

# LSE - Gender Pay Gap Reporting

Lisa Morrow and Louise Handley

Senior HR Partner and Head of HR Policy and ER



# Compiling the Data – Initial Gathering Exercise



- **Assessment of Definition**
  - Ø Legal Advice taken
  - Ø School-wide understanding
- **Analysing LSE Pay**
  - Ø Circa 30 different pay elements
- **Working Group**
  - Ø Chaired by Director of HR
  - Ø Included School-wide representation
  - Ø Specific responsibilities

# Compiling the Data – Decisions Made

- **Employees with Multiple Positions**
  - Ø How to represent different pay rates?
- **Casual Workers**
  - Ø How to calculate the 'hourly rate'?
- **Supplements**
  - Ø Ordinary pay or bonus pay?

# Compiling the Data - Results

- Median gender pay gap based on Ordinary Pay is 14.89%.
- When looking at LSE's mean gender pay gap, this increases to 25.78%.
- 15.06% of men received bonus pay compared with 15.86% of women.
- The median gender bonus gap is 25.4% and the mean bonus gap is 49.2%.

# Writing the Report – Initial Considerations/Drafting



- Benchmarking
  - Ø Consideration of style and content
- Infographics
  - Ø Advice versus result
- Action Plan
  - Ø Assessment of previous findings and recommendations

# Writing the Report – Further Analysis

- Raw Data
  - Ø Necessary to truly understand results
- Discussions/Theories
  - Ø Testing theories and previous analyses against the raw data
- Data Segmentation
  - Ø Various 'splits' of data carried out to further interrogate the meaning

# Writing the Report – Final Drafting and Consultation



- Defining the audience – LSE or external?
- Balancing the statutory need with an informative and useful report
- Including additional data where it provided useful extra context
- Defining stakeholders and seeking comments
- Trade Union involvement
- Planning for future reports

# Publishing the Report



- External discussions with other Russell Group universities
- Internal discussions and consultation
- Published on 20 March 2017
- Parallel piece sent internally by Comms Division
- Comms Division on alert for press queries



# GPG and the wider equality and diversity agenda



- Equal Pay Audit 2013-15
  - Creation of Equity, Diversity and Inclusion Taskforce, September 2015
  - Pay Equity Report 2016
  - Pending submission for Athena Swan Charter Mark
- Ø Multiple action plans pointing to same set of challenges

# Improved framework for managing pay fairly and transparently



## Academic staff

- Remuneration Policy for Faculty
- Pay Supplement Policy (e.g. market supplements)
- Additional Payments Policy (e.g. consultancy, teaching on executive programmes)
- Revised Research Incentives Policy \*pending\*

## Professional services staff

- Re-grade Policy - move to panel based assessments
- Starting Salaries Policy - including COO approval of senior salaries
- Responsibility Allowances Policy \*pending\*
- Overtime Policy \*pending\*

## All

- Contribution pay guidance revised – stronger steer to consider equal pay issues and more scrutiny of distribution of awards. One-off pay equity exercise undertaken for academics

# Recruitment to senior posts



- Insufficient representation of women in senior roles – 2/3<sup>rd</sup> of roles in top pay quartile held by men
- Ø Anonymised applications project for PS staff
- Ø Redeveloping our online recruitment tools, e.g. Jobsite, LinkedIn profile
- Ø Changes to academic shortlisting practices to minimise potential for unconscious bias
- Ø Considering internal-only recruitment at middle grades in first instance

# Career progression for female staff



- Strong female representation outside of upper pay quartile = lots of potential for creating internal pipelines
  - Ø Improved range of management and leadership training opportunities
  - Ø Aurora Leadership programme
  - Ø Research Leave for academics following parental leave
  - Ø Improving support for PS women returning from maternity leave (e.g. revamped parents network)
  - Ø Improved female staff voice via network groups

# Creating an attractive, flexible workplace environment



- Supporting women (and men) with caring responsibilities to manage a satisfactory work life balance
- Ø Promotion of flexible working – ‘why not?’ rather than ‘why?’
- Ø Core hours policy
- Ø Email etiquette guidance tackling ‘round the clock’ culture
- Ø Enhanced Shared Parental Pay
- Ø Wellbeing and work life balance – Wellbeing workshops, Get Active Festival, Sport Relief, etc.

- Watching brief on how organisational changes will impact on pay gap (e.g. recent TUPE in of 300 cleaning staff)
- Managing staff and Trade Union expectations
- Using GPG reporting as a catalyst for change, whilst accepting that structural factors and market forces may limit reduction of pay gap
- Decision to be made on whether to conduct another Equal Pay Audit in tandem (and re-examining ethnicity pay gap)

Time for questions...

