

LSE - Gender Pay Gap Reporting

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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 – 2/3rd 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...

