

King's College London

Pay Gaps Report 2021

The requirement to report on the gender pay gap was introduced by the Government in 2017, and this is the fifth year we are publishing our figures. Since 2018 we have also voluntarily calculated and communicated our ethnicity pay gap figures assuming the same methodology as for gender pay reporting.

Achieving balanced representation for different groups of people in roles at all levels across our institution is our aspiration, and we continue to be fully committed to understanding and acting to address issues of structural inequality. It is a core part of ensuring that everyone, no matter what their background, has an equal opportunity of success as part of the King's community. At King's we are aware that, whilst gender and ethnicity are important areas of focus, equality of opportunity and representation in the workforce is important across all protected characteristics.

Once again, we are pleased to be able to report that our mean gender pay gap has fallen. This year our gender pay gap is down 2.3 percentage points from 17.1% to 14.8%. Our median gender pay gap has fallen into single figures for the first time, down from 10.1% to 9.6%.

The ethnicity pay gap has fallen slightly to 19.1% (mean) and 12.7% (median). This is an improvement, and is welcome, but we know that we need to do more to address the inequalities this gap signals. Since the gender reporting requirement was introduced we have made consistent progress against our most direct comparator group of Russell Group Universities.

The pay gap measures and what they signify

The government requires all organisations that employ more than 250 staff to report on the following gender pay statistics, based on a data cut on the 31st March (for public sector organisations) of the year in question:

- The % difference in mean and median hourly pay figures
- The proportion of males and females in each pay quartile
- The % difference in mean and median bonus payment figures
- The proportion of males and females receiving a bonus payment

A gender pay gap occurs when there is disproportionate representation of men and woman at different levels in the institution. It is an indicator of "structural inequality". That is why it is important that we undertake actions to reduce these imbalances through improvements to our policies, processes and practices. These changes aim to optimise fairness and objectivity, and over time improve representational balance as opportunities arise through the regular flow of people in and out of roles.

It is important to note that the gender pay gap concept is different from equal pay. Equal pay is about comparing the pay of men in women who carry out the same/similar jobs, or work of equal value. This is actively managed at King's.

Our March 2021 pay gap figures

Part A: Gender

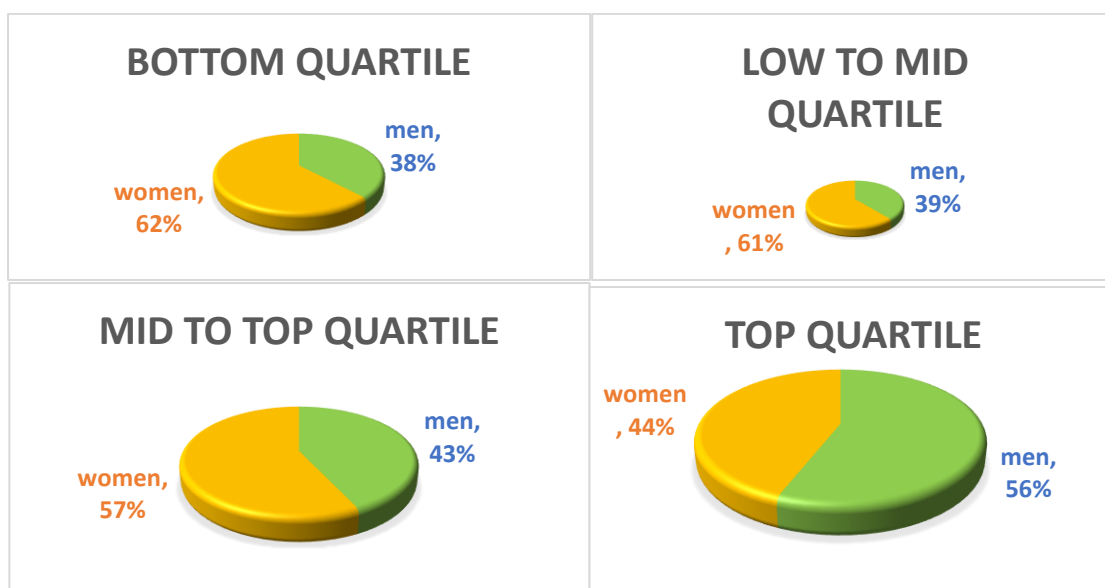
| Year | Mean gap | Median gap | Mean bonus gap | Median bonus gap |
|-----------------------|----------------------------|----------------------------|----------------|------------------|
| March 2021 | 14.8% | 9.6% | 28.5% | 53.3% |
| March 2020 | 17.1% | 10.1% | 62.1% | 41.1% |
| March 2019 | 17.8% | 13.0% | 59.0% | 31.3% |
| March 2018 | 19.0% | 14.1% | 61.8% | 60.6% |
| Change (3/20 to 3/21) | 2.3 percentage points drop | 0.5 percentage points drop | | |

We have continued to make progress in reducing the GPG mean and median figures. The year ending in March 2021, from when these figures are taken, was the first year of the pandemic which brought much upheaval. The figures imply progress, but we need to ensure we address any consequences of the pandemic to maintain this progress.

The bonus gap has increased since 2020. In the year to March 2021, King's suspended its Recognition Scheme. The reduction in the numbers of bonuses determined by King's means that this year's bonus figures are dominated by Clinical Excellence Awards (CEAs), which are determined by the NHS (70% of all awards, up from 20% in 2020), and which the pay gap reporting legislation requires us to treat as bonuses within the King's calculations. CEAs are also of a higher value so, because men still occupy the majority senior consultant positions, this has resulted in a disproportionate impact on the reported bonus gaps, especially the median.

A total of 3% of male employees and 1.2% of female employees received a bonus in the year to March 2021. The respective figures in 2020 were 7.9% and 7.8%. If CEAs are excluded 0.7% of men and 0.5% of women received a bonus (2020: men 5.4%, women 7.0%).

Total Pay Quartile Distribution



The pie charts above illustrate the structural imbalances at King's.

The over representation of men in the top quartile continues but the percentage of women in the top quartile has increased by two percentage points to 42%. This will have contributed to the improvement in the reported gap.

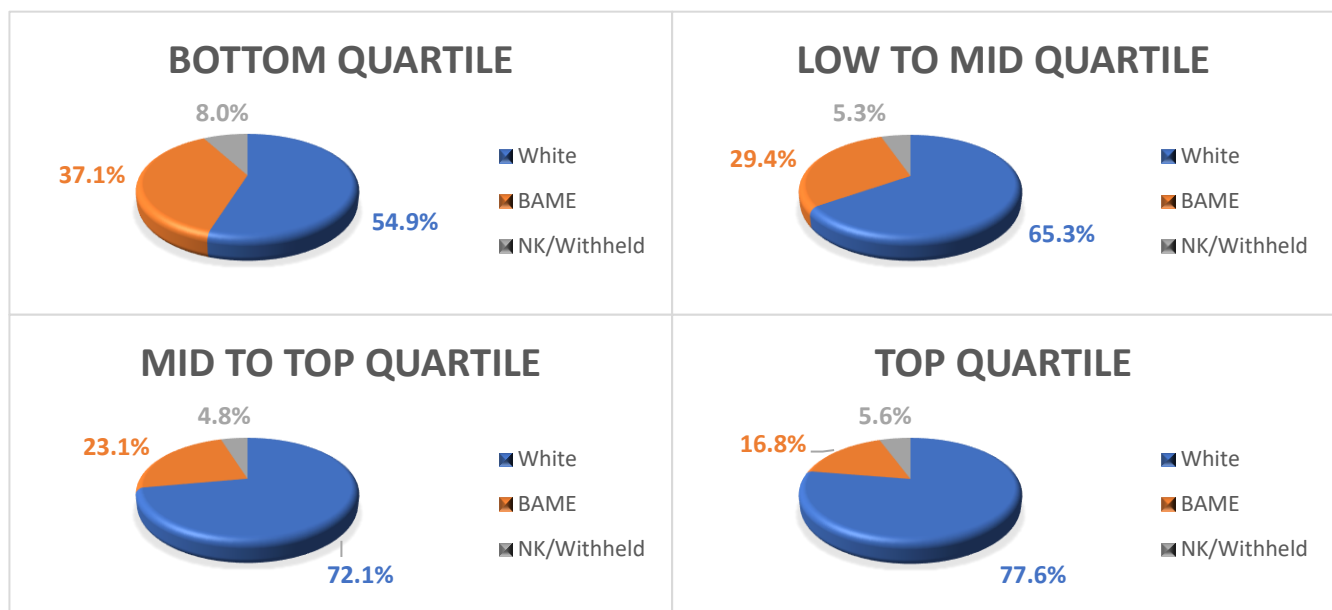
If we were to exclude the top quartile from calculations the gender pay gap would fall to 0.7%. This is a higher figure than resulted from a similar exercise last year (0.2%) but still shows that our challenge remains to have more women in those roles which attract top quartile pay. The age-related salary data in the appendices shows a correlation between age and pay in King’s and the UK. The King’s figures that just under half of colleagues over 50, and only 45% of those over 60, are women. Furthermore, 31% of our male employees and only 23% of female employees are over 50.

Part B: Ethnicity

These are our 2021 ethnicity pay gap results, using data at 31st March 2021. As with the gender data, the table also includes a comparison to previous years to provide a longer-term perspective:

| Year | Mean gap | Median gap | Mean bonus gap | Median bonus gap |
|--------|--------------------------------|--------------------------------|----------------|------------------|
| 2021 | 19.1% | 12.7% | 16.4% | 40.2% |
| 2020 | 19.9% | 13.6% | 25.5% | 17.3% |
| 2019 | 13.2% | 9.4% | Not available | Not available |
| 2018 | 13.2% | 9.4% | Not available | Not available |
| Change | 0.8 percentage points decrease | 0.9 percentage points decrease | | |

The pie charts show that there is a significant drop-off in the representation of BAME colleagues in highest paid quartile.



What changes have contributed to reducing the pay gap over the last year?

The further reduction in the gender pay gap from 2020 is encouraging. We should be cautious about what we can read into trends from what was a challenging and unusual year; however real progress does appear to have been made. Highlights are:

- Building on 2020s consolidation of women in the top quartile to increasing representation by 2 percentage points.
- The continued numbers of women applying for promotion and being successful in doing so. This suggests a greater degree of confidence in the system.
- An increase in the proportion of women in the over 50 age groups, and these women representing a higher percentage of the female workforce.

All this has helped feed through to more colleagues in the top pay quartile being women and led to a fall in the pay gap.

By contrast whilst the ethnicity pay gap has stabilised and improved slightly, progress has been minimal. More work is required to understand better.

Our actions – creating the conditions for change

Our principal objective is to create conditions that optimise fairness and objectivity across King's by making improvements to our policies, processes and practices, including addressing sources of bias – conscious and unconscious. We also have various plans that seek to accelerate change and address underrepresentation. These will continue to be the focus of our work, underpinned by our equal opportunity ethos.

The following initiatives are actions we believe will help facilitate a more balanced representation of men and women, and different ethnic groups, across our institution.

Historic actions which remain ongoing

Balanced scorecards:

King's has Key Performance Indicators for the proportion of women in senior roles, Black, Asian and Minority Ethnic (BME) Female representation at all levels, for Academic and Professional Services staff and BME staff at all levels.

Our balanced scorecards have increased visibility of underrepresentation, increased accountability of senior leaders and encouraged targeted recruitment.

SMT structural inequality awareness

Active discussions and considerations of EDI impacts and EDI progress at senior committees.

Visible leadership from Principal & President

Underrepresented groups have been encouraged to apply for promotion.

Personal circumstance related to caring responsibilities are included as mitigating factors.

At the census date (31 March 2021) King's new Principal & President (Professor Shitij Kapur) had been appointed to succeed Professor Ed Byrne. In the period between Professor Byrne leaving and Professor Kapur starting his role, Professor Evelyn Welch acted as Principal & President (Interim). King's is providing tangible examples of women and people of colour working at the highest level in the university.

Training and leadership programmes

Diversity Matters, Aurora and StellarHE and Organisation Development leadership courses. The skills and tools have been shared with underrepresented groups and used to increase internal mobility.

Professorial pay framework

Continues to provide a standardised progression framework for professors, setting criteria for value of professorial work, and ensuring ongoing equal pay validation.

Academic Education Pathway

Places teaching on an equal footing with research to teaching is typically female dominated.

Actions introduced during 2020/21

External recognition

We renewed our Race Equality Charter bronze award in 2020 and were recognised for a silver Athena SWAN award in 2021. This sends a strong signal that we are serious about increasing our gender and racial diversity, and should encourage more Black, Asian and Minority Ethnic applicants as well as women into more senior roles.

Menopause and menstruation policies

Provides demonstrable support and commitment to staff who are experiencing menstruation or menopause. For menopause these are typically mid/late career members of staff, and we hope this to have an impact on our age profile of female employees.

Dignity at King's Policy and Positive Workplace Initiatives

This programme of work builds on the policy foundations to identify and address unacceptable behaviour and so build more inclusive and positive culture for all.

Inclusive recruitment

Faculties and directorates have taken steps within their areas to remove barriers and target underrepresented groups. Our 'Conversations around Race' initiative looks to achieve a more inclusive environment with increased retention for our BAME staff.

Continued high focus on gender inclusive recruitment. This has been successful in the NMES faculty with recruitment into leadership positions into what have been historically male dominated subjects.

In addition, there have been initiatives within areas of the university. An example is the introduction by the Institute of Psychiatry, Psychology, and Neuroscience (IoPPN) of a bespoke Race Equality toolkit. There has also been the appointment of academic EDI leads.

These initiatives are designed to create a better environment for our BAME and female staff so that we can increase our retention of talented staff and facilitate career progression.

Future planned actions as per Athena Swan Action Plan

Conduct a review of those staff who have been top of their grade for three or more years.

Investigate the structure and pay for senior Professional Services staff

Develop, launch, and maintain an interactive pay gap monitoring tool

Support the development of managers in leading remote and/or hybrid teams. Improvements our gathering of exit information.

APPENDIX – Further analysis of King’s pay gap figures

Part A: Gender

Additional analysis of the quartile distribution shows some promising improvements, with better balance being achieved in the lower quartiles when compared to last year. It also shows that our gender pay gap would fall to just 0.7% if the highest quartile is excluded, highlighting that our main challenge continues to be female representation in senior roles, whether through hiring, promotion, or retention.

Distribution among the four quartiles is shown earlier in this report. Whilst an even distribution across the quartiles helps to reduce the pay gap, it is also important for the representation within each characteristic to be evenly distributed.

The tables below show how each characteristic is split. The 2020 figures are in brackets.

| Quartile | Male | Female |
|----------------------|-----------|-----------|
| Lowest quartile | 22% (21%) | 28% (27%) |
| Low to mid quartile | 22% (21%) | 27% (27%) |
| Mid to high quartile | 24% (25%) | 26% (27%) |
| Highest quartile | 32% (33%) | 20% (19%) |
| Overall distribution | 100% | 100% |

Part B: Ethnicity

The table outlines analysis across the quartiles.

| Quartile | White | BAME |
|----------------------|-----------|-----------|
| Lowest quartile | 21% (20%) | 35% (36%) |
| Low to mid quartile | 24% (24%) | 27% (27%) |
| Mid to high quartile | 27% (27%) | 22% (22%) |
| Highest quartile | 29% (29%) | 16% (15%) |
| Overall distribution | 100% | 100% |

Part C: Other factors affecting King’s pay gaps and challenges

Nature of Role

King’s records seven employment ‘types’. The levels of pay are significantly higher in Academic roles, notably Clinical Academic roles. Professional Services and Research roles are the lowest paid.

Mean and Median Earnings by Employment Type with Gender/Ethnic Representation

| Employment Type | Mean Earnings | | | Median Earnings | | | Totals & Percentages | | | |
|-------------------|---------------|--------|-------|-----------------|--------|--------|----------------------|-------|--------|-------|
| | Male | Female | GPG | Male | Female | GPG | Male | | Female | |
| Academic | 37.71 | 34.17 | 9.4% | 32.81 | 31.07 | 5.3% | 1050 | 56.3% | 815 | 43.7% |
| Research | 22.32 | 21.68 | 2.9% | 21.13 | 20.44 | 3.3% | 697 | 39.2% | 1081 | 60.8% |
| Teaching | 28.69 | 25.95 | 9.6% | 17.9 | 20.57 | -14.9% | 328 | 39.5% | 502 | 60.5% |
| Clinical Academic | 65.78 | 53.13 | 19.2% | 60.56 | 46.79 | 22.7% | 171 | 65.0% | 92 | 35.0% |
| Clinical Research | 28.1 | 26.6 | 5.3% | 25.22 | 24.55 | 2.7% | 82 | 51.6% | 77 | 48.4% |
| Clinical Teaching | 30.05 | 29.96 | 0.3% | 29.17 | 28.26 | 3.1% | 87 | 50.0% | 87 | 50.0% |
| Prof Servs | 21.6 | 20.8 | 3.7% | 19.21 | 19.21 | 0.0% | 1615 | 39.5% | 2475 | 60.5% |

| | Mean Earnings | | | Median Earnings | | | Totals & Percentages | | | |
|-------------------|---------------|-------|-------|-----------------|-------|-------|----------------------|-------|------|-------|
| | White | BAME | EPG | White | BAME | EPG | White | | BAME | |
| Academic | 36.59 | 33.16 | 9.4% | 31.9 | 31.03 | 2.7% | 1501 | 85.2% | 261 | 14.8% |
| Research | 22.22 | 21.12 | 5.0% | 20.57 | 20.57 | 0.0% | 1215 | 72.0% | 472 | 28.0% |
| Teaching | 28.55 | 23.57 | 17.4% | 20.57 | 16.56 | 19.5% | 536 | 71.8% | 210 | 28.2% |
| Clinical Academic | 62.09 | 57.64 | 7.2% | 58.44 | 48.59 | 16.9% | 197 | 80.4% | 48 | 19.6% |
| Clinical Research | 27.42 | 28.27 | -3.1% | 24.55 | 25.22 | -2.7% | 93 | 62.4% | 56 | 37.6% |
| Clinical Teaching | 29.77 | 29.98 | -0.7% | 28.26 | 29.17 | -3.2% | 75 | 45.7% | 89 | 54.3% |
| Prof Servs | 22.56 | 18.66 | 17.3% | 20.27 | 17.74 | 12.5% | 2559 | 66.3% | 1299 | 33.7% |

Note: The percentage representations are only taken from the White and BAME populations and ignore those where ethnicity is unknown or not disclosed.

- Clinical Academic roles remain the most highly paid. 65% of these roles are filled by men and 80.4% by white people. These both show a slight reduction in comparison to 2020's figures of 65.7% and 81.5%.

Within these clinical roles the pay gap is also highest suggesting that women are in more junior positions within clinical academia.

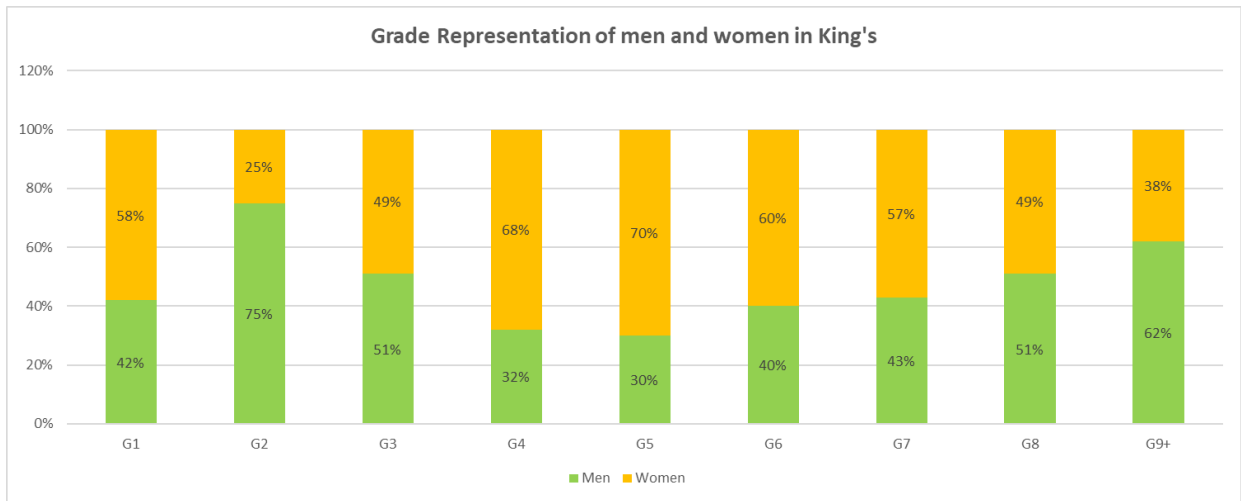
- Non-clinical academic roles are also dominated by men and by white people; however, both percentages have reduced (by 1 percentage point) since last year.

Although there is a small ethnicity pay gap in Academic roles, there is an under-representation of BAME colleagues in what is a higher paying area.

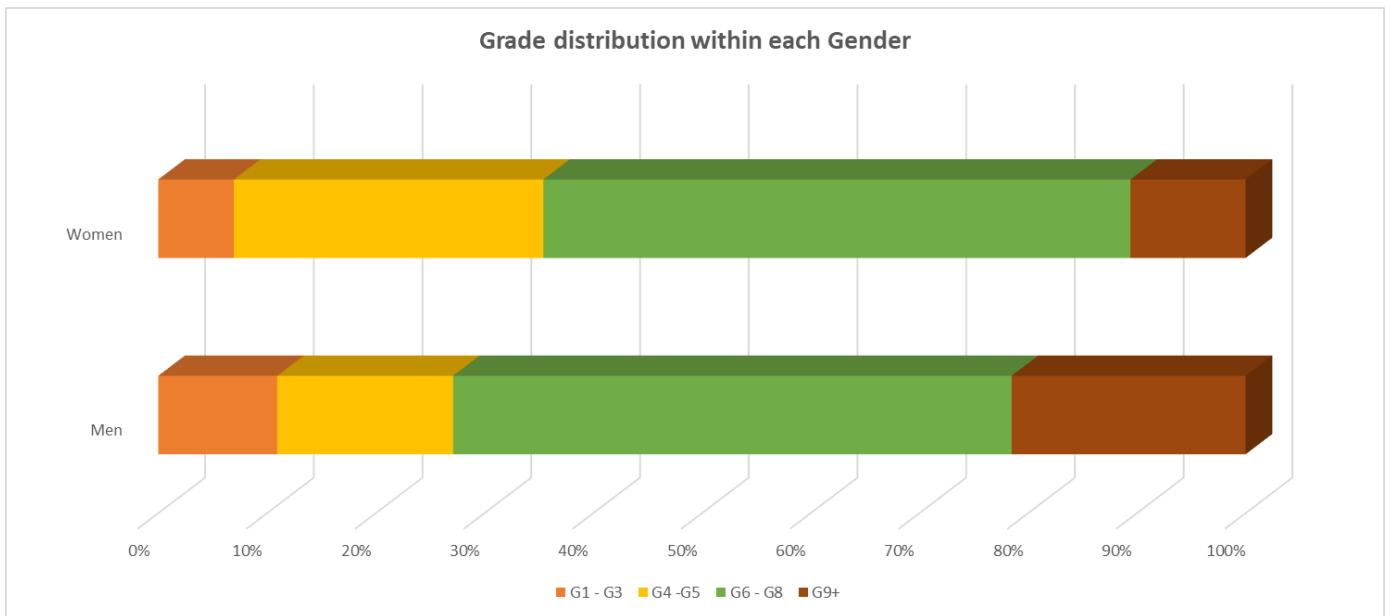
- There is a modest but relative over-representation of BAME colleagues in Professional Services roles. As this is generally the lowest paying area the impact is to make the ethnicity pay gap worse.

Grade Representation

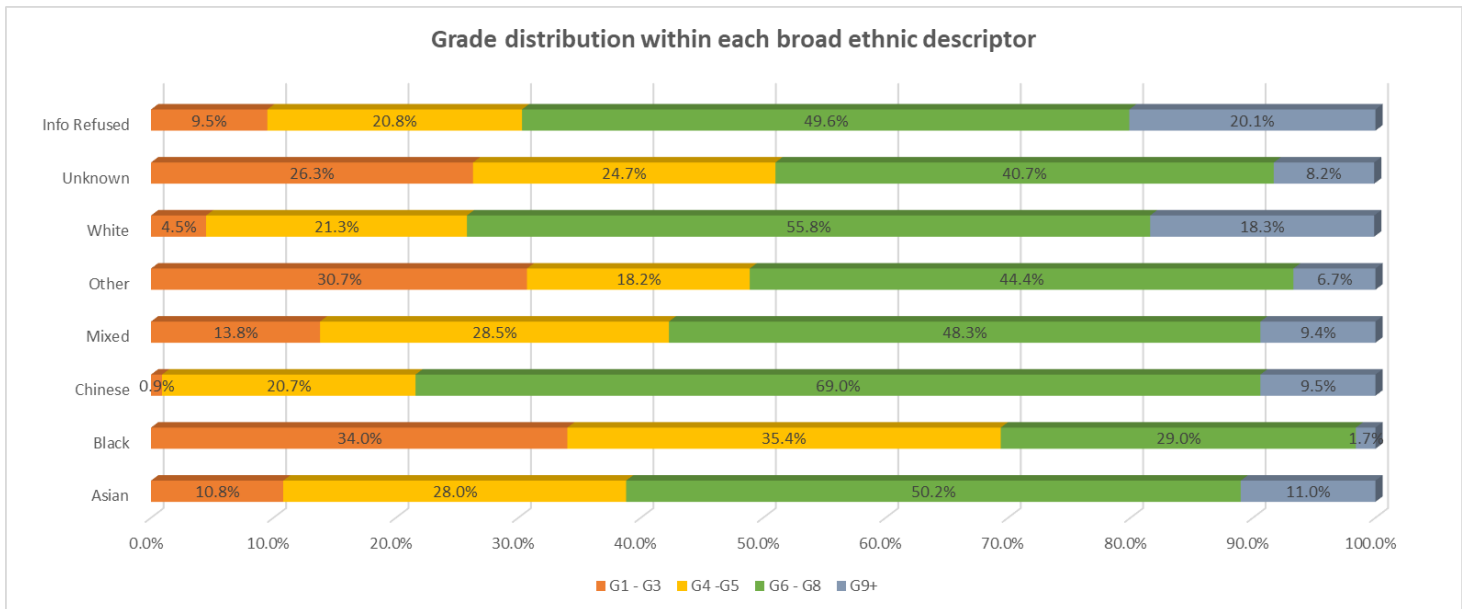
The gender and ethnic spread of employees across the grades adds an extra layer to our understanding of the structural inequalities within King's. The three graphs below show the uneven spread across the grades, firstly based on gender alone also adding ethnicity as an additional factor. The table below the graph adds an extra layer of detail by showing the 'mean' grade by gender and ethnicity.



The principle cause of the pay gap is the distribution across the grades by the protected characteristic being measured. [For example, if only one woman was employed in an entire organisation but was in a senior role the gender pay gap would probably be negative.] The following graphs focus on the distribution within each gender and definition of ethnicity.



Women are well represented in middle management grades, but overly represented in Grades 4 and 5, and crucially under-represented in the senior academic and managerial posts within the university.



The most noticeable aspect of this chart is the under representation of Black colleagues at Grade 6 and above (only 30%), especially in the more senior academic and professional services roles. They are also over-represented in the lowest three grades. By comparison, three-quarters of white colleagues are at Grade 6 and above. Our Asian colleagues and those of mixed ethnicity are well represented from Grade 4 to 8.

Our challenge is to enable all colleagues to realise their potential to move through the university and, by doing so achieve a more equal representation across the grades.

The table on the next page breaks the ethnicity down further by breaking out the figures for men and women and shows the average grade for each characteristic.

Gender and Ethnicity Representation across King's – March 2021

| Representation of Gender across the Grades | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|------|-----|-----|-----|------|
| | G1 | G2 | G3 | G4 | G5 | G6 | G7 | G8 | G9+ | Mean |
| Male | 124 | 181 | 109 | 251 | 361 | 856 | 675 | 412 | 814 | 6.6 |
| Female | 169 | 60 | 103 | 523 | 838 | 1275 | 904 | 402 | 506 | 6.1 |

| Representation of Ethnicity and Gender Across Grades | | | | | | | | | | |
|--|----|----|-----|-----|-----|------|------|-----|------|------|
| | G1 | G2 | G3 | G4 | G5 | G6 | G7 | G8 | G9+ | Mean |
| Asian - All | 16 | 46 | 33 | 91 | 156 | 220 | 169 | 54 | 97 | 5.9 |
| Men | 9 | 39 | 19 | 27 | 51 | 102 | 72 | 27 | 64 | 6.0 |
| Women | 7 | 7 | 14 | 64 | 105 | 118 | 97 | 27 | 33 | 5.9 |
| Black - All | 45 | 86 | 32 | 82 | 88 | 63 | 63 | 13 | 8 | 4.3 |
| Men | 18 | 70 | 20 | 19 | 16 | 18 | 34 | 6 | 3 | 3.9 |
| Women | 27 | 16 | 12 | 63 | 72 | 45 | 29 | 7 | 5 | 4.7 |
| Chinese - All | 0 | 1 | 1 | 15 | 33 | 89 | 47 | 24 | 22 | 6.5 |
| Men | 0 | 1 | 0 | 1 | 10 | 29 | 16 | 9 | 15 | 6.9 |
| Women | 0 | 0 | 1 | 14 | 23 | 60 | 31 | 15 | 7 | 6.2 |
| Mixed - All | 30 | 12 | 8 | 43 | 60 | 93 | 61 | 21 | 34 | 5.6 |
| Men | 17 | 9 | 3 | 14 | 20 | 48 | 28 | 15 | 20 | 5.8 |
| Women | 13 | 3 | 5 | 29 | 40 | 45 | 33 | 6 | 14 | 5.5 |
| Other - All | 70 | 18 | 8 | 12 | 45 | 72 | 43 | 24 | 21 | 4.9 |
| Men | 25 | 13 | 6 | 6 | 16 | 24 | 26 | 15 | 10 | 5.1 |
| Women | 45 | 5 | 2 | 6 | 29 | 48 | 17 | 9 | 11 | 4.7 |
| White - All | 75 | 62 | 125 | 491 | 750 | 1491 | 1122 | 635 | 1065 | 6.6 |
| Men | 29 | 39 | 57 | 173 | 218 | 577 | 453 | 319 | 649 | 7.0 |
| Women | 46 | 23 | 68 | 318 | 532 | 914 | 669 | 316 | 416 | 6.4 |
| Unknown - All | 37 | 10 | 4 | 19 | 29 | 41 | 21 | 17 | 16 | 5.0 |
| Men | 16 | 6 | 4 | 3 | 13 | 18 | 9 | 6 | 9 | 5.1 |
| Women | 21 | 4 | 0 | 16 | 16 | 23 | 12 | 11 | 7 | 5.0 |
| Info Refused = All | 20 | 6 | 1 | 21 | 38 | 62 | 53 | 26 | 57 | 6.4 |
| Men | 10 | 4 | 0 | 8 | 17 | 40 | 37 | 15 | 44 | 6.8 |
| Women | 10 | 2 | 1 | 13 | 21 | 22 | 16 | 11 | 13 | 5.8 |

[The mean grade calculation assumes: G9 - Clinical Psychologists Snr Lecturers & Readers; G10 – Professors & ALC6; G11 for SVPs, VPs, & Deans and G12 for the President & Principal]

Changes in populations from March 2020 to March 2021

The table below shows the gender and ethnicity pay gaps for three categories of employee:

- Those who are new to the 2021 comparison (“Joiners”);
- Those who are constant between 2020 and 2021 (“Constants”); and
- Those who were in the 2020 comparison but were not included in the 2021 comparison.

| Category | GPG | EPG (White/BAME) |
|----------|-------|---------------------|
| Joiners | 10.2% | 8.3% |
| Constant | 14.7% | 19.9% |
| Leavers | 19.4% | 18.4% |

This provides a high-level indicator of why our pay gap might have changed.

- The pay gaps for those who joined in the year to March 2021 are significantly lower than the current pay gaps.
- However, 60% of joiners are women. This will increase the proportion of women, which is already in excess of 55%. As average pay is much lower for joiners this will have had a negative in-year impact on the pay gap.
- For purposes of addressing the pay gap, the high GPG amongst leavers will most likely lead to a fall in the pay gap. The ethnicity pay gap of leavers is slightly lower than the overall gap

Age Profile

King's Age Profile, gender pay gap (GPG), and comparison with UK-wide position

| Age | Mean (All) | Men n= | Women n = | King's GPG | UK GPG |
|---------|---------------|--------|--------------|---------------|--------|
| <=21 | 12.18 | 1 | 3 | -2.3% | 1.0% |
| 22 - 29 | 17.52 | 404 | 752 | 2.4% | 0.9% |
| 30 - 39 | 21.81 | 1306 | 1941 | 3.1% | 3.0% |
| 40 - 49 | 28.37 | 1072 | 1256 | 8.7% | 12.3% |
| 50 - 59 | 32.25 | 805 | 814 | 14.4% | 12.3% |
| >60 | 39.19 | 443 | 363 | 24.3% | 11.9% |

| Age | Age range representation | | As a % of the overall Male/Female population | |
|---------|-----------------------------|--------|--|--------|
| | Male | Female | Male | Female |
| <=21 | 25.0% | 75.0% | 0.0% | 0.1% |
| 22 - 29 | 34.9% | 65.1% | 10.0% | 14.7% |
| 30 - 39 | 40.2% | 59.8% | 32.4% | 37.8% |
| 40 - 49 | 46.0% | 54.0% | 26.6% | 24.5% |
| 50 - 59 | 49.7% | 50.3% | 20.0% | 15.9% |
| >60 | 55.0% | 45.0% | 11.0% | 7.1% |

King's Age Profile and Ethnicity Pay Gap

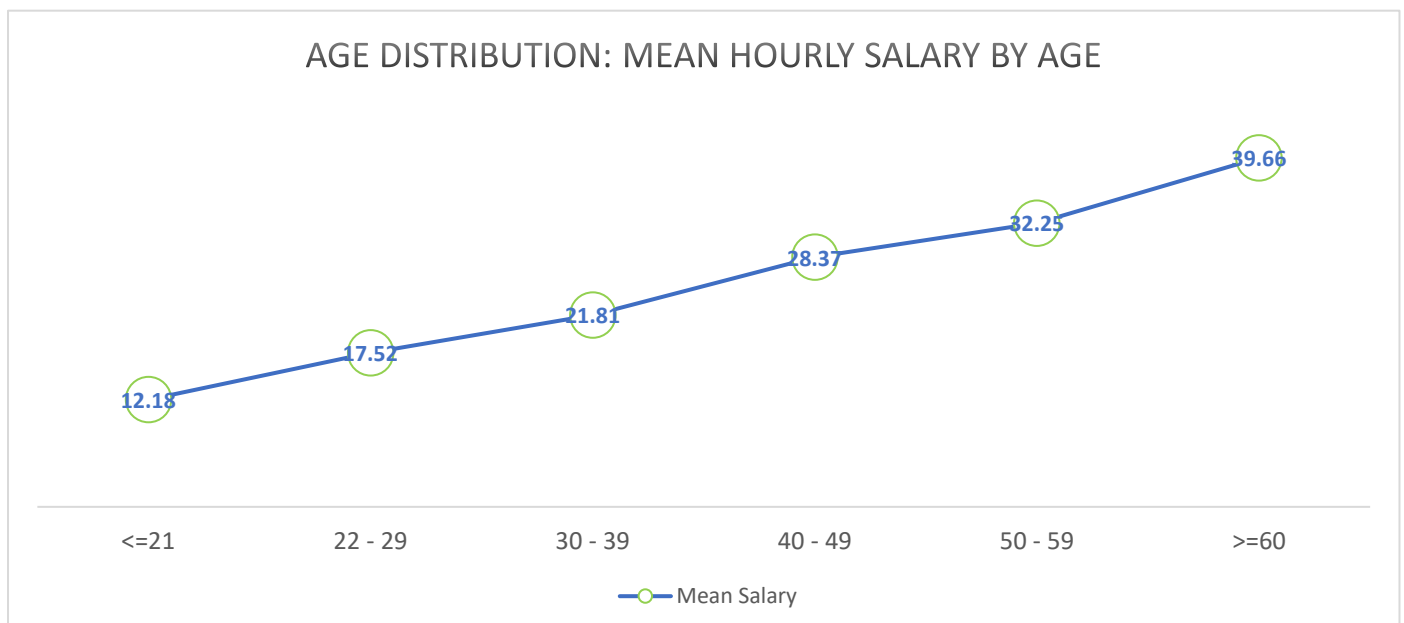
| Age | Mean (All) | White n= | BAME n= | King's EPG |
|---------|------------|----------|---------|------------|
| <=21 | 12.18 | 1 | 3 | 6.0% |
| 22 - 29 | 17.52 | 715 | 359 | 5.2% |
| 30 - 39 | 21.81 | 2199 | 866 | 4.6% |
| 40 - 49 | 28.37 | 1555 | 631 | 14.3% |
| 50 - 59 | 32.25 | 1107 | 413 | 29.9% |
| >60 | 39.19 | 599 | 164 | 38.9% |

| Age | % at each level | | % of Population | |
|---------|-----------------|-------|-----------------|-------|
| | White | BAME | White | BAME |
| <=21 | 25.0% | 75.0% | 0.0% | 0.1% |
| 22 - 29 | 66.6% | 33.4% | 11.6% | 14.7% |
| 30 - 39 | 71.7% | 28.3% | 35.6% | 35.6% |
| 40 - 49 | 71.1% | 28.9% | 25.2% | 25.9% |
| 50 - 59 | 72.8% | 27.2% | 17.9% | 17.0% |
| >60 | 78.5% | 21.5% | 9.7% | 6.7% |

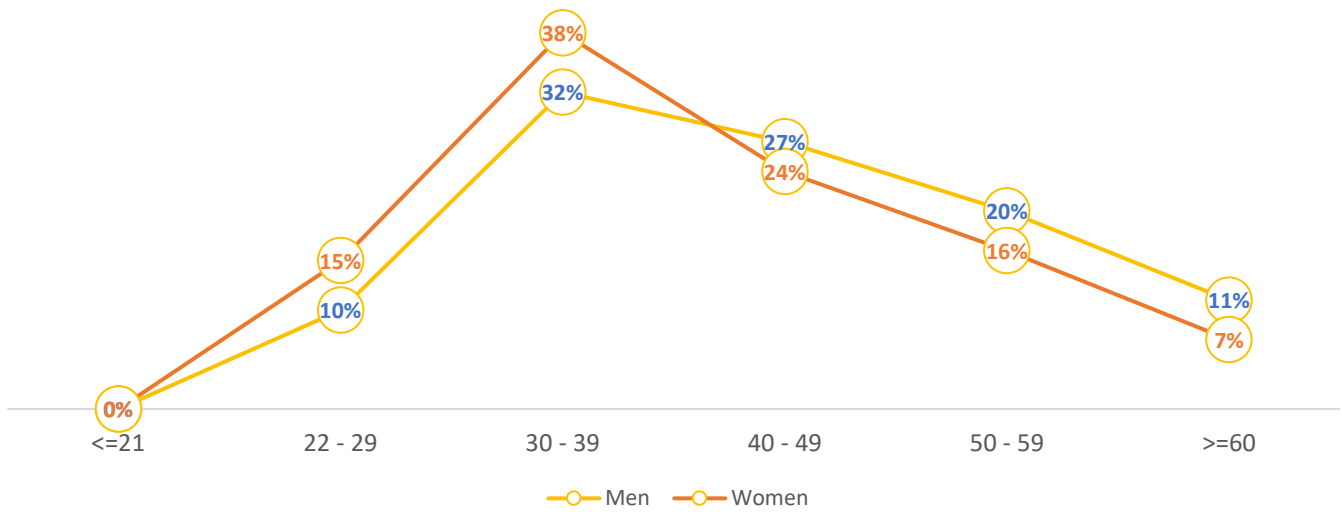
By way of explanation, the table shows that 59.8% of King's population between 30 and 39 (using age as 31st December 2021) are women, and these women represent 37.8% of the total King's female population. Similarly, 71.7% are white and 28.3% are BAME (adjusted to exclude employees whose ethnicity is unknown or undisclosed).

The table also shows that there is correlation between age and earnings. It shows a relative under representation of women in the over 40 age groups. Combined with the correlation between age and pay, this has an impact on the gender pay gap. It may, in part be a causal relationship but it is unlikely to be entirely so.

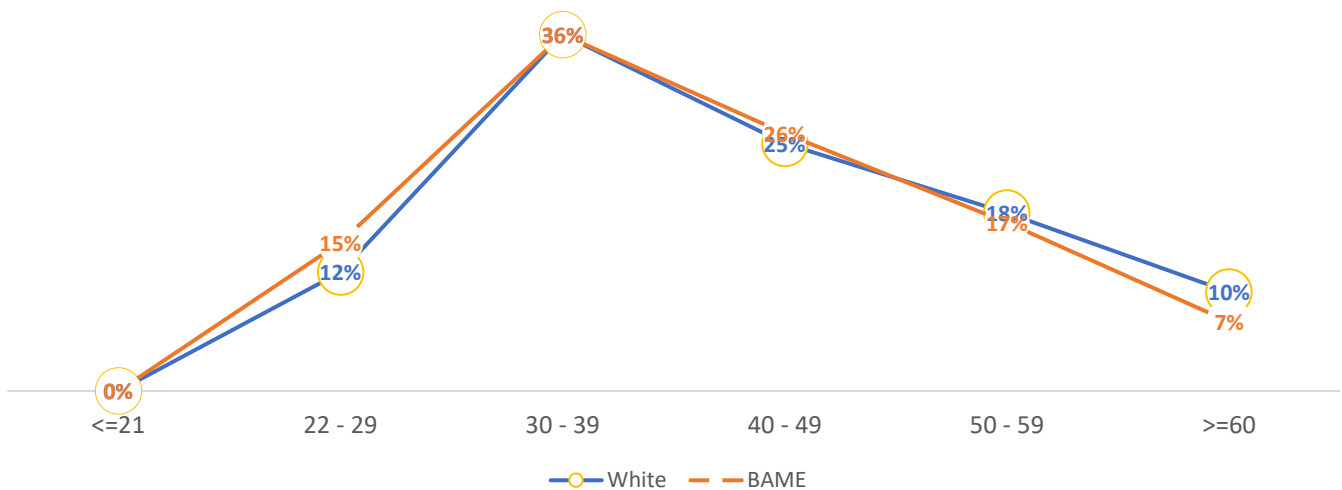
The age-related pay gap for King's broadly follows the UK pattern until it reaches the 60 and over age group, where it diverges. The national pay gap will include those who have gone back to work in lower paid roles which King's will have in smaller numbers. The challenge remains to find ways of ensuring that reasons for women leaving the workforce are understood and mitigated.



AGE DISTRIBUTION: PERCENTAGE OF EACH GENDER BY AGE GROUP



AGE DISTRIBUTION: ETHNICITY (BINARY) PERCENTAGE BY AGE GROUP



The graphs above show:

- the relationship between age and the mean average salary. For the population in this analysis, there is a relationship between age and earnings.
- The difference in the 'shapes' of the male and female populations with men having higher representation at the older age groups. This is a significant factor in the magnitude of the gender pay gap, although it does not explain the existence of a pay gap.

If the population of each age bracket was split equally between men and women but with no change to the current pay levels, the GPG would fall to 10.0%.

- A remarkable similarity in the age distribution within the white and BAME populations, with BAME population being only slightly skewed towards the lower age groups. A similar equalising of the age representation would only have a modest impact on the ethnicity pay gap, reducing the mean gap to 17.6%.