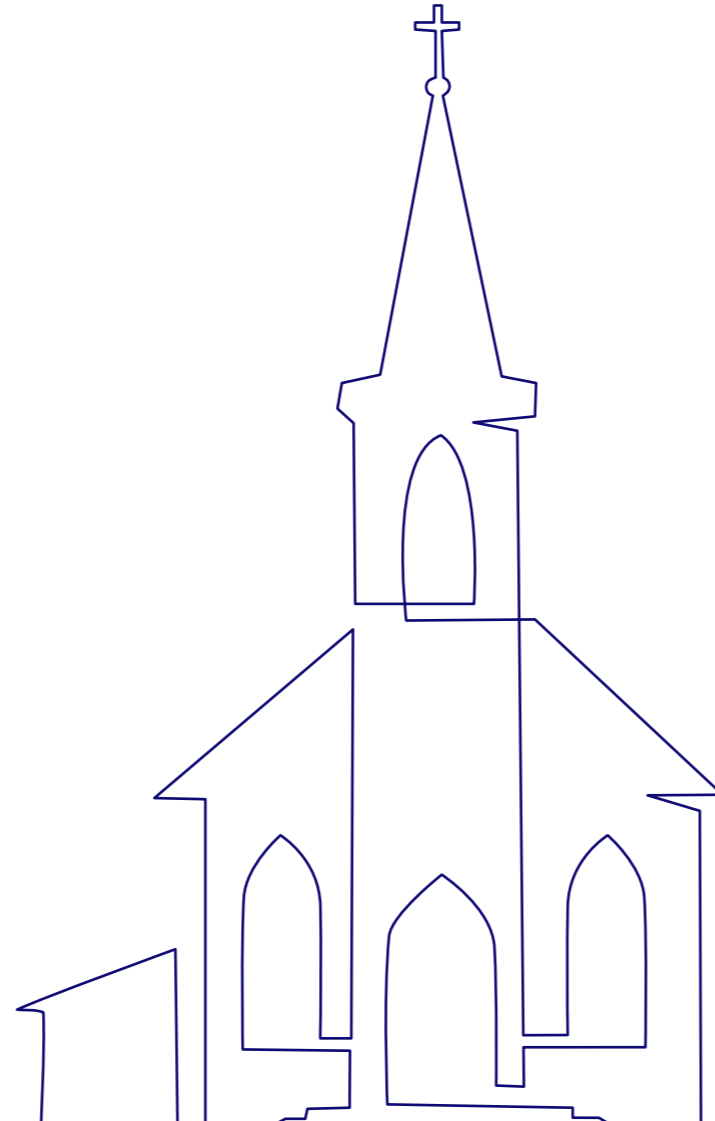


# NATIONAL CHURCH INSTITUTIONS

Gender Pay Report 2023

# CONTENTS

Foreword	Page 3
About the National Church Institutions	Page 4
How gender pay gaps are reported	Page 4
Scope of the report	Page 5
Our gender pay gap data	Page 6
Factors affecting our gender pay gap	Page 8
Bonus payments	Page 12
NClS and Investment teams	Page 12



# FOREWORD

Our report for 2023 contains a mixture of encouragement and a reminder that we have further to go before we achieve parity in gender pay. A near five percentage point drop brings our median gender pay gap down to 18%. This is the lowest our median pay gap has been since we began reporting in 2017. Our mean gender pay gap remained static, also at 18%.

## Monitoring our performance

We continue to monitor and report equality data to our different NCI trustee boards. This data includes analysis of recruitment against employment benchmarks, pay gaps, retention, progression and lived experience for different groups. We have moved to publishing this data on a quarterly basis to guide our decision-making process.

Our regular employee engagement surveys enable us to interrogate quantitative and qualitative data to understand how different demographic groups feel about working at the NClS. In our latest survey (November 2023) 84% of female respondents agreed that the NClS is a good place to work, compared to 83% overall.

## Addressing our gender pay gap

NCI trustees, chief officers, senior managers, and trades unions remain committed to our ongoing work on belonging and inclusion, including gender equality.

We are focused on establishing a strong foundation from which we will be able to build for many years to come. Without these building blocks in place, any low hanging fruit would only amount to a short-term win. Whilst there may not be immediate and visible change, what we are focussed on paves the way for sustainable long-term tangible results.

Our flexible and hybrid working policies and procedures, updated in 2021 following extensive consultation with employees, employee networks, and trade union colleagues, are embedded into our culture and ways of working. Using a principles-based approach these policies provide a framework that gives people more control over how and where they work.

Moving to a single national pay scale had a positive effect on reducing the median gender pay gap. As we approached our pay negotiations in late 2022, we maintained a focus on our gender pay gap, as we considered the effect of the cost-of-living crisis on employees and affordability for the NCI charities.

During 2023 we refreshed and relaunched our NCI values, focussing on the generous behaviours that exemplify our values and accountability. Our stated aims are to establish a workforce which represents the diversity of the nation that the Church of England serves, including at our most senior levels; and that everyone in the NClS feels that they belong, are valued for who they are and what they contribute, and is supported to develop and flourish.

Our belonging and inclusion strategy has been in place since 2019 and we are now well into delivering our second action plan covering 2022 – 2024. This plan includes an external end-to-end review of our recruitment processes. Outputs from this work will include improvements to our job descriptions, careers pages on our website, and our shortlisting, interviewing, and onboarding processes.

Over the last three years we have delivered a range of mentoring, learning, and staff network initiatives – including the relaunch of our Women’s Network – to support career development and confidence building. We will continue to invest in under-represented groups which includes women of all backgrounds, ages, ethnicities, professions, and those in roles in the lower and lower middle quartiles where the majority of employees are women.

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



*Christine Hewitt-Dyer*

Christine Hewitt-Dyer CB FCIPD  
People Director

## ABOUT THE NATIONAL CHURCH INSTITUTIONS

There are seven national administrative bodies that work together to support the mission and ministries of the Church. These are called National Church Institutions (NCIs).

We work with those who serve in parishes, dioceses, schools and other ministries, and with our partners at a national and international level.

We serve as the Church's central office. Each NCI has a role to play in supporting the day-to-day work of churches across England.

The NCIs are separate legal entities, but they are a common employer. The seven NCIs are:

- [Archbishops' Council](#)
- [Lambeth Palace](#)
- [Bishopthorpe Palace](#)
- [Church Commissioners for England](#)
- [Church of England Pensions Board](#)
- [National Society for Promoting Religious Education](#)
- [Church of England Central Services](#)

The majority of staff are based at Church House in Westminster, Lambeth Palace, the Lambeth Palace Library, and Bishopthorpe Palace near York.

## HOW GENDER PAY GAPS ARE REPORTED

Regulations introduced in 2017 require any employer with more than 250 employees to submit gender pay gap data on an annual basis to show the difference in pay between men and women. This annual process uses the snapshot date of 5 April.

Gender pay gap figures along with information relating to bonuses and gender distribution across quartiles is reported on the Government's public portal. Companies are required to submit data within one year of the snapshot date and have the option of providing additional narrative with the data.

The gender pay gap is calculated by looking at the difference between salaries for men and women and is expressed as a percentage of male salaries. A 'positive' figure indicates men are paid more than women, a 'negative' figure indicates women are paid more than men.

Gender pay gap reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

The gender pay gap looks at all roles across an organisation, comparing mean and median salaries. It does not take into account the work being done, the seniority of the role, or any other factors that contribute to different roles being paid different amounts.

A number of terms used throughout this report, definitions for these are included below:

- **Snapshot date** – 5 April each year
- **Snapshot period** – the period before the snapshot date: from 6 April to 5 April
- **Median gap** – this is the difference between the midpoint of the female pay range compared to the midpoint of the male pay range
- **Mean gap** – this is the difference between the average salary of a woman and the average salary for a man
- **Quartiles** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands
- **Full-pay relevant employee** – employee who is employed on the snapshot date and is paid their usual full basic pay
- **Relevant employee** – employee who is employed on the snapshot date but is not receiving their usual full basic pay.

## SCOPE OF THE REPORT

Employees of the NCIs are employed under a joint-employment arrangement. Under the gender pay gap regulations the NCIs are required to submit, on an annual basis, gender pay data regarding these staff as a single employer.

In 2023 there were 627 people who met the definition of a full-pay relevant employee under the gender pay gap regulations. Of those, 60% were women.

Investment teams working for the Church Commissioners of the Church of England and the Church of England Pensions Board operate separate performance-related pay schemes and are outside the joint employment framework. A total of 79 people were employed in these teams on 5 April 2023. Whilst there is no legal requirement to publish figures for this group of employees as they do not trigger the 250-plus employee threshold, we voluntarily publish figures that include this group.

There were an additional 42 staff who are defined under the regulations as a 'relevant employee' and are therefore excluded from the gender pay figures<sup>1</sup>. This included staff on maternity pay and casual workers who did not work at the time of the report.

The regulations state that self-employed contractors should be included within the scope of the regulations where the individual has a contract to personally perform the work and the employer had the necessary data for inclusion. Five people are included in the 2023 figures representing 1% of the total. People employed by agencies or a service company are not in scope.

This report details gender pay gap at the National Church Institutions of the Church of England as at the snapshot date of 5 April 2023.

# OUR GENDER PAY GAP DATA

## The headlines

This report details the gender pay gap at the National Church Institutions of the Church of England as at the snapshot date of 5 April 2023.

In 2023 there were 627 people who met the definition of a full-pay relevant employee under the gender pay gap regulations. Of those, 60% were women.

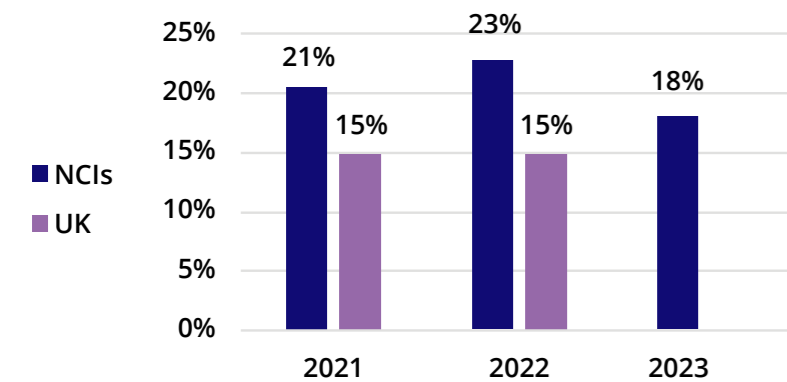
- **Our median gender pay gap was 18%**, a fall of 4.7 percentage points.
- **Our mean gender pay gap was 18%**, a rise of 0.6 percentage points.

Figures 1 and 2 show how these figures compare with the previous two years of reported data and data for the UK available at the time of going to print.

Our median gap decreased by 4.7 percentage points between 2022 and 2023 to 18%. This is the smallest gap in gender pay at the NCIs since we began reporting in 2017. This compares to 14.3% for the UK overall in 2023.

Our mean gender pay gap is also 18%, an increase of 0.6 percentage points. This compares to 13.9% for the UK overall in 2022.

Figure 1. Median gender pay gap for the NCIs and UK average



Contributing factors affecting our median and mean gender pay gaps are covered on pages 8 – 11.

On average, mean salaries increased by 5.7% for women between 2022 and 2023, compared to an increase of 5.5% for the NCIs overall. At the same time, the percentage of women in the NCIs workforce increased by 3 percentage points, with an increase in the proportion of women in the lower and lower-middle quartiles of 1.4 and 3.3 percentage points respectively. This has resulted in a small increase in our mean gender pay gap.

The percentage of women in the upper quartile is 41%, a fall of 1.4 percentage points during the snapshot period. The percentage of women in the upper-middle quartile has risen by 7 percentage points to 58%.

Analysis carried out in the first half of 2023 showed no gender pay gap for pay bands 1 and 2.

Figure 2. Mean gender pay gap for the NCIs and UK average

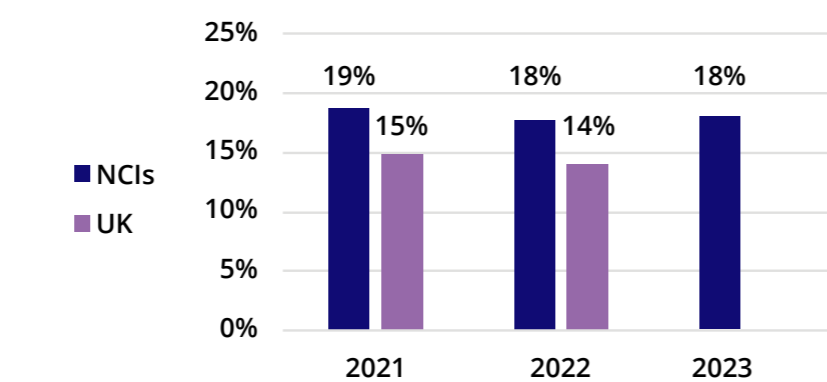


Table 1: Median and mean gender pay gaps, by year

		2023	2022	2021
Median Pay	Overall	£44,374	£42,260	£41,230
	Men	£54,154	£48,757	£50,309
	Women	£44,374	£37,661	£39,921
	Difference	£9,771	£11,096	£10,399
	Gap	18%	23%	21%
Mean Pay	Overall	£51,613	£48,915	£48,198
	Men	£57,930	£54,419	£54,069
	Women	£47,369	£44,828	£43,949
	Difference	£10,561	£9,591	£10,119
	Gap	18%	18%	19%

Table 2: Percentage of women and men, by quartile, by year

		2023	2022	2021
Upper quartile	Men	59%	57%	59%
	Women	41%	43%	41%
Upper middle quartile	Men	42%	49%	49%
	Women	58%	51%	51%
Lower middle quartile	Men	32%	35%	32%
	Women	68%	65%	68%
Lower quartile	Men	28%	29%	28%
	Women	72%	71%	72%

# FACTORS AFFECTING OUR GENDER PAY GAP

## Location-based pay

In 2022 we moved to a single national pay scale, removing the historical two-band pay structure based on an individual's place of work.

Historically, staff based in London were paid a London weighting, with entry level roles paid the London Living Wage. Pay for staff based in the rest of the UK was set using a UK-wide pay band structure, with entry level roles paid the UK Living Wage.

In 2022, approximately 9% of our workforce were based outside of the capital. The majority of these people are based at Bishopthorpe Palace, near York, with the remainder working from home or from Diocesan offices.

Two-thirds of staff paid using the UK-wide pay structure (those outside of London) were women. This had an adverse impact on gender pay as a higher proportion of women were on a lower salary than their London-based counterparts. Our analysis showed that the mean salary for women was more adversely affected than for men, with the average salary for women being 1.6 percentage points lower when compared to London-based colleagues compared to a negative differential of 1.2 percentage points in the mean salary for men.

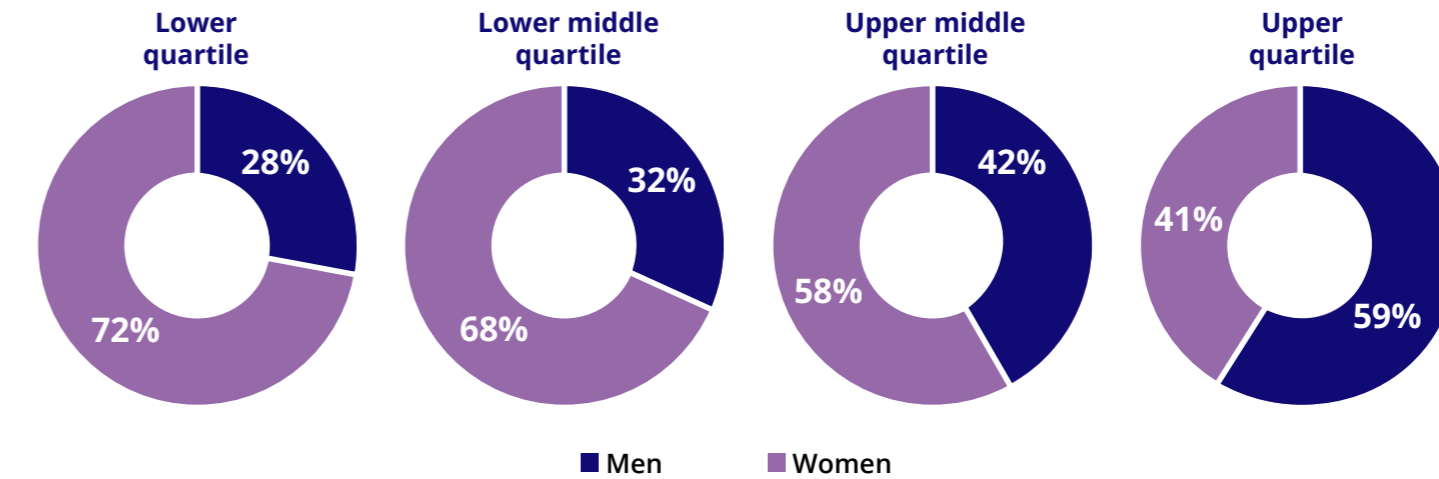
Moving to a single national pay scale had a positive effect on reducing the median gender pay gap. We have not seen the same level of reduction in the mean gender pay gap as the majority of women who were on the UK banding structure were in the lower and lower middle quartiles.



## Representation

Figure 3 shows our gender split by quartile. The percentage of women in each quartile gradually decreases as we move from lower to the upper quartile, with women making up more than two-thirds of staff in the lower and lower middle quartiles.

Figure 3: Gender split by quartile

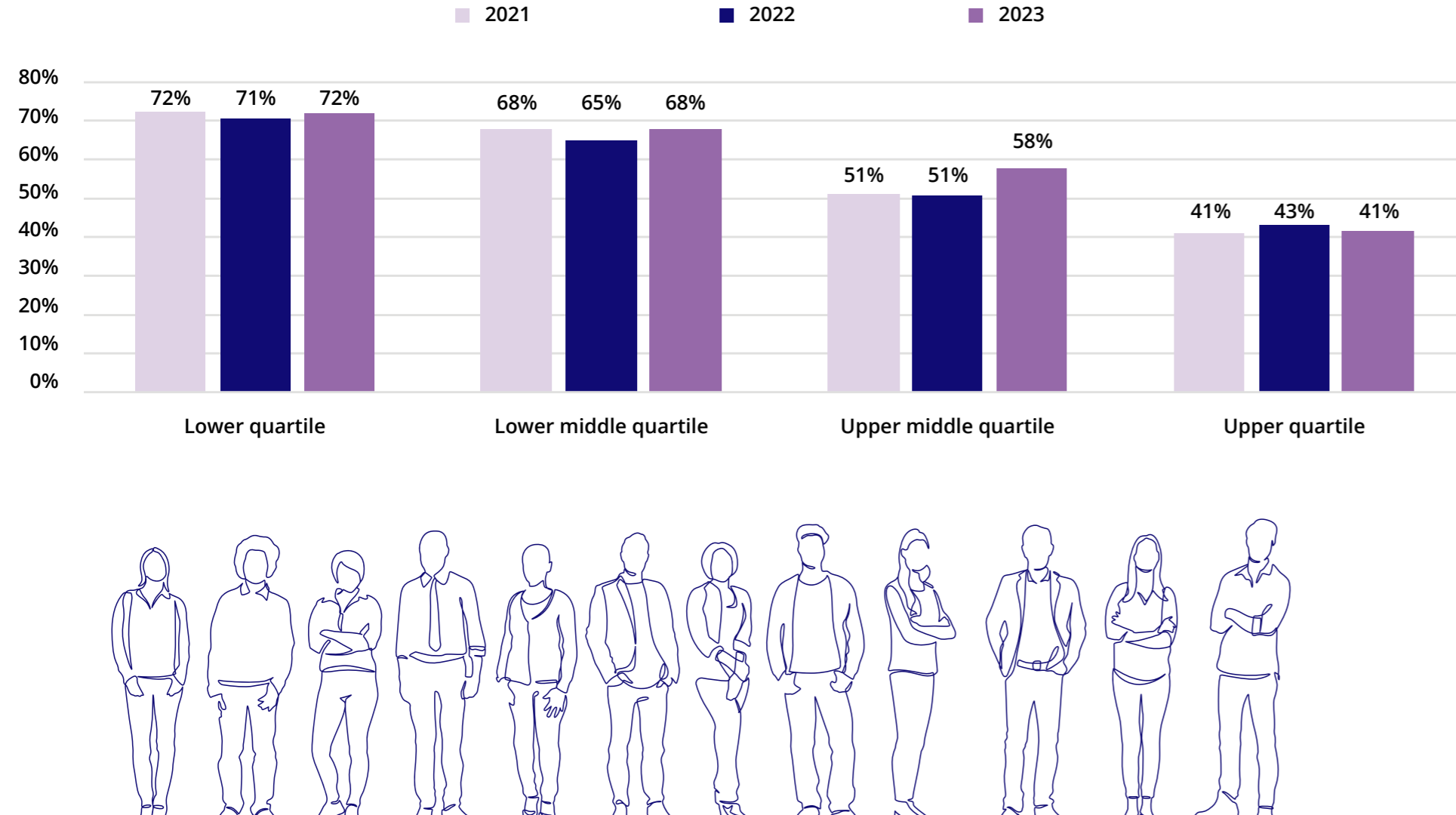


We saw small changes in the proportion of women in each of the pay quartiles between 2022 and 2023:

- Upper quartile - 1.4 percentage point decrease
- Upper middle quartile - 7 percentage point increase
- Lower middle quartile - 3.3 percentage point increase
- Lower quartile - 1.4 percentage point increase

When looking at our median gender pay gap, the increase in the proportion of women in the middle two quartiles more than offset the decrease in the proportion of women in the upper quartile. The proportion of women in the lower and lower middle quartiles is significantly higher at the NCIs than the UK average and broadly in line with the average for the UK voluntary sector.

Figure 4: Percentage of women in each gender pay gap quartile at the NCIs over the last three years

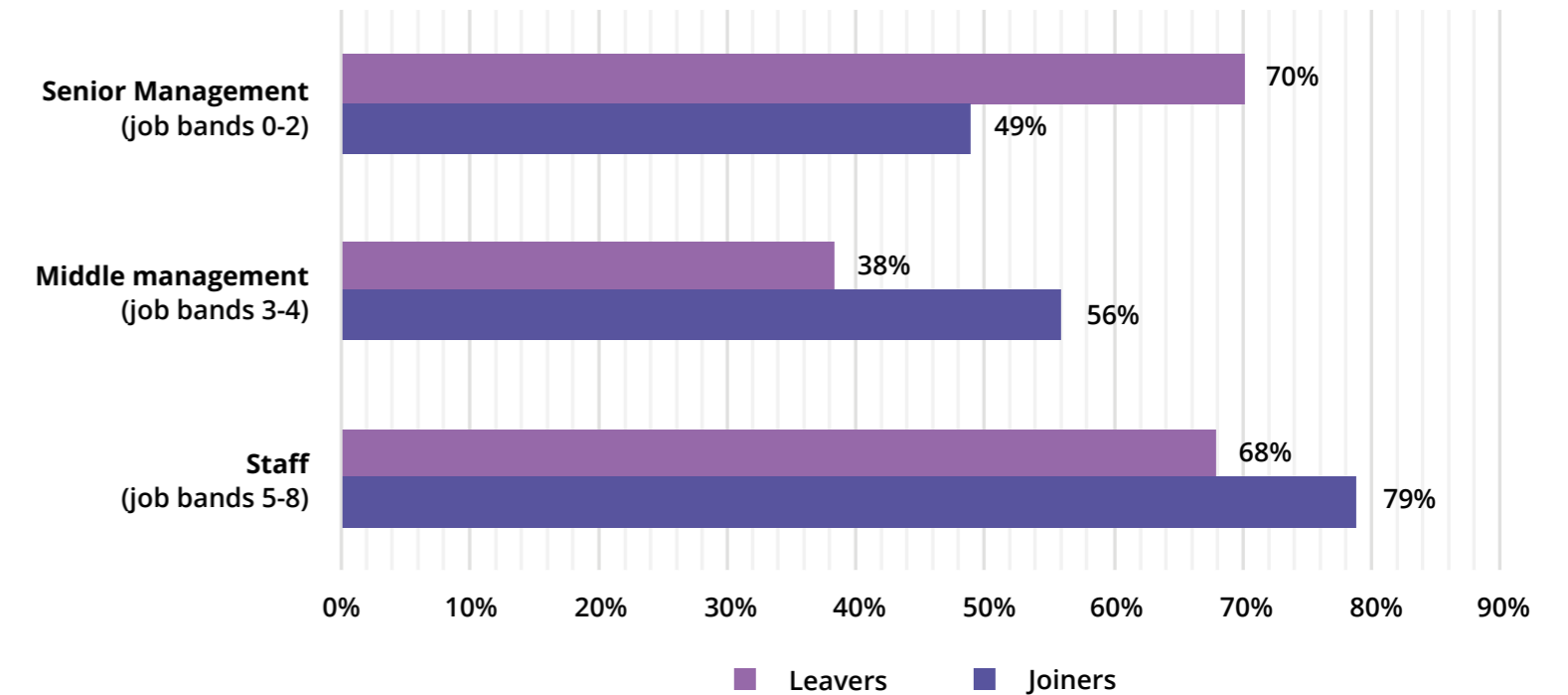


**Recruitment and retention**

Between 2022 and 2023 the percentage of women in the workforce at the NCIs rose from 57% to 60%. During the snapshot period women made up 63% of new recruits and 57% of people who left the organisation. Figure 5 gives a breakdown of those percentages for women in senior management roles (job bands 0 – 2), middle management (job bands 3 – 4), and more junior roles (job bands 5 – 8).

Overall, we saw a net loss of women in more senior roles, and a net gain of women in middle management and lower paid roles during the snapshot period. This has had a detrimental effect, particularly on our mean gender pay gap.

Figure 5: The percentage of women joining and leaving the NCIs during the snapshot period.



## BONUS PAYMENTS

We 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 seven people (all women) were awarded one-off payments.

Table 3: Distribution of bonus payments by gender, by year

		2023	2022	2021
Bonus gap	Mean	0%	20%	N/A
	Median	0%	0%	N/A
Bonus distribution	Male	0%	1.6%	N/A
	Women	1.9%	0.3%	N/A



## NCIs AND INVESTMENT TEAMS

This section includes gender pay data for people employed in investment teams on separate pay arrangements by the Church Commissioners for England and the Church of England Pensions Board alongside those employed under the joint employment framework for the NCIs. Whilst there is no legal requirement to publish figures for this group of employees as they do not trigger the 250-plus employee threshold, we voluntarily publish figures that include this group.

- For the NCIs and investment teams the median gender pay gap is 18% and the mean gender pay gap is 23%
- The mean salary for men is £65,341 and for women is £50,518
- The median salary for men is £54,145 and for women is £44,374.
- In total there were 748 employees, with 706 full-pay relevant employees.

### Bonus pay

Employees in the Investment team of the Church Commissioners for England operate under a specific incentive scheme designed to reward outperformance of the Church Commissioners' investment targets.

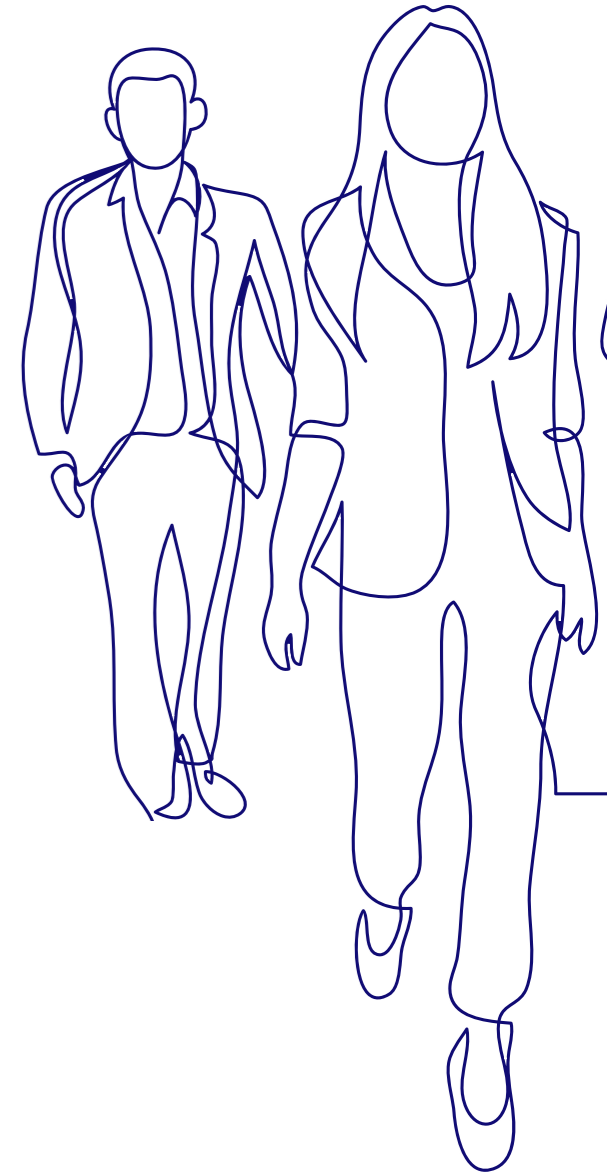
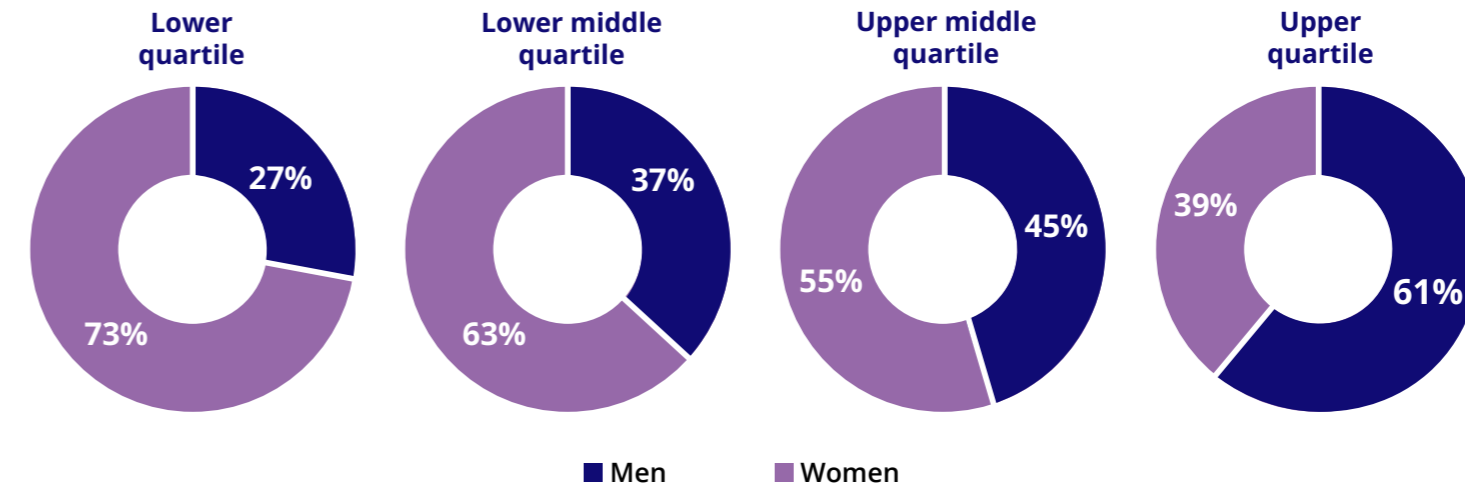
Bonuses for the Investment team are awarded through the Employee Incentive Scheme and Long-Term Incentive Plan where a proportion of bonus is retained and paid out over subsequent years. Of the 41 people who received a bonus through these schemes, 15 were women.

- The median bonus pay gap was 32%
- The mean bonus pay gap was 29%

### Representation

Including this additional group reduces the percentage of women in the workforce from 60% to 58%, and affects the percentage of women in each quartile as follows: Lower quartile (+1), lower middle (-5), upper middle (-3), upper (-2).

Figure 5: Gender split by quartile for the NCIs and Investment teams





NATIONAL CHURCH INSTITUTIONS

**The National Institutions of the Church of England**

Church House  
27 Great Smith Street  
London  
SW1P 3AZ  
United Kingdom

**[churchofengland.org](http://churchofengland.org)**