

Women in Leadership

Career Inspiration 2019

City HR Association
&



❖ Career Insights from.....
Ella Gosling,
Director of HR Business Partnering,
Just

❖ Government Equalities Office Women's Progression within Organisations
from.....
Francine Hudson,
Government Equalities Office

❖ More Career Insights from....
Danny Harmer,
Chief People Officer,
Metro Bank

❖ Networking Drinks reception

❖ Ella Gosling,
Director of HR
Business Partnering,
Just

Francine Hudson

**Head of Evidence Development and Family Friendly Policies
Government Equalities Office**

What is the UK's Gender Pay Gap?

17.9%

(UK median gender pay gap) ASHE 2018, Office for National
Statistics

What do we mean by the gender pay gap?

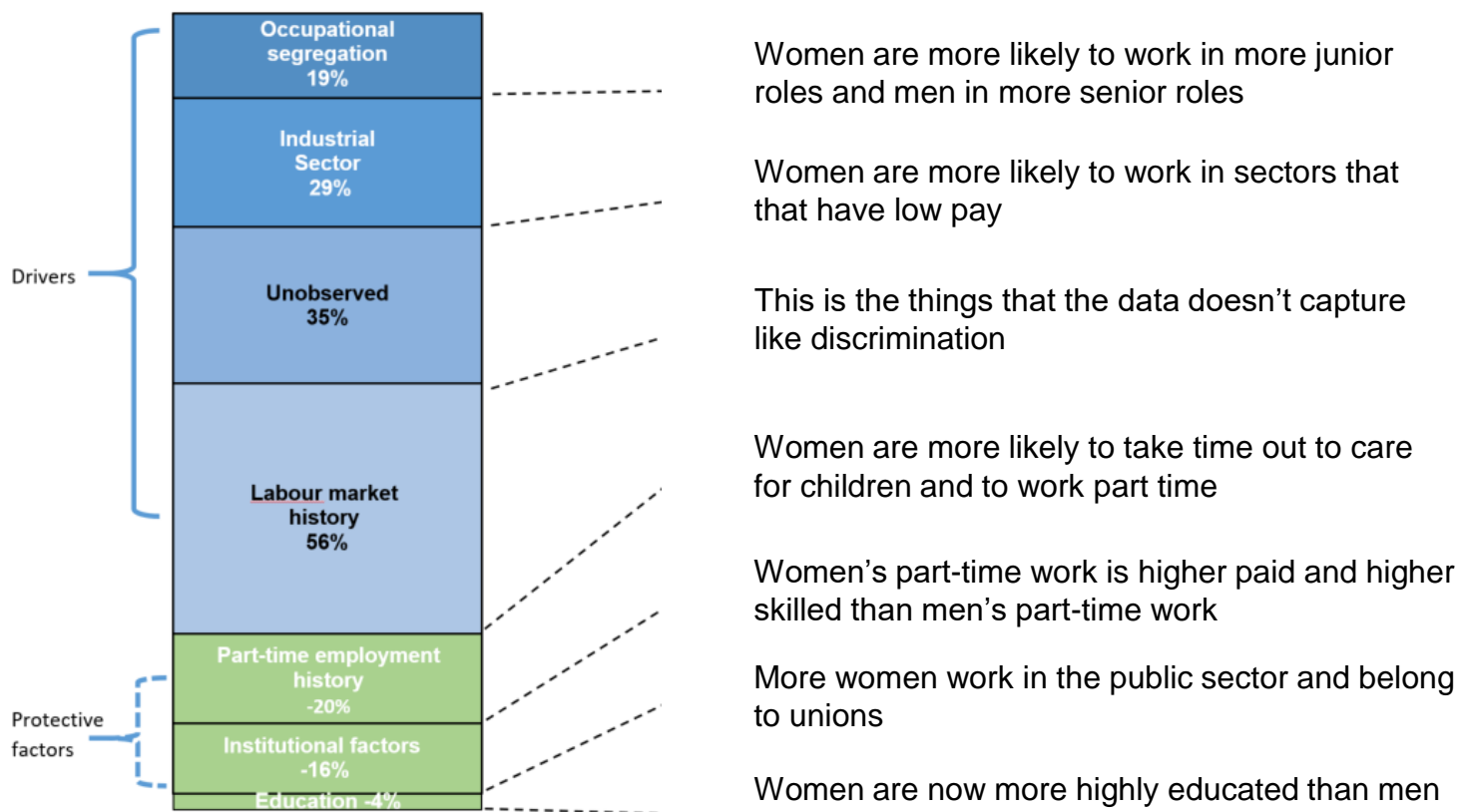
It is the **difference in average hourly median wage between men and women**, communicated as a proportion of men's wages.



Source: Annual Survey of Hours and Earnings

The GPG is our best indicator for women's economic empowerment. It is a measure which signals broader issues in the workplace and society.

There are four main drivers of the gender pay gap



Source: Olsen et al (2010): The Gender Pay Gap in the UK 1997-2007

Workplace and Gender Equality (WAGE) Research Programme

WAGE PROGRAMME - A 2 year, £1.1m, themed research programme focusing on gender equality in the workplace

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

Six Key Themes:

- Family Friendly Policies
 - Women's Progression in the Workplace
 - **Women in Low Paid Low Skilled Roles**
 - Gender Norms and Sexual Harassment in the Workplace
 - Intersectionality
 - AI, Automation and the Future of Work
- 2018 - 2019**
- 2019 - 2020**

WAGE Academic Network

To support this work we have set up the WAGE Research Programme Network, a virtual group with over 240 academics, researchers and policymakers as members.

We currently have members from around the world, including members from leading UK and US universities and a range of experts in gender equality



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 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 organisation to progress, employers can make the best use of their skills and experience, help to attract and retain talent, and improve productivity and performance.**

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.



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.



Evidence Based Actions – Women's Progression in the Workplace

CREATE AN INCLUSIVE CULTURE



Make senior leaders accountable for addressing the barriers to women's progression.



Create and communicate guidance on the positive and inclusive behaviours everyone in your organisation is expected to demonstrate.



Senior leaders should role model positive and inclusive behaviour.

Key themes - Create An Inclusive Culture

Key Actions:

- Make senior leaders accountable for addressing the barriers to women's progression.
- Senior leaders should role model positive and inclusive behaviour.
- Create and communicate guidance on the positive and inclusive behaviours everyone in your organisation is expected to demonstrate.

Evidence Based Actions – Women’s Progression in the Workplace

Key themes - Improve Recruitment and Promotion Processes

Key Actions:

- During recruitment be specific about the skills and experience that are relevant to the role.
- Implement clear and transparent recruitment, reward and promotion processes.
- Use name-blind and skills-based recruitment and structured interviews

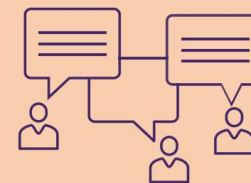
IMPROVE RECRUITMENT AND PROMOTION PROCESSES



During recruitment, be specific about the skills and experience that are relevant to the role.



Implement clear and transparent recruitment, reward, and promotion processes.



Use name blind and skills-based recruitment and structured interviews.

Evidence Based Actions – 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 and work part-time, often due to caring responsibilities.
- Family friendly policies – flexible working, enhanced parental leave, and additional childcare provision enable more equal sharing of work and childcare between men and women so that both can fulfil their potential at work.
- **Family Friendly Policies are also good for business, helping to attract and retain talent and improve productivity.**


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:

- Champion the change you want to see by highlighting managers and senior leaders who work flexibly or share caring responsibilities
- Offer enhanced parental pay for mothers and fathers
- Highlight the government's childcare support and any additional support you offer

 Government
Equalities Office













GENDER PAY GAP
Closing it together

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	
 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	
 Normalise flexible working for male employees	 Be proactive in providing information to new parents	 Encourage employees to take their full paternity leave entitlement or shared parental leave	

Evidence Based Actions – Family Friendly Policies



Key themes – Equal sharing of childcare

Key Actions:

- Offer enhanced parental pay for mothers and fathers
- Clearly communicate your parental leave options and support for new parents
- Be proactive in providing information to new parents
- Encourage employees to take their full paternity leave entitlement or Shared Parental Leave
- Keep in touch with employees on parental leave about training and development, and discuss the support available for when they come back to work
- Highlight the government's childcare support and any additional support you offer

Evidence Based Actions – Family Friendly Policies

Key themes – Flexible Working

Key Actions:

- During recruitment think about designing the role to support flexible working
- Clearly advertise flexible working options to new and existing staff
- Discuss your flexible working offer with staff and keep options under review
- Normalise flexible working for male employees
- Think about how you could improve your current flexible working offer
- Champion the change you want to see by highlighting managers and senior leaders who work flexibly or share caring responsibilities

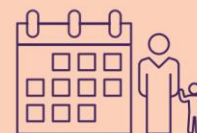


Discuss your flexible working offer

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



Normalise flexible working
for male employees

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