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# Gender & Ethnicity Pay Gap Statutory Report 2021-2022

(Data snapshot 31<sup>st</sup> March 2021)

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## A Note from the Director

This year we have made the decision to report on our Gender and Ethnicity Pay Gaps much earlier than previously. We reported our 2020-2021 data in May 2021, and are now reporting our 2021-2022 data. This enables us to align our action plan with work that is currently underway and ensures that our gender and ethnicity pay gap-related activity is current and relevant.

Our Gender Pay Gap (GPG) has **reduced from 11.1% to 8.7%** over the last 12 months. The median gap in 2018 was 13.4% - this reduction of 4.7% over four years is a great achievement over a short space of time. In March 2021, our 2020-2021 report highlighted our aim to eliminate LSTM's GPG by 2028 – these data show that we are moving towards achieving this objective.

Our Ethnicity Pay Gap data show some slight changes – we remain committed to identifying suitable action to eliminate any ethnicity pay gaps and will be working with our Race Equality Advisory Panel and external consultant on identifying pragmatic and evidence-based actions to increase our diversity across all of our roles.

Given the short timeframe between these reports, the actions contained within remain the same. I remain confident that action that we are putting in place across LSTM is targeted, relevant and will help ensure an equitable working environment for all.

As a leadership team, we support and champion the work of our Athena SWAN self-assessment team in targeting evidence-based interventions to promote the progression and development of all academic and professional services staff, and dismantling barriers wherever they arise. We will also support our Race Equality Advisory Panel in identifying and removing barriers to progression for our minoritized ethnic colleagues.

I confirm that the data in this report are a true and accurate representation, and that the LSTM leadership team will maintain our transparency and commitment to identifying and targeting the issues related to imbalances within our workforce.

David Lalloo

Director

## Terminology Used in this Report

- **‘Equal Pay’** is the term used to define the legal obligation organisations have to ensure that individuals, regardless of their gender or any other protected characteristic, are being paid the same amount for equal work (‘like’ work, or ‘work of equal value’) within the workforce, unless any difference can be justified. Unequal pay is unlawful, and we monitor pay equity with regular equal pay audits.
- **‘Full pay relevant employee’** is defined as anyone employed on the snapshot date of 31<sup>st</sup> March, including apprentices and those contracted personally to do work (such as contractors and consultants). It excludes employees who are not being paid, or are on reduced, statutory or nil pay.
- The **‘Gender Pay Gap’** is the percentage difference between the median earnings of men and women across the whole workforce. The existence of a Gender Pay Gap is not unlawful, and is likely to demonstrate that men and women undertake different types of roles (**‘horizontal segregation’ (Appendix 1)**), and/or work at different levels of an organisation (**‘vertical segregation’ (Appendix 1)**).

The Gender Pay Gap is calculated using a standardised method, expressed as a percentage of men’s earnings, and must be provided as both mean and median figures:

- **Median:** The difference between the midpoints in the ranges of men’s and women’s pay<sup>1</sup>. The ‘Median’ value is less sensitive to outliers than the ‘mean’ value, and so is a more reliable indicator when considering a pay gap, and areas of concern.
- **Mean:** The difference between the average of men’s and women’s pay. The mean is sensitive to outlier data, which can substantially skew the midpoint of a salary range.
- The **‘Ethnicity Pay Gap’** is not yet a statutory requirement, and so there isn’t currently a standardised process for calculation. We have followed the **Office for National Statistics** method in this report, and therefore our Ethnicity Pay Gap is calculated as the difference between the median hourly earnings of the reference group (non-BAME) and other ethnic groups, as a proportion of average hourly earnings of the reference group<sup>1</sup>.

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<sup>1</sup> <https://www.gov.uk/guidance/making-your-gender-pay-gap-calculations>

# Gender Pay Gap Statutory Report

## Introduction

The data presented in this report represents all **Full Pay Relevant Employees (in accordance with GPG calculation methodology<sup>2</sup>)** at the snapshot date of **31<sup>st</sup> March 2021**.

For consistency, we are referring to the data within this report as our 2021 data.

Gender Pay Gap reporting complies with **Equality Act 2010 (Gender Pay Gap Information) Regulations 2017**, which stipulate that Public Sector bodies with more than 250 employees must report on their pay gap by way of six statutory calculations, as follows:

1. Mean gross hourly pay gap for full pay relevant employees<sup>3</sup>, expressed as a percentage, before deductions and including any bonuses received.
2. Median gross hourly pay gap for 'relevant employees', expressed as a percentage, before deduction and including any bonuses received.
3. Mean bonus pay gap for 'relevant employees' based on bonuses received in the 12 months ending with 31<sup>st</sup> March.
4. Median bonus pay gap for 'relevant employees' based on bonuses received in the 12 months ending with 31<sup>st</sup> March.
5. Percentage of female and male 'relevant employees' who received bonus pay.
6. Percentage of female and male 'relevant full-pay employees' in each pay quartile.

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<sup>2</sup> [Making your gender pay gap calculations - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/collections/gender-pay-gap-reporting)

<sup>3</sup> [https://www.gov.uk/government/collections/gender-pay-gap-reporting?\\_ga=2.https://www.gov.uk/government/collections/gender-pay-gap-reporting#step-4:-make-your-gender-pay-gap-calculations70788624.1068757689.1627550078-712840229.1627550078](https://www.gov.uk/government/collections/gender-pay-gap-reporting?_ga=2.https://www.gov.uk/government/collections/gender-pay-gap-reporting#step-4:-make-your-gender-pay-gap-calculations70788624.1068757689.1627550078-712840229.1627550078)

## Calculating Method

$$\frac{\text{Mean/median hourly rate (men)} - \text{Mean/median hourly rate (women)}}{\text{Mean/median hourly rate (men)}} \times 100$$

[Find out more about Gender Pay Gap Reporting requirements and methodology.](#)

*The gender pay gap methodology, as directed by statute, makes no provision for those colleagues who identify as a gender other than male or female, and so we are limited to considering female:male data within this report.*

The **Office for National Statistics** defines the Gender Pay Gap as: *'the percentage difference between men's and women's median hourly earnings'*<sup>4</sup>. The median pay gap is the difference between the midpoints in the ranges of hourly earnings. It is the 'middle' hourly pay rate when pay rates are arranged in order from lowest to highest, and therefore represents the 'middle' male and 'middle' female in the organisation. It is identified as a better measure of pay of the 'average' employee, as it is less affected by outlier values, and more closely represents the experience of the typical man and woman in an organisation<sup>5</sup>. It is the standard measure of pay gaps, used across different organisations and sectors.

<sup>4</sup> [Gender pay gap explorer - Office for National Statistics \(ons.gov.uk\)](#)

<sup>5</sup> [What is the best way of measuring the gender pay gap? | Financial Times \(ft.com\)](#)

## The Difference Between Gender Pay Gaps and Equal Pay

A Gender Pay Gap is an equality measure that shows the difference in average earnings between women and men. It is important to note the difference between *Gender Pay Gaps*, which represent the **distribution of men and women across an organisation** and *Equal Pay*, which is the legal requirement that men and women are paid the same for equal (or similar) work.

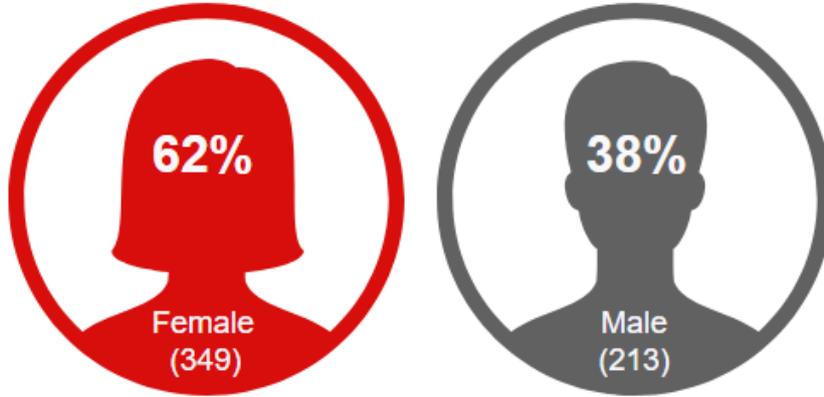
LSTM is committed to the principle of equal pay for work of equal value, and will be carrying out an Equal Pay Audit in 2021-22. Equal Pay Audits are the most effective way to establish whether any of our pay policies are discriminatory, and our 21/22 audit will be conducted in line with Equality and Human Rights Commission (EHRC) guidance. In accordance with this guidance, any gaps of 5% or more are considered significant, and we will take action to address any gaps that arise via this process, which will be monitored via our Human Resources Business Plan and our Athena Swan Action Plan.

Gender Pay Gaps arise due to multiple different factors – these include a divided labour market, where women remain more likely to work in lower-paid and lower-skilled roles (*‘Horizontal Segregation’* ([Appendix 1: Vertical & Horizontal Segregation](#))), women still being more likely to have caring responsibilities, meaning that women are also more likely to hold part-time roles, and the legacy of historically less equitable practices, which mean that often the most senior/experienced colleagues in an organisation are male (*‘Vertical Segregation’* ([Appendix 1: Vertical & Horizontal Segregation](#))).

A ‘positive’ gender pay gap result means that males overall earn more than their female colleagues – an ‘inverse’ gap would identify that females (on average) were being paid more than males.

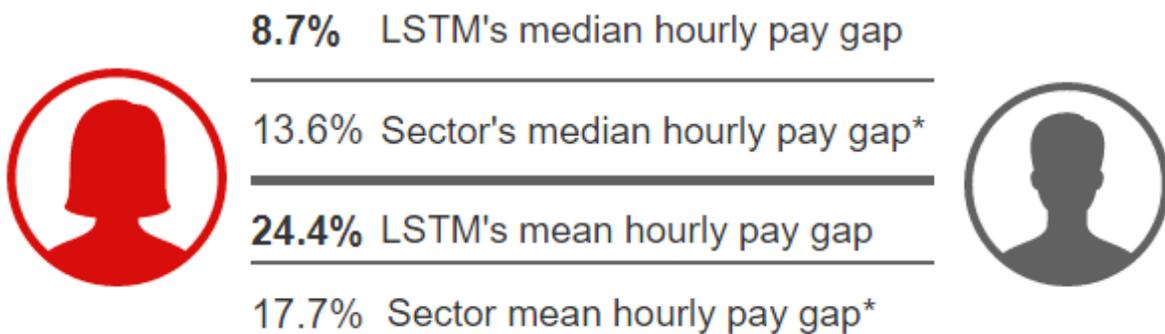
# Gender Pay Gap Data 2021

## Workforce breakdown (31st March 2021)



### Hourly Pay

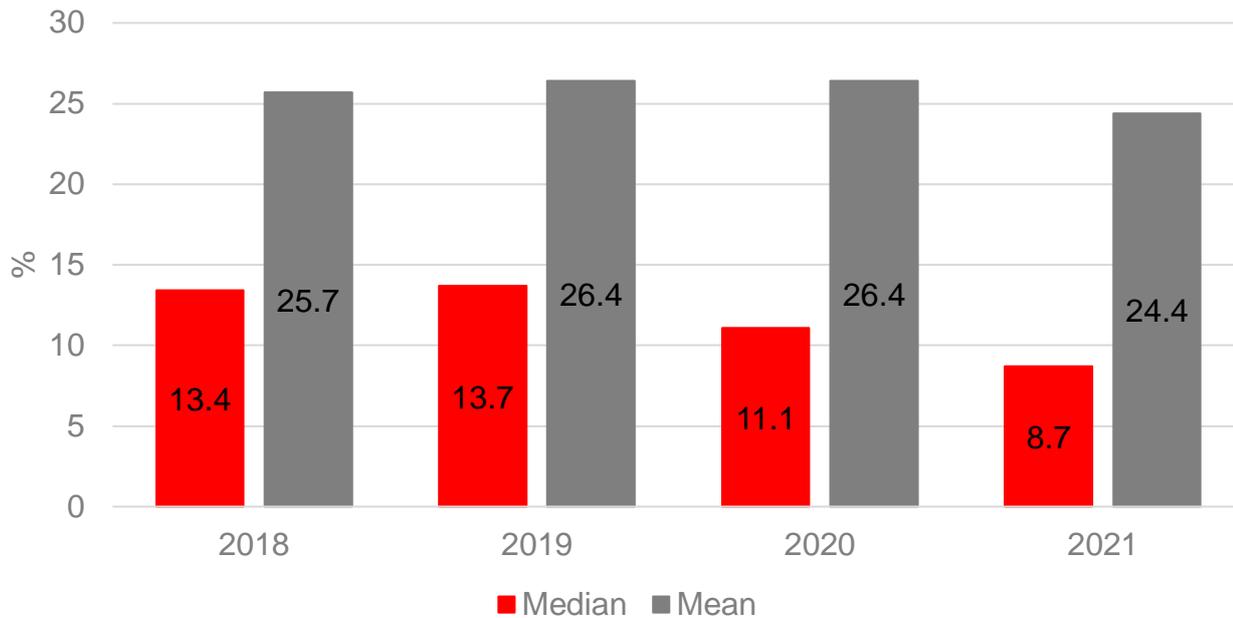
#### LSTM Hourly Pay Gap 2021



*\*These sector averages are based on preliminary data from the Office for National Statistics (ONS) which is subject to change, but the estimates are considered to be good quality<sup>6</sup>.*

<sup>6</sup> [Gender pay gap - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

## Mean & Median Gender Pay Gap Over Time



- Our headline gender pay gap is **8.7%**. Our **median pay gap has reduced by 2.4% from 2020-2021 (11.1%)**.
- Our **mean gender pay gap value has reduced by 2%** in the same timeframe.
- Our 2021 headline figure is below the 2020 sector rate of 13.6% – the 2021 sector figure has not yet been published.

## Bonus Payments

Given our Public Health remit, many of our academics are contracted to perform clinical work, in addition to undertaking research and teaching duties to improve health both nationally and globally. Clinical Excellence Awards reward consultants who contribute most to the delivery of safe and high-quality care and the improvement of NHS services. This includes consultants and senior academic General Practitioners who do so via their contribution to academic medicine.

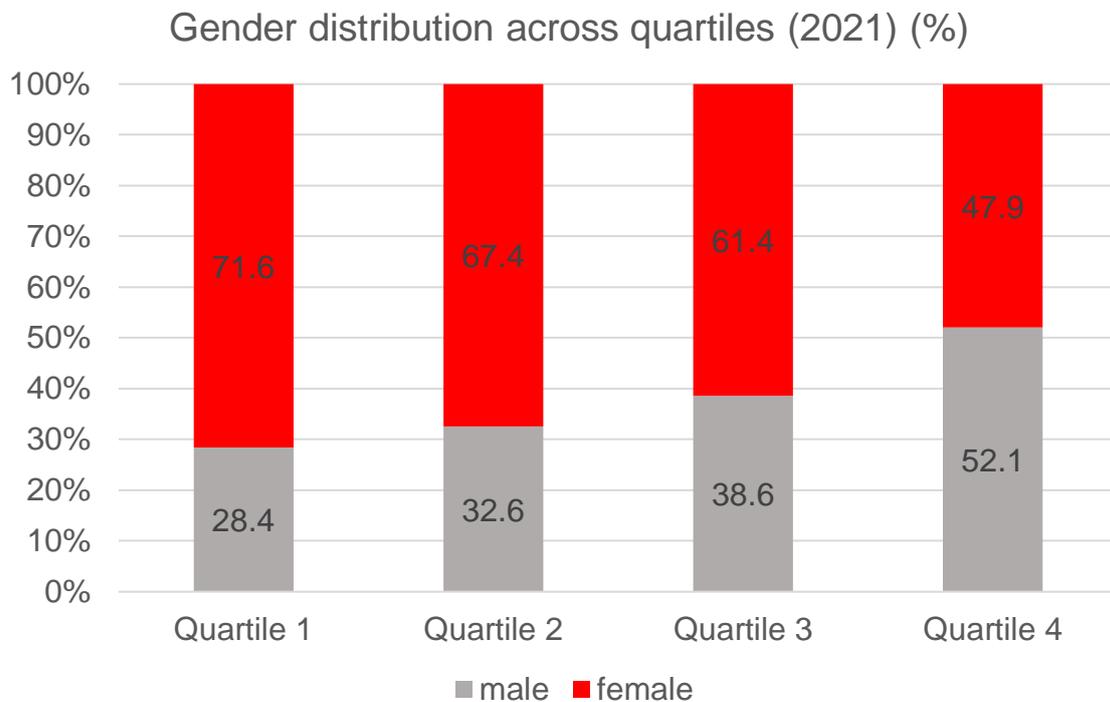
Although LSTM did not make bonus payments to its staff in the last year, a small number of clinical colleagues received Clinical Excellence Awards. The overall number is fewer than five, and therefore cannot be reported - none of the recipients in 2021 were women.

<b>Colleagues receiving bonuses (Clinical Excellence Awards) ((%) of total population of female/male colleagues)</b>		
<b>Year</b>	<b>Female</b>	<b>Male</b>
<b>2018</b>	0.4	2
<b>2019</b>	0.3	0.9
<b>2020</b>	0	0.9
<b>2021</b>	0	0.9

## Percentage of Male and Female Staff in each Pay Quartile

Using quartiles enables us to look at the distribution of our colleagues across four broadly equal groups (140-141 colleagues), from the lowest (Quartile 1) to the highest (Quartile 4) – these pay quarters show us gendered representation at different levels of the organisation.

Quartile 1 (lower) roughly equates to roles on grades 4-5, Quartile 2 (lower middle) (roughly equates to roles on grade 6 to lower half of grade 7); Quartile 3 (upper middle) (equates to upper half of grade 7 to grade 8) and Quartile 4 (upper) includes colleagues on grades 9 and above. We can identify from the data in the chart below that in our 2021 dataset we have heavily female-dominated quartiles 1-3, with only our upper quartile (Quartile 4) achieving close to gender balance.

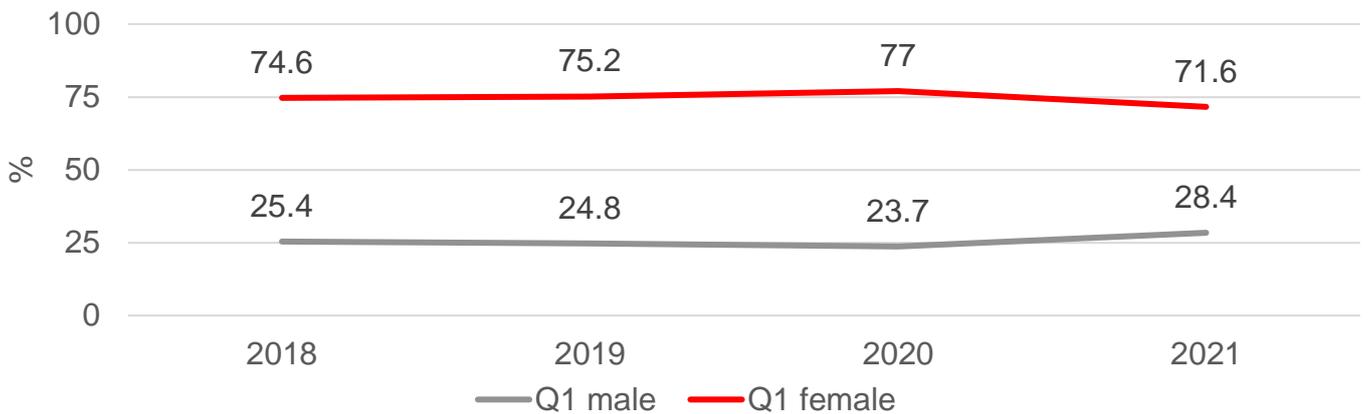


## Quartile breakdown over reporting years (2018-2021)

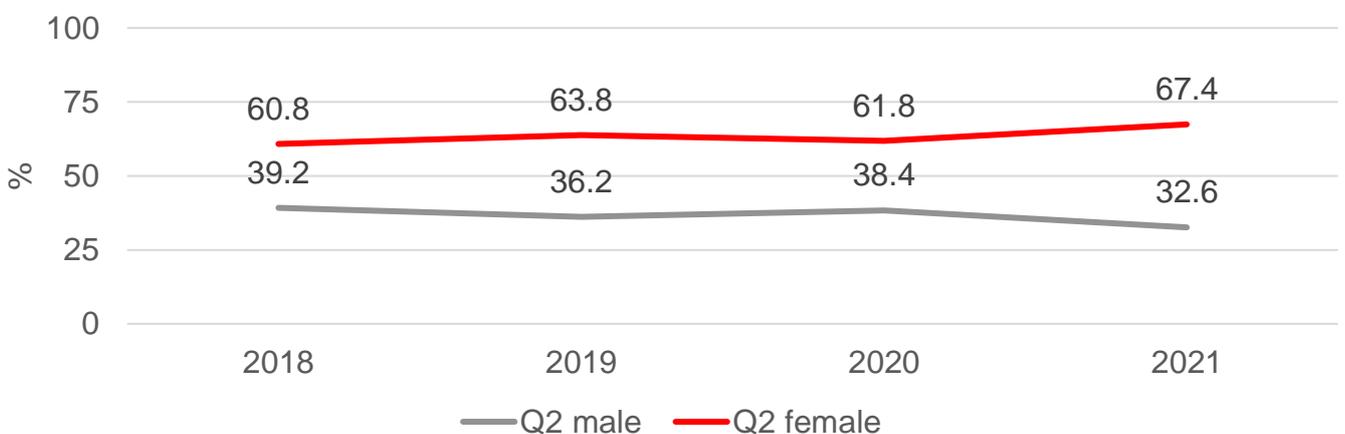
The following charts track changes in distribution within the four pay quartiles over the four-year time period we currently have data on (2018-2021). We can clearly identify that Quartiles 1, 3 and 4 are all becoming more balanced over time, however Quartile 2 remains an outlier – we can see that changes over the last year have perpetuated and increased the imbalance within this Quartile in favour of females. We will review these data in collaboration with the Athena SWAN self-assessment team to better understand this trend.

We can see the largest change over time within our highest paid quartile (Quartile 4; grades 9 and above) which includes our professoriate and senior leaders, whereby the proportion of females has increased from 40% to 47.9% over the four-year period, and where we are close to achieving gender balance across the quartile, suggesting that the actions we have committed to in previous Gender Pay Gap reports are effective.

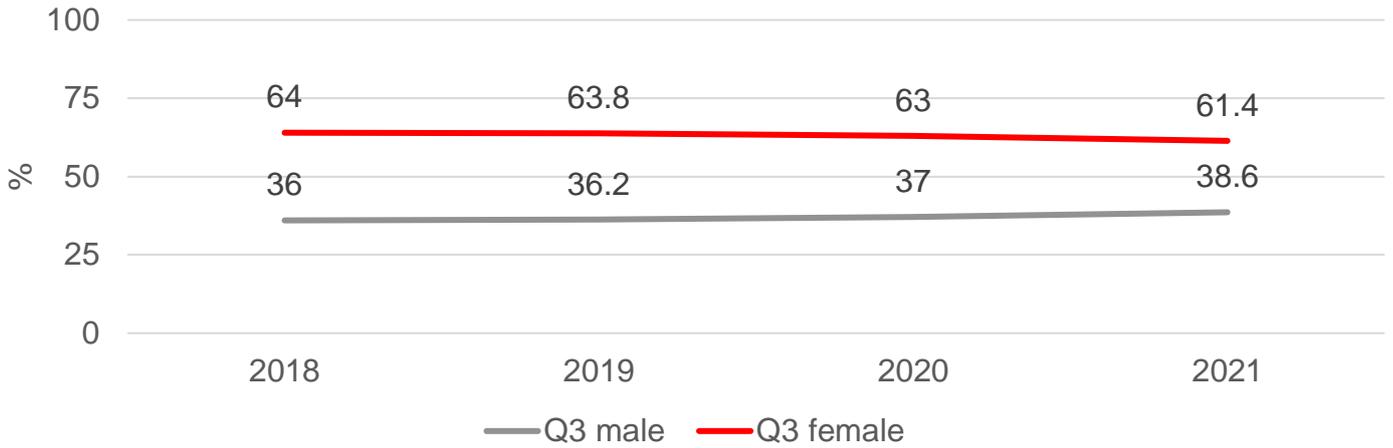
### Quartile 1 Gender distribution over reporting years (2018-2021)



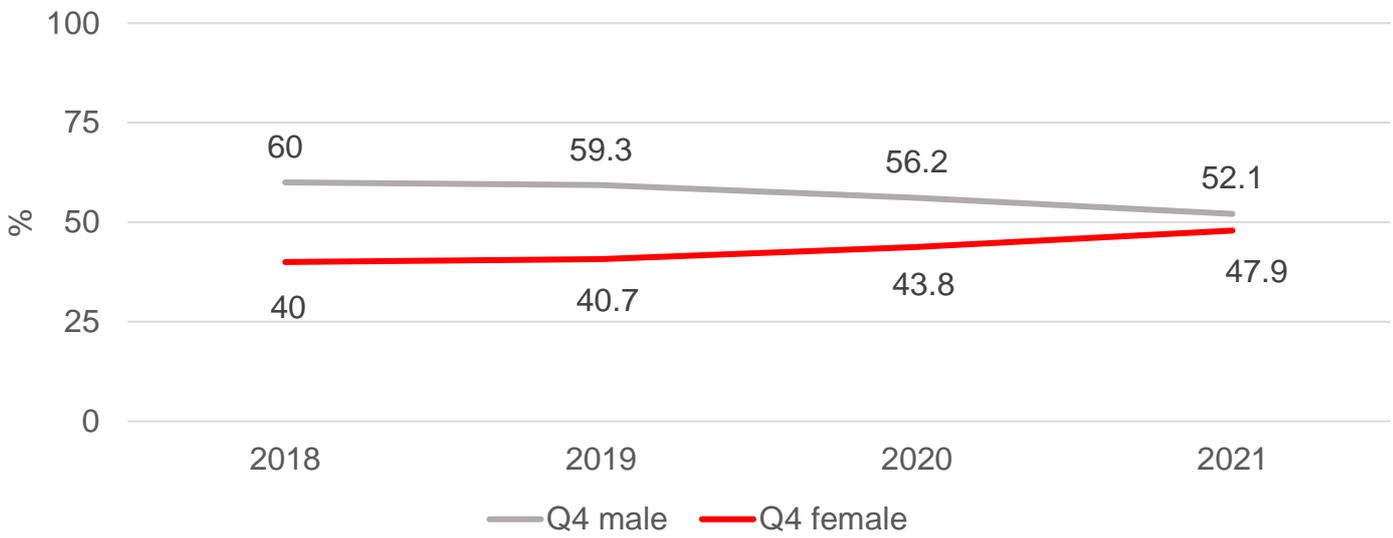
### Quartile 2 Gender distribution over reporting years (2018-2021)



Quartile 3 Gender distribution over reporting years (2018-2021)



Quartile 4 Gender distribution over reporting years (2018-2021)



## Benchmarking

It is useful to be able to compare our progress on eliminating the Gender Pay Gap with that of other institutions in the sector. Below is some further information on other Higher Education Institutions and how the sector is performing as a whole – Institutions have been selected for comparison either due to their membership of the Russell Group (\*), because they are situated in a similar UK region, or because they are also a small and specialist institution.

Although we still have work to do, we can identify that based on 2020/21 data that we are performing well in reducing our gap, relative to other Higher Education Institutions. At the time of writing, no other Institutions had reported their GPG for the year 2021/22.

Higher Education Institution	Median GPG (%) by year			
	2018/19	2019/20	2020/21	2021/22
Imperial College London*	7.6	8	8.1	-
London School of Economics & Political Science*	14.9	13.3	9.5	-
Kings College London*	14.1	13	10.1	-
Queen Mary University of London*	10	9.8	10.2	-
University of Cambridge*	13.7	11.5	11.1	-
<b>LSTM</b>	<b>13.4</b>	<b>13.7</b>	<b>11.1</b>	<b>8.7</b>
University of Sheffield*	10.7	10.7	11.5	-
University of Manchester*	12	11.8	11.8	-
University of Leeds*	14.3	12.5	13.6	-
University of Bristol*	13.6	13.7	13.7	-
Sheffield Hallam	18.6	16.2	13.7	-
University of Oxford*	13.7	13.7	13.7	-
University of Nottingham*	16.6	16.9	14.8	-
Cardiff University*	17.1	15.7	15.6	-
University of Liverpool*	19	15.49	16.2	-
Newcastle University*	18.1	17	17	-
University of Southampton*	16.2	18.3	18.6	-
University of Warwick*	25.3	24.7	23.3	-

Lancaster University	25.5	26.7	25.5	-
Harper Adams University	33.7	34.2	27.6	-
Brunel University	25.7	21.5	27.9	-
Durham University*	27.9	27.9	28.3	-
University of London	11.6	8.2	-	-
London School of Hygiene & Tropical Medicine	12.5	9.4	-	-
University of Exeter*	16	18.6	-	-
Liverpool John Moores University	22.6	21.9	-	-

*NB. The data in this table are sorted by 2020/21 data, from lowest to highest. Some Institutions are yet to report their 2020/21 data, as the deadline has been extended.*

### Impact of Covid-19 on reporting requirements and Benchmarking

In light of the Covid-19 pandemic, the Equality and Human Rights Commission (EHRC) have announced that enforcement of gender pay gap reporting for the 20/21 reporting year (which uses a snapshot date of 31st March 2020 for public sector bodies) will not begin until 5th October 2021. Whilst many institutions have now reported their data for 20/21 reporting year, there remain institutions who have not declared their data. Whilst we have used the Office for National Statistics (ONS) dataset for 2020 for our benchmarking requirements, these data remain provisional.

<sup>7</sup> [https://www.gov.uk/government/collections/gender-pay-gap-reporting?\\_ga=2.70788624.1068757689.1627550078-712840229.1627550078](https://www.gov.uk/government/collections/gender-pay-gap-reporting?_ga=2.70788624.1068757689.1627550078-712840229.1627550078)

## Median Hourly Earnings



Median hourly earnings across **the whole LSTM workforce** are £22.09 for male employees, and £20.16 for female employees.

Although male median hourly earnings have remained static since our 2021 report, female median hourly earnings have increased from £19.64, reflecting our increasing numbers of females on higher salaries.

### Female hourly earnings per £1 earned by males (Based on median hourly pay)



We can identify that, per £1 that males make at LSTM, female colleagues earn the same, with the exception of our highest Quartile, Quartile 4, in which, overall females earn (on average) £0.83 for each pound earned by a male. This is due to a greater proportion of males being in more senior roles within this quartile.

## Benchmarking Hourly Rates

Publishing median hourly earnings is not a statutory requirement, and many Higher Education Institutions have chosen not to do so, so benchmarking data on this is limited. However, some have, and we can compare ourselves with these to identify and ensure that our median hourly pay rates are aligned with the sector.

Higher Education Institution	Median hourly rate (£)		Difference between median male and female hourly rate
	Male	Female	
<b>Liverpool School of Tropical Medicine (2021)</b>	<b>22.09</b>	<b>20.16</b>	<b>£1.93</b>
University of Liverpool* (2020)	19.96	16.73	£3.23
Lancaster University (2020)	21.80	16.25	£5.60

# Ethnicity Pay Gap

## Introduction

The Ethnicity Pay Gap (EPG) is a measure of the difference between average hourly pay of staff who have self-identified as a member of a minoritized group (for the purposes of this report these categories are: 'Asian'; 'Black'; 'Mixed', or 'Other') and staff who identify as non- Black, Asian, Minoritised Ethnic (non-BAME) across LSTM.

Ethnicity Pay Gap reporting is not yet mandatory; LSTM has chosen to report on this data in a similar manner to the Gender Pay Gap, as it provides us with an opportunity to target action at areas of need and track interventions over time.

For the purposes of this report we have used the Office for National Statistics '5' categories of ethnicity. Whilst this does not provide a detailed breakdown, it does allow us to report numbers that would be too small to report if we added the additional granularity of the ONS 18 categories. Throughout these data we refer to the ONS 5 categories and the category 'non-BAME', which refers to colleagues who do not identify as 'Mixed', 'Asian', 'Black' or 'Other'.

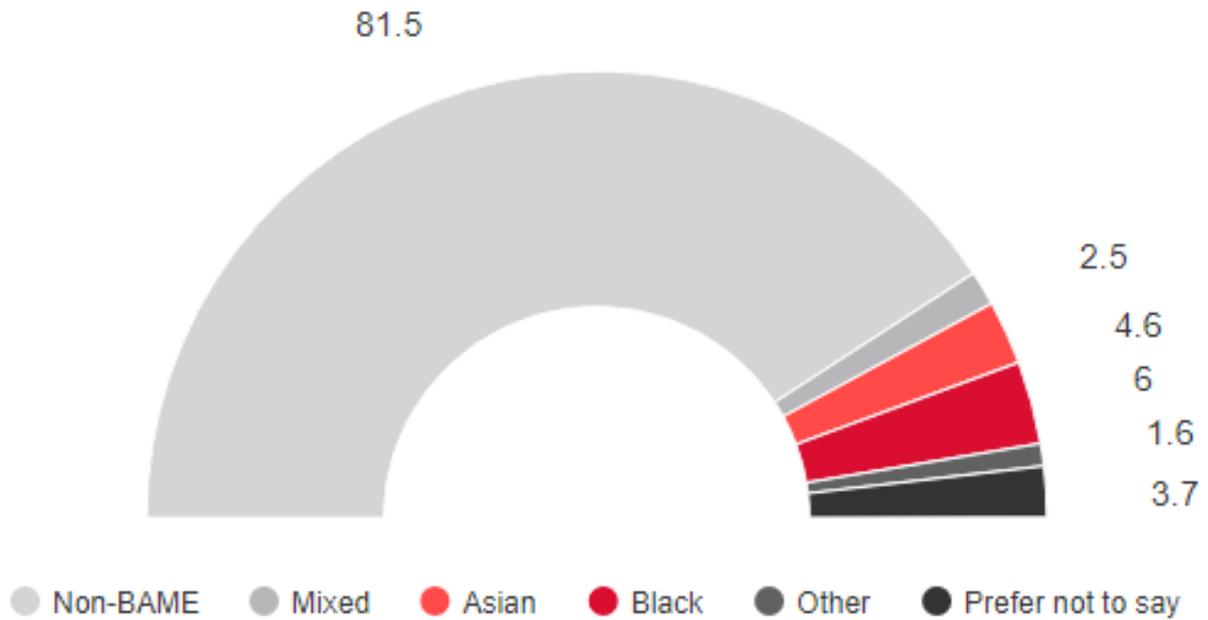
## Calculating Method

In the absence of statutory guidance relating to calculation of the Ethnicity Pay Gap, we have analysed the following data in the same way as for our Gender Pay Gap calculations, but with reference to ethnicity rather than gender. The Ethnicity Pay Gap therefore shows the difference between the average earnings of non-BAME and 'Black', 'Asian', 'Mixed' or 'Other' Staff, expressed as a percentage of the earnings of non-BAME staff.

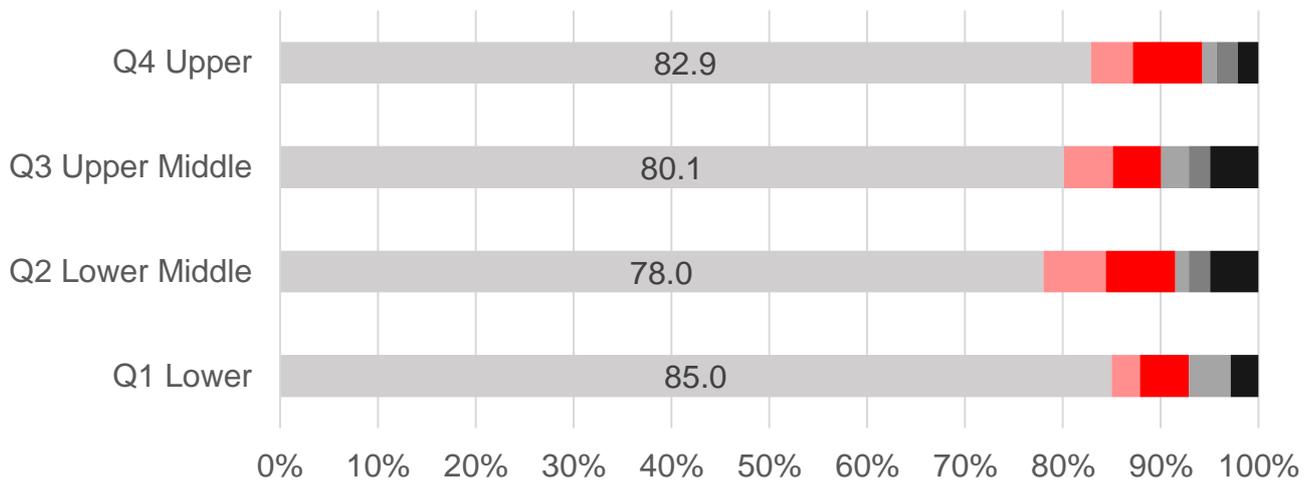
- We have utilised the same calculations in interpreting our Ethnicity Pay Gap data as the Office for National Statistics.
- The gap is calculated as the: *'difference between the median hourly earnings of the reference group (non-BAME) and other ethnic groups, as a proportion of the average hourly earnings of the reference group.'*
- These data are based on hourly pay rates on the snapshot date of **31<sup>st</sup> March 2021**.

## Workforce Breakdown (Ethnicity)

### Staff Ethnicity (%)



### Ethnicity Distribution by Quartile

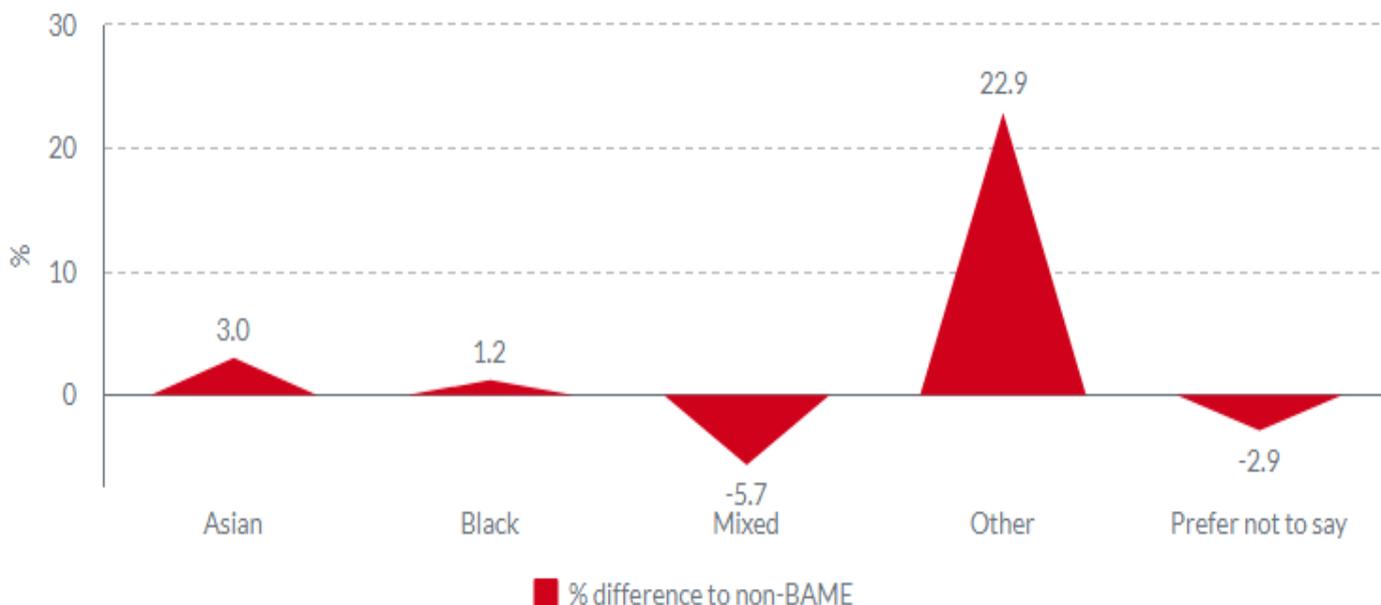


	Q1 Lower	Q2 Lower Middle	Q3 Upper Middle	Q4 Upper
Non-BAME	85.0	78.0	80.1	82.9
Asian	2.9	6.4	5.0	4.3
Black	5.0	7.1	5.0	7.1
Mixed	4.3	1.4	2.8	1.4
Other	0.0	2.1	2.1	2.1
Prefer Not to Say	2.9	5.0	5.0	2.1

Our ethnicity profile across Quartiles has changed since our last report– in our previous report we had the highest levels of diversity in Quartiles 2 and 4, however we now have higher levels of diversity in Quartiles 2 and 3.

### Hourly Pay

Hourly Pay Rate by Ethnic Group (median) (% difference to non-BAME category)



These data points reflect the difference in median pay between our non-BAME colleagues, and 5 other ethnic categories as defined by the Office for National Statistics. Our colleagues who identify as 'Mixed' or 'Prefer not to say' have an 'inverse' pay gap – for example, colleagues who identify as 'Mixed' ethnicity, have a median hourly rate of pay that is 5.7% higher than non-BAME colleagues. Conversely, non-BAME colleagues have a higher median hourly rate of pay than those who identify as 'Asian' (3.0%), 'Black' (1.2%) or 'Other' (22.9%). However our numbers are small - we have 9 employees who identify as 'Other', and so these data are particularly susceptible to change.

For more information on understanding Ethnicity pay gaps, please visit the [ONS Ethnicity Pay Gaps](#) webpage.

## Closing the Gaps

*As is common across the Higher Education Sector, LSTM's Gender Pay Gap is determined by an imbalance in men and women across job levels within the School.*

*Our Ethnicity Pay Gaps have fluctuated over the last reporting year, however these changes are likely to be largely due to small numbers of people within each Ethnicity category- we will continue to monitor our data to identify any trends.*

*We are taking action to improve the diversity of our workforce but understand that we must also ensure that our working environment enables applicants from diverse backgrounds to thrive in an inclusive and welcoming culture. We are committed to achieving long-term culture change within LSTM that will aid recruitment, retention and progression sustainably, creating a workplace where all employees are provided with the opportunity to thrive and succeed.*

### Actions that we have taken to close the pay gap

In the preparation of this report, we have consulted with the Equality and Diversity Committee, which consists of representatives from our BAME Staff Network; our LGBTQ+ Staff and Student Network, our Athena SWAN Lead, and representatives from other staff and student groups from across the School.

#### Recruitment

- To improve attraction of female candidates, all adverts are reviewed by gender neutral software and adverts positively promote and encourage flexible working. We use positive inclusive messaging to publicise our approach and attract candidates.
- We have consistently sought to ensure diversity on recruitment panels. We acknowledge however that this can have the effect of creating a disproportionate workload burden on underrepresented groups and will review this.
- We are continuously exploring new opportunities to reach a diverse range of candidates, utilising focused job boards wherever possible to broaden our pool of eligible applicants and

will further explore opportunities to achieve this, including through the apprenticeship scheme.

- We have developed our approach and support for redeployment for colleagues whose fixed term contracts are due to end, including prioritisation for applications and selection, support for cv and interview preparation.
- All internal candidates for roles are offered interview preparation and support from the recruitment team. Detailed feedback is provided to all internal candidates and for unsuccessful applicants on development opportunities, empowering them and ensuring that they are well-positioned for the next role that becomes available.

### Development & Progression

- We have initiated the development of career paths in all job families to enable progression and increase development opportunities; we have provided routes to academic progression for colleagues on a non-traditional path.
- We have also reviewed our approach to promotion and will implement a systematic approach to talent scoping to determine promotion readiness and provide mentoring and development to support prospective candidates. We will implement learning from each iteration of the process to continue to develop and improve our promotion process.
- We have signed up to the **International Concordat for Researcher Development** and are preparing our action plan for implementation.
- Internal roles and key committee appointments are advertised for transparency and as a means to ensure career development opportunities are available to all.
- Since March 2019, we have transitioned 108 fixed term contracts (75.9% female; 24.1% male) to open-ended permanent contracts, and have reviewed all new positions and contract extensions to ensure we've only used fixed-term arrangements where it's necessary.

## Culture

- We have recruited an Athena SWAN Chair, with time supported by LSTM, to champion and lead on gender equality work across the School. We have established a Self-Assessment team with representation from across the School, including Senior Management Group, and we are working on our **Athena SWAN** submission for July 2022.
- We have signed up to the **San Francisco Declaration on Research Assessment (DORA)** and have published our action plan to implement the principles on our website.
- We are developing our Race Equality activity across the School, beginning with the establishment of the **Race Equality Advisory Panel**, which will look to identify where we can improve our practices to benefit minoritized ethnic staff and students, utilising external expertise where required. We will commission an external Race Review, to identify and address possibilities of any systemic racism, and provide an action plan to promote anti-racist activity.
- We have re-constituted our Equity & Inclusion Committee, to ensure all colleagues have the opportunity to have their voice heard, and will be utilising this committee to consult on relevant policies and procedures.
- We've implemented an Engagement Survey to provide all employees with the opportunity to feedback to the School on areas that are working well, and what we need to do to improve.

## Pay & Reward

- We have initiated a pilot to trial a new approach to regrading. Based on this, we will implement a revised process across LSTM.
- We have equalised annual leave entitlements to ensure parity of equity across grades.
- We have taken the first steps to reporting our Ethnicity Pay Gap.

## Actions that we will take to Close the Gap

Working in conjunction with the **Athena SWAN Self-Assessment Team (SAT)** and the **Race Equality Advisory Panel (REAP)**, we are committed to overcoming pay gaps.

The following are priority actions to close the pay gaps and are targeted efforts we are taking to identify and reduce factors that cause a gender pay gap. There is also a substantial amount of other work that may indirectly impact a pay gap, and will be addressed within our upcoming Inclusion Strategy, which will be developed by the Equity & Inclusion Committee and Management Committee throughout 2021-22.

Although these actions remain the same as in our previous report, the deadlines have been extended to align with outcomes from our priority objectives of LSTM's external review into race equity, and our Athena Swan submission.

### Setting Targets

With regard to the gender pay gap, we will work toward at least a 50% reduction of the gap within 5 years from 2021 and elimination in seven years. We envisage that these will work in conjunction with targets for gender equality agreed via the Inclusion Strategy and Athena SWAN action plan currently being developed.

The ethnicity pay report shows fluctuation: further analysis is needed to clarify and address the underlying issues. The external Race Review and report delivered in 2021 will lead to meaningful targets to improve race equality and therefore the ethnicity pay gap. The findings of the review are not due to be delivered until end 2021 - targets will therefore be set before the end of the academic year – July 2022.

**Owner:** *Global HR Director, Management Committee*

**Reporting to:** *Management Committee, Board of Trustees*

### Recruitment

- a. Through talent attraction and recruitment plans, we will aim to address the gender imbalance in lower quartile roles where men are underrepresented and in senior roles where women are underrepresented. By 2026, we will aim to achieve at least 60:40 (F:M) ratio in the lower quartile and 50:50 ratio in the upper.

- b. We will explore and address under-representation of minoritized ethnic applicants in our recruitment pipeline and particularly with regard to Professional Services roles. Targets will be set in conjunction with the Race Review no later than the end of 2021 (NB: see above This deadline has changed to 2021-2022 academic year).
- c. The requirement for all applicants to provide previous salary information will be removed as part of the roll out of the new recruitment system by December 2021. (NB: the roll-out timeframe for this action has been extended)

**Deadline:** (a) 2026; (b) July 2022; (c) Dec 2021.

**Owner:** Senior Recruitment Manager

**Reporting to:** Management Committee, Equity & Inclusion Committee

### Succession Planning

In October 2021, we will undertake a succession plan for leadership roles which will address under-representation and foster diversity, (although succession plans are not guarantees of individual transition into roles). This will be supported by a leadership programme for current and future leaders. There will be a wider review of succession and talent planning at senior level within departments, as part of the longer-term plan.

**Deadline:** Start October 2021- Complete by July 2022

**Owner:** LSTM Director, Global HR Director

**Reporting to:** SMG, Board of Trustees

### Career Progression Strategy

- a. Within the next academic year, we will publish our Career Progression strategy, identifying career paths and opportunities for development for professional services, technician and programme management roles. We will implement learning from the last iteration of the promotion process to improve the next cycle.
- b. This is in addition to the work of CADRe-related early career researchers.

**Deadline:** July 2022

**Owner:** Learning & Development Manager

**Reporting to:** *Management Committee*

### Equal Pay Audit

Delayed from last year by the impact of the pandemic on workload, we will conduct a gender and ethnicity equal pay audit to identify and address any pay gaps and support transparency in our pay framework.

**Deadline:** *January 2022*

**Owner:** *Senior Pay & Reward Manager*

**Reporting to:** *Management Committee, Equity & Inclusion Committee*

### Impact of COVID

We will work to identify and understand the long-term impact of COVID on careers and progression and take action to address as appropriate.

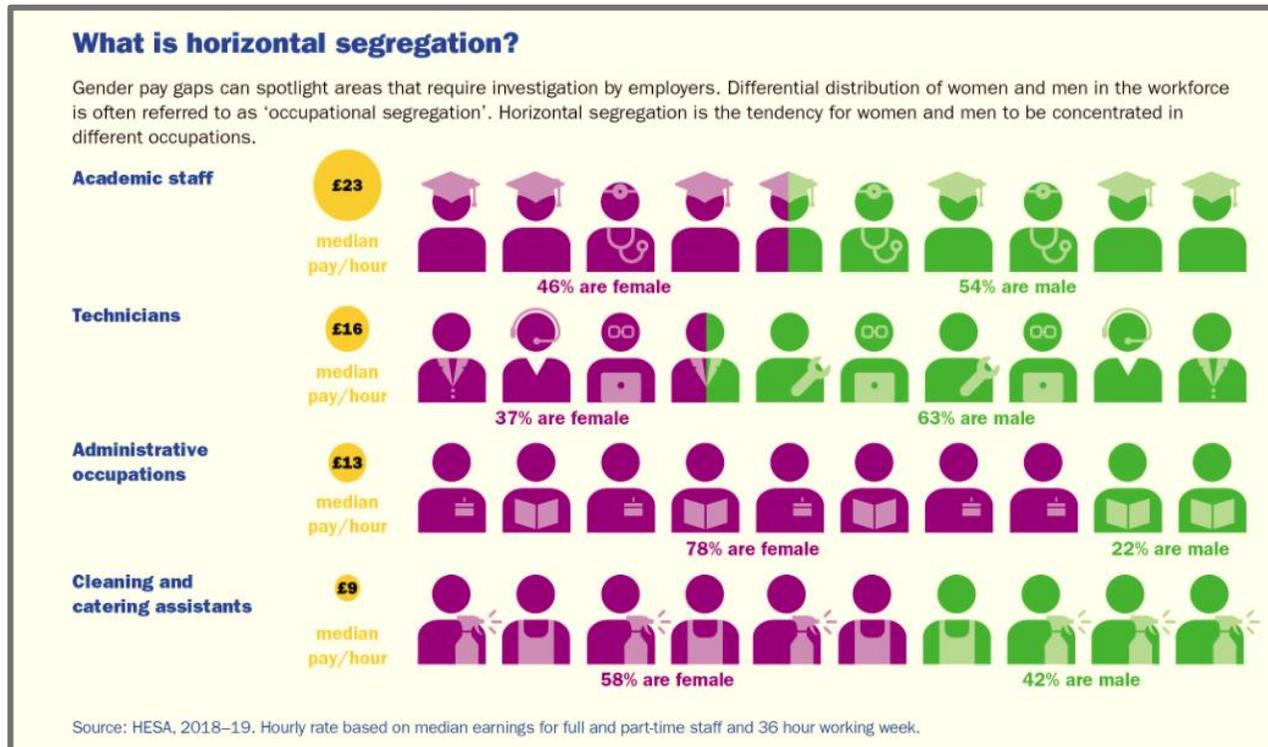
**Deadline:** *July 2022*

**Owner:** *Chair of Research Committee, CADRe; Athena SWAN SAT.*

**Reporting to:** *Equity & Inclusion Committee, Management Committee*

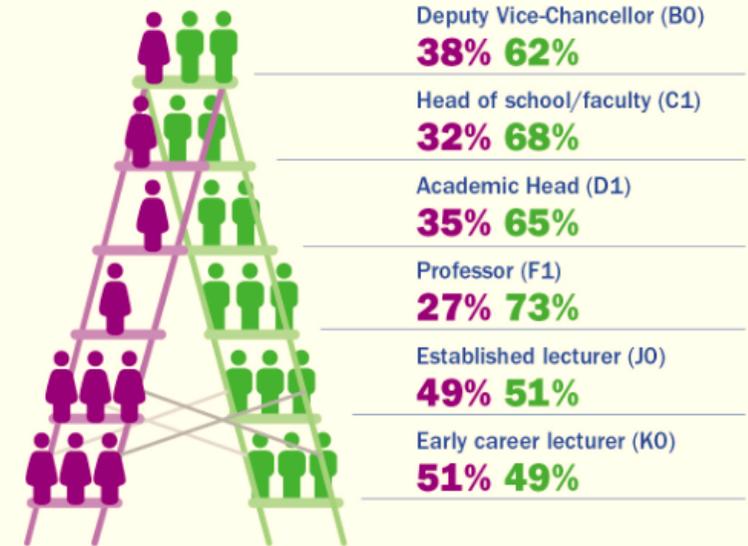
## Appendix 1: Vertical & Horizontal Segregation

The following graphics were produced by UCEA (Universities & Colleges Employers Association) based on HESA data 2018-198. Whilst the values may have changed, the explanations of horizontal and vertical segregation within an organisation remain a useful tool in explaining how Gender Pay Gaps are maintained.



### What is vertical segregation?

Vertical segregation is identified as an issue by many employers. It is the tendency for women and men to be concentrated differently in different job levels within an occupation. This is not about equal pay – as men and women should be paid equally on the ranges for each job level – but typically, including in HE, women are underrepresented in the senior levels and may be overrepresented in the lower levels.



Source: HESA, 2018–19. Based on head count for all staff (full-time and part-time).

<sup>8</sup> <https://www.ucea.ac.uk/library/infographics/gender-pay/>