompanying Framework for Delivery. Several of the key themes from the Strategy include objectives that will help address the gender and ethnicity pay gap.



### Specific actions on race equality

## Recruitment and Progression

**Positive action:** To take bold, innovative measures to appoint diverse talent to UCL.

**Talent:** Removing unnecessary barrier to progression and genuinely recognising that 'excellence' comes in many, diverse forms.

## Leadership and Governance

**Diverse leadership:** Ensuring that our most senior levels and academic community better reflects the diversity of the UCL community and London.

**Accountability:** Recognising equality and diversity as a shared institutional endeavour and ensure everyone is 'doing their bit'.

**Inclusive leadership:** Empowering more senior managers to be diversity allies and sponsors.

## Culture

**Behaviour:** Reducing implicit bias and tackling poor behaviour.

**Reporting:** Improving confidence and trust in the organisational response to bullying, harassment and sexual misconduct.

**Learning:** Ensuring our community is knowledgeable and informed about diversity and inclusion and bringing together academic expertise with institutional improvement.

UCL is currently undertaking the process of renewing its Race Equality Charter, which is a national initiative similar to Athena SWAN but it focuses on the progression of BME staff and students in higher education. We are undertaking statistical analysis of all key aspects of the employment cycle and this will also help inform key actions to address the ethnicity pay gap. Specifically, we intend to:

- Develop and extend our sponsorship programme for BME staff (Inclusive Advocates).
- Introduce a leadership and management programme for BME staff, linked to succession planning.
- Extend the use of our Fair Recruitment Specialist initiative.
- Further implement the UCL Race Equality Toolkit in departments.