

# The National Church Institutions

## Gender Pay Report 2022

### Scope

Employees of the National Church Institutions (NCIs) of the Church of England are employed under one common pay policy across the seven legal entities. There were 611 staff in scope for gender pay reporting this year, with 582 'full-pay relevant employees' on the snapshot date, 5<sup>th</sup> April 2022.

An additional 50 staff work in our investments function. They are directly employed by the Church Commissioners on a separate performance-related pay policy and are therefore outside the scope of reporting. We have voluntarily included this group in a separate section (see p.3).

### Summary

We are disappointed to report that the data as at the snapshot date in spring 2022 shows no significant progress on the data as at spring 2021 and does not build on the progress achieved 2020 to 2021. In summary:

- While the mean pay gap reduced by one percentage point from 19% to 18%, the NCIs' current median pay gap increased by two percentage points from 21% in 2021 to 23% in 2022.
- When the calculation includes staff from the Church Commissioners' Investment Division in the analysis, the NCIs' mean gap for 2022 is 20% and the median gap is 19%.

While the key underlying driver remains having more men than women in the top quartile and more women than men in the bottom quartile, we have taken, or are implementing, several steps that should drive further improvement in the gender pay gap.

We have analysed the factors which influenced our gender pay figures in 2022, and contributed towards the increase in our median gender pay gap:

- In early 2022 the NCIs continued to see the impact of historic staffing attributes, such as differentials in regional pay, contribute towards our gender pay gap (GPG), despite our pay settlement in early 2022 having partially reduced these differentials.
- Later in 2022 we took further action to address the regional differences in our pay scales, however at the April 2022 snapshot date our 'Out of London' pay scales were approximately 7% lower than our London pay scale, and 60% of our people working out of London were female, which had a significant impact on our GPG. For example, if at the April snapshot we had excluded those who worked outside of London our GPG would have reduced by 3% (to 20%). As noted above, as part of our pay review implemented in October 2022, we removed our 'Out of London' pay scale and brought all our people up to the London pay points, to form a new national pay scale. We also removed the lower 'probation' pay point for each salary band, which had historically seen all new staff earn below the standard point for typically their first six months in post. We are therefore hopeful that these actions will contribute to a reduction in our GPG in April 2023.
- Between April 2021 and April 2022, the NCIs saw an increase in female employees holding roles in our lower bands (7-5) and a decrease in women in our middle management roles (bands 4-3) which had a combined, adverse effect on our GPG for 2022. In terms of quartiles this represented a 2% decrease in women's representation in the lower quartile, and respectively 3.3% and 0.4% decreases in the middle lower and middle upper quartiles. Further analysis has indicated that, for example, more females were attracted to, and secured, junior developmental roles in our Finance team serving the seven NCIs and diocesan finances.

Pleasingly we saw a slight increase in women moving into senior management roles (bands 2-0) of 1.4% and an increase of more than 2% in the upper quartile compared to our 2021 GPG.

- Our April 2021 GPG reflected the fact that due to the pandemic and lockdown restrictions we saw a drop of 68% in casual workers due to the significant reduction in events and hospitality work at Lambeth and Bishopthorpe Palaces. A year on, post-Covid, the number of casuals working in the snapshot period grew from 6 in 2021 to 24 in 2022 (a 300% increase). Half of these people were women who were on our lower pay bands.
- Our restructuring initiative 'Simpler NCIs', (stage one of which had completed by the April 2022 snapshot), saw the departure of a handful of senior female employees amongst other changes, but our equality impact analysis in December 2022 showed that the project overall had no significant effect on the gender balance of the teams affected. The restructure also introduced our first Director level job-share in January 2022.

## **Future plans**

The NCIs' trustees, Chief Officers, senior managers, and trades unions remain committed to our ongoing work on Belonging & Inclusion, including gender equality. Our second action plan, covering the period 2022-2024, launched in July 2022 and is well underway. This includes a specific strategic aim and workstream on diverse representation, including an end-to-end external review of our recruitment processes, which commenced in February 2023. We continue to monitor and report equality data to various NCI trustee boards. Over the last three years we have delivered a range of mentoring, learning and staff network initiatives to increase knowledge and confidence and to support career development and confidence building within under-represented groups, including women of all backgrounds, ages, ethnicities, and professions.

During 2022 we refreshed our NCI values, focussing on the generous behaviours that exemplify our values and accountability. We continued to monitor how different demographic groups feel about working at the NCIs via our annual staff engagement survey and developed team-level and organisation-wide action plans in response. Our engagement score – which measures motivation, advocacy, and commitment – was 80% as at November 2022.

Last year, as we approached our pay negotiations in late 2022, we maintained a focus on our NCI values and on our gender and ethnicity pay gaps, as we considered the cost-of-living crisis effects on employees and affordability for the NCI charities.

I can confirm that the data provided is accurate and correct.



Christine Hewitt-Dyer CB FCIPD  
**People Director**

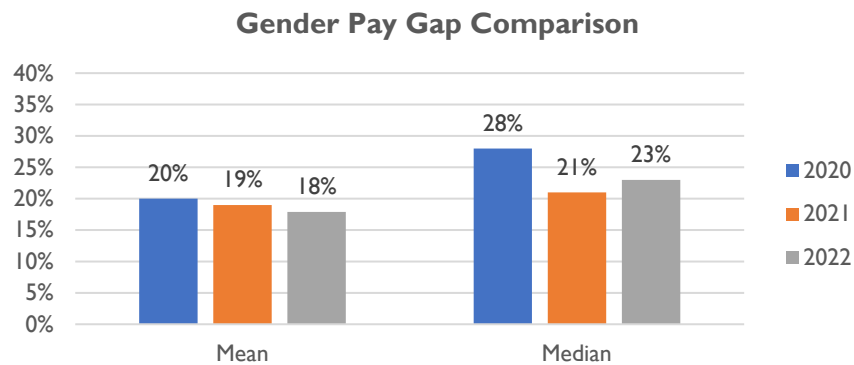
March 2023

## NCI Staff

This section covers 611 staff employed on the joint employment framework covering seven legal entities. At the snapshot date, 582 were full-pay relevant employees.

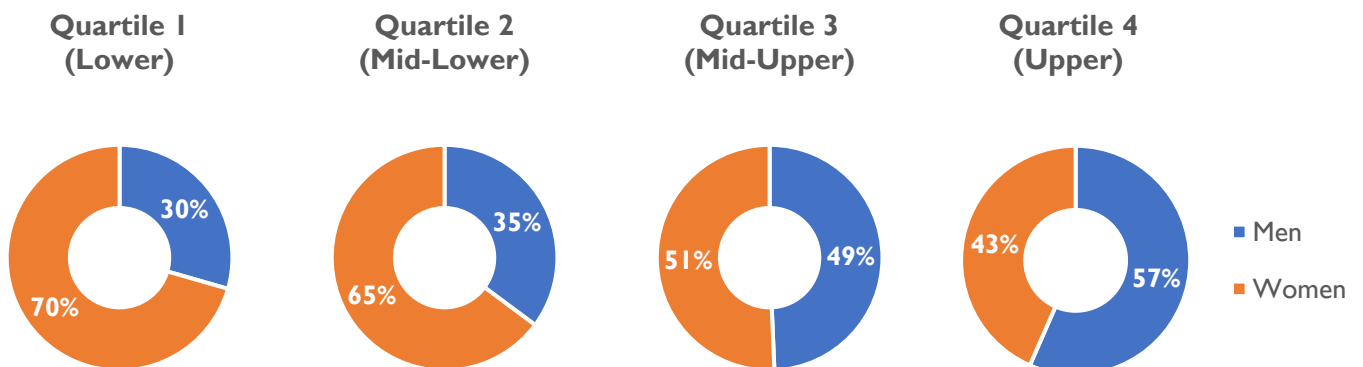
### Gender Pay Gap

- At April 2022 the mean salary for men was £54,419 and for women was £44,828. The difference of £9,591 equates to 18% in favour of males and is a 1% decrease from last year.
- At April 2022 the median salary for men was £48,757 and for women was £37,661. The difference of £11,096 equates to 23% in favour of men and is a 2% increase from last year.



### Representation

- 57% of the NCIs' current workforce are women.
- Women's representation in the upper quartile increased by two percentage points.
- We continue to see a large proportion of women in the lower and mid-lower quartiles, which subsequently impacts on the average pay for women being lower than men.



### Bonus Pay

The NCIs do not operate a performance pay or bonus system but have the discretion, in very exceptional cases, to mark the completion of a particularly demanding project with the award of a one off non-consolidated, non-pensionable special payment in recognition of an outstanding piece of work. In the reporting period five individuals (one woman, four men) were awarded a one-off payment resulting in mean bonus of 20% in favour of men and median bonus of 0% GPG. The proportion of men receiving a bonus is 1.6% and for women is 0.3%.

## NCI Staff & Investment Division of Church Commissioners

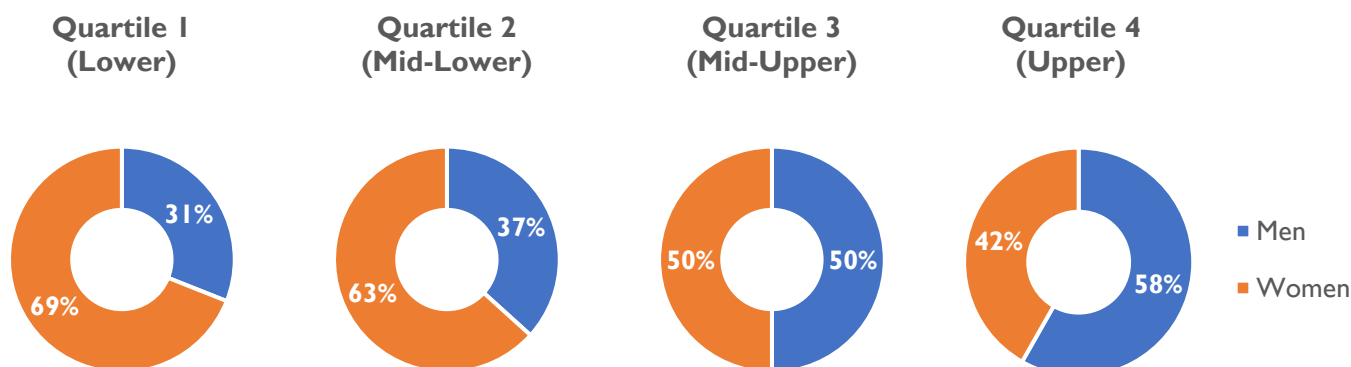
This section provides analysis of those employed under the joint employment framework alongside those directly employed by the Investment Division on the separate pay arrangements. In total there were 661 employees on the snapshot date, with 632 full-pay relevant employees. We are reporting this information voluntarily and figures on this page will not be uploaded to the Government’s portal.

### Gender Pay Gap

- The NCIs & Investment Division mean pay gap is 20% and the median pay gap is 19%
- The mean salary for men is £59,293 and for women is £47,593. The difference of £11,700 equates to 20% in favour of men.
- The median salary for men is £51,267 and for women is £41,660. The difference of £9,607 equates to 19% in favour of men.

### Representation

- 56% of the entire workforce are women.
- Women representation remains broadly similar with the inclusion of the Investment division, with representation decreasing around 1.5% in each quartile in 2022, due to the 62% male representation in the Investment division.



### Bonus Information

- Staff in the Investment Division operate under a specific incentive scheme designed to reward outperformance of the Church Commissioners’ investment targets.
- The table right displays the total bonus information, all 39 bonuses awarded were to staff in the Investment Division
- Bonuses for the Investment team are awarded through the Employee Incentive Scheme (EIS) and Long-Term Incentive Plan (LTIP) where a proportion of bonus is retained and paid out over subsequent years. The LTIP is being phased out with staff being paid deferred amounts up to 2023 (for the 2023 tax year).

### Investments Bonuses

	Men	Women
Overall Total	279	353
No. Received Bonus	25	14
% Received Bonus	7%	5%
Bonus Pay (Mean)	£49,690	£38,890
Bonus Gap (Mean)	<b>22%</b>	
Bonus Pay (Median)	£15,250	£13,475
Bonus Gap (Median)	<b>12%</b>	

## Annex 1

Full list of gender pay data required for reporting purposes is provided below covering NCI staff (excluding Investment Division of Church Commissioners).

		2022	2021	2020
<b>Mean Pay</b>	Overall	£48,915	£48,198	£46,433
	Men	£54,419	£54,069	£52,190
	Women	£44,828	£43,949	£42,011
	Difference	£9,591	£10,119	£10,180
	Gap	18%	19%	20%
<b>Median Pay</b>	Overall	£42,260	£41,230	£41,230
	Men	£48,757	£50,309	£47,522
	Women	£37,661	£39,921	£34,266
	Difference	£11,096	£10,399	£13,255
	Gap	23%	21%	28%
<b>Quartile 1</b>	Men	29%	28%	27%
	Women	71%	72%	73%
<b>Quartile 2</b>	Men	35%	32%	33%
	Women	65%	68%	67%
<b>Quartile 3</b>	Men	49%	49%	51%
	Women	51%	51%	49%
<b>Quartile 4</b>	Men	57%	59%	61%
	Women	43%	41%	39%
<b>Bonus Gap</b>	Mean	20%	-	73%
	Median	0%	-	-100%
<b>Bonus Distribution</b>	Men	1.6%	-	1.2%
	Women	0.3%	-	0.3%