

PAY GAP REPORT

2021



1. Introduction

At St George's, University of London, the diversity of the people within our community is one of our key strengths. We believe the range of perspectives that comes from the different backgrounds, experiences, opinions and beliefs of our staff and students enables us to thrive as a university. Diversity and inclusion are at the core of our strategy, and closing pay gaps is an institutional priority.

We have made significant progress with regards to gender, recognised through our being awarded Athena SWAN Silver accreditation, but we still have further to go. In this report we also consider ethnicity, which is another priority area for us.

We have committed to undertaking a sustained programme of action to address all pay gaps, focusing first on gender and then ethnicity, taking an intersectional approach where possible. Following publication of our first gender pay report in 2018, we created a Pay Gap Working Group to review our performance in relation to gender pay gaps and, more broadly, to consider equality, diversity and inclusion in the context of reward. The Working Group has helped instigate a number of actions, including:

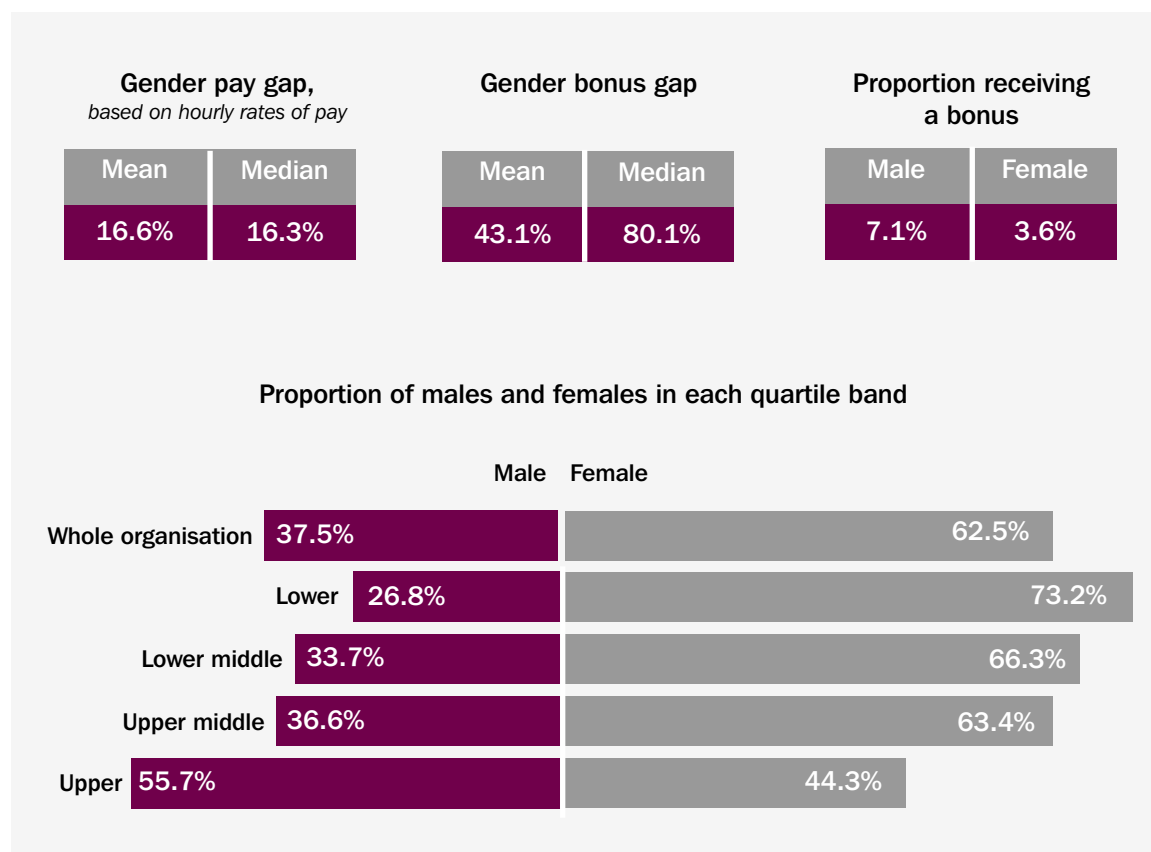
- amending our template job descriptions and adverts to emphasise our willingness to consider flexible working;
- reviewing language in recruitment and improving materials to ensure we use gender neutral language;

- creating a new starting salary policy aimed at standardising starting pay and preventing pay gaps from being perpetuated on appointment;
- working with our NHS Trust colleagues to try to encourage more women to apply for Clinical Excellence Awards;
- improving our communication on the pay and benefits available at St George's, University of London;
- joining the B-MEntor programme, a cross-institutional London-wide mentoring scheme for university staff from black, Asian and minority ethnic backgrounds; and
- developing a pool of Fair Recruitment Specialists of staff from black, Asian and minority ethnic backgrounds to address issues of underrepresentation in our recruitment activities. The core aims of this pilot initiative will be to show visible diversity to our interview candidates, ensure multiple perspectives are included in hiring decisions and offer development opportunities to the individuals volunteering to become a Fair Recruitment Specialist. We received double the number of volunteers than we had anticipated (30) and were successful in securing a "Good Practice Grant" from AdvanceHE (the organisation that supports diversity across the HE sector and awards Athena SWAN and the Race Equality Charter status). In return we will share our experiences of the initiative with AdvanceHE.

2. Gender Pay Outcomes

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, organisations with more than 250 employees are required to report their gender pay gap annually.

The tables below show our overall median and mean gender pay and bonus gaps based on hourly rates of pay for 749 ¹relevant employees at the census date of 31 March 2020. Of these employees 62% are women and 38% are men, which is the same proportion as at 31 March 2019.



Our mean gender pay gap has increased slightly this year (from 15.5% in 2019 to 16.6%) as has our median gender pay gap (from 10.5% in 2019 to 16.3%). These increases are disappointing but there are a number of factors which have created this change. St George's, University of London is a relatively small employer which means that small changes in our gender profile can significantly impact our gender pay gap. In this regard, over the course of the year a number of senior women left the organisation, who were not replaced on a like-for-like basis. Instead their responsibilities were divided among existing, more junior staff. While this is positive from the perspective of increasing development opportunities for existing staff and hopefully helping to retain them and enable them to progress over time, it decreases the average pay rate for women. In addition, a small number of senior women left prior to March 2020 but their substantive replacements were not in situ until after 31 March 2020. Therefore, the timing of the calculation of the gender pay gap has also influenced its value.

Our gender pay gap continues to be influenced by occupational segregation, ie the fact that more women are in the lower quartile and we employ more senior men in the upper quartile. Although the proportion of women in the lower quartile of remuneration has decreased slightly, from 74.3% in 2019 to 73.2% in 2020, they remain the large majority of the lower quartile. In our more junior roles (grades 1-5) 72% of staff are women. Although 60% of staff in more senior grades (6 and above) are women, this percentage is only 44% for the most senior grade (professors and professional services directors). The underrepresentation of female staff in senior positions is a long-standing issue within the higher education sector but a challenge also exists in attracting men to more junior roles. We continue to encourage and support women in being promoted and were delighted to see that 100% of female applications for promotion to professor were successful in 2018, 2019 and 2020.

¹ A relevant employee is a person employed by St George's, University of London on 31 March 2020

Our gender pay gap continues to be heavily influenced by clinical academic staff. 17% of our staff are employed on pay scales which are set by the NHS, rather than the University. We do not have influence over these pay levels and therefore cannot impact the gender pay gap they produce. In particular, Clinical Excellence Awards impact the clinical pay levels and pay gap and are described in more detail below. The table below shows the difference in the pay gap for employees on NHS (ie clinical) pay scales and those on St George's, University of London (SGUL) pay scales.

The gender pay gap for clinicians worsened over the year (mean gap of 23.2% in 2020 compared to 18.4% in 2019 and median of 43.4% in 2020 versus 38.8% in 2019), whereas the gap for employees

Gender pay for employees on NHS pay scales	
Mean	Median
23.2%	43.4%

Gender pay gap for employees on SGUL pay scales	
Mean	Median
10.9%	10.3%

on SGUL pay scales worsened to a lesser degree (mean of 10.9% in 2020 versus 11.2% in 2019 and median of 10.3% in 2020 versus 7.8% in 2019). The change in the clinical gender pay gap partly appears to be because the university recruited more junior women on clinical scales, who replaced male leavers and because a small number of more senior clinical

women left the organisation. The appointment of more junior clinicians will hopefully bode well for the future but has reduced the average pay for female clinicians in this reporting year.

Clinical academics have a particular impact on the University's gender bonus gap.

Bonus payments comprise predominantly Clinical Excellence Awards, set by the NHS to recognise clinical performance at an exceptional level. These are paid to consultants and academic GPs who are jointly employed by the University and the NHS. The university plays no role in determining the awards and they are funded by the NHS. In this reporting year, 22 such awards were made.

Secondly, merit awards are internal awards made by St George's, University of London to staff to recognise outstanding contribution. They are set by the University and 15 such awards were given to staff over the year to 31 March 2020.

These two types of awards are significantly different in value and the inclusion of both these two very different awards as bonus payments skews the data considerably, as demonstrated in the table below.

	Clinical Excellence Award	Merit Award
Number of Awards	22	15
Average payment	£19,351	£1,450
Median gender gap	33.3%	0%

Male employees were awarded 68% of the Clinical Excellence Awards, whereas 67% of merit awards were paid to female employees. We recognise the need to ensure a gender balance across both these awards and are working with our NHS colleagues to encourage and support our eligible female clinical academic staff to apply for Clinical Excellence Awards.

3. Ethnicity pay outcomes

Currently there is no statutory requirement to report an ethnicity pay gap but as part of our commitment to equality, diversity and inclusion and reflecting our CORE value² of "Openness" we have chosen to report on it.

The table below shows our overall mean and median ethnicity pay and bonus gaps, based on hourly rates of pay at the census date of 31 March 2020. In determining the pay gap, we compare employees who have declared themselves as white against employees who have declared themselves as from a black, Asian or minority ethnic background. Those who prefer not

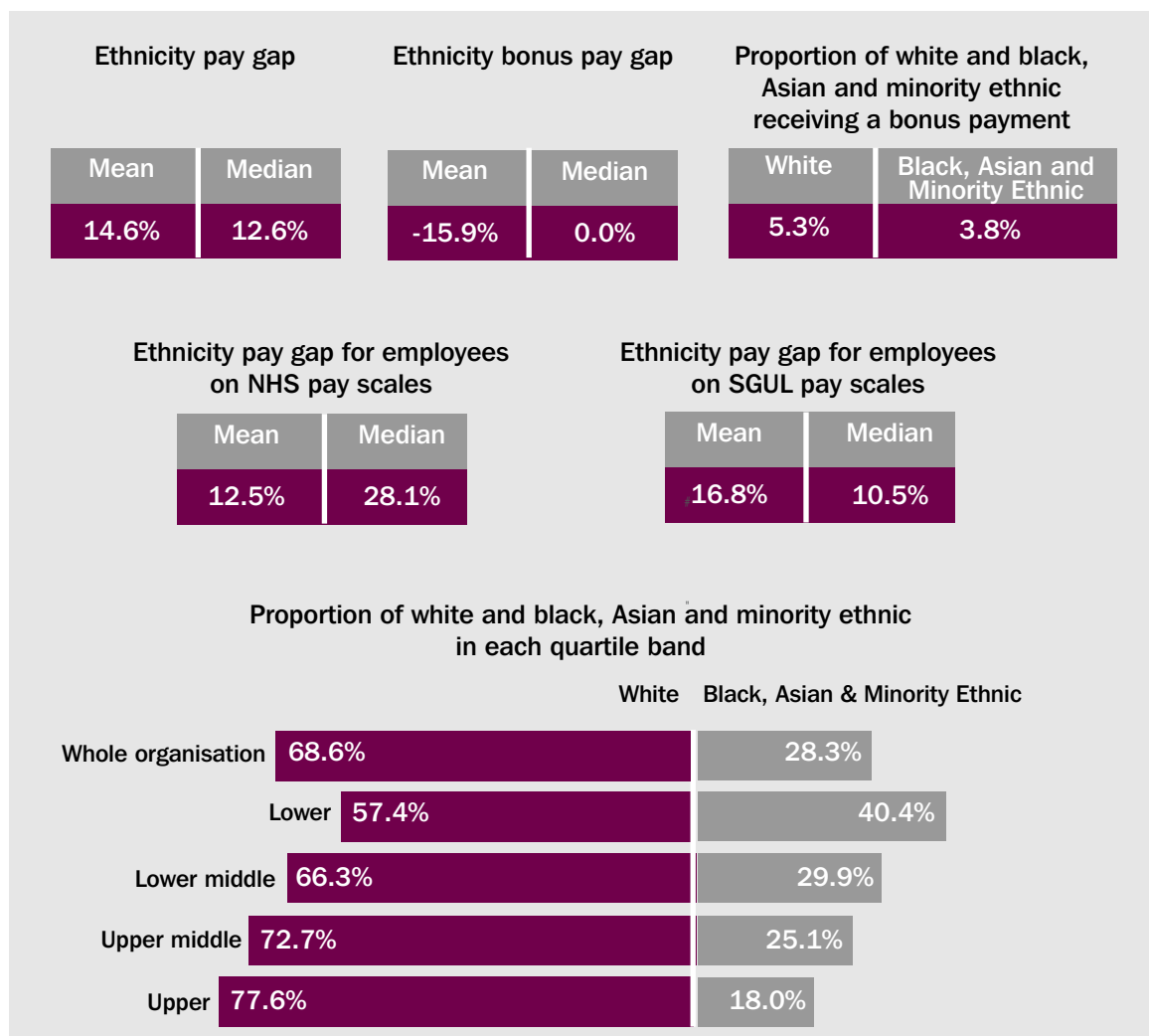
to say are excluded from the calculations. In declaring ethnicity, employees are invited to choose from the 18 ethnicity categories as used in the 2011 census and outlined on gov.uk, as well as "prefer not to say". However, due to small numbers for some ethnicities, an aggregate figure covering all black, Asian and minority ethnic employees is used when calculating our ethnicity pay gap. Nevertheless, we recognise that this grouping covers a broad range of individuals and ethnicities. Of our employees 69% have declared themselves as white and 28% as black, Asian or minority ethnic.

The pay gap figures represent a small improvement on 2019, when the mean pay gap was 15.6% and median 12.7%. However, the improvement is minor and we are aiming for greater improvements in future. The bonus pay gap has shown considerable improvement over the year with a negative mean compared to 26% in 2019, which means that the average bonus for employees from black, Asian and minority ethnic backgrounds who received a bonus is bigger than for their white colleagues in receipt of a bonus. In addition, the median has improved from a gap of 50% in 2019. However, the proportion of staff from a black, Asian or minority ethnic background receiving a bonus is smaller than for white colleagues and these figures reflect very small numbers of individuals and largely cover clinical excellence awards, therefore only cautious optimism is taken from the change.

Our ethnicity pay gap is less influenced by clinical staff than the gender pay gap, as shown in the table below, although the median pay gap is greater reflecting a wide range of salary levels amongst employees on NHS salary scales. Nevertheless, it is of concern that only 2.5% of our employees on NHS salary scales have declared themselves to be of black heritage, compared to 18% who have declared themselves to have Asian heritage. Government data also shows that these figures are low compared to medical staff employed within the NHS³.

Like the gender pay gap, our ethnicity pay gap also appears to be influenced by occupational segregation, ie a higher proportion of black, Asian and minority ethnic employees are in the more junior pay grades. In our more junior roles (grades 1-5), 37% of staff are from black, Asian and minority ethnic backgrounds, whereas only 25% of staff in more senior grades (6 and above) are. This is demonstrated by the disproportionately high number of black, Asian and minority ethnic employees in the lowest pay quartile and disproportionately low number in the upper quartile, as shown in the table below. As with gender, underrepresentation of black, Asian and minority ethnic staff in more senior roles is an issue across the higher education sector.

We recognise that there is more work St George's, University of London can do to support the career development of employees from black, Asian and minority ethnic backgrounds. As already outlined we are part of the B-MEntor scheme and are piloting the Fair Recruitment Specialist initiative to try to improve our recruitment outcomes. In addition, we are currently undertaking an institutional review of race equality, which will create an action plan for further improvement. Our Pay Gap Working Group is also concentrating on the ethnicity pay gap.



²St George's, University of London CORE values are Commitment, Openness, Respect and Engagement.

³<https://www.ethnicity-facts-figures.service.gov.uk/workforce-and-business/workforce-diversity/nhs-workforce/latest>

4. What are we doing to address the pay gaps?

Since our first pay gap report we have undertaken a number of initiatives to reduce our pay gaps as listed below. Many of these actions aim to have long-term, structural impact and therefore inevitably will take time to have maximum effect.

- Established a Pay Gap Working Group to prioritise actions and develop milestones, timelines and monitoring/reporting for pay gaps.
- Reinforced our strategic commitment to addressing pay gaps through strengthening governance and leadership of the University's diversity and inclusion work, including the creation of a Diversity and Inclusion Steering Group with membership including the Principal and other senior leaders. Part of the Steering Group's remit is to review our diversity reporting and statistics and consider any potential actions arising from the analysis, for example anonymised sifting and the Fair Recruitment Specialists were introduced following the analysis of our recruitment data.
- Achieved Athena SWAN Silver accreditation as part of our overall commitment to gender equality and diversity.
- Introduced fixed allowances for undertaking additional responsibilities to ensure consistency and ensure transparency and parity.
- Abolished a historic academic allowance⁴ which was disadvantaging female academics.
- Committed to undertaking an equal pay audit every 3 years. The most recent audit relates to data as at July 2020.
- Reviewed our academic promotions criteria and process to enable more women to progress in academic roles and offered workshops on academic promotions and career development aimed at encouraging academic staff, especially women, to apply for promotion.
- Developed our unconscious bias training with a targeted focus on recruitment and talent management and made unconscious bias training mandatory for members of recruiting panels.
- Doubled the number of funded places for aspiring female leaders to participate in the Aurora leadership development programme and offered an information workshop for women wanting to apply.
- Increased female representation across all our committees, while additionally ensuring all committees meet in core hours and, where possible, on different days to maximise attendance for those working part-time or with family responsibilities.
- Launched the Thrive campaign to encourage debate and dialogue on gender diversity issues in the workplace, while showcasing female role models, covering topics including overcoming progression barriers and work-life balance.
- Reviewed our policy for starting salaries to ensure both policy and practice are bias free.
- Reviewed further our merit awards process and introduced flat rate payments.
- Emphasised options for flexible working in our job descriptions and adverts and increased gender-neutral language.
- Produced enhanced management information to ensure all key HR reports are analysed by gender, ethnicity and other diversity characteristics.
- Developed our career progression offer to employees including mentoring, career coaching and leadership development.
- Offered coaching to newly promoted employees, employees acting up into a higher-level role or new employees joining the organisation.
- Introduced a pilot programme of career coaching skills training for line managers.
- Joined the B-MEntor scheme for staff from black, Asian and minority ethnic backgrounds. Specifically, to enhance the career progression of junior professional services staff through mentoring by a middle management professional services employee from one of the partner universities alongside peer networking and thematic developmental workshops.
- Updated our jobs website to more accurately portray St George's, University of London's diversity, both in terms of the work undertaken and the people who work here.
- Reviewed our pay gaps for other diversity characteristics.
- Developed and implemented an inclusive leadership attributes model to underpin all our people and culture activity and practices.
- Improved our communication of the pay and benefits available at St George's, University of London.
- Made completion of online diversity training a mandatory requirement in order to pass probation.
- Encouraged more staff to declare their ethnicity.
- Created a Professional Services and Support staff Working Group to consider the development needs of this group of staff. One of the first initiatives was to be to hold a Professional Services and Support staff day in June 2020 but unfortunately this has had to be postponed due to Covid-19.

Additional work we are planning over the coming year includes:

- An institutional review of race equality, in light of the issues raised by the Black Lives Matter movement. The review will report in early 2021 and will create an action plan for improvement.
- Continuing the work of the Pay Gap Working Group, in particular with regard to ethnicity and occupational segregation.
- Extending our mentoring and coaching offer and career coaching skills training for line managers.
- Online activities to support the Professional Services and Support staff Working Group while working from home.

⁴This Additional Academic Programmed Activity allowance was traditionally awarded to senior clinical academics and was found to be disproportionately favourable towards male employees. Payments ceased in July 2018.