

GENDER PAY GAP

Closing it together

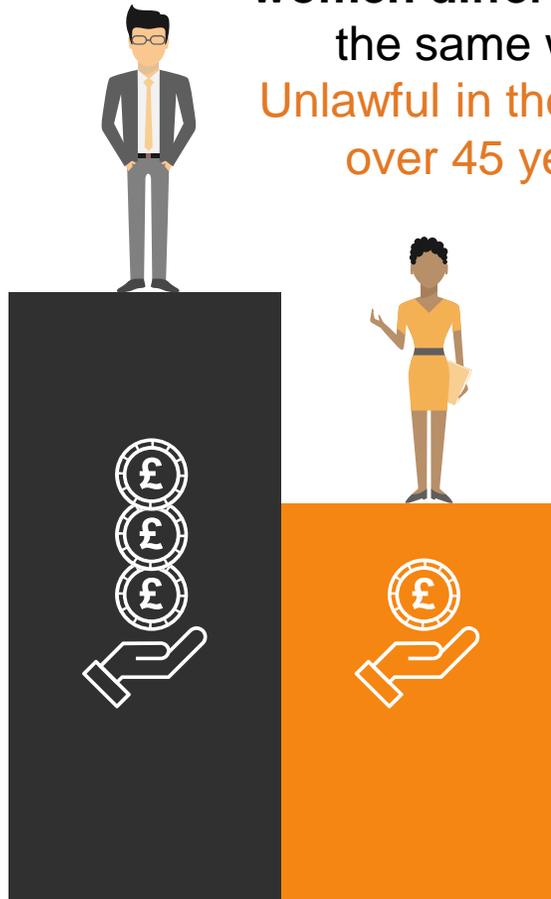
Jisha Hales – Gender Pay Gap Team



Equal Pay vs Gender Pay Gap?

Unequal Pay

Paying men and women differently for the same work
Unlawful in the UK for over 45 years



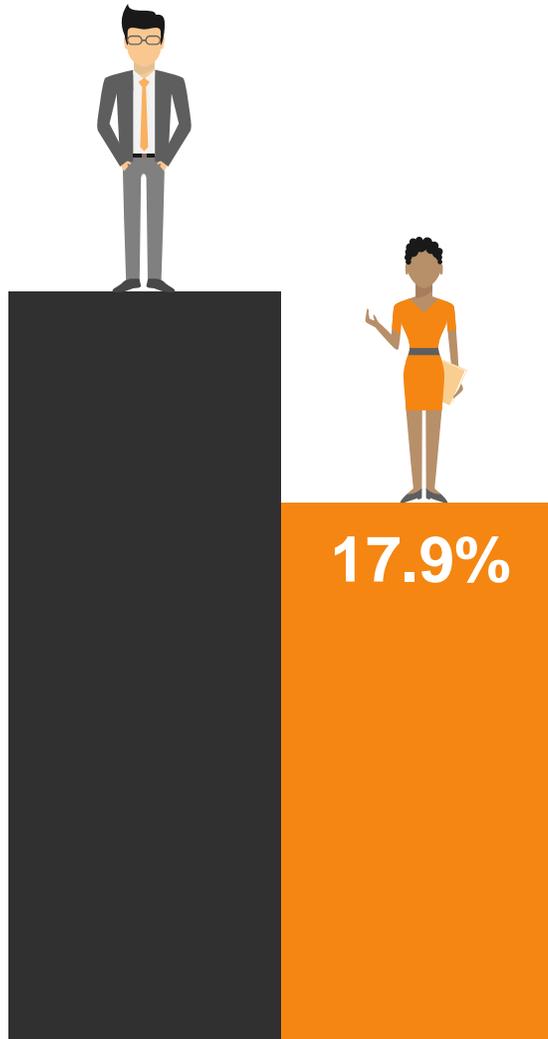
Vs

Gender Pay Gap

Difference in average pay between men and women



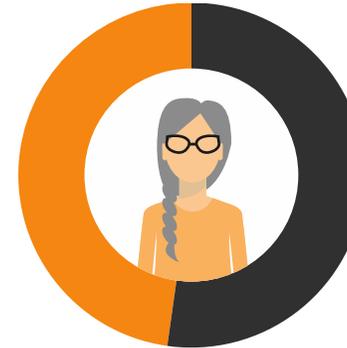
What are the national figures?



Overall, women working in the **UK** are **paid on average**

17.9% less

than men in the UK



Women working **full-time** in UK are **paid on average**

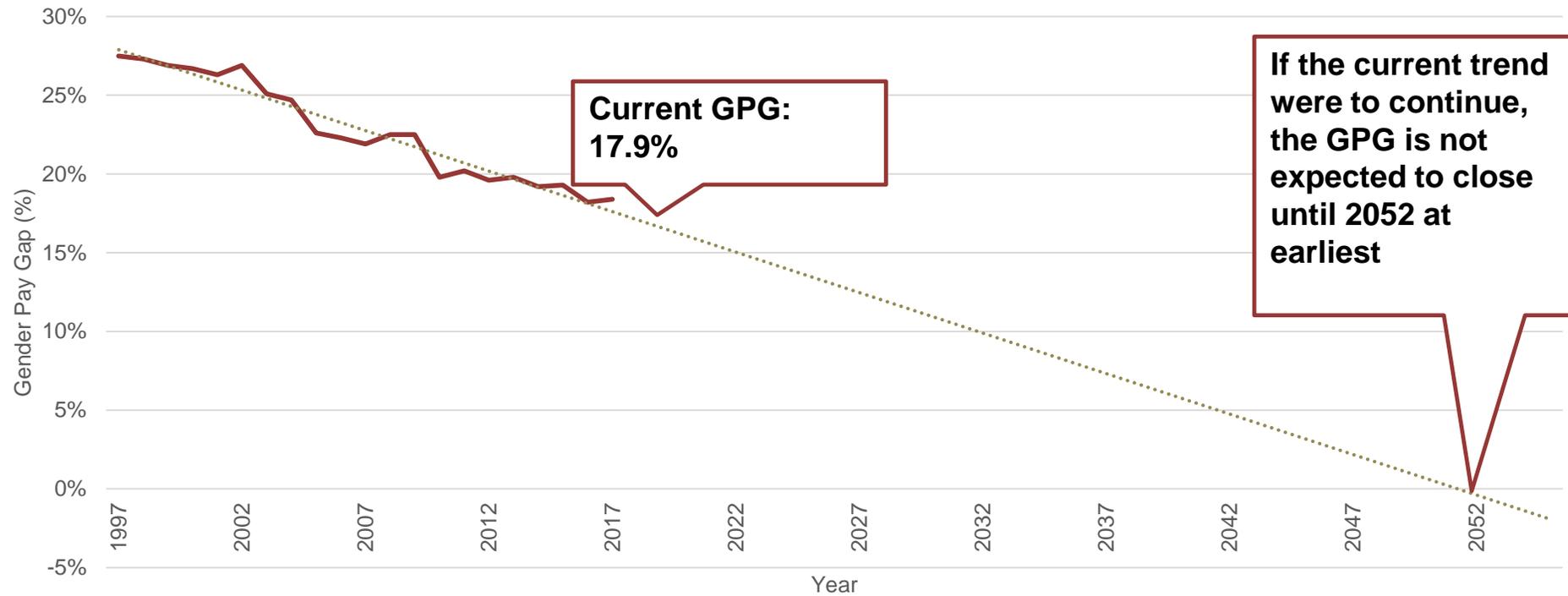
8.6% less

than men in the UK

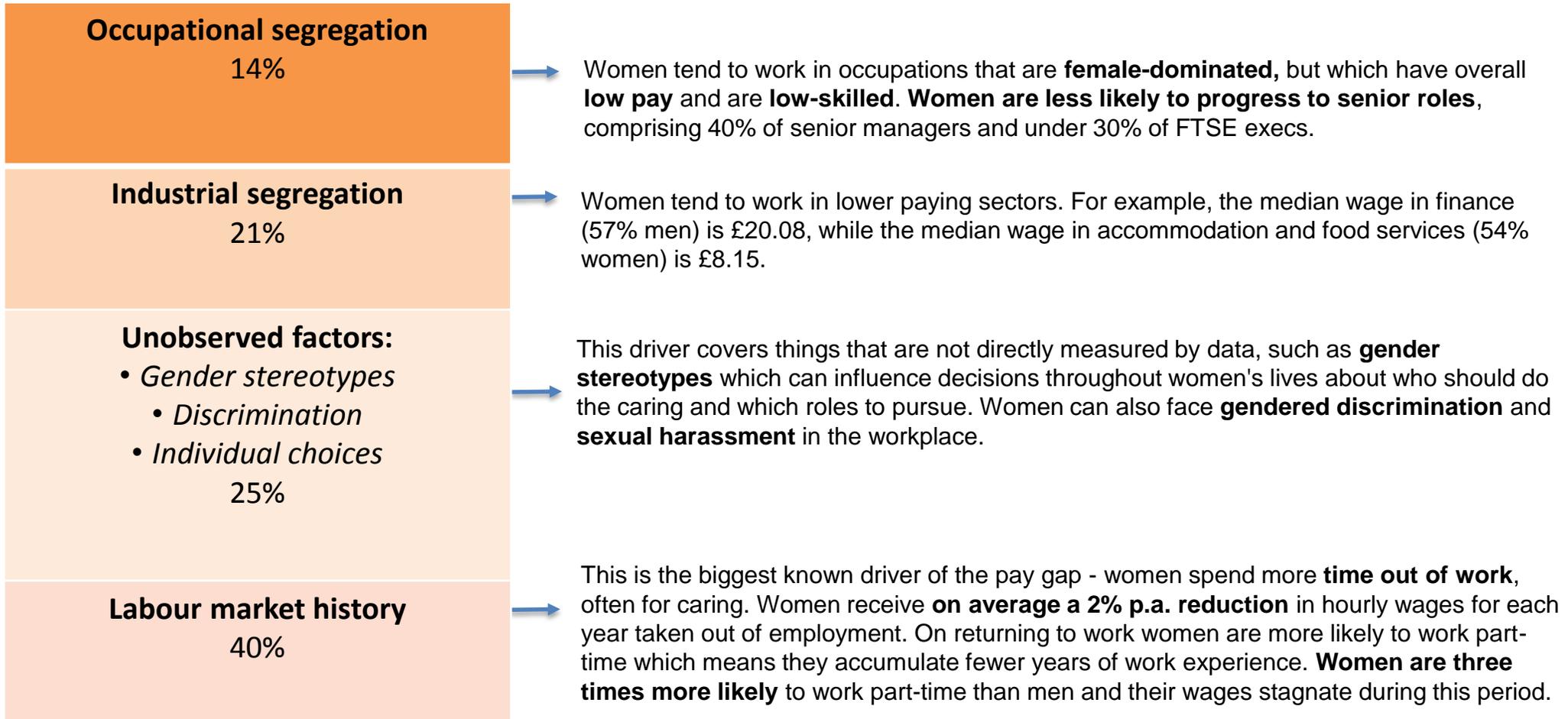
Women working in **public sector** are **paid on average 19.0% less** than men,

compared to **23.8% less** for women working in the **private sector**

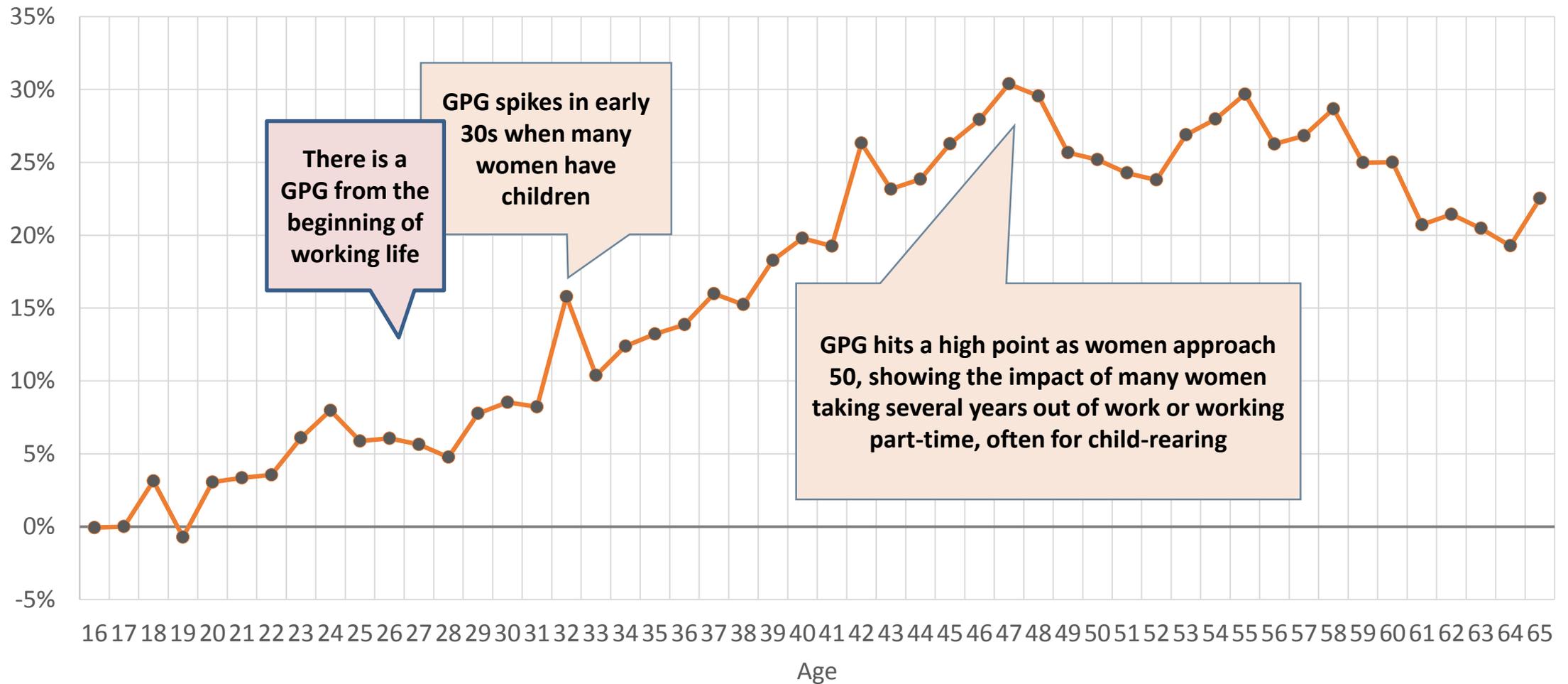
How are we doing?



What causes the Gender Pay Gap?

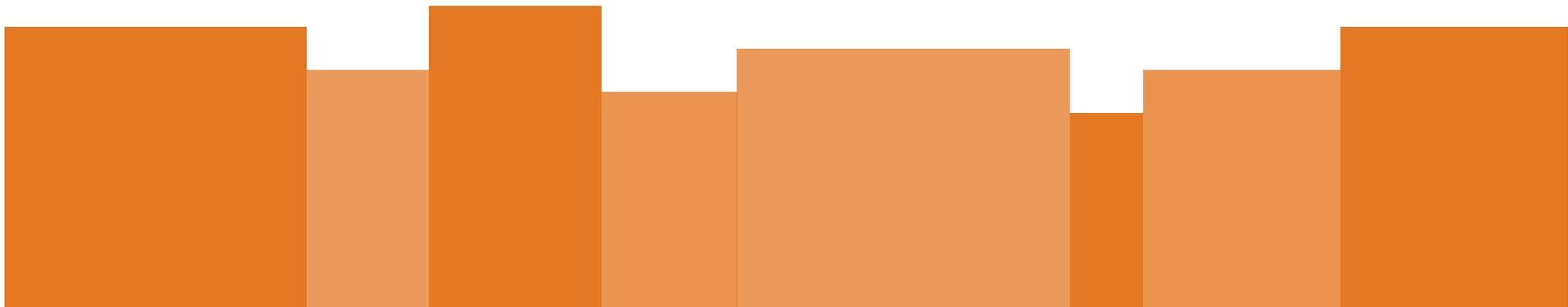


The gender pay gap increases throughout a woman's life



Reporting requirements

- Employers must publish specific gender pay gap information **annually** on their **UK website**, and the **Government's website**
 1. **Overall gender pay gap** - mean and median
 2. **Mean and median gender bonus gap**
 3. **Proportion of male and female employees that received a bonus**
 4. **Proportion of men and women working at different pay quartiles**
- They are also encouraged to publish an **action plan**



First year of reporting



Ground breaking legislation



Widespread media attention with the regulations attracting headlines in regional, national and international news (coverage even in Hawaii)
GPG was the biggest story from January to April, apart from the royal wedding.*



Typical 1st year compliance with new regulations is between 60-85%. We substantially exceeded this with **100% of all employers** identified as in scope reporting their data **by August 2018**



Data available on our viewing service which has had:

- **1.2 million sessions**, with over 100,000 on 1 day
- Visits from users in 195 different countries



International interest with discussions held with **Australia, Austria, Canada, Chile, Czech Republic, Ireland, New Zealand, Poland & Spain.**

Academics and researchers including Harvard University are analysing the datasets

Bloomberg has updated their Gender Equality Index to include our GPG metrics

Gender Pay Gap Viewing Service

BETA This is a new service – your [feedback](#) will help us to improve it.

Search gender pay gap data

Employers with 250 or more employees must publish figures comparing men and women's average pay across the organisation.

You can search by employer name or nature of business.



[Filter by nature of business or employer size](#)

[Download all gender pay gap data](#)

[Gender pay gap explained](#)

Gender pay gap regulations and equal pay

[Actions to close the gap](#)

Recommended actions for employers that make a difference

[Gender pay gap reporting](#)

For employers to report an organisation's gender pay gap data

Gender Pay Gap Viewing Service

Department for Education

Gender pay gap report

Snapshot date 31 March 2017
Employer size 5000 to 19,999 employees
[Employer's supporting narrative](#)

Difference in hourly rate

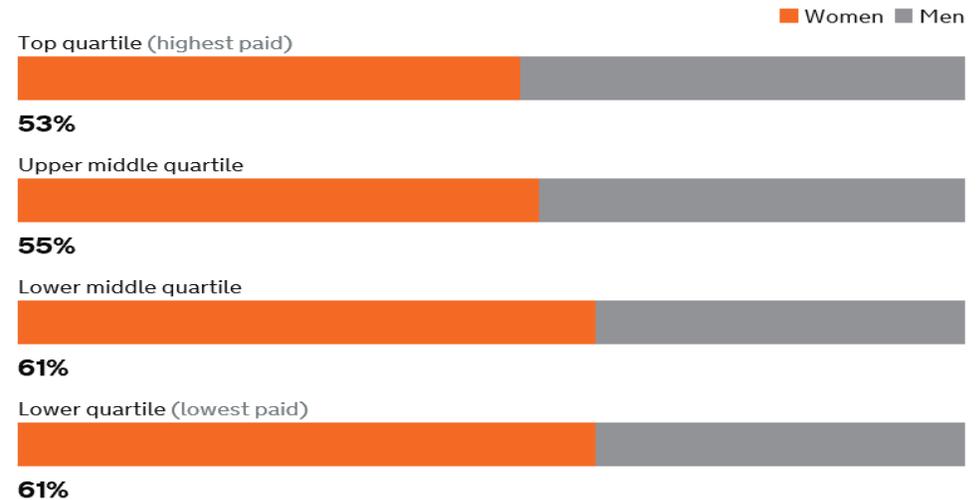
[About mean and median](#)

Women's mean hourly rate is **5.3% lower** than men's
In other words when comparing mean hourly rates, **women earn 95p** for every **£1** that men earn.

Women's median hourly rate is **5.9% lower** than men's
In other words when comparing median hourly rates, **women earn 94p** for every **£1** that men earn.

Proportion of women in each pay quartile

[About quartiles](#)



Who received bonus pay

72% of women
67% of men

Difference in bonus pay

Women's mean bonus pay is **0.8% lower** than men's
Women's median bonus pay is **0% lower** than men's

What can employers do improve their gender pay gap?



Actions were grouped into three categories



Effective actions

Actions tested in real world settings and found to have a positive impact.



Promising actions

Promising actions which require further research to improve the evidence on their effectiveness.

Need for further evaluation.



Actions with mixed results

Actions shown to sometimes have a positive impact and at other times a negative impact.

Need for further evaluation.

Effective actions

Recruitment

- Include multiple women in shortlists for recruitment and promotions
- Use skill-based assessment tasks in recruitment
- Use structured interviews for recruitment and promotions

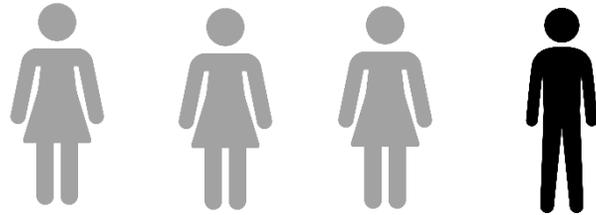
Pay & Promotion

- Encourage salary negotiation by showing salary ranges
- Introduce transparency to promotion, pay and reward processes

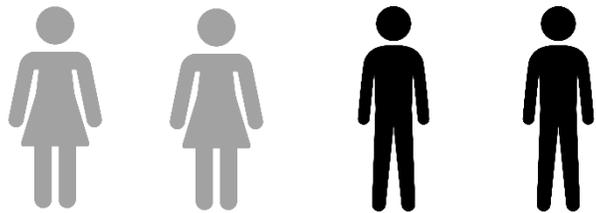
Diversity leads

- Appoint diversity managers and/or diversity task forces

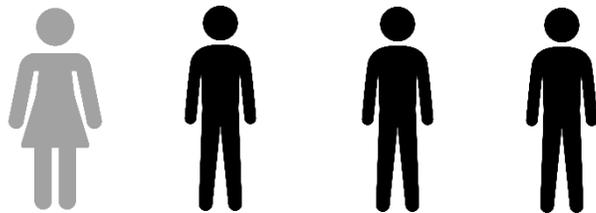
Women on shortlists



67% chance



50% chance



0% chance

Johnson, S. K., Hekman, D. R., & Chan, E. T. (2016). If there's only one woman in your candidate pool, there's statistically no chance she'll be hired. *Harvard Business Review*, 26(04).

Standardise the assessment process

- Ask all candidates exactly the same questions
- In the same order and format
- Score responses using clear, pre-defined criteria
- Score candidate performance before discussing with other evaluators

Transparency on pay



No information:

10.6% of men negotiate
8.2% of women negotiate

Salary is 'negotiable':

22% of men negotiate
23.9% of women negotiate

Reduce ambiguity by:

- Making salary ranges visible
- Stating whether salary is negotiable

Leibbrandt, A., & List, J. A. (2014). Do women avoid salary negotiations? Evidence from a large-scale natural field experiment. *Management Science*, 61(9), 2016-2024.

Diversity managers and task forces – a form of social accountability

‘You may be asked to discuss your views and justify the basis for your evaluation with a manager who may have different views on the subject.’



Promising actions

Improve workplace flexibility for men and women

Encourage the uptake of Shared Parental Leave

Recruit returners (people who have taken an extended break from paid work for caring or other reasons)

Offer mentoring and sponsorship

Offer networking programmes

Set internal targets

Encourage the uptake of Shared Parental Leave



- Inform future fathers that it's their legal right to request Shared Parental Leave
- Provide future parents guidance and personal support to understand the scheme
- Share and promote examples of senior leaders who have taken Shared Parental Leave

Workplace flexibility for all



- Advertise and offer all jobs as having flexible working options
- Allow people to work flexibly, where possible
- Encourage senior leaders to role-model working flexibly and to champion flexible working

Actions with Mixed Results

Unconscious
bias training

Diversity
training

Leadership
development
training

Diverse
selection
panels

Performance
self-
assessments

Communications

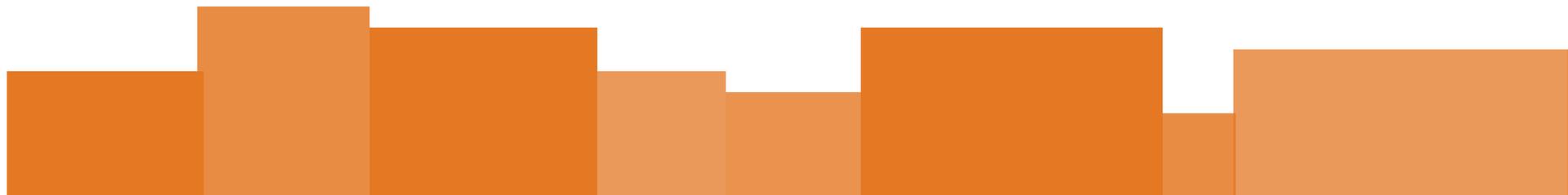
Internal audiences

- Employers should clearly communicate with employees what is being done to tackle any gender pay differences:
 - Circulate proposed actions and seek feedback
 - Hold consultation groups with staff
 - Consult staff networks

Employers who view this as an opportunity to address their gender pay gap and improve workplace equality can strengthen their relationships with employees and improve retention

External audiences

- Employers should ensure their management teams and other departments work together to agree what action will be taken.
- Employers should consider consulting external organisations who may have relevant expertise and insight e.g. trade unions, employer representative groups and membership bodies



Useful resources

- **Viewing service (where you can view all reported data)**
<https://gender-pay-gap.service.gov.uk/>
- **Action Hub/What Works guidance on the Viewing Service**
<https://gender-pay-gap.service.gov.uk/actions-to-close-the-gap>
- **GEO/Acas guidance for employers**
<http://www.acas.org.uk> / <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>
- **Please contact us at gpg.reporting@geo.gov.uk for any technical questions about reporting your data**
- **Or you can contact me at jjisha.hales@geo.gov.uk**

