

Mind the (gender pay) gap

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Today

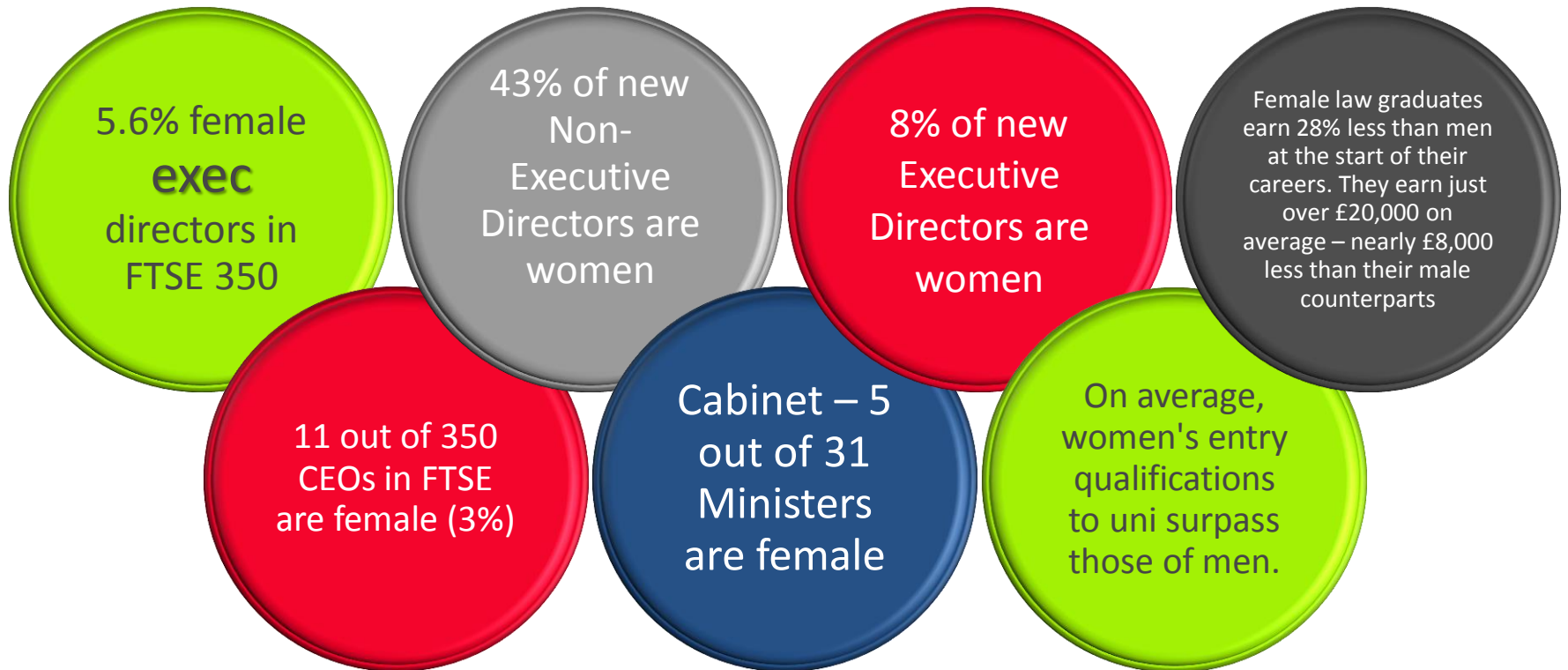


- Where Equal Pay issues might be lurking in your organisation
- What an EPA looks like
- The benefits of tackling these issues
- The strategies you can use

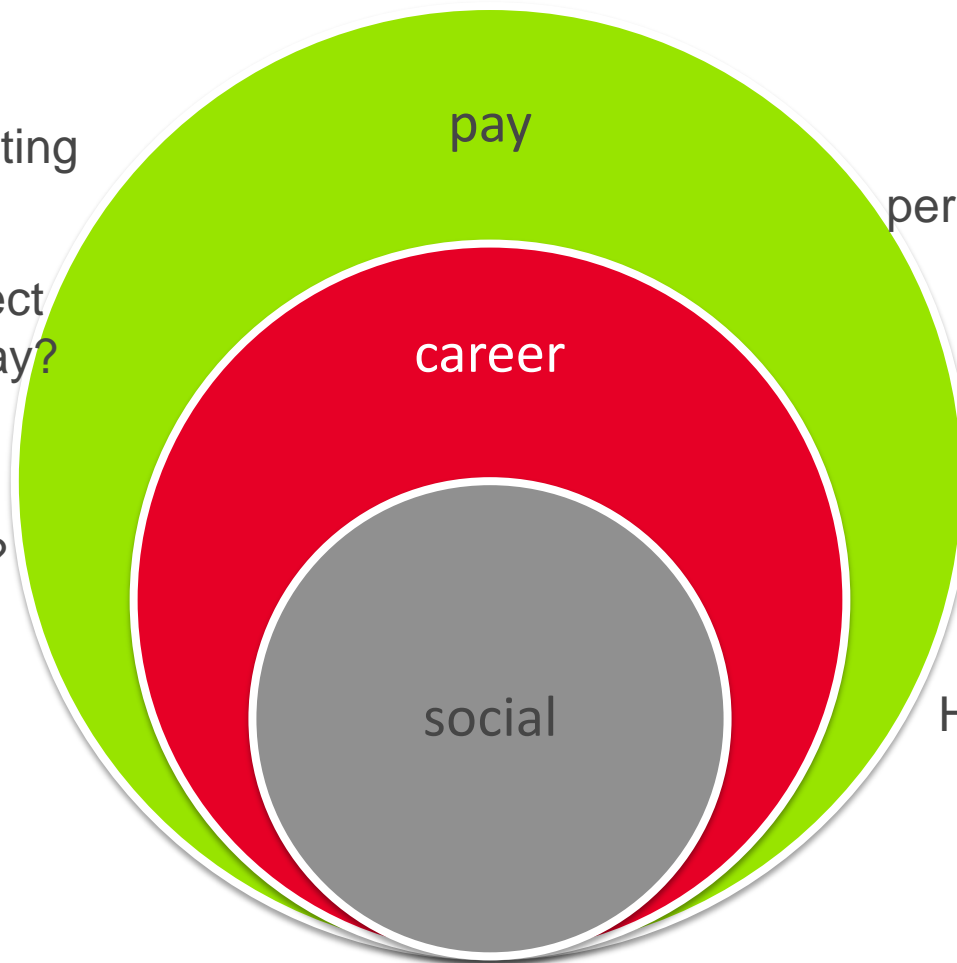




Mind the (gender) gap



What decisions reinforce the gender pay divide?



Is there inherent company bias (recruiting in like image?)

Does confidence affect ability to negotiate pay?

What leadership role models are available?

How important is lifestyle?

Do women perceive barriers men don't?

Fear of how might be perceived impact starting salary?

What impact does language have on attraction?

How important is the culture?

How do men / women perceive themselves fitting in?



What is the picture in your organisation?

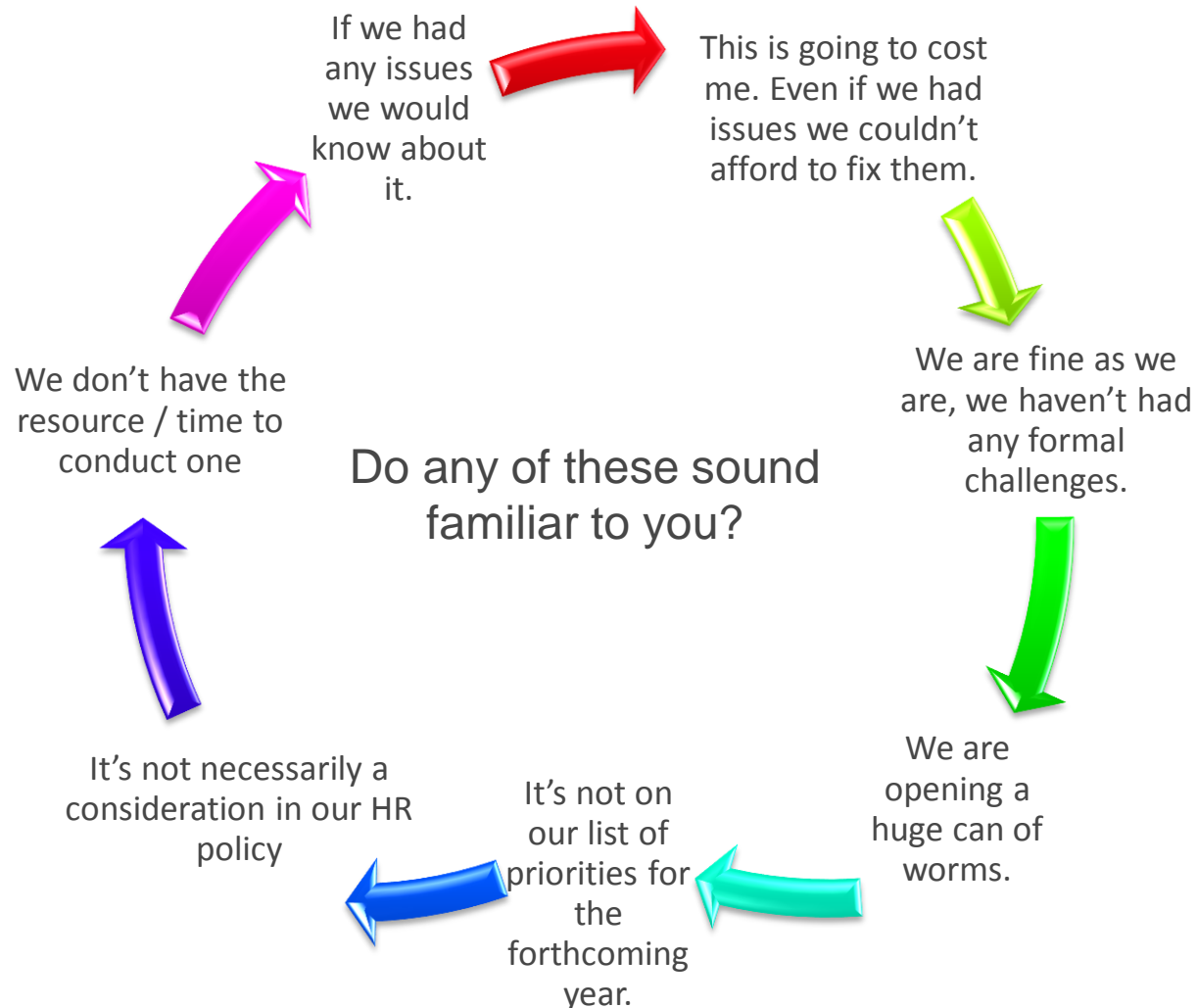


Can you answer with confidence:

- **Are men and women on average being paid equally within your organisation? How do you know this?**
 - If no, is this due to conscious pay decision making or more down to luck?
 - If yes, do you understand how it has come about and how big a risk it poses?
- **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?**



What's stopping you?





Steps to conduct an EPA

Make the commitment to conduct an EPA.

Do you have a grade structure to enable a comparison?

Interpreting the results – are there justifiable reasons for differences?

What can you reasonably do to address any issues? Can you afford it? What are the implications of not addressing them?

Decide the scope of the audit and identify the data required

Identify where protected groups are doing equal work: like work/ work rated as equivalent equal value Check job evaluation

Collect pay data to identify gaps
No equal pay gaps Go to Step 6

Establish the cause of pay gaps and decide whether they are free from discrimination

Redevelop an Equal Pay Action Plan

Review and monitor

Do you have all the data captured? One of the biggest challenges is data availability

How much progress have you made? Are you still at risk?

High level EPA – 5 tests



Test 1 | Analysis of Total Population

• Picture of overall gender split in the organisation

Test 2 | Analysis by Pay Grade/ Band

• Showing if promotion and progression opportunities are equally available to women across the organisation

Test 3 | Analysis of Functional Areas by Pay Grade/ Band

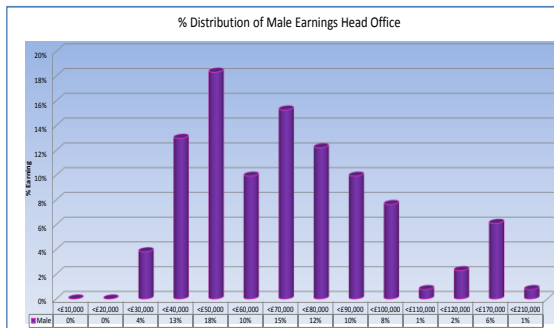
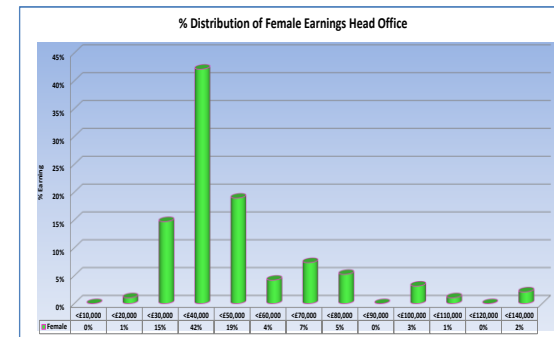
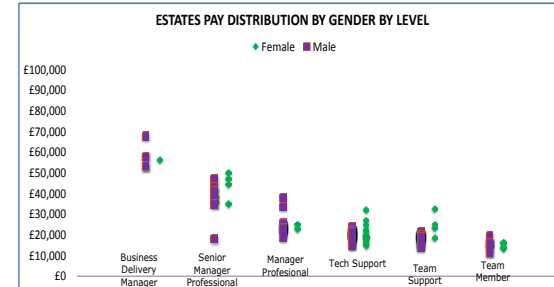
• Determining by function whether promotion and progression opportunities are equally available to women & whether there are risks in some functions only

Test 4 | Equal Pay for Like Work Test A

• To determine whether men and women in similar roles at the same grade are being paid equally. By grade, and by job family

Test 5 | Equal Pay for Like Work Test B

• To determine whether men and women in similar roles at the same grade are being paid equally, comparing salary levels for (a) the grade; (b) men in the grade; (c) women in the grade





If you don't have this data, think about starting to collate it now

More detailed tests

Test 6 Comparison of Career Progression	•To determine whether there is a significant difference between the time it takes men and women to be promoted to a higher grade. To determine whether there is equality of career progression in reality. FROM X date to X date
Test 7 Comparison of Career Progression 2	•To understand more closely the different promotion and pay increase histories of men and women where all other factors are as equal as possible (e.g. function, grade service, performance).
Test 8 New joiners comparison	•To determine whether men and women have different pay on joining the organisation.
Test 9 Promotion	•To determine whether men and women have different promotion opportunities.
Test 10 Salary upon Promotion	•To determine whether there is any difference in how men and women are paid treated when they are promoted.
Test 11 Do differences exist in total earnings (including set allowance payments) to women and men?	•To determine whether male and female total earnings are different.
Test 12 Who is more likely to be paid overtime?	•To ensure there is equality of access to overtime opportunities between men and women"
Test 13 Who is more likely to be paid allowances?	•To ensure there is equality of access to allowance opportunities between men and women
Test 14 Do differences exist in allowance payments/ taxable benefits to women and men?	•To determine whether male and female allowance/ taxable benefit payments are different
Test 15 Part-Time Equity Test	•To determine whether part-time employees received equal treatment.
Test 16 Training	•To ensure there is equal access to training and development (of total population, by grade and by job family) between men and women



Interpreting the results



- Can you confidently say that your organisation strives to employ a fair and realistic balance of women and men across the board?
- 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 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?

Benefits of conducting an EPA – the business case



Addressing underlying inequalities leads to

- improved engagement and career progression of women
- businesses are better able to retain talent
- organisations with a more engaged workforce outperform their peers (Kenexa 2012)

Companies that carry out regular audits of equal pay tend to have more women in senior positions (Benchmarking Trends Analysis Report 2012 for gender and race)

Tips for conducting an equal pay audit



Boost your understanding about what it entails.

Consider how much data you have available and more importantly the quality of it. Will it fulfil the requirements of a basic audit?

Determine the information you have and do as much as you can.

Analyse the data
By grade; By department; By division, By location, By job family, Part time V.s Full time and so on.

What will you do with the results? Don't let it be just a paper/PC exercise

Game changers



"men need to be better managers of women, ...men need to acknowledge bias ...all of us need to stop telling little girls they're bossy,". (Sheryl Sandberg COO Facebook)

We place great importance on diversity and inclusion, and have a sharp focus on the role that women play, in helping us to reflect and serve the growing numbers of customers who choose to do business with us.

"It's a simple fact that the majority of our staff are women, each hired on their own merit, ability and experience, so, for us, creating a supportive and progressive environment makes good business sense." (Nationwide)

...bring in a 'father's quota' on the parental leave scheme. "Add six weeks paid leave to the scheme only if it is accessed by the other partner". This proved to be the game changer in Norway, ensuring men and women took time out of the workforce to take care of their equally important family responsibilities. This included Audun Lysbakken, the Norwegian minister of childhood, equality and social cohesion, who took four months' paternity leave after the birth of his daughter. Imagine that in the House of Commons!

(Claire Braund , co-founder and executive director of Women on Boards)

The Times' Top 50 Employers for Women 2013.

Ernst and Young recognised for its commitment to developing its talent pipeline, as well as mentoring and career-watch schemes

Nationwide Building Society has an employee-led Women's Network, which has a role in informing policy. PwC has a female partner sponsorship programme, which provides senior women with tailored personal development plans and direct support from executive board member



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Office National Stats



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