

Workshop 3e

How to be more competitive by closing the gender pay gap

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Room: Dorset



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The Gender Pay Gap

An introduction

Contents

- Overview of the Gender Pay Gap
- The Housing Sector Gender Pay Gap – how landlords and service providers are responding
- Practical tips and key ‘takeaways’

What do you think?

Most people have the wrong idea what the gender pay gap is:

1. women as a whole being paid less on average than men as a whole?

Or

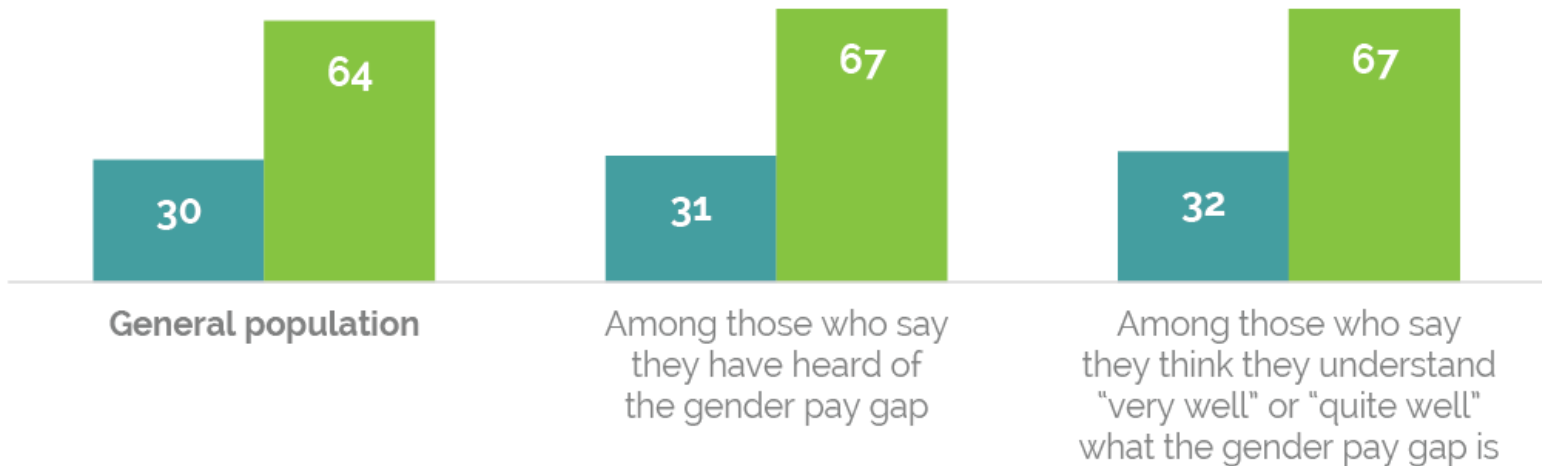
2. women being paid less than men for doing the same job?

What do you think?

Most Brits have the wrong idea of what the gender pay gap is

When you hear the term "gender pay gap", which of the following do you think that is referring to? %

- Women as a whole being paid less on average than men as a whole (CORRECT)
- Women being paid less than men for doing the same job (INCORRECT)



Definition

- The **gender pay gap** or **gender wage gap** is the average difference between the remuneration for men and women who are working. Women are generally considered to be **paid** less than men
- **Calculated** as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings

What affects the results?

- Ethnicity and racial inequality
- Age
- Industry type
- Migration
- Childcare and traditions
- Occupational segregation into low paid work

Worldwide view

Percentage pay gap around the world

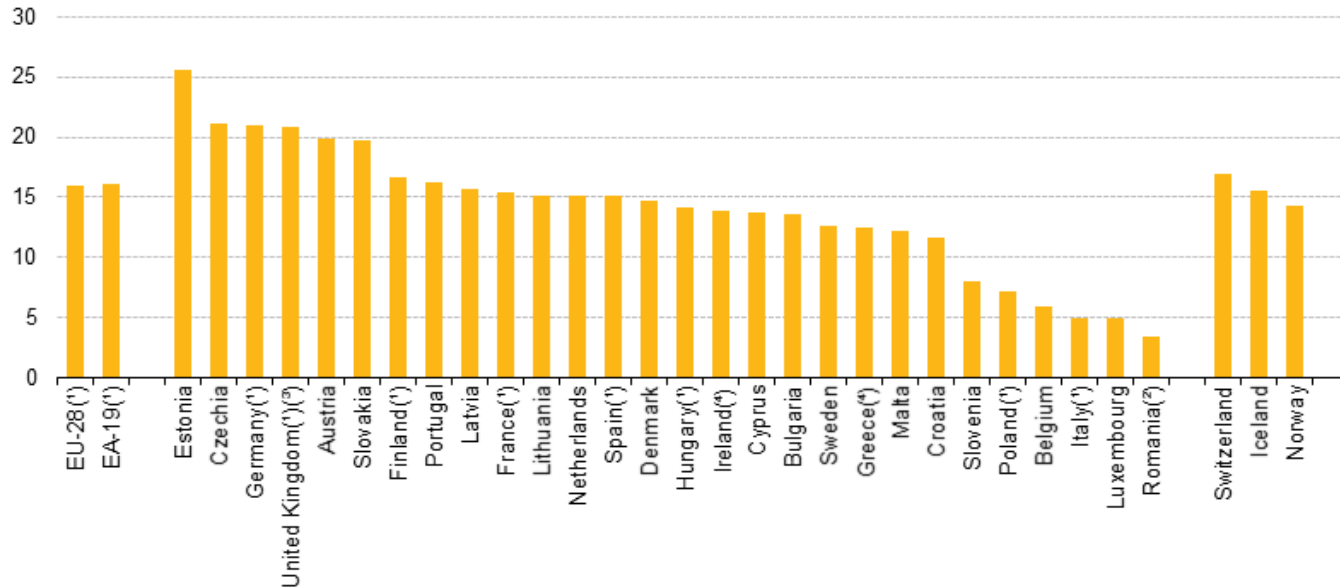


Source: *Time.com*

UK and Europe View

The unadjusted gender pay gap, 2017

(difference between average gross hourly earnings of male and female employees as % of male gross earnings)



Note: For all the countries except Czechia and Iceland: data for enterprises employing 10 or more employees, NACE Rev. 2 B to S (-0); Czechia: data for enterprises employing 1 or more employees, NACE Rev. 2 B to S; Iceland: NACE Rev. 2 sections C to H, J, K, P, Q.

(*) Provisional data.

(*) Estimated data.

(*) Estimated by Eurostat.

(*) 2014 data.

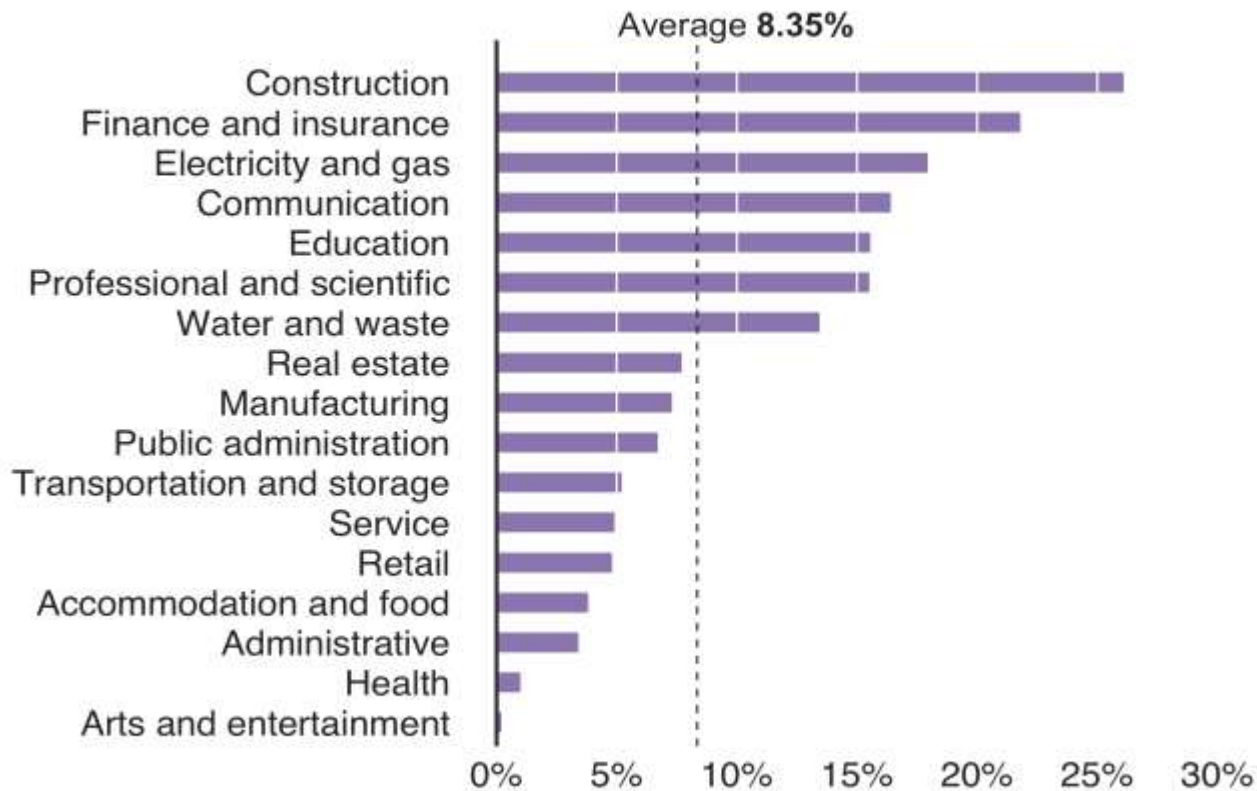
Source: Eurostat (online data code: sdg_05_20)

eurostat 

Industry View

Every sector pays men more on average

Median hourly pay gap by sector*



*Note: Only includes sectors where at least 10 companies have reported so far

Companies that have reported to gov.uk by 3.45pm Tuesday 19 February 2019



Industry View

The gender pay gap is widest in skilled trades occupations

Figure 4: Gender pay gap for median full-time hourly earnings (excluding overtime) and the year-on-year percentage point change, by major occupation group, UK, April 2018



Why does it matter?

- All 169 companies in the FTSE 350 with at least one women on their executive board saw a higher return on capital than companies with none But balance appears to be key, with all-female boards also experiencing a higher rate of failure than mixed leadership teams ¹
- Ending ethnic minority inequality at work in Britain would boost the economy by £24billion a year ²

1.Data from Insolvency practitioners KSA Group

2. *Government's McGregor-Smith Review 2017*

The Housing Sector – Gender Pay Gap

How Landlords and Service Providers are responding

Landlord Results



Inside Housing – April 2019

Landlord Results

- Analysis of 47 housing organisations
- At more than 50% of the associations the median gender pay gap widened in favour of men
- 10 organisations narrowed their gap but still paid men more
- 3 that had pay gaps favouring men now pay women more than men
- 3 have a pay gap favouring women
- Only 3 organisations had a gap of zero
- 8 associations pay disparity exceeded the national median gender pay gap across employers (ONS) of 17.9%
- Men outnumber women at the top in 34 of 47 landlords analysed

Landlord Results

- Clarion

Median hourly pay gap:

Female
£16.54

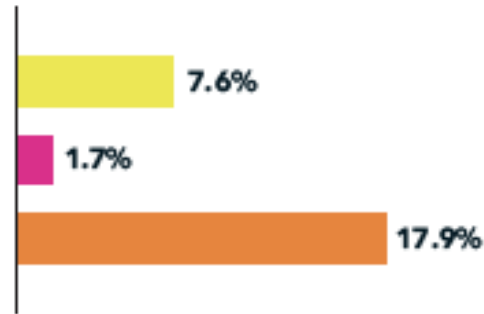
Male
£16.25

Percentage gap
-1.8%



L&Q

● L&Q ● L&Q Living
● National average (2018)



- Optivo

MEDIAN HOURLY RATE



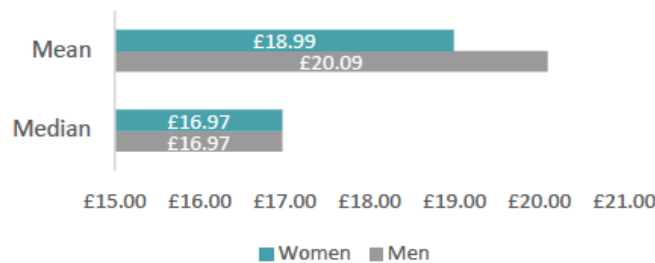
£16.10

£17.46

7.76% difference

Peabody

Gender Pay Gap (£s)

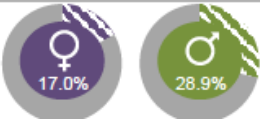


Service Provider/Supplier Results

- Engie

	Median	Mean
Gender pay gap	31.5%	27.4%
Gender bonus gap	2.3%	34.9%

The proportion of males and females receiving a bonus payment



- Travis Perkins

PAY GAP	2018	
	Mean	Median
Hourly rate	11%	11.6%
Bonus pay*	25.7%	28.55%

- Rixonway



Women Men

What can we learn?

- Be transparent
- Seek help from employees and raise awareness
- Role models, ambassadors and mentoring
- Organisational behaviours
- Embed to bring about change
 - Attraction strategies and targeted recruitment
 - Flexible working and family friendly policies
 - Succession and talent management strategies
 - Training and development programmes
 - Networks

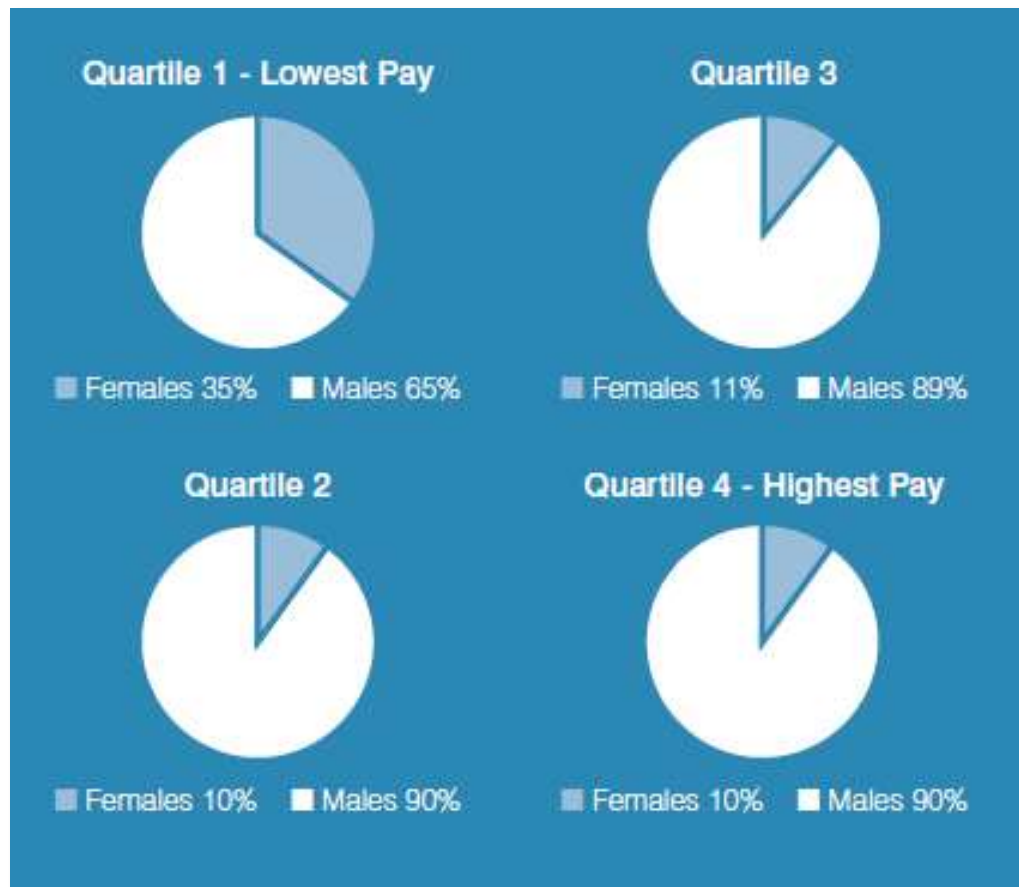
Practical Tips and key 'take-aways'

Understand your pay gap

IW		2017	2018	2019
Gender Pay Gap %	Median	19.6	18.4	18.5
	Mean	12.2	15.2	12.6

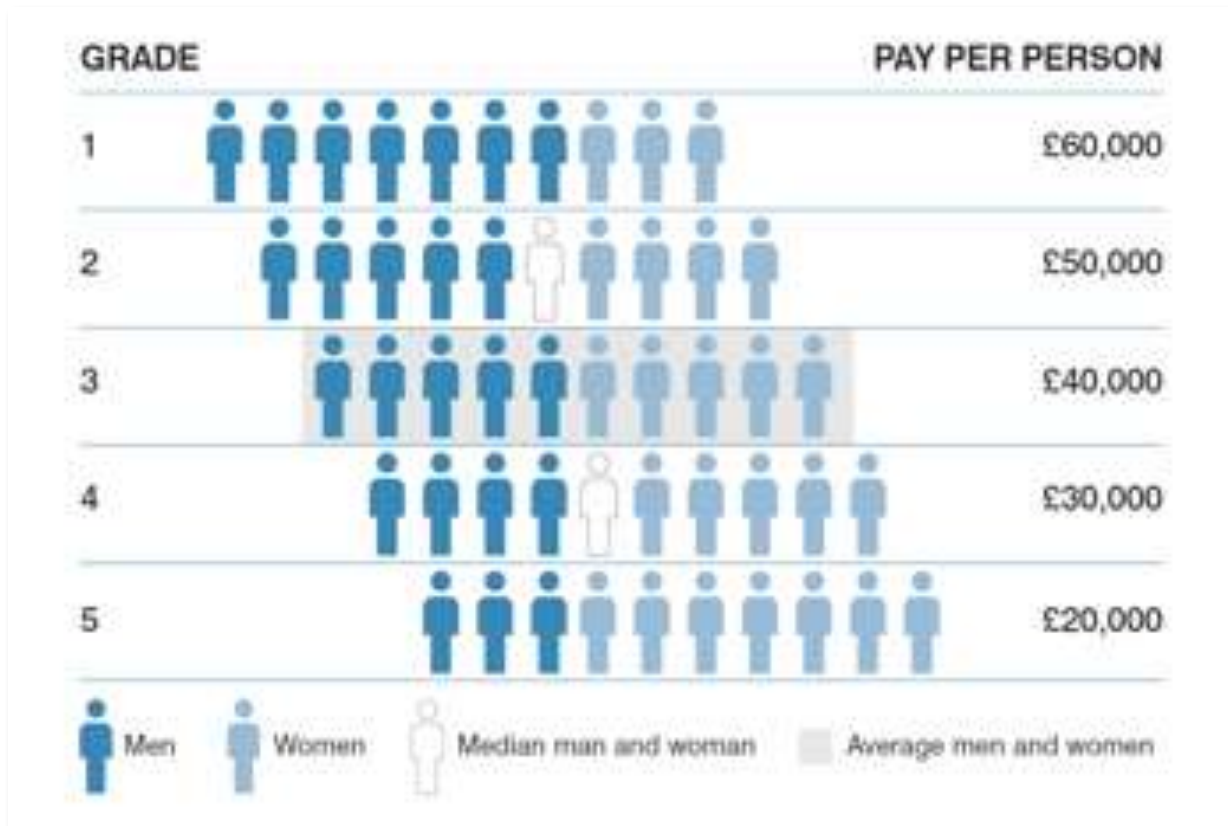
Understand your pay gap

- Only 15% of our total employees are female and 60% of those work in the lower quartile pay band.



Understand your pay gap

- Gender Pay Gap and Equal Pay often confused and are not the same



Practical Solutions

Prioritise your actions

- Use external research
- Benchmark:

<https://gender-pay-gap.service.gov.uk/>

Practical Solutions

Evidence based Effective Actions

- Include multiple women in shortlists for recruitment and promotion
- Use skills based assessment tasks in recruitment
- Use structured interviews
- Show salary ranges
- Appoint diversity managers/task forces
- Improve workplace flexibility

Practical Solutions

Flexible working – the business case

- Access to a wider and more diverse talent pool
- Increases employee engagement and retention
- Better organisational ability
- Revised flexible working policies and procedures
- Include managers guidelines
 - Includes myth busting and business case
 - Flexible working arrangements we should accommodate
 - Do's and Don'ts

Set targets and report on them

Monitor gender diversity at each level of the business

Pay quartiles (lowest to highest)	Current	Ideal	Diff
Q1	62	29	(33)
Q2	15	29	14
Q3	15	29	14
Q4	24	29	5

Set targets and report on them

Monitor gender diversity at recruitment

	% of female applicants (over 6 month period)		
Job Category	Applied %	Interviewed %	Appointed %
Response Trade	2	5	9
Painting Trade	5	25	0
Managerial	15	8	0
Technical	21	60	0
Support	61	65	63
Trainee Surveyors	13	9	14
Trade Apprentices	8	12	16
Staff Apprentices	45	40	0

Your pay gap may get bigger...

What can we learn?

Focus on the **STRONG** business case

- Diverse businesses outperform competitors
- Higher levels of employee engagement and retention

What can we learn?

Diverse businesses outperform competitors



Thank you.

See you at the
next conference!