

GENDER PAY GAP

Closing it together



Government
Equalities Office

Gillian Unsworth
Head of Gender Pay Gap

The Government Equalities Office

The Government Equalities Office works towards an inclusive society and an end to discrimination, by:

Reducing the gender pay gap

Tackling gender inequality in society

Improving outcomes for LGBT people

**Ensuring a world class equalities
framework**

Other government departments are responsible for
policy around:

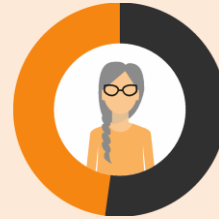
Race, Disability, Age, Religion, Pregnancy & maternity

What is the Gender Pay Gap?

Overall, women working in the UK are paid on average

17.9% less

than men in the UK

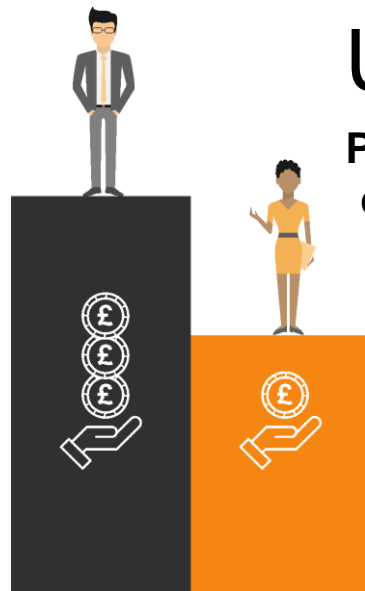


Women working **full-time** in UK are paid on average

8.6% less

than men in the UK

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



Gender Pay Gap Year 2

- Data transparency can help drive change
- Over 10,000 employers reported by 5th April
- 56% employers pay gap remained the same or improved
- High regional, national, international interest
- Employers are committed to taking action and want guidance
 - 3,500 engagements with our webinar & face to face engagement programme

What we learnt in the last 2 years

- Employers value guidance when it comes to knowing what to do to close their gender pay gap
- Everyone confuses the gender pay gap with equal pay
- Numbers don't tell the full story
- Media and public scrutiny is crucial in driving employers to take action
- Employers are highly interested in the performance of their competitors
- Our GPG legislation remains of real interest to our international colleagues

◀ Back
 Your comparison list contains 7 employers [Clear list](#) [View comparison](#)

Search by

Employer name Employer type or SIC code

Search by employer or industry type, eg banks, supermarkets, law firms. You can also search by SIC codes which provide an easy way of describing what an employer does. [Find SIC codes](#)

banks

[Clear all filters](#)

Employer size **41** employers containing a sector type related to banks

Sector **J.P. Morgan Securities PLC**
 25 Bank Street, Canary Wharf, London, United Kingdom, E14 5JP

Employer comparison

7 employers [Add employer](#) [Clear list](#)

| Employer | Employer size | 2017/18 | | 2018/19 | | 2019/20 | | Who received bonus pay | | | | Difference in bonus pay | |
|---|----------------|---------------------------|--------|--|-----------------------|-----------------------|--------------|------------------------|--------|-------|--------|-------------------------|--------|
| | | Difference in hourly rate | | Proportion of women in each pay quartile | | | | Women | | Men | | Difference in | |
| | | Mean | Median | Lower quartile | Lower middle quartile | Upper middle quartile | Top quartile | Mean | Median | Mean | Median | Mean | Median |
| J.P. Morgan Securities PLC Remove | 1000 to 4999 | 53.0% | 46.0% | 51.0% | 31.0% | 21.0% | 11.0% | 93.4% | 96.1% | 64.0% | 73.0% | | |
| Lloyds Bank PLC Remove | 20,000 or more | 37.6% | 42.7% | 72.8% | 66.0% | 49.1% | 31.5% | 93.2% | 91.6% | 70.4% | 60.7% | | |
| STARLING BANK LIMITED Remove | Less than 250 | 25.8% | 48.9% | 42.1% | 42.0% | 17.0% | 21.1% | No bonuses were paid | | | | | |

What causes the Gender Pay Gap?

Occupational segregation

14%



Women are less likely to progress to senior roles

Industrial segregation

21%



Women tend to work in **lower paying, female dominated sectors.**

Unobserved factors:

25%



Includes **gender stereotypes, discrimination & individual choices**

Labour market history

40%



Women receive **on average a 2% p.a. reduction** in hourly wages for each year taken out of employment.

How Does This Play Out for Women?

- **Financial insecurity in later life**
- By ages 50-59 earnings of average man £32,333 vs £18,906 average woman
- **Women between 55-64 are 20% less likely to have private pension**
- Women have 40% less wealth held in these pensions
- **Is there a higher take up for employee share schemes among male employees?**
- Evidence to show higher contribution rates for men in share schemes
- **Share schemes can motivate, incentivise and retain skilled staff**
- The gender pay gap means this may not be working for half the population

Support for employers



Collating the data

- [Acas guidance](#)
- [The Gender Pay Gap Explained](#)

Understanding what the data tells you

- [Eight Ways to Understand Your Organisation's Gender Pay Gap](#)

Linking problems to actions

- [Evidence-based actions for employers](#)

Understanding the evidence

- [Four steps to developing a gender pay gap action plan](#)

Evidence based actions and how to implement them

- [Family Friendly Policies: actions for employers](#)
- [Women's Progression in the Workplace: actions for employers](#)

GEO Research Programmes

WAGE PROGRAMME: A two year, £1.1 million, research programme designed to build evidence base on effective actions to close the gender pay gap and improve gender balance in workplaces. Collaboration with key academics, researchers and policy makers.

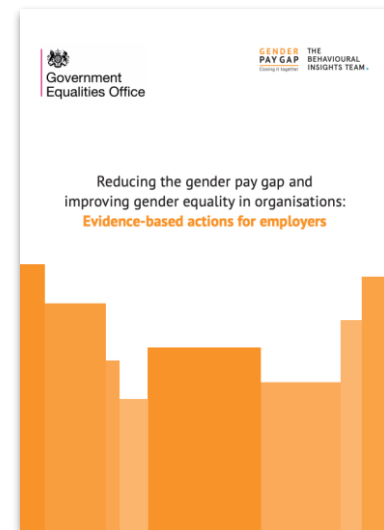
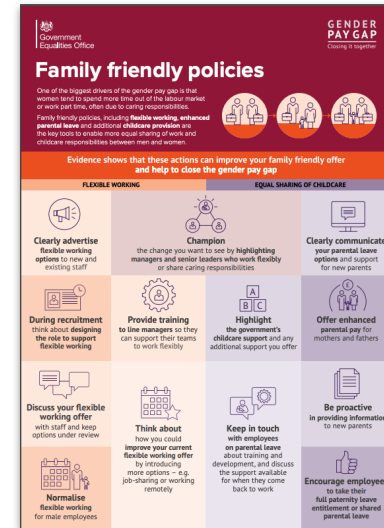
Aims:

- Build the evidence base and increase our knowledge of what works to reduce the gender pay gap
- Support employers to understand their pay gaps and provide them with information on evidence-based actions to take to close them

GABI Programme: A collaboration between GEO and the Behavioural Insights Team to develop the evidence base on behavioural economics interventions to support gender equality, using large scale employer trials to test the evidence in UK companies

Aims:

- Share the results to support employers to take evidence based actions
- Translate evidence into clear, practical guidance for business



Evidence Based Actions - Family Friendly Policies

Key themes:

- **Increasing productivity and supporting talent through flexible working**
- Supporting the equal sharing of childcare through parental leave
- Supporting parents with childcare

Key Actions:

- Clearly advertise flexible working options to new and existing staff
- Champion the change you want to see by highlighting managers and senior leaders who work flexibly or share caring responsibilities
- During recruitment think about designing the role to support flexible working
- Offer enhanced parental pay for mothers and fathers
- Clearly communicate your parental leave options and support for new parents
- Highlight the government's childcare support and any additional support you offer


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






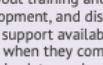
Family friendly policies

One of the biggest drivers of the gender pay gap is that women tend to spend more time out of the labour market or work part time, often due to caring responsibilities.

Family friendly policies, including **flexible working**, **enhanced parental leave** and additional **childcare provision** are the key tools to enable more equal sharing of work and childcare responsibilities between men and women.



Evidence shows that these actions can improve your family friendly offer and help to close the gender pay gap

| FLEXIBLE WORKING | | EQUAL SHARING OF CHILDCARE | |
|--|--|--|--|
|  Clearly advertise flexible working options to new and existing staff |  Champion the change you want to see by highlighting managers and senior leaders who work flexibly or share caring responsibilities |  Clearly communicate your parental leave options and support for new parents | |
|  During recruitment think about designing the role to support flexible working |  Provide training to line managers so they can support their teams to work flexibly |  Highlight the government's childcare support and any additional support you offer |  Offer enhanced parental pay for mothers and fathers |
|  Discuss your flexible working offer with staff and keep options under review |  Think about how you could improve your current flexible working offer by introducing more options – e.g. job-sharing or working remotely |  Keep in touch with employees on parental leave about training and development, and discuss the support available for when they come back to work |  Be proactive in providing information to new parents |
|  Normalise flexible working for male employees | |  Encourage employees to take their full paternity leave entitlement or shared parental leave | |

Evidence Based Actions - Women's Progression in the Workplace

Key themes:

- Create an inclusive culture
- Support women's career development
- Progression for part-time workers
- Improve recruitment and promotion processes
- Measure and evaluate policies to support diversity and inclusion

Key Actions:

- Make senior leaders accountable for addressing the barriers to women's progression
- Clearly advertise that part-time working and job-sharing is available, particularly in senior roles.
- Implement standardised performance management processes that consider both performance and potential.
- Use name blind and skills based recruitment and structured interviews.
- Measure and evaluate policies and practices that support women to progress.

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Women's Progression in the Workplace

One of the drivers of the gender pay gap is that women are not progressing in the workplace as fully as their talents would allow.

Improving, measuring and evaluating your recruitment, promotion and talent management processes; supporting part-time workers; and creating an environment where women feel that they fit and belong, can enable women to progress.

By taking steps to support women in your organisation to progress, you can make the best use of their skills and experience, help to attract and retain talent, and improve productivity and performance.

Evidence suggests that these actions can support women in your organisation to progress and help to close the gender pay gap.

| CREATE AN INCLUSIVE CULTURE | | PROGRESSION FOR PART-TIME WORKERS | |
|--|---|---|--|
| <p>Make senior leaders accountable for addressing the barriers to women's progression.</p> | <p>Create and communicate guidance on the positive and inclusive behaviours everyone in your organisation is expected to demonstrate.</p> | <p>Highlight managers and senior leaders who work part-time.</p> | <p>Normalise part-time working and job-sharing for male employees.</p> |
| <p>Senior leaders should role model positive and inclusive behaviour.</p> | <p>Clearly advertise that part-time working and job-sharing is available, particularly in senior roles.</p> | <p>Provide training to line managers on how to support employees who want to work part-time and progress.</p> | |
| SUPPORT CAREER DEVELOPMENT | | IMPROVE RECRUITMENT AND PROMOTION PROCESSES | |
| <p>Implement standardised performance management processes that consider both performance and potential.</p> | <p>Regularly review work allocation based on workload, skills, experience and potential.</p> | <p>During recruitment, be specific about the skills and experience that are relevant to the role.</p> | <p>Implement clear and transparent recruitment, reward, and promotion processes.</p> |
| <p>Provide training to line managers on how to provide high quality feedback, and support those with high potential.</p> | <p>Set specific, time-bound objectives for diversity and inclusion.</p> | <p>Measure and evaluate policies and practices that support women to progress.</p> | <p>Use name blind and skills-based recruitment and structured interviews.</p> |

Evidence Based Actions - Women's Progression in the Workplace

Key themes - Progression For Part-Time Workers

Key Actions:

- Highlight managers and senior leaders who work part-time.
- Normalise part-time working and job-sharing for male employees.
- Clearly advertise that part-time working and job-sharing is available, particularly in senior roles.
- Provide training to line managers on how to support employees who want to work part-time and progress.



Understanding Your Gender Pay Gap

- Do people get stuck at certain levels within the business?
- **Is there gender imbalance in promotions?**
- Are women more likely to be recruited into lower paid roles?
- **Do men and women leave at different rates?**
- Are there aspects of pay that differ by gender?
- **Do men and women receive different performance scores?**
- Are you looking at PT progression for all employees?
- **Are you supporting both men and women with caring responsibilities?**

Call To Action For Employers

- **Understand** your GPG
- **Sector level** action
- Produce an **action plan** - communicate internally & externally
- Examine **recruitment** processes
- Ask the hard questions on **women's progression**
- Look at job design and **flexible working offer**
- **Recruit senior male champions** – agents for change

Thank You

Gender equality at every stage: A roadmap for Change

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