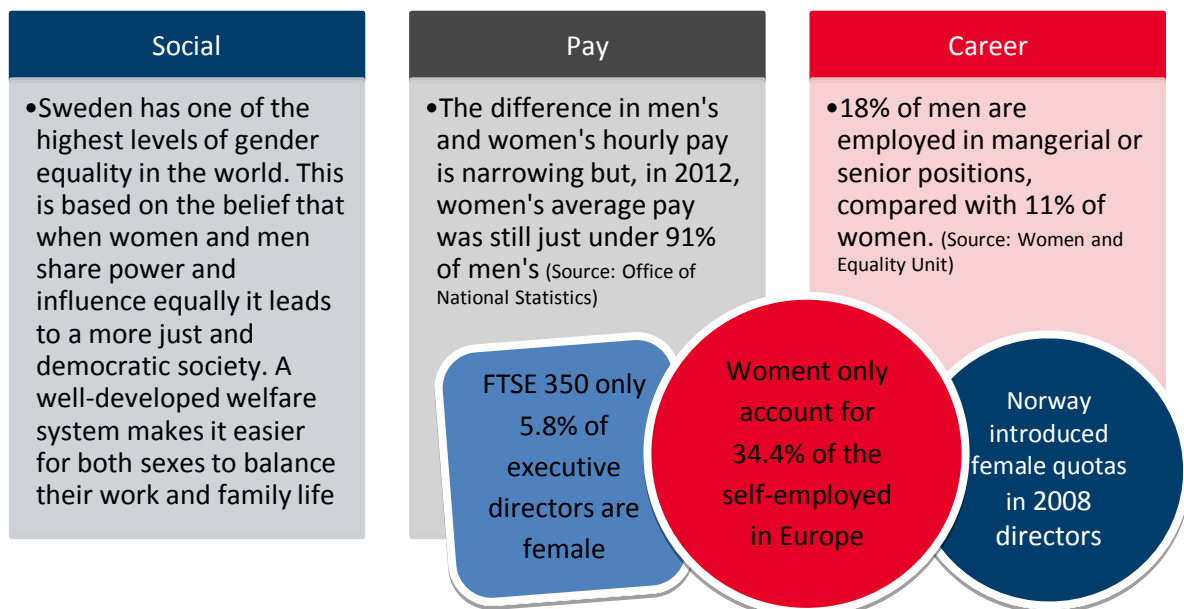


Equal Pay

Strategies available to employers to tackle the gender gap – post-seminar questionnaire



Some interesting facts & figures for you



The idea is to not challenge or question your organisations approach, rather than to generate some insight and ideas.

Social

- It has been said that one of the underlying issues is that females at their younger years of education start to focus on lower paid careers and select particular female biased qualifications.**

Is your organisation actively participating building relationships in schools and universities to encourage more females to pursue current 'male' oriented roles?

- Increasing awareness and developing organisational wide policies and practices to narrow the gender pay gap will indeed support the process**

What are your thoughts around what an organisation can do to promote gender equality?

- **Research has suggested that women tend to favour or hope to achieve more work life balance at the detriment of progressing pay and/or their career**
Do you promote flexible working and is it gender neutral?

Pay

- **Having a robust reward philosophy and managing pay development aids in addressing gender inequality.**
What are your thoughts on achieving pay equality internally?
- **It's been reported that women are not great at negotiating pay and this can contribute to pay differences.**
What are your experiences? Do your experiences support or contradict this?
- **There have been cases of roles being advertised at a lower salary level when targeting women.**
What ideas or thoughts have you got that could prevent this?

Career

- **It is said that women often do not champion their own achievements and very often, women do a good job thinking it will lead to a promotion.**
Do you recognise this in your own organisation?
Do you have clearly defined goals which are linked into pay awards?
- **On occasions women have reached very senior positions and have tended to adopt male attributes**
Is this a necessary to achieve? What are your views on this?
- **There tends to be levels and/or functions in which female or males predominately occupy, such as females in Customer Service and Engineering**
Do you recognise this from your own organisation? If so, do you know why?

THE GENDER PAY GAP

- Are you aware of your current Gender Pay Gap?
- How in your opinion has this come about?

RECRUITMENT – WHERE IT ALL STARTS

- Are females being given the same employment opportunities as males within your organisation?
- Can you confidently say that your organisation strives to



employ a fair and realistic balance of women and men across the board?

- Do you know what is typical of the sector in which you operate?
- Are you lagging behind or bucking the trend?
- Do you proactively sell your sector to both genders?
- Are you confident that your recruitment system is free from gender bias? Why are you confident?
- Do you monitor the ratio of female to male applications in comparison to the number of employees you actually hire?
- Are you confident that the job adverts placed for that department are free from bias and pitching the role in a way that appeals to both genders?

STARTING SALARIES

Bias can easily occur in this area because new joiners' previous salaries are often used as a starting point for salaries. The biggest risk if there are different levels of pay for the same role at the start of a career then the difference is likely to be perpetuated throughout a career.

- How consistent is your application of pay policy when setting starting salaries for new employees?
- Who audits the process?

RETENTION/TALENT RETENTION

- Are females being given the opportunity to remain with the organisation and progress their careers, thus earning capacity?
- Is there a risk that certain functions are dominated by a largely male management layer who could perhaps be incapable of structuring their teams in a way that encourages flexible working, part timers?
- Are the options to consider the role on a part time basis restricted to roles where in theory there shouldn't be any?
- Do you actively use exit interviews to explore the possibility of potential reasons equality or otherwise that might encourage your female employees to leave?

PAY PRACTICE

- Are men and women on average being paid equally within your organisation? How do you know this?
- Are there any instances where you have groups of people with similar job titles who earn different salaries?
- If yes then are you confident that all the pay differences between men and women in your organisation can be explained by?:-
 - (i) an auditable and defensible difference in performance over several years ?
 - (ii) detailed and rigorous pay benchmarking which takes account of the different job markets they operate within?
- Is there a general cluster of females at the lower part of the pay spread within your organisation? Why is this the case? Could you defend it?

PROMOTION OPPORTUNITIES

- Can you confidently say that there are no barriers to promotion and progression for females within your organisation?
- How is promotion managed in your organisation, ad hoc? Manager discretion? Annual review?
- How confident are you that annual promotional reviews are carried out in a fair and equitable manner?
- Are the promotion opportunities within your organisation equally available and achievable for women? How do know/ensure this?
- Are you comfortable with how many women were promoted within the past 2-3 years and does this compare favourably with your overall organisation's gender composition?
- Do your career progression plans take into account career breaks for women? How is this monitored and progressed?
- Have you audited according to gender the ratio of males to females being promoted in any given year or looked at it by manager to uncover any potential gender bias?
- If employing PRP how transparent is the linkage between ratings and salary increases, how much discretion is available to managers?

- Are you confident that all Managers employ a fair and consistent approach?