



**London  
South Bank  
University**

EST 1892

# London South Bank University gender pay gap report 2018/19

## Introduction

LSBU is committed to promoting equality of opportunity for its staff. Our strategic aim is to create an environment which attracts and fosters the very best staff, and within which all staff feel their achievements are equally and fairly valued and rewarded.

Since 2009, LSBU's gender pay gap has steadily reduced from 13.25% (mean) to today's mean and median levels of 6.6% (mean) and 5.3% (median). This is significantly lower than the higher education sector (16.1% and 15% respectively) and that across the UK (17.1% and 17.9% respectively).

LSBU has a balanced workforce in terms of gender: 53% of our staff are female and 47% male. The pay quartiles are balanced in all but the lowest pay quartile (38.2% male and 61.8 female). 22% of our Executive at the snapshot date are women and the number of staff who received bonuses is very small (24 employees).

This year's bonus pay gap has shown a reduction from last year, however there is still more to do and we will continue to monitor and review to improve year on year.

Our gender pay gap data is detailed below with a commentary on our aims, challenges and plans. Following our work on Athena Swan and Race Equality charter we have a robust road map with actions spanning over the next four years to ensure we continue to progress.

### **Dr Markos Koumaditis**

Acting Director of People and Organisation  
March 2019

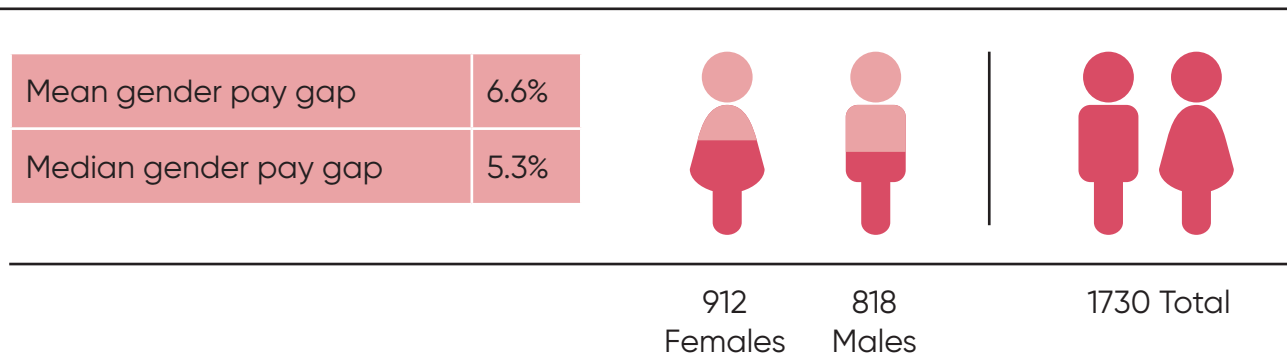


## The Data

This data is based on a snapshot date of 31 March 2018. It is calculated using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

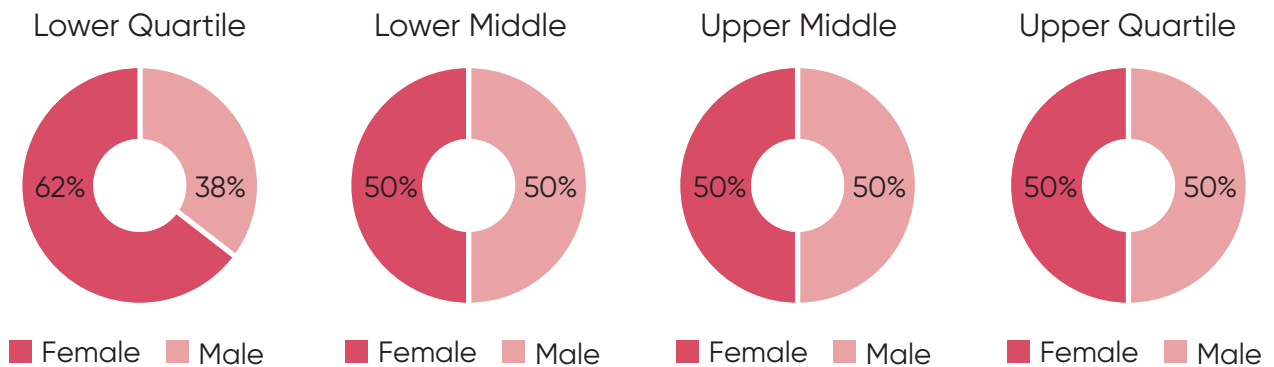
### Gender Pay Gap

This is the percentage gap in the average (mean) and middle values (median) of salaries, including bonus payments, of men and women based on standard hourly rates of pay:



### Pay Quartiles

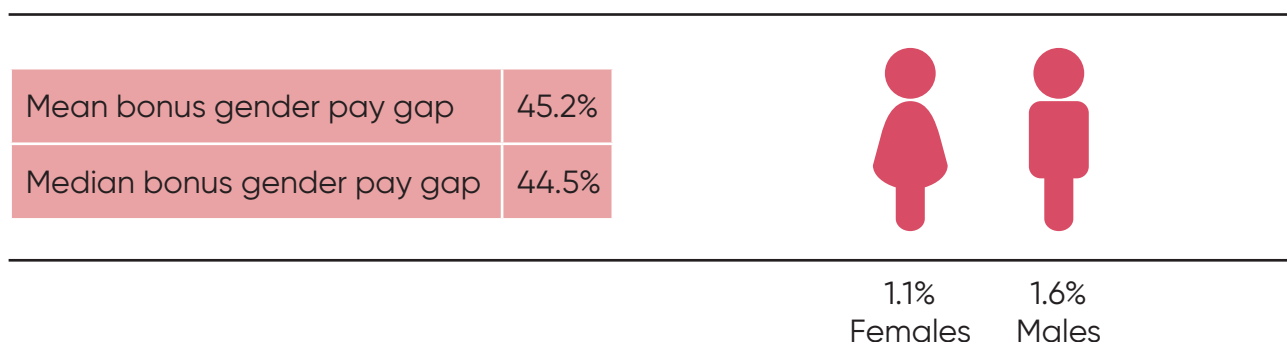
This is the proportion of male and female employees in each of four pay bands, where the Lower Quartile represents the lowest salaries and Upper Quartile represents the highest salaries:



### Bonus Pay Gap

This is the mean and median bonus pay gap and the proportion of males and females receiving bonus payments:

#### Proportion of employees receiving a bonus:

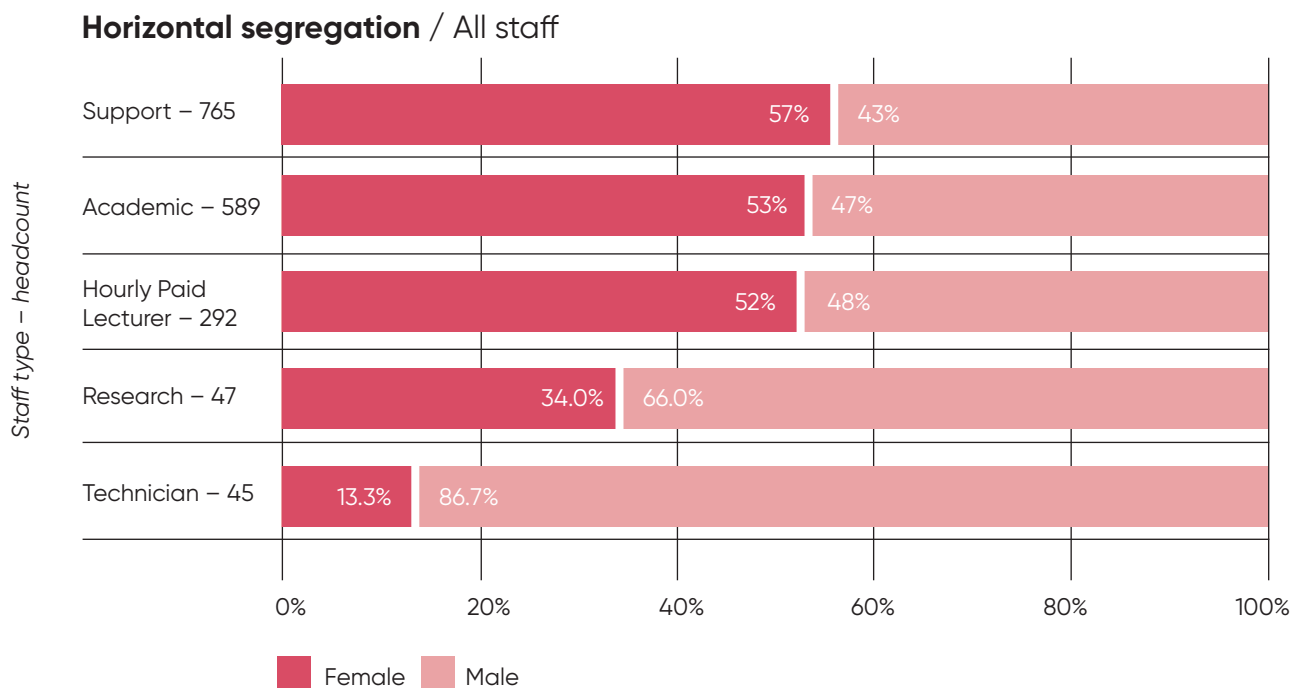


## Horizontal and vertical segregation

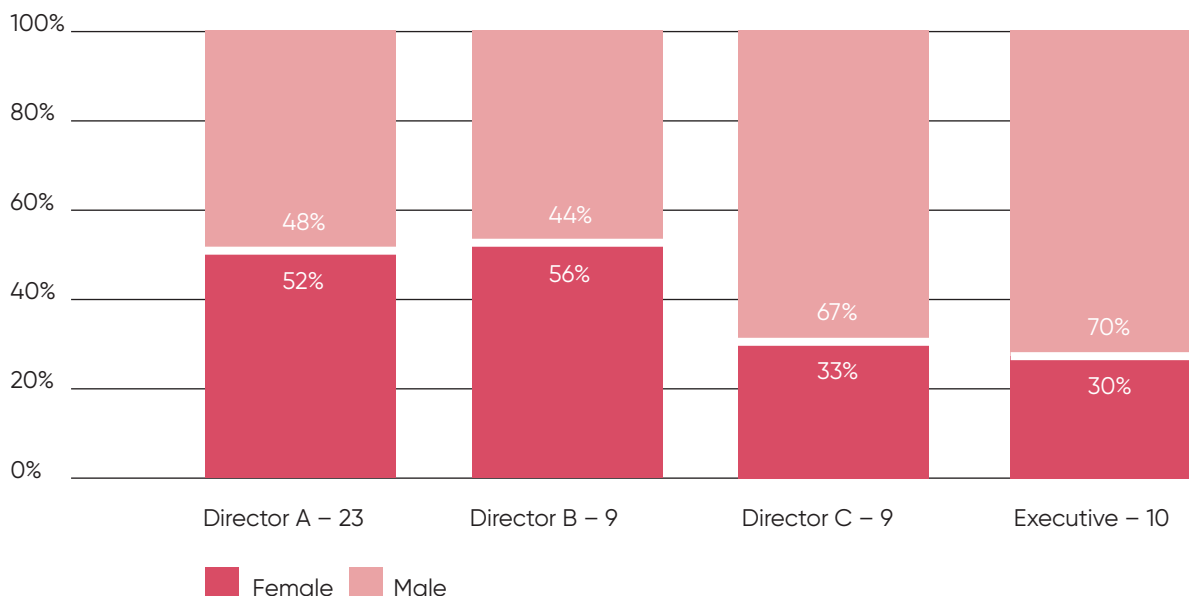
Both the horizontal and vertical segregation are not a mandatory requirement but they provide greater context to the concentration of men and women in different kinds of jobs.

The **horizontal segregation** chart shows an equal gender split across the University in all areas with the exception of Research and Technical Services.

**Vertical segregation** is the concentration of women and men in different grades, levels of responsibility or positions. The data below show the gender split across the senior salary scales, with grades increasing from left to right.



### Vertical segregation / Senior managers



## What we have achieved so far:

Since 2009 we have undertaken **regular pay audits**. The (mean) gender pay gap has reduced from 13.25% to 6.6%. The results have shown both an improving situation and one that compares favourably against the higher education sector and UK as a whole.

**Modernisation of Pay Structures** We have implemented job evaluation, rationalisation of grading structures and harmonisation of terms and conditions. Much of the foundation work for the better than sector results was done between 2007 and 2011 when an extensive factor based job evaluation project rated all jobs, reduced the number of grading structures and spine points.

The rationale for the project was to improve the recruitment and retention of staff, ensure equal pay for work of equal value, tackle problems of low pay and provide opportunities for career and organisational development. This resulted in lower paid manual and administrative staff being upgraded and receiving additional pay increases – the majority being women.

**Recruitment** We are continuing to remove bias throughout our processes and since 2017, we have introduced anonymous recruitment in the shortlisting process that helps recruiting managers to evaluate people on their skills and experience instead of factors that can lead to biased decisions. We are advertising vacancies on inclusive careers platforms such as Vercida to help us broaden diverse reach, attracting talent from underrepresented groups.

**Leadership and Management** In 2016 we launched the leadership academy programme which offers a portfolio of management and leadership development modules. This programme equips managers with the knowledge and expertise to progress in their career.

**Terms and Conditions** We have improved our family friendly offer by increasing the number of full paid weeks for Maternity, Paternity and Adoption leave.

## Our actions going forward:

We believe we can build on the sound structures we have in place to continue to reduce and ultimately eliminate the gender pay gap.

We have identified two main issues affecting the pay gap: a) women being disproportionately represented in the lowest pay quartile and b) women are significantly less likely to apply, interview or be appointed to a grade 9 role and above. The bonus pay gap is too high but affects only a few individuals.

**Pay Structure** We will undertake a review of the salary structure, focusing on the lowest pay quartile.

**Recruitment** The Recruitment and EDI teams will work together to attract more women into roles grade 9 and above.

There will be an improvement on the recruitment and development of the female pipeline of the Executive board, supported by robust succession planning.

There is a review of job descriptions, while adverts will be revised to use gender-neutral language throughout. Where there is underrepresentation we are going beyond gender neutral and using tools to proactively attract females.

**Learning and Development** We have listened to staff who have highlighted the need to implement a formal mentoring scheme so women can develop and progress in their career. We will train and assign a pool of senior leaders in order to embed the programme across the organisation.

**Career Progression** There will be allies programme introduced across the staff network to help with career progression in areas of underrepresented groups.

**Wellbeing** We are looking into options for emergency care arrangements. This will help employees manage caring responsibilities without needing to take time off, an acute issue for carers in senior roles.

**Terms and Conditions** We will promote flexible working and job share wherever possible.

**Data** We will continue to monitor the gender bonus gap and the vertical segregation within the organisation

# Our LSBU Values

## **Excellence**

We are known for working to a high standard and providing a quality service to all.

## **Professionalism**

Everyone takes personal accountability and responsibility, leads by example and inspires others.

## **Integrity**

We communicate with transparency and respect, creating a working and learning environment based on trust.

## **Inclusivity**

We celebrate being a diverse and vibrant community, where there are no barriers to inclusion and where we view the differences between people as a source of strength.

## **Creativity**

We are innovative, generating ideas and opportunities that are useful in solving problems and enhancing the reputation of the University.