

Closing Your Gender Pay Gap

Sophie Cowell
Senior Associate – Compliance
09/05/2024

equalityhumanrights.com

Agenda

1. The difference between the gender pay gap and equal pay.
2. Why the gender pay gap is relevant and the benefits of taking action.
3. How to create effective action plans aimed at reducing the gap.
4. Key things you can focus on as part of your action plans.

Who we are and what we do

We are Great Britain's national equality body; a statutory non-departmental public body.

We challenge discrimination, promote equality of opportunity and protect human rights.

We support organisations with practical steps to improve compliance

We are the regulator for the gender pay gap and have the power to take enforcement action against any employer who does not comply with their reporting duties.

What is the gender pay gap?

The gender pay gap is the difference in average pay between the men and women in your workforce.

It is different to equal pay, which means you must pay men and women the same for equal or similar work.

Having a gender pay gap doesn't necessarily mean that unlawful discrimination is happening.

Gender pay gap reporting

Specified public-sector employers in England (and a limited number of non-devolved bodies)

- Snapshot date of 31 March each year
- Report and publish by 30 March the following year

A listed authority must publish its gender pay gap information, on its website in a manner that is accessible to all its employees and to the public for a period of **at least three years** beginning with the date of publication.

See website for guidance.

Benefits of taking action

Publishing and monitoring pay gaps helps employers to understand the reasons for any gap and to monitor how effective their actions are in reducing it.

Gender pay gap figures are most impactful when they are used to drive action.

An objective around the gender pay gap could be considered one of your equality objectives required by the PSED specific duties.

Developing an effective action plan

All effective action plans are developed with these four things in mind:

1. Set a time limit for when you want to achieve key actions:

- Be realistic but ambitious

2. Establish clear targets:

- Targets are motivational and are found to improve diversity
- Make them specific and clear with named individuals
- Set deadlines and base them on current performance
- Make progress and achievement public

Developing an effective action plan

3. Use data, drawing on a variety of employee data:

- Recruitment processes
- Pay and promotion
- Those returning and staying following maternity leave
- Flexible working patterns
- Note: this ties to the PSED requirement to publish workforce equality information

4. Involve everyone:

- Seek feedback
- Be transparent in communications

Tried and tested steps you should consider

Focus on recruitment, development and promotion

- Anonymise CVs and application forms
- Adopt a structured approach to interviewing
- Use a range of advertising methods and positive action
- Be clear on salaries and negotiation
- List experience in years not dates in CVs
- Introduce or expand networks, mentoring and sponsoring opportunities for staff that factors in intersectionality
- Increase transparency of promotion, pay and reward processes
- Make sure managers at all levels are offering training and holding regular career conversations

Tried and tested steps you should consider

Promote a flexible working culture

- Advertise jobs at all levels as flexible from day one
- Promote a wide range of flexible working practices
- Trial new ways of working
- Be transparent and clear
- Showcase examples of where flexible working is successful at a range of levels

Encourage shared parental leave

- Actively promote shared parental leave to staff and clearly communicate your inclusive policies
- Consider enhancing the statutory minimum paternity leave
- Incorporate flexibility into job design

Tried and tested steps you should consider

Positive action

- Place job adverts to target particular groups
- Include statements in job adverts
- Offer training or internships to certain groups
- Offer shadowing or mentoring to groups
- Host an open day specifically for under-represented groups

Tried and tested steps you should consider

Focus on your talent pipeline and appoint diversity leads

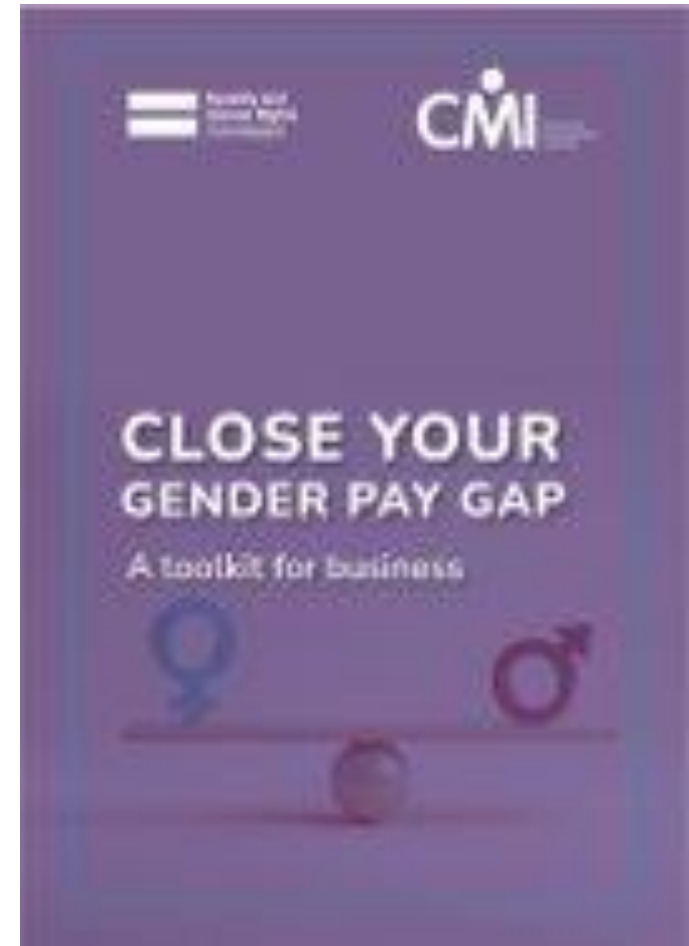
- Promote 'role models' from the business in liaison with schools and colleges
- Develop short programmes that allow young people to sample different types of apprenticeships
- Offer flexible working in apprenticeships

Appoint diversity leads

- Appoint diversity leads to scrutinise practices, use data to track progress and develop/implement diversity strategies
- Ensure visible leadership that intentionally sets the tone and culture of your organisation

EHRC and CMI Gender Pay Gap Action Planning Toolkit

Close Your Gender Pay Gap: A Toolkit for Business



Thank you