

King's College London

Pay Gaps Report 2018

King's welcomes the opportunity to publish its Gender Pay Gap report for the year ending 31 March 2018.

We are publishing our Gender Pay Gap earlier this year. By doing this we are able to report a more current position to our stakeholders, as well as being able to monitor our progress towards the next census date in March 2019.

Who are we?

King's is a world leading university as reflected in many independent league tables.

'King's Strategic Vision 2029' document summarises our vision as being 'to make the world a better place'. We will achieve this by being a 'civic university at the heart of London', and 'an international community that serves the world.' We will 'educate to inspire and improve', 'research to inform and innovate', and 'serve to shape and transform'.

A key element of King's heritage is as a pioneer of higher education for women. This commitment continues with our approach to diversity and inclusion. At a strategic level King's launched its Global Institute for Women's Leadership earlier this year. Although the launch postdates the census date for this report, it is a clear demonstration of our commitment to equality of opportunity within and beyond King's.

How have we progressed since last year and how will we sustain this?

King's mean average Gender Pay Gap (GPG) has fallen by half a percentage point since last year. Whilst this is slower than we would wish it is an indication that we are starting to do the right things to address the GPG

We are continuing to identify those areas where we might improve and which will help us build towards a sustainable reduction in the GPG and an improved experience for all our employees.

These include:

- Ensuring that all our employees are provided with the opportunity to maximise their potential, with the understanding that this will help to 'level the playing field';

- Improving the Performance Development Review (PDR) process to support our ability to promote and develop talent regardless of gender;
- Identifying instances where there may have been unconscious bias, addressing these, and developing solutions to the problem.
- Seeking to increase King's representation of women in senior positions.

We are pleased that our academic promotions process for 2018 (the effects of which post-date this year's GPG census date) has shown an increase in the numbers of female academics applying for promotion and those being successful.

What is the Gender Pay Gap?

Gender Pay uses pay to measure how companies are providing equality of opportunity, using pay as the best proxy for seniority. The 'Gender Pay Gap' shows the difference in average earnings between women and men. The figures contained in this report conform to the calculation methodology stipulated by UK legislation.

Equal pay differs in that it deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. As such no inference can or should be made about equal pay using gender pay gap information.

Legislative requirements

As a public organisation with 250 or more employees as at 31 March 2018 King's College London is required to publish specific gender pay information:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

The differences in pay and bonus are expressed as a percentage of the male pay/bonus.

For reporting purposes, colleagues who have taken unpaid, or reduced pay leave during March 2018 are excluded from the analysis. Such leave might include: sabbatical; parental leave; sick leave; or unpaid annual leave. This approach is consistent with legislative requirements.

Headline Gender Pay figures for King's College London

Distribution of men and women within King's College London

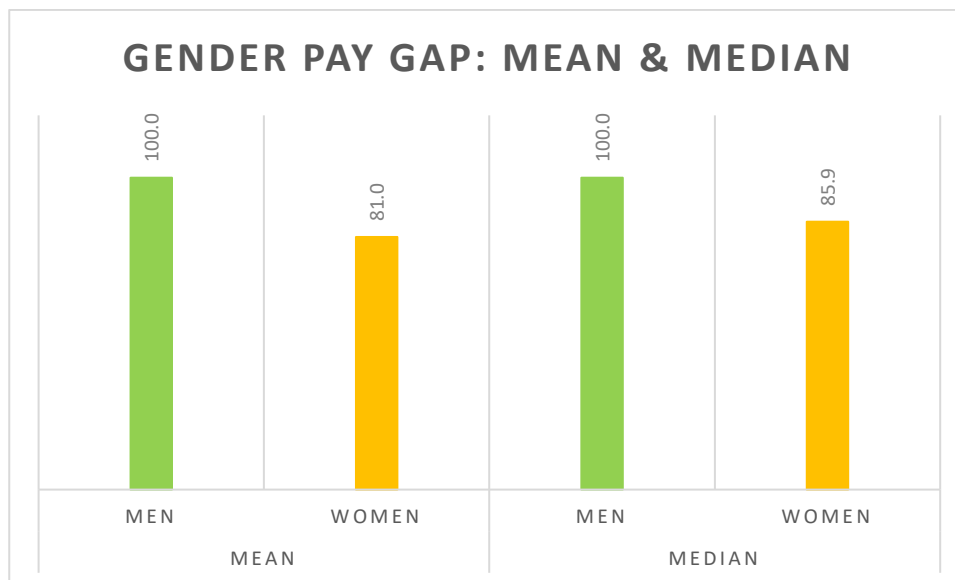
King's total workforce for gender pay reporting purposes is just over 8,100 of whom 45.2% are men and 54.8% are women. The proportion of women has grown since the last census date of March 2017.

Mean and Median

The mean is calculated by adding all of the hourly salaries for men/women and dividing by the number of men and women respectively.

The median is calculated by ordering the salaries for men/women and determining which salary lies in the middle of the list.

Mean and median gender pay gap

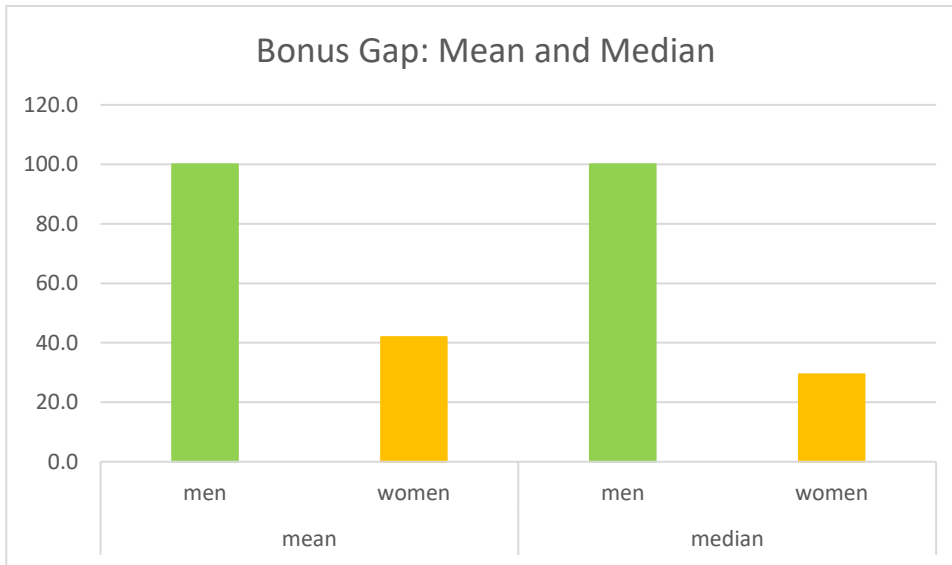


The gender pay gap is measured by taking the difference in the mean or median hourly pay and expressing it as a percentage of the male mean pay.

King's mean gender pay gap is 19.0% and the median is 14.1%. Both of these numbers show a slight improvement from last year where the corresponding figures were 19.5% and 14.3%.

Mean and Median gender bonus gap

The mean and median gender bonus gap is calculated in a similar way to pay but only includes those employees who received a bonus in the year leading up to 31 March 2017.

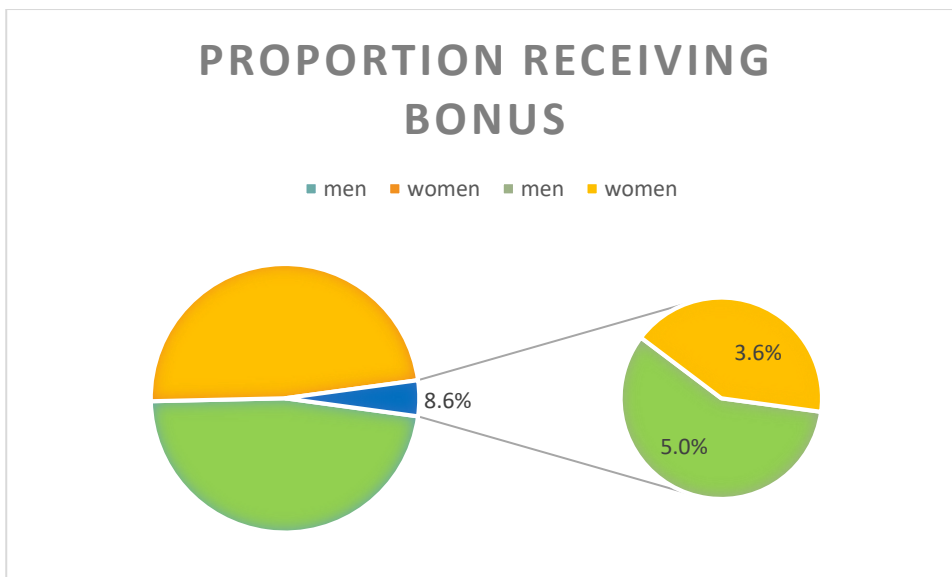


King's mean gender bonus gap is 58.1% and the median is 70.6%. The mean is slightly lower than last year, but the median is higher.

Proportion of males and females receiving a bonus

For gender pay reporting bonuses include one-off recognition awards and Clinical Excellence Awards.

Only 5.0% of men and 3.6% of women received a bonus during the 12 months leading up to 31 March 2018.



Effect of Clinical Excellence Awards

Clinical Excellence Awards (CEAs) are determined by the National Health Service and are payments made to consultants who contribute towards the delivery of safe and high quality care to patients and to the continuous improvement of the National Health Service. King's is proud to have a high number of clinicians deserving of such recognition, which we pay on behalf of the NHS.

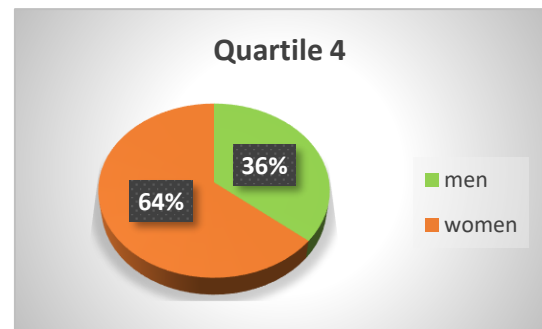
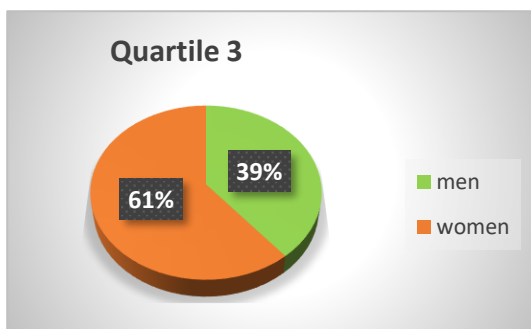
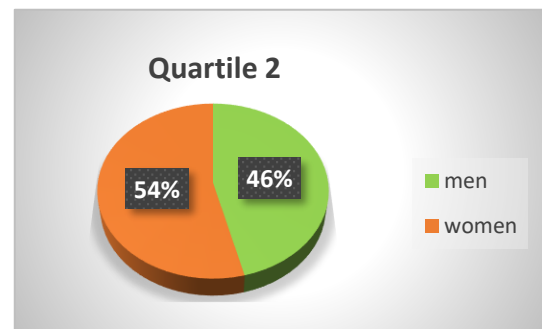
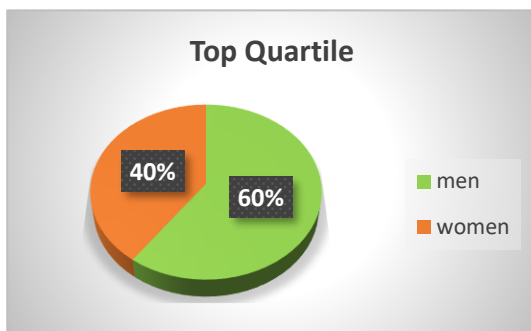
The average CEA where paid is higher than our recognition awards by a factor of 10 when expressed as an hourly rate. With a disproportionate number of clinicians being male (60%) and more so consultants (70%), CEA awards have a marked impact on our reporting.

If CEAs are disregarded, 2.8% of women and 2.1% of men received a bonus. The mean bonus gap was 27.5% and the median was 23.4%.

As CEAs are paid monthly, they are also included in the definition of pay for GPG reporting. Were they to be excluded King's mean GPG would fall by 1%. The median would be unchanged.

Pay Quartile Distribution

The distribution of men and women across the pay quartiles is shown below. Each quartile contains an equal number of employees



We recognise that our gender pay gap needs to be reduced and so have sought to evaluate: a) the reasons for our gender pay gap; b) the breakdown of the gender pay gap for different areas of the organisation; c) what we should continue to do to close the gap; and d) which new strategic activities should be undertaken to make progress on closing the gap.

Factors contributing to King's College London's Gender Pay Gap

The table below shows the break-down of pay between the different types of role within King's College London. The mean and median numbers are not 'actual' hourly pay but are indices to show the relationships between the different areas. They are broadly indicative of a relationship to the overall mean/median where that figure is equal to 100.

- King's College London workforce profile shows that more of our leadership positions are filled by men and we also have a larger proportion of women in lower paid areas of the organisation relative to men.
- King's operates in partnership with three NHS Foundation Trusts and pays its clinicians at rates in line with National Health Service methodology, which are generally higher than for other staff. Of our clinicians, 60% are men, a figure unchanged from 2017. A greater percentage of consultants are women than previously, with the percentage increasing from 28% in March 2017 to 30% in March 2018. We calculate that, if all clinical staff are excluded, our gender pay gap would be 15.3% (mean) and 11.7% (median).
- We have a significantly higher number of women than men in professional services, and the gap has widened further in the year up to March 2018. This is significant because now over half of King's female workforce is employed within professional services. There is a marked difference in the average salaries for professional services and research roles compared to academics and clinicians.

The table below shows the breakdown of pay across King's. Figures have been expressed as indices representing the relationship to the mean/median of the organisation. For example Academic Males are paid 38.9% higher than the mean average employee within King's.

	Mean	Median	n=
Academic			
Male	138.9	149.2	940 (58.8%)
Female	123.2	137.1	658 (41.2%)
GPG	11.3%	8.1%	
Clinical			
Male	197.4	202.0	348 (60.5%)
Female	154.6	157.6	227 (39.5%)
GPG	21.7%	22.0%	
Research			
Male	81.8	93.6	650 (40.2%)
Female	78.2	90.6	966 (59.8%)
GPG	4.5%	3.2%	
Professional Services			
Male	83.0	90.6	1,449 (38.7%)
Female	76.0	85.3	2,293 (61.3%)
GPG	8.3%	5.7%	

King's also employs a large number of contracted hourly paid staff, primarily teachers and teaching assistants. There are 587 who meet the criteria for inclusion in this year's Gender Pay Gap calculation. As there is likely to be a degree of variation in this population separate figures have not been shown in the table above. If hourly paid staff were to be combined with Academic staff then the mean and median GPG for that 'sub-group' would be 11.3% and 8.1%, the same as for Academic Staff alone.

What have we been doing?

- We are increasingly aware of the potential for gender bias in our recruitment processes. When the reported population March 2017 is compared with that in March 2018, there are 2,240 different employees* (865 men and 1,375 women). A gender pay gap calculation based on this population alone would show a mean of 13% and a median of 2.7% showing that we are making progress.

* - some of these employees will be people who were excluded in March 2017 on the basis of being on reduced pay leave; the majority will be new recruits into the business.

- The changes we have made following a review to our academic promotions process have started to have an impact. In 2016/17 approximately 7% of the female academic population was promoted. This was lower than the male percentage of circa 8%. The latest round of promotions, which will be effective from August 2018, shows an increase of 50% in the numbers of female academics being promoted, representing just over 10% of the female academic population (including clinicians). Figures for men remained broadly unchanged from the previous year, both in absolute and percentage terms.

We continue to make our commitment to gender opportunity a part of university life

- By making diversity and inclusion a consistent theme of our vision statement "King's Strategic Vision 2029";
- By actively encouraging and supporting participation in the Athena SWAN programme; and

We continue to recognise our need to develop our female talent

- By sponsoring participation in schemes which focus specifically on the development of women in the workplace.
- We have increased the opportunities for women to take on leadership roles. The introduction of the 'deputy' position to Heads of Division or Department, and the fixed term nature of the 'Head' role is designed to give women greater exposure to senior roles.

We have sought to reduce bias, both conscious and unconscious

- We have introduced two 'Diversity Matters' training products, one of which is aimed specifically at leaders, managers, and supervisors.

We believe this initiative has contributed towards a significant increase in the numbers of promotions for women in our academic roles.

- All our senior management team has recently undertaken training to understand structural inequality, in order both to identify where it exists and to be able to address any such issues.

What are we going to do?

Although our Gender Pay Gap remains much higher than we would wish, we are moving in the right direction and we will seek to continue to build on the thinking and behaviours behind the fall.

King's Diversity & Inclusion function has an updated action plan for 2018. Focused on gender equality for both staff and students it has a broader remit than gender pay, but necessarily focuses on aspects of that challenge.

Among other objectives and actions it will:

- ensure that senior leaders are informed and able to act on King's gender pay gap;
- empower Athena SWAN assessment teams to share practice and cooperate, improving, and acting upon insights gleaned.

Through this we aspire to build the environment and confidence for all staff to take advantage of the opportunities available and to be the very best they can be.

We will continue to focus on tackling bias and other barriers to ensure that we maximise the potential of all our employees, especially those women who may feel discouraged from seeking opportunities. We will also continue to investigate and understand structural reasons for our Gender Pay Gap. We are committed to addressing the gap in positive and sustainable ways by 'doing the right thing' and not merely by managing the numbers.

Our analysis of the causes of our gender pay gap shows that we have an opportunity to make an impact by increasing the representation of women in senior academic and professional services roles.

Our intention is to develop behaviours to address the root causes of the gender pay disparity to achieve sustainable, deep-rooted improvements.

We will continue to focus on the four key areas outlined last year:

- **Accountability**
We will make senior leaders aware of the role they have to play in developing and retaining female talent and make them accountable for doing so.
- **Scrutiny**
We will continue to scrutinise the processes and outcomes which impact positively and negatively on our gender pay gap. Our focus will be on internal promotion (including the readiness of female talent) and external recruitment.

We will continue to improve our management information so we can assess the impact of our promotion and recruitment decisions.

- **Organisational Culture**
We will build on the current focus on female participation and move to identify and challenge any embedded cultural behaviours which might have an adverse impact on our commitment to diversity.
- **Positive Action for Women**
We will continue to explore and evaluate the provision of coaching to improve the opportunity for

women to progress in their academic careers. We will also look to develop ourselves and improve our understanding of how gaps are created through improved understanding of intersectionality.

Ethnicity Pay Gap

The Gender Pay is one issue we need to address. Similarly we are keen to ensure that there aren't other gaps about which we are unaware. Ethnicity and its representation is one such issue. As a London based university we are keen to ensure that our student and staff profiles reflect London's multicultural profile, and provide equality of opportunity for all.

This year, for the first time, we are publishing our ethnicity pay gap. The reporting is based on a split of white/non-white but our plan is to extend this as more data becomes available to us.

Using the same definitions and formulae as for the gender pay gap calculation, the ethnicity pay gap, as at March 2018, shows a mean of 13.2% and a median of 9.4%.

We will continue to be committed and proactive in promoting and supporting all types of diversity, including gender.

Declaration

We confirm that our data is accurate and has been calculated according to the requirement of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.