



Gender Pay & Ethnicity Pay Gap Statutory Report 2021

For enquiries please contact: equality@lstmed.ac.uk

A Note from the Director

The last year has provided LSTM with a series of extraordinary challenges. However, whilst responding to these, we are also conscious that we must not allow external influences to detract from issues that are of significance to us as a School and as an employer.

We are committed to strengthening our equality and diversity work and creating an inclusive working culture where colleagues can thrive, and we are working on this in a variety of ways which will be consolidated in our response to the recent Engagement Survey.

Our Gender Pay Gap has **reduced** from 13.4% to 11.1% but nonetheless remains higher than we would like it to be. This is due to imbalances in gender across the organisation, and this report highlights ongoing and future work that will be carried out to reduce this differential.

This document also contains our first **Ethnicity Pay Gap** report, and although the gap identified is 'inverse', we must focus on the overarching vision of removing both gaps in their entirety.

In addition to our efforts in reducing the gender and ethnicity imbalances in the higher grades, we must also begin work addressing the gender disparities in the lower quartiles, increasing our proportion of male colleagues in lower graded roles, and improving our recruitment of Black, Asian and Minoritized Ethnic colleagues into professional services roles, as highlighted in our recent [Equality & Diversity Annual Report 2020](#).

We know there are no 'quick fixes' to a gender pay or ethnicity pay gap, and changes will take time. However, I am confident that action that we are putting in place across the School is targeted, relevant and will work towards ensuring an equitable working environment.

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 LSTM will maintain its transparency in identifying and targeting the issues we face with regard to imbalances within our workforce.



Professor David Laloo

Director

Contents

A Note from the Director	2
Contents	3
Terminology Used in this Report	4
Gender Pay Gap	5
Introduction	5
Calculating Method	6
Workforce Breakdown (gender)	7
Hourly Pay	7
Note on Sector Benchmarking Data	8
Changes over Time	8
Bonus Payments	9
Percentage of Male and Female Staff in each Pay Quartile	10
Benchmarking	12
Hourly Rates	13
Benchmarking Hourly Rates	13
Ethnicity Pay Gap	14
Introduction	14
Calculating Method	14
Workforce Breakdown (Ethnicity)	15
Ethnicity Distribution by Quartile	15
Hourly Pay	16
Closing the Gaps	17
Actions that we have taken to close the pay gap	17
Actions that we will take to Close the Gap	19
Priority Actions	19
Appendix 1: Gender & Ethnicity Pay Gap Action Plan 2020 – Update on Progress	21

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 31st 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 Gender Pay Gap is calculated using a standardised method, is often 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 pay¹. 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 existence of a Gender Pay Gap is not unlawful, and is likely to demonstrate, for example, that men and women undertake different types of roles (**‘horizontal segregation’**), and/or work at different levels of an organisation (**‘vertical segregation’**).
- 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 group¹.

Gender Pay Gap

Introduction

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 employees¹, 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 31st March.
4. Median bonus pay gap for 'relevant employees' based on bonuses received in the 12 months ending with 31st 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.

The data presented in this report represents all **Full Pay Relevant Employees (in accordance with GPG calculation methodology²)** at the snapshot date of **31st March 2020**.

² <https://www.gov.uk/government/collections/gender-pay-gap-reporting#step-4:-make-your-gender-pay-gap-calculations>

Calculating Method

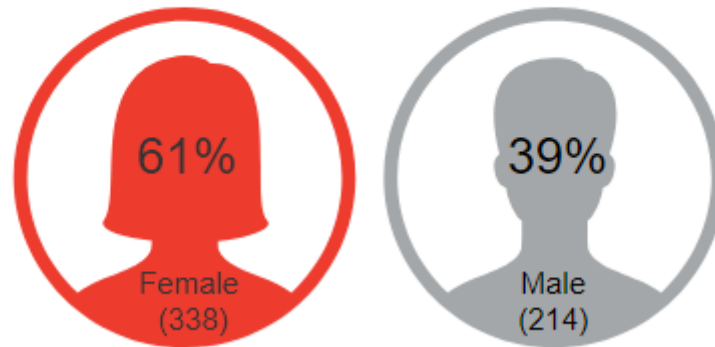
$$\frac{\text{Mean/median hourly rate (men)} - \text{Mean/median hourly rate (women)}}{\text{Mean/median hourly rate (men)}} \times 100$$

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

Unfortunately 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.

Workforce Breakdown (gender)

Workforce Breakdown (31 March 2020)



Hourly Pay

LSTM Hourly Pay Gap 2020



11.1% LSTM's median hourly pay gap

26.4% LSTM's mean hourly pay gap

13.0% Higher Education Sector's median hourly pay gap*

14.7% Higher Education Sector's mean hourly pay gap*



**Data as of 2019 reporting, as reporting was suspended in 2020*

Our headline gender pay gap is **11.1%**. This is a **reduction of 2.6%** compared to 2019 figure, which was 13.7%.

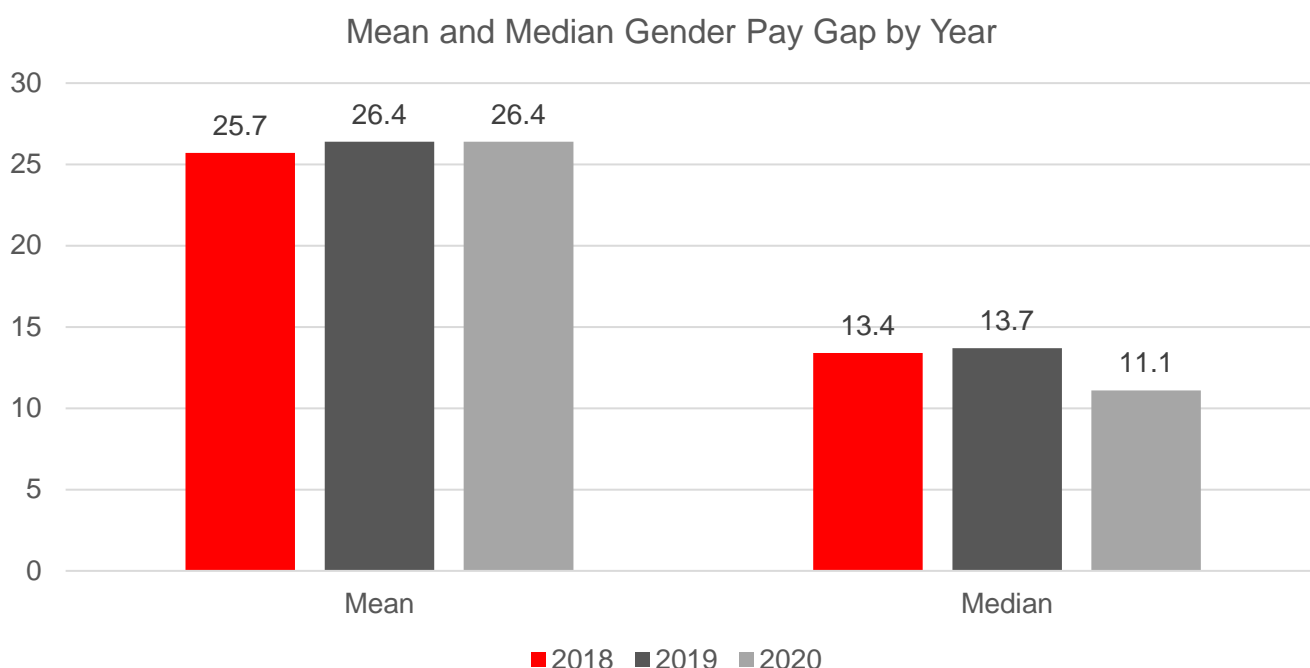
Our current headline figure is below the 2019 sector rate – the 2020 figure has not yet been published.

Note on Sector Benchmarking Data

In light of the Covid-19 pandemic, the Government decided not to enforce statutory gender pay gap reporting for 2018/19, which was due in April 2020. We have therefore benchmarked our Pay Gap reporting against the last complete reporting year data, which was reported in 2019, and for the snapshot date of 31st March 2018. Our Gender Pay Gap in the same reporting year was 13.7%, so we can identify that we have moved from a higher than sector average to below sector average over the past reporting cycle.

For more information on benchmarking, see the 'Benchmarking' section of this report.

Changes over Time



Our **median pay gap has reduced by 2.6% from 2019-2020**. The mean gender pay gap value has remained consistent over the past two reporting cycles.

The **Office for National Statistics** defines the Gender Pay Gap as: *'the percentage difference between men's and women's median hourly earnings'*³. 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 organisation⁴. It is the standard measure of pay gap, used across different organisations and sectors.

³<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/genderpaygapexplorer/2019-06-07>

⁴ ['What is the Best Way of Measuring the Gender Pay Gap?'](#) Financial Times, January 31st 2018

Bonus Payments

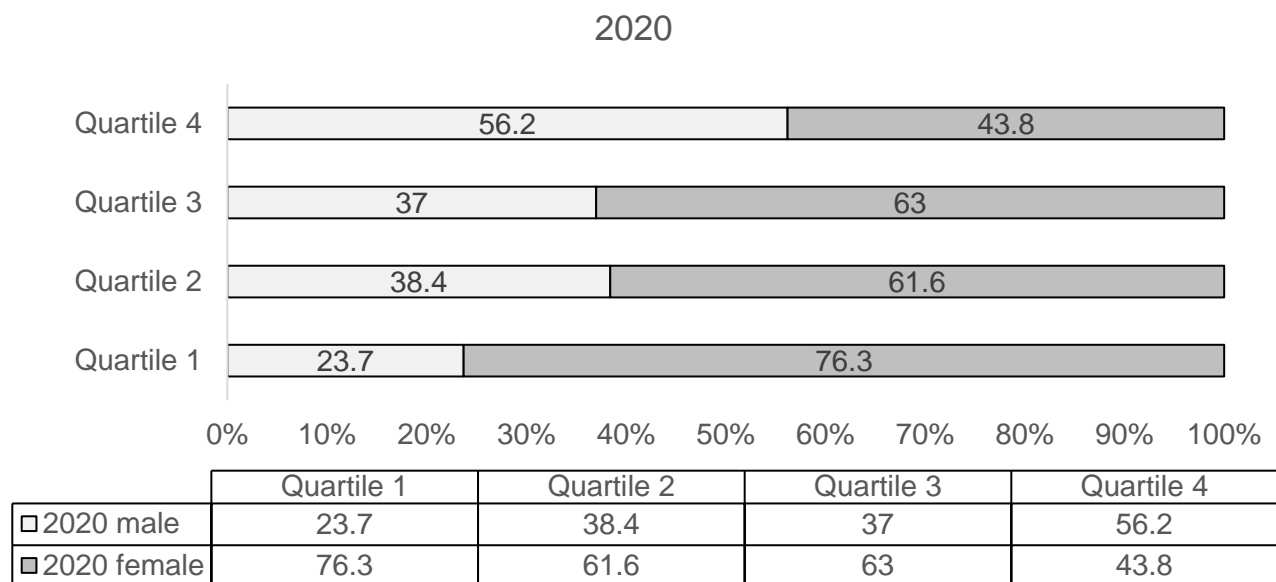
Given our Public Health remit, many of our academics are contracted to perform clinical work, in addition to undertaking research and teaching duties to improve health both nationally and globally. Clinical Excellence Awards reward consultants who contribute most to the delivery of safe and high-quality 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: none of the recipients were women.

Bonus Payments (Clinical Excellence Awards)

Year	Women	Men
2018	0.4%	2%
2019	0.3%	0.9%
2020	0%	0.9%

Percentage of Male and Female Staff in each Pay Quartile

Using quartiles enables us to look at the distribution of people across four broadly equal groups, from the lowest (Quartile 1) to the highest (Quartile 4). As part of the pay gap reports, we highlight below the proportion of male and female employees in each quartile.



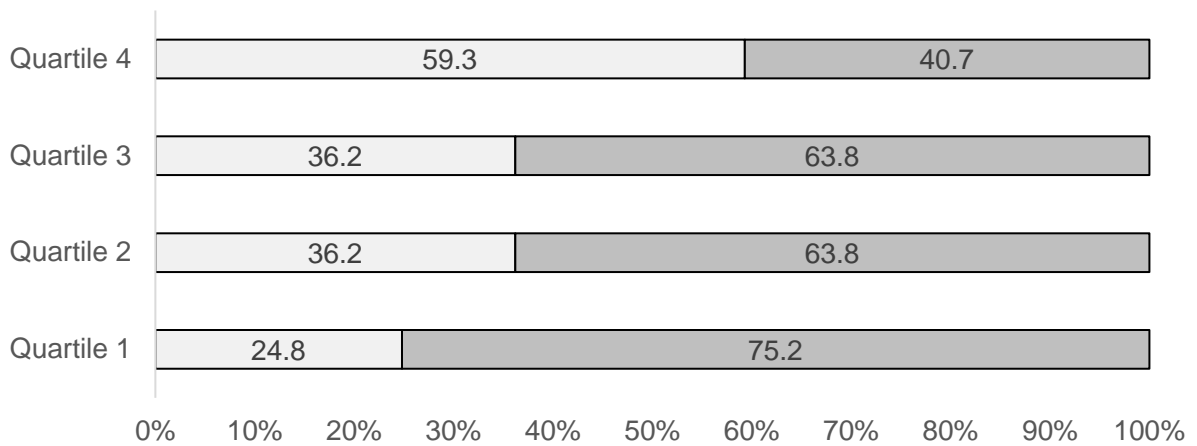
Our 2020 data show that, whilst quartiles 2 and 3 are broadly aligned with our overall gender balance (61% female; 39% male), we have an underrepresentation of male colleagues in the lowest quartile (quartile 1; 23.7% male), and an over-representation of males in the highest quartile (quartile 4; 56.2% male).

These data points highlight 'vertical segregation' within the organisation. Vertical segregation shows the tendency for women and men to be distributed differently at differing job levels within an occupation.

From the following charts of historical quartile data we can also identify that the proportion of male:female employees in the Upper Income Quartile appears to be becoming more balanced over time as the proportion of female employees has increased from 40% in 2018 to 43.8% in 2020. The opposite is true however in the lower quartile, which is becoming increasingly imbalanced as the proportion of male employees has decreased from 25.4% in 2018 to 23.7% in 2020.

We need to sustain our work on the development of inclusive promotion practices, including our work to review opportunities for progression for colleagues in professional services roles. We will focus further effort on improving our gender balance at lower grades, for example, through recruitment and this must now also become an area of priority, as identified in the Equality and Diversity Annual Report 2020.

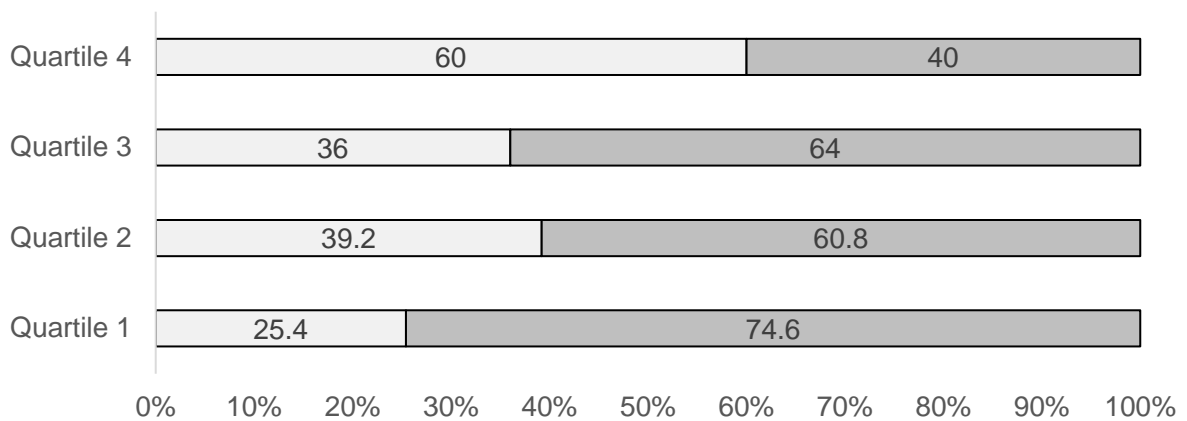
2019



	Quartile 1	Quartile 2	Quartile 3	Quartile 4
□ 2019 male	24.8	36.2	36.2	59.3
■ 2019 female	75.2	63.8	63.8	40.7

Our 2019 data show that Quartile 1 had an imbalance of male:female staff, favouring females (24.8% male; 75.2% female), and an imbalance of male:female staff in Quartile 4, favouring males (59.3% male; 40.7% female).

2018



	Quartile 1	Quartile 2	Quartile 3	Quartile 4
□ 2018 male	25.4	39.2	36	60
■ 2018 female	74.6	60.8	64	40

Again, our historic data from 2018 identify a similar profile to the 2019 data, with clear imbalances between genders in Quartiles 1 and 4.

Benchmarking

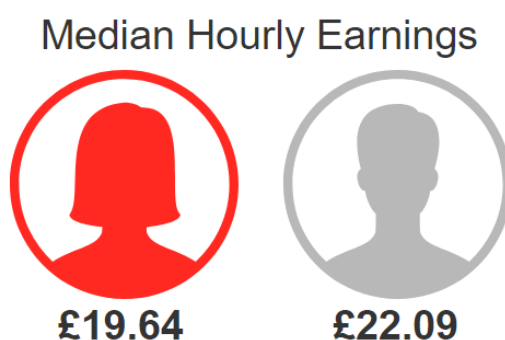
It is useful to be able to compare our progress on eliminating the Gender Pay Gap with that of other institutions in the sector. Below is some further information on other Higher Education Institutions and how the sector is performing as a whole. Although we still have work to do, it is clear that we are progressing in the right direction, and with our 2020/21 data are moving higher up this table – if other HEIs maintained their gap in this reporting year, we would be positioned between University of Sheffield and University of Cambridge.

Asterisks () are used to denote Russell Group universities, and the data are filtered based on 2019/20 data. Not all data is available for the year 2020/21 at the time of writing.*

Higher Education Institution	Median GPG (%) by year		
	2018/19	2019/20	2020/21
Imperial College London*	7.6	8	-
University of London	11.6	8.2	-
LSHTM	12.5	9.4	-
Queen Mary University of London*	10	9.8	-
University of Sheffield*	10.7	10.7	-
University of Cambridge*	13.7	11.5	-
University of Manchester*	12	11.8	-
University of Leeds*	14.3	12.5	13.6
Kings College London*	14.1	13	-
London School of Economics & Political Science*	14.9	13.3	-
LSTM	13.4	13.7	11.1
University of Bristol*	13.6	13.7	-
University of Oxford*	13.7	13.7	-
University of Liverpool*	19	15.49	-
Cardiff University*	17.1	15.7	-
Sheffield Hallam	18.6	16.2	13.7
University of Nottingham*	16.6	16.9	-
Newcastle University*	18.1	17	-
University of Southampton*	16.2	18.3	-
University of Exeter*	16	18.6	-
Brunel University	25.7	21.5	-
Liverpool John Moores	22.6	21.9	-
University of Warwick*	25.3	24.7	-
Lancaster University	25.5	26.7	-
Durham University*	27.9	27.9	-
Harper Adams	33.7	34.2	27.6

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 pay rates are aligned with the sector.



Median hourly earnings across **the whole workforce** are £22.09 for male employees, and £19.64 for female employees (NB: This is **not** the difference in pay between men and women doing the same job).

Benchmarking Hourly Rates

Higher Education Institution	Median hourly rate (£)	
	Male	Female
Liverpool School of Tropical Medicine (2020)	22.09	19.64
University of Liverpool* (2019)	23.25	18.14
Lancaster University (2019)	21.26	15.58
Durham University* (2019)	17.22	12.41

Although only a small number of HEIs have reported this information, it is reassuring to see that our hourly rates (median) are favourable, relative to these comparators.

Asterisks () denote Russell Group Universities.*

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 Black, Asian or Minority Ethnic (BAME) and staff who identify as 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.

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 and Minority Ethnic Staff, expressed as a percentage of the earnings of non-BAME staff.

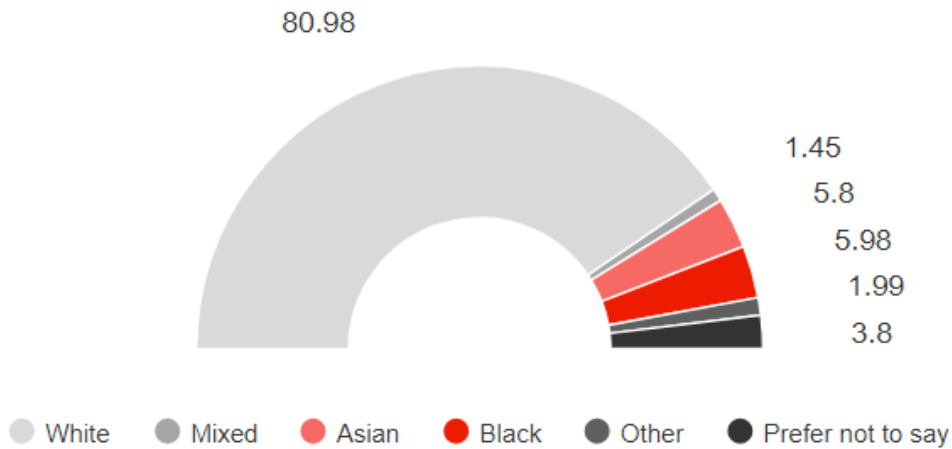
- We have utilised the same calculations in interpreting our Ethnicity Pay Gap data as the [Office for National Statistics](#)
- The gap is calculated as the: *'difference between the median hourly earnings of the reference group (non-BAME) and other ethnic groups, as a proportion of the average hourly earnings of the reference group.'*
- These data are based on hourly pay rates on the snapshot date of 31st March 2020.

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.

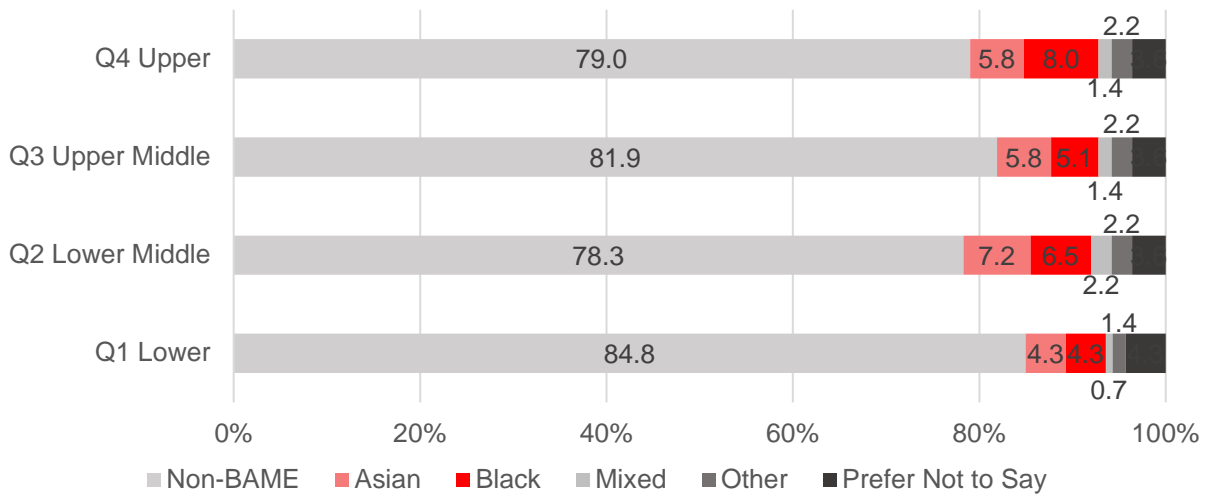
For more information on these categories please visit the '[ONS List of Ethnic Groups](#)' webpage.

Workforce Breakdown (Ethnicity)

Staff Ethnicity (%)



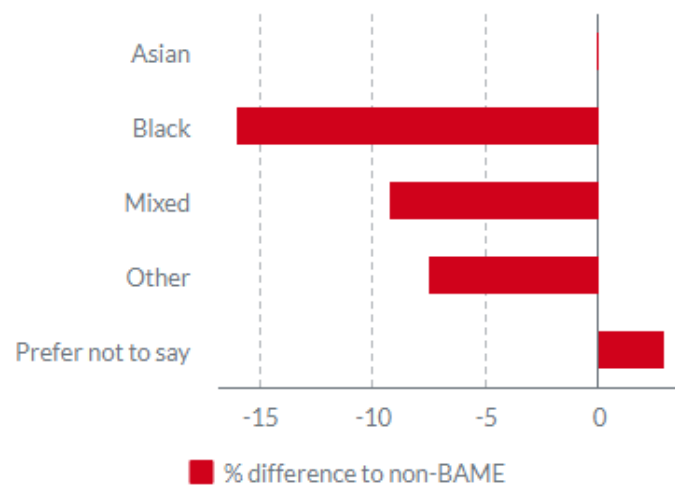
Ethnicity Distribution by Quartile



By considering the distribution of our colleagues by ethnicity across the organisation, we can identify that we have the highest rates of diversity in Quartiles 2 (Lower Middle) and 4 (Upper). We have the lowest level of diversity in Quartile 1. We will work to identify which roles attract diversity, and the areas in which we need to target improving our attraction to a diverse range of applicants.

Hourly Pay

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

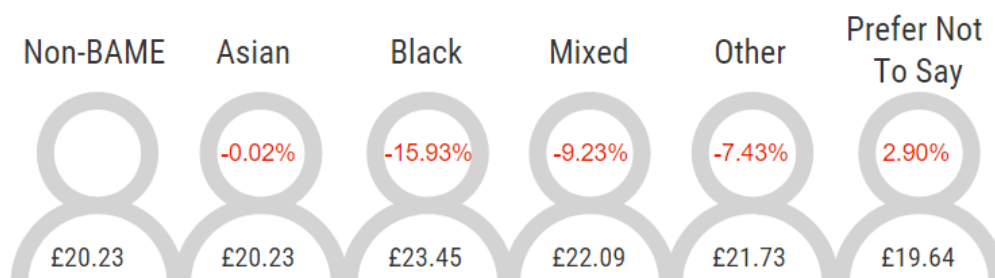


The chart above reveals an **'inverse'** pay gap, with the non-BAME group being paid less per hour (median) than any other ethnicity, bar the 'Prefer not to Say' group.

For example, the data identify that the median hourly rate of pay of black colleagues is **16% greater** than that of non-BAME colleagues.

This is a reflection of the relatively small numbers in our BAME cohort and that these colleagues are proportionally more likely to be in more senior research or science positions.

Hourly Pay Rate by Ethnic Group (Median) (and % difference to Non-BAME category)



Closing the Gaps

As is common across the Higher Education Sector, our gender pay gap is determined by an imbalance in men and women across job levels within the School, and 56% of our female colleagues are within the bottom half of our pay range (Quartiles 1 and 2), versus 41.2% of male colleagues.

Our Ethnicity Pay Gap is inverted and is largely down to small numbers of people within each Ethnicity category- this is also an area in which we need to focus.

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 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, the Women in Global Health Group, 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 opportunities to develop skills for progression are supported.
- 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 April 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 Equality & Diversity 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 action priority actions to close the pay gaps 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 E&D Committee and Management Committee throughout 2021. This is detailed, with an update on our previous GPG Action Plan (2020), in appendix 1.

Priority Actions

1. Setting Targets

- With regard to the gender pay gap, we will work toward at least a 50% reduction of the gap within 5 years (i.e by 2026) 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 indicates an inverse gap: further analysis is needed to clarify and address the underlying issues. The external Race Review and report which it will deliver in 2021 will lead to meaningful targets to improve race equality and therefore the ethnicity pay gap by end 2021.

Owner: *Global HR Director, Management Committee*

Reporting to: *Management Committee, Board of Trustees*

2. Recruitment

- 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.
- We will explore and address under-representation of BAME 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.
- 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 July 2021.

Owner: *Senior Recruitment Manager*

Reporting to: *Management Committee, Equality & Diversity Committee*

3. Succession Planning

- a. October 2021, we will complete 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: *31 October 2021*

Owner: *LSTM Director, Global HR Director*

Reporting to: *SMG, Board of Trustees*

4. 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*

5. Equal Pay Audit:

- a. 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, Equality & Diversity Committee*

6. Impact of COVID

- a. 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: *Equality & Diversity Committee, Management Committee*

Appendix 1: Gender & Ethnicity Pay Gap Action Plan 2020 – Update on Progress

In our 2020 report, we provided the following action plan, which aimed to bridge the period between the Gender Pay Gap reporting timeframe, and our Athena SWAN submission deadline. In that time two significant events have taken place – 1) We have received an additional 12-month extension to our Athena SWAN submission (new deadline April 2022), and we have clearly needed to adjust our urgent areas of priority in response to supporting our workforce through Covid-19. The action plan has therefore been updated with an update on activity wherever this has taken place, and also an indicator of where this work will be embedded into broader equality work that is in development in the School - for example our Athena SWAN exploration of gender equality at LSTM, and our upcoming Inclusion Strategy 2021. Actions that form a key area of work for the next 12 months have been moved to the ‘Key areas of action’ section on page 19.

Area of action	Ref	Action	Rationale	Objective	Responsibility & Reporting Mechanisms	Timeframe from 2020 Action Plan	Update on progress	Adjusted timeframe
Data collection and improvement	1.1	<p>1. We will improve our equality-related data recording, to ensure we have solid foundations and a strong evidence base for targeted action to reduce the gender pay gap.</p> <p><i>New action:</i></p> <p>2. We will also hold an annual ‘Data Drive’ month prior to our HESA return, to encourage data disclosure and explain how this information benefits employees and produces an</p>	<p>The Government Equalities Office (GEO) has identified eight key areas of data which will help in evaluating effectiveness of actions taken:</p> <ol style="list-style-type: none"> 1. Gender balance by seniority 2. Gender balance through different stages of promotion 3. Recruitment and Appointments 4. Leavers information 	To ensure a robust data set which informs evidence-based actions, and review of those actions for effectiveness.	<p>Global HR Director (Global HR Director) & HR Management & Information Systems.</p> <p>Inclusion, Diversity & Engagement Manager; Athena SWAN Chair.</p> <p>Reporting mechanisms:</p>	April 2020 – April 2021	<ol style="list-style-type: none"> 1. <i>This has been delayed due to significant other competing priorities, however, will commence in March 2021.</i> 2. <i>Athena SWAN SAT is developing a data set which will also inform this area of work.</i> 	<ol style="list-style-type: none"> 1. <i>April 2021- September 21</i> 2. <i>April/May 2021</i> 3. <i>April 2022</i> 4. <i>By December 2021</i>

Appendix 1

	<p>evidence base for equality-related action.</p> <p><i>New action:</i></p> <p>3. Data identified by the GEO will be analysed by the Athena SWAN Self-Assessment team, reported in the submission (April 2022) and actions required to address areas of concern will be identified in the Athena SWAN submission Action Plan.</p> <p><i>New action:</i></p> <p>4. There will be an internal audit of Equality & Diversity data collection in 2021.</p>	<p>5. Pay and gender.</p> <p>6. Performance scores</p> <p>7. Part-time working (by grade and occupation)</p> <p>8. Uptake of family-friendly policies (flexible working, shared parental leave, paternity leave)</p>		<p>Annual Statutory EDI Report, E&D Committee, Management Committee, published externally</p>			
1.2	<p>Proactively report on ethnicity pay gaps and disability pay gaps.</p> <p><i>New action:</i></p> <p>We will commence work on interpreting the 2021 snapshot data after the deadline date of March 31st, and interpret this data by disability, reporting this</p>	<p>There appear to be significant barriers to progression for BAME academics, and in particular female BAME academics.</p>	<p>We will ensure that all actions to improve diversity and equity are framed through an intersectional lens, to embed 'Inclusion is Standard' within the organisation.</p>	<p>Global HR Director; Inclusion, Diversity & Engagement Manager</p> <p>Reporting Mechanism: Gender Pay</p>	March 2021	<p>This report identifies the Ethnicity Pay Gap in data from the snapshot date of 31st March 2020.</p>	May-June 2021

Appendix 1

		<i>wherever disclosure rates allow.</i>			Gap Statutory Reporting			
Learning & Development	2.1	<p>1. (a) Sign up to and support the implementation of the Concordat to Support Career Development for Researchers, and DORA, and establish associated Implementation Group; and.</p> <p>1(b) ensure alignment with the Athena SWAN Action Plan</p> <p><i>New action:</i></p> <p>3. <i>We will implement our Concordat to Support the Career Development of Researchers Action Plan.</i></p> <p><i>New Action:</i></p> <p>4. <i>We will recruit a Dean for Research Culture and Integrity – aim to champion research culture and integrity initiatives across LSTM, including DORA, Researcher Development Concordat and research integrity; will report directly to the Director and sit on SMG.</i></p>	<p>LSTM will use the Concordat to support the professional and career development for all researchers in LSTM. Technicians will be included in this initiative in LSTM. The Technicians Make It Happen Action plan also includes actions for Professional and Career Development</p>	<p>To improve employment and support for researcher careers at LSTM</p>	<p>Global HR Director; Director of Strategic Projects; AS Chair (for AS-related activity)</p> <p>Reporting Mechanism: Concordat Implementation Action Group; DORA working group; E&D Committee.</p>	<p>(a) April 2020 (b) April 2021</p>	<p>(a) Achieved in 2020.</p>	<p>1. (b) To be achieved in 2021-22</p> <p>2. Beginning 2021</p> <p>3. March-May 2021</p>

Appendix 1

	2.2	<p>Trial a Reverse Mentoring Scheme, where members of SMG are mentored by more junior colleagues, for example, ECRs and Technicians of the opposite gender or ethnicity.</p> <p><i>New action:</i></p> <p><i>Review whether a Reverse Mentoring Scheme is the most effective way of sharing experiences, with consultation with Staff Networks.</i></p>		To improve understanding of the business, and also improve awareness of challenges faced by early-career colleagues.	<p>Global HR Director, Learning & Development Manager</p> <p>Reporting Mechanism: ‘Learning at Work’ Week communications – blog posts about SMT’s experiences</p>	To be established in time to be reported as part of an internal comms strategy for ‘Learning at Work Week’ (5-11 th October 2020)	‘Learning at Work week’ was postponed due to the global pandemic.	<i>September 2021</i>
	2.4	<p>Review & share the criteria used for reward/promotion with staff members (as in 3.1)</p> <p><i>New action:</i></p> <p><i>Feedback from the 2020 academic promotion process will be used to refine and improve the 2021 process.</i></p>	33% of HEIs are focusing on reviewing these criteria (UCEA 2019)	To ensure both transparency and adequate support in the process of internal promotion.	<p>Learning & Development Manager</p> <p>Reporting mechanism: Management Committee; PACE Committee</p>	October 2020	The new Promotion Process for academic staff has been completed, with expectations and criteria shared with colleagues and Heads of Departments.	November 2021
	2.5	<p><i>New action:</i></p> <p><i>We will create opportunities for organisational citizenship and ensure these contributions are valued.</i></p>	Many citizenship roles fall to female and minoritized groups and may not be acknowledged as a relevant and important aspect of a promotion application, despite them often	We will ensure that citizenship contributions are identified via Performance & Development Conversations; in workload modelling, and in	<p>Senior HR Managers; SMG.</p> <p>Reporting Mechanism:</p>	N/A	N/A	December 2021

Appendix 1

			involving substantial personal cost on the part of the employee.	the data dashboards.	Management Committee			
Flexible working	3.1	<p>1. Trial the strapline 'Happy to Talk Flexible Working' on all job advertisements, aligned with the new Flexible Working Framework.</p> <p>2. Publish the Flexible Working Framework, and provide training for line managers on how to support flexible working requests.</p> <p><i>New action:</i></p> <p>3. <i>Our Agile Working Group are consulting staff and in the process of developing an agile working framework.</i></p>	As at 2.3	To encourage and support both male and female colleagues in achieving a successful work:life balance.	<p>Agile Working Group</p> <p>Reporting mechanism: Global HR Director with Senior Manager for Organisational Development; Senior HR Managers</p>	Aug 2020	'Flexible working*' has been superseded by 'agile working**'. The majority of colleagues have been working from home due to the global pandemic. The 2020 Engagement Survey found that people rated their line manager's support of flexible working very highly.	September 2021

* 'Flexible working' applications allow colleagues to request to balance their work and home responsibilities through a **formal** change of working arrangements, (e.g., working time, hours, location) which would result in a change to their employment contract. Please see LSTM's Flexible Working Policy for full details.

** 'Agile working' allows colleagues to agree greater flexibility in when and where they work on an **ad-hoc and informal** basis, while ensuring their working arrangements also allow them to meet their role objectives and goals, the needs of the organisation and their team (within LSTM and role-specific parameters).