

Gender Pay Gap Research Report

September 2019



A review of the measures taken by
companies to close their gender pay gap

A review of 100 large employers



Introduction

The gender pay gap legislation has been in place for two reporting periods which provides us with the opportunity to look at what measures have been adopted to close the gap.

This report has reviewed gender pay gap reports from 100 of the biggest employers in the UK to understand what they have put in place to close the gap. From this we have been able to identify 21 of the most frequently used measures.

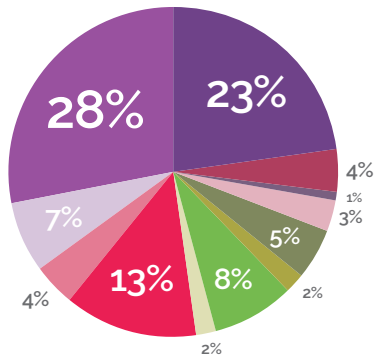
The report looks at each of these measures in detail and makes an assessment of their relative impact on reducing the gender pay gap. Specifically, within two areas which is median pay and the number of women in the top quartile of earners.

From this we can start to understand the impact that these measures have had and if other companies should consider adopting a similar approach.

The report also looks at innovation – where companies are implementing new and unique approaches to closing the gender pay gap.

Finally, we provide some guidance on external benchmarking and the importance of comparing yourself against peer groups.

100 Companies Reviewed



- Business, Administration and Support Services
- Construction and Engineering
- Education
- Energy and Utilities
- Finance and Insurance
- Health, Housing and Residential Care
- Hospitality and Leisure
- Information and Communications
- Manufacturing and Repairs
- Publishing, Arts, Media and Entertainment
- Transport and Distribution
- Wholesale and Retail

A.F.BLAKEMORE AND SON	ERNST & YOUNG	NANDO'S
ABF GRAIN PRODUCTS	FACEBOOK	NETWORK RAIL
AIRBUS	FIL INVESTMENT MANAGEMENT	NEW LOOK
ALDI	FORD	NEXT RETAIL
ALLIANCE HEALTHCARE	G4S	OCS UK
AMAZON	GREENE KING	OVE ARUP & PARTNERS INTERNATIONAL
AMERICAN AIRLINES	GREGGS	PRIMARK STORES
ANGLIAN WATER SERVICES	HALFORDS	PWC
ARCADIA	HBOS	RANDSTAD SOLUTIONS
ARGOS	HILTON UK HOTELS	RBS
ASDA STORES	HSBC BANK	RIVER ISLAND
ASTRAZENECA UK	IBM UNITED KINGDOM	ROLLS-ROYCE
B & M RETAIL	ICELAND FOODS	ROYAL MAIL
B&Q	IKEA	SAINSBURY'S
BAE SYSTEMS	ISS FACILITY SERVICES	SANTANDER UK
BARCLAYS BANK UK	J D WETHERSPOON	SECURITAS
BOOTS MANAGEMENT SERVICES	JAGUAR LAND ROVER	SIEMENS
BRAKE BROS	JCB	SKY UK
BRITISH AIRWAYS	JOHN LEWIS	SMITHS
BRITISH BROADCASTING CORPORATION	KUEHNE + NAGEL	SODEXO
BRITISH TELECOMMUNICATIONS PUBLIC COMPANY	LEGAL & GENERAL	SPIRE HEALTHCARE
CAPITA BUSINESS SERVICES LTD	LIDL	STAFFLINE RECRUITMENT
CENTER PARCS	LLOYDS	SYTNER
CFS MANAGEMENT SERVICES (CO-OP)	MACE	TESCO STORES
COCA-COLA	MANPOWER UK	THAMES WATER
DEBENHAMS RETAIL	MARKS AND SPENCER	THE DISNEY STORE
DELOITTE LLP	MARRIOTT HOTELS	THE OPEN UNIVERSITY
DHL SERVICES	MARTIN MCCOLL	TRAVIS PERKINS
E.ON UK	MATALAN	UNIPART
EASYJET	MCDONALD'S	VIRGIN ATLANTIC
	MEDTRONIC	VODAFONE
	MERLIN	WELCOME BREAK
	MITCHELLS & BUTLERS	WHITBREAD
	MITIE	XPO SUPPLY CHAIN UK
	MORRISONS	
	MOTT MACDONALD	



Methodology

To build this report we reviewed Gender Pay Gap reports from 100 companies as detailed in the previous section.

Some Caution should be taken

This report should be used to help companies evaluate what they are doing now and to identify new ways to close the GPG. Guided by what they can learn from other companies. We fully recognise the following factors:

- As a measure Gender Pay Gap is flawed
- There are only two years of data which is not yet statistically significant
- There is a myriad of influences on GPG that will cause it to increase/decrease year on year – implementing measures outlined here will help but can never be assessed in isolation

We selected these companies based on three criteria:

- Size (number of employees)
- Commitment to closing GPG
- Industry representation in sample

The size of the company was the dominant factor to ensure enough employees were represented.

The focus of this report is to identify what companies are doing to close their GPG. To achieve this, we reviewed each report and extracted details for each of the measures put in place by each company. Once this was done, we categorised each measure into 21 types to capture frequency of use. Any measure that did not fit into these types is seen as unique and can be found in the innovation section of this report.

To determine the impact that these measures have had we looked at the movement of the median hourly pay gap and number of women in the top quartile of earners. This provides us with the change in pay but also (and more importantly) the impact of the measures towards getting more women into senior roles.

We then classed each company as having an 'increase' or 'decrease' to their GPG. The count of each measure used by each class was then compared to determine which was more prevalent for those with a decrease against those with an increase in GPG.

Overview of measures used by the 100 companies

The following 21 common measures have been taken by the 100 companies to reduce their gender pay gap over the past year. It shows a description of the measure and how many of the 100 companies have implemented it:

Measure	Description & Comments	Company Examples	Number of companies using the measure
Flexible Working	<p>Providing employees with the flexibility at work to balance home and personal lives.</p> <p>Most frequent measure used and is seen as the main blocker for employees with caring commitments.</p> <p>Further help can be found here: https://www.cipd.co.uk/Images/megatrends-report-flexible-working-1_tcm18-52769.pdf</p>	Reviewed, updated and relaunched our flexible working policy for all levels and include part-time working, job sharing and working from home (New Look)	56
Development Programmes	<p>Implementation or further investment in development programmes – some dedicated for women only as part of network or leadership schemes.</p> <p>Most organisations will have development programmes but are now making sure there is a good gender balance in attendance.</p>	Women@McColl's programme helping to develop the skills and confidence in women who have the potential to move to more senior roles (McColl's)	49
Succession Planning - Creating Opportunities	<p>Companies making sure that more women are considered on succession plans. Also creating more opportunities for women through apprenticeships, graduate schemes, internships and entry level roles.</p> <p>Companies are identifying female talent earlier in their careers so they can be placed on succession plans and developed to make sure they are ready for the step up.</p> <p>Organisations operating in male dominated industries are creating more opportunities for women to join through entry level roles – for them to train and develop to more senior roles.</p>	<p>Using standard criteria throughout succession planning processes and challenging our own assumptions of what makes individuals successful. (Manpower).</p> <p>Increasing proportion of women in our apprenticeship and graduate intakes (Rolls Royce).</p>	39
Unconscious Bias Training	<p>Unconscious bias occurs when people favour others who look like them and/or share their values. For example, a person may be drawn to someone with a similar educational background, from the same area, or who is the same colour or ethnicity as them.</p> <p>Many organisations have invested in unconscious bias training to try and remove the impact that this has on recruitment, promotion, reward etc.</p> <p>A large number of companies are using this training but should be integrated into a long-term programme rather than just a one day workshop. (see academic report https://warwick.ac.uk/services/ldc/researchers/resource_bank/unconscious_bias/ub_an_assessment_of_evidence_for_effectiveness.pdf).</p>	Unconscious bias training has been rolled out across our business (IBM).	38

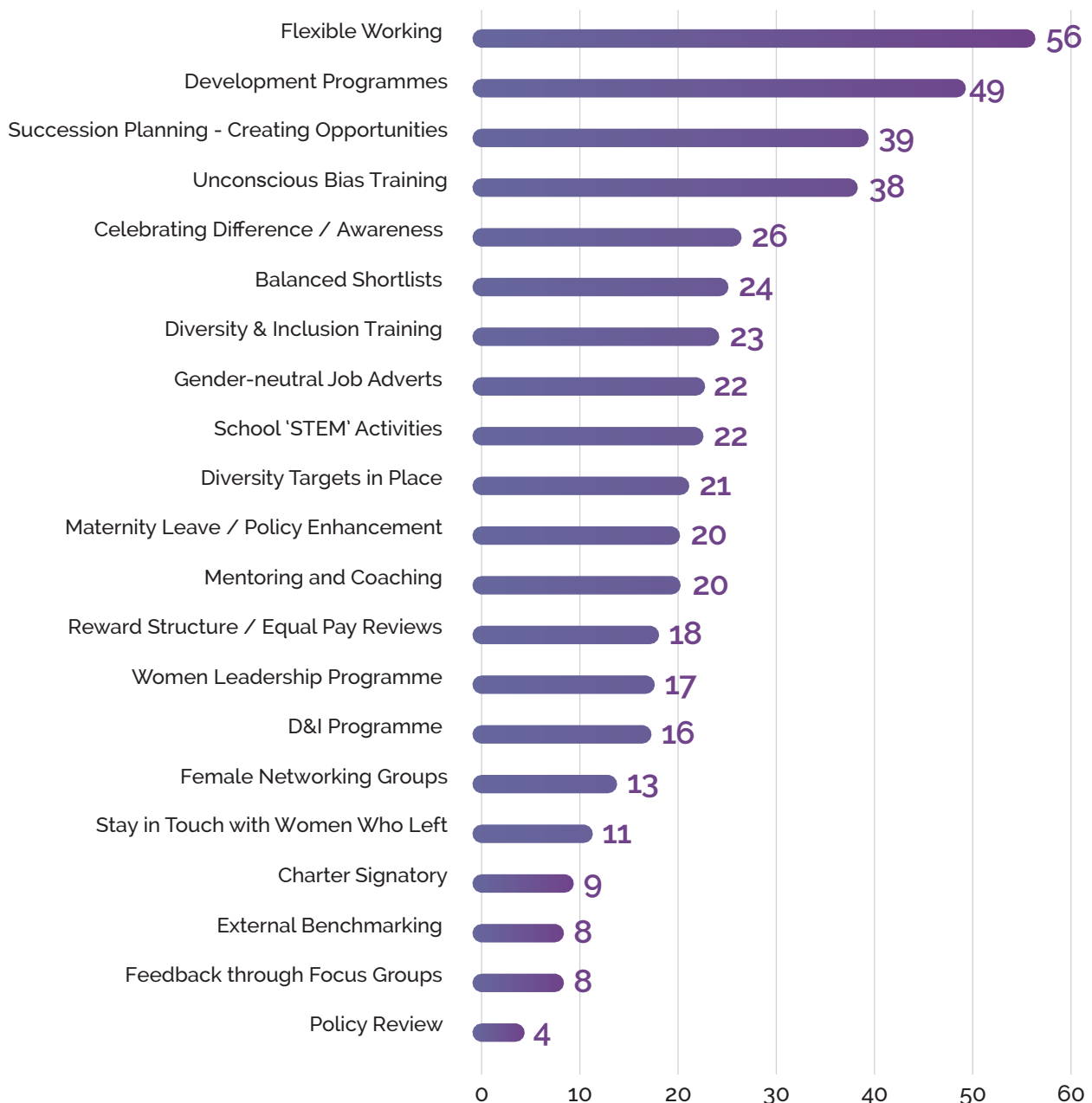
Measure	Description & Comments	Company Examples	Number of companies using the measure
Celebrating Difference / Awareness	Companies are starting to celebrate difference and raise the profile of female role models. Inspiring other women to build their careers and to put trust in the company to support them.	Continue to raise the profile of female role models and celebrate women's achievements with visible support from our senior leaders (Vodafone)	26
Balanced Shortlists	More companies are looking to deliver gender balanced shortlists for recruitment, promotions and succession planning. Internally they are actively identifying and developing female talent to make sure they are best placed to apply for roles. Externally companies are working to make sure more women apply for vacancies by various means (see gender neutral job adverts). Companies still need to make sure that they appoint the best candidate – a balanced shortlist will not be effective if the female candidates are not ready for the role.	Balanced candidate slates and balanced interview panels to remove bias (Asda)	24
Diversity & Inclusion Training	Diversity and inclusion training is a way of educating employees about how to work with people from different backgrounds. There are broadly two types of diversity training: awareness training and skills training. The first is about raising people's awareness and helping them to see the world through the eyes of someone of a different age, race, gender, etc. The second involves specific exercises to help people build skills, such as communicating better with people from diverse backgrounds and reducing the levels of unconscious bias in their decision-making.	Diversity training across the Group to our Store and Centre managers, so that they understand the importance and value of creating inclusive teams (Halfords)	23
Gender-neutral Job Adverts	The most visible aspect of hiring that influences the makeup of candidate pools is job descriptions. In job descriptions, words are the primary tool, and academic research has shown that many common words used in job descriptions have male or female associations. The words are used in job descriptions could be preventing or attracting candidates based on their gender. The most qualified candidates may not apply because they dislike by the language that is used.	Launching gender neutral advertising and challenging recruitment briefs (XPO)	22
School 'STEM' Activities	Inspiring and supporting more women to choose a career involving Science, Technology, Engineering and Mathematics (STEM). It is estimated that only 15% of the workforce in a STEM role is female. Companies are working to change this by inspiring the next generation through school visits, university programmes and sponsorship. They are also supporting more women into these roles through increasing the number of apprenticeships.	Focused on encouraging more girls to pursue STEM careers through our educational partnerships and our school roadshows (BAE Systems)	22
Diversity Targets in Place	Companies are starting to use diversity targets to track progress and to be held to account on progress made on GPG. These targets almost exclusively relate to the proportion of women in senior roles such as 30% of women on their board. It could be a narrow focus and not actually measuring the underlying problems which need to be addressed.	Signed up to 30% club campaign with an aspirational target of 30% of senior leadership roles to be filled by women by 2020. (HSBC)	21

Measure	Description & Comments	Company Examples	Number of companies using the measure
Maternity Leave / Policy Enhancement	Statutory parental leave is seen by many employers as not providing enough time or remuneration to support their employees. This is leading to a growing number of companies fund enhanced leave and pay.	Women in UK receive enhanced maternity pay, which has a total value of 26 weeks' fully pay, plus full pay for a 30-hour week for the first 6 months of their return. (Vodafone)	20
Mentoring & Coaching	Mentoring and coaching is seen as a great way to support high potential women. For them to be supported and guided by senior people in the company to realise their full potential. Difficult to apply in volume due to the commitment needed by the mentors.	Developing, mentoring and sponsorship of high-potential female employees to help them with getting the experience and visibility that positions them for senior roles (The Disney Store)	20
Reward Structure / Equal Pay Reviews	Surprisingly low number of companies have focused time on their reward structure and conducting equal pay reviews. Generally the companies we looked at stated that they believe they pay their employees equally and fairly. The issue is about the lack of women in senior roles and in STEM (where salaries are higher). It is still good practice to ensure that a company has an analytical job evaluation process as its underpin together with robust policy/process to manage pay progression.	Updated reward structures to be fair, consistent and free from bias (B&Q)	18
Women Leadership Programme	Dedicated leadership programme for high potential women. These programmes generally provide personal/professional development, secondments, involvement in projects etc. It is surprising that so few companies have put this type of programme in place as it demonstrates their commitment to progressing women to senior roles.	New women's leadership programme for high potential women in middle grades (McDonalds)	17
Diversity & Inclusion Programme	Companies who have implemented a formal programme to improve diversity and inclusion. This will typically involve a team of full time employees with a budget and board endorsement, etc. Just 16 of the companies have a formal programme in place to address D&I. Most of the companies will have a focus on improving D&I but it will be part of employees day job.	We have established a Diversity and Inclusion Steering Group to develop, promote and monitor our overall diversity and inclusion agenda. (Mitchell & Butlers)	16
Female Networking Groups	This dedicated networking group brings together women from across the company High-achieving women are looking for a place to grow and make a difference, try on new ideas, process challenges, and find validation for their experiences. The group needs to have women with common motivations An effective network needs to include support from the wider business in the form of mentors and sponsors. They will look out for the interests of the group and are committed its success.	To help us achieve this, we have a thriving global Medtronic Women's Network dedicated to improving our ability to attract, develop, retain and accelerate the advancement of women within the organisation. (Medtronic)	13
Stay in Touch with Women Who Left (Returners)	Companies are working hard to stay in touch with talented women who have left to pursue other opportunities. This involves creating external network forums, 1:1 meetings, supporting their careers, mentoring etc. This is a great way to attract top talent back to the business. They would have developed from their new experiences and the company can offer more senior positions and create the right environment for them to be successful.	We aim to recruit from the widest possible talent pool and make every effort to stay in touch with talented women who have been previously employed by us. As a result, many return in new roles. (Arcadia)	11

Measure	Description & Comments	Company Examples	Number of companies using the measure
Charter Signatory	<p>Many of the industries who have traditionally struggled to attract women have now created a charter. A charter is a commitment made by the company to encourage more women into the industry and into senior/STEM roles.</p> <p>This is a great way for companies to work together to solve issues that are unique to their industry. See section below.</p>	Founding signatory of the 'Women in Aviation and Aerospace Charter' (Airbus)	9
External Benchmarking	<p>Benchmarking has been used by a surprisingly low number of companies. This maybe due to the cost and time involved in gathering meaningful benchmark data. All of the companies will benchmark their pay and a few have focused on other elements outside of reward.</p> <p>External benchmarking is essential to understand how the company is performing in context. It allows companies to understand how they are performing but more importantly to identify opportunities for improvement.</p>	More comprehensive benchmarking procedure in place which better complements our approach to pay gap reporting (Travis Perkins)	8
Feedback through Focus Groups	To get feedback from employees on issues surrounding the Gender Pay Gap a few of the companies have established focus groups. These groups usually contain a cross reference of employees (different levels and roles) from across the company. They provide on the ground feedback and ideas for change.	Focus group involvement (G4S)	8
Policy Review	<p>Some companies have decided to review all of their people policies to ensure they support gender balance and equality.</p> <p>It is good practice to review policies to see if there are any obvious elements that need changing but this broad approach may only scratch the surface. Making meaningful changes in the areas that really matter seems to be the favoured approach as only four companies reported using this measure.</p>	Review all related policies and procedures (A.F.Blackmore and Son Ltd)	4

Number of companies using each measure

The graph below outlines the usage of the 21 measures:



Listing of measures used by each named company

Company	Flexible Working	Succession Planning - Creating Opportunities	Stay in Touch with Women Who Left - (Returners)	Unconscious Bias Training	Diversity & Inclusion Training	D&I Programme	Policy Review	Charter Signatory	Feedback through Focus Groups	Reward Structure / Equal pay reviews	Mentoring & Coaching	Maternity Leave / Policy Enhancement	STEM Activities	Development Programmes	Women Leadership Programme	Balanced Shortlists	Diversity Targets in Place	Gender-neutral Job Adverts	Female Networking Groups	External Benchmarking	Celebrating Difference / Awareness
A.F.Blakemore and Son	✓			✓	✓	✓	✓							✓						✓	
ABFGrain				✓										✓							
Airbus								✓									✓		✓		✓
Aldi Stores										✓											
Alliance Healthcare						✓											✓				✓
Amazon	✓							✓			✓		✓	✓			✓				✓
American Airlines	✓			✓				✓													
Anglian Water	✓												✓								
Arcadia Group	✓	✓	✓						✓		✓			✓	✓						
Argos														✓				✓			✓
Arup	✓	✓		✓							✓		✓	✓	✓		✓	✓			
Asda Stores	✓			✓					✓		✓			✓	✓	✓	✓			✓	
Astrazeneca		✓											✓		✓				✓		
B & M Retail																					
B&Q	✓			✓						✓				✓				✓			
Bae Systems	✓			✓	✓			✓			✓	✓	✓	✓							
Barclays Bank	✓		✓	✓		✓				✓						✓					
BBC		✓								✓							✓			✓	
Boots Management Services	✓								✓			✓		✓							
Brake Bros		✓			✓				✓					✓							
British Airways	✓	✓				✓					✓		✓				✓				✓
BT	✓	✓		✓								✓	✓	✓	✓	✓	✓	✓			
Capita	✓			✓								✓				✓			✓	✓	✓
Center Parcs	✓	✓												✓		✓		✓			
Coca-Cola				✓										✓	✓	✓	✓				
Co-Op																					
Debenhams		✓		✓						✓							✓				
Deloitte	✓				✓																
DHL		✓			✓									✓				✓			
E.on	✓			✓	✓							✓		✓			✓	✓			
Easyjet								✓					✓								✓
Ernst & Young Services	✓		✓	✓				✓						✓	✓						
Facebook		✓								✓			✓			✓					
Fil Investment	✓		✓	✓							✓			✓	✓	✓	✓	✓			
Ford				✓	✓							✓	✓	✓				✓			✓
G4s					✓				✓							✓					✓
Greene King		✓				✓				✓											
Greggs	✓	✓												✓							✓
Halfords				✓	✓					✓			✓	✓		✓					
HBOS (Lloyds)	✓																				✓
Hilton Hotels	✓				✓	✓		✓			✓			✓							✓
HSBC	✓											✓		✓		✓	✓				
IBM	✓			✓	✓							✓	✓								
Iceland							✓			✓											
Ikea									✓												✓
ISS Facility Services		✓		✓							✓								✓		✓
J D Wetherspoon	✓													✓					✓		

Company	Flexible Working	Succession Planning - Creating Opportunities	Stay in Touch with Women Who Left - (Returners)	Unconscious Bias Training	Diversity & Inclusion Training	D&I Programme	Policy Review	Charter Signatory	Feedback through Focus Groups	Reward Structure / Equal pay reviews	Mentoring & Coaching	Maternity Leave / Policy Enhancement	STEM' Activities	Development Programmes	Women Leadership Programme	Balanced Shortlists	Diversity Targets in Place	Gender-neutral Job Adverts	Female Networking Groups	External Benchmarking	Celebrating Difference / Awareness
J.C. Bamford Excavators		✓											✓								
Jaguar Land Rover	✓	✓	✓	✓								✓	✓								✓
John Lewis	✓													✓					✓		
Kuehne + Nagel	✓	✓								✓				✓							
Legal & General	✓				✓			✓				✓				✓	✓				
Lidl	✓											✓									✓
Lloyds	✓	✓															✓				
Mace		✓				✓								✓				✓			
Manpower		✓			✓													✓			
Marks and Spencer	✓	✓			✓									✓			✓				
Marriott Hotels											✓			✓	✓				✓		
Martin McColl	✓	✓		✓					✓					✓				✓			
Matalan Retail	✓	✓								✓										✓	
McDonald's	✓			✓		✓					✓				✓						
Medtronic														✓		✓	✓		✓		
Merlin	✓	✓	✓			✓					✓	✓		✓							
Mitchells & Butlers	✓					✓								✓							
Morrisons		✓								✓											
Mott Macdonald	✓	✓		✓										✓				✓	✓		✓
Nando's				✓	✓				✓												
Network Rail		✓		✓									✓			✓		✓			✓
New Look	✓										✓										
Next	✓									✓											
OCS Group		✓			✓																
Primark	✓			✓		✓	✓							✓							✓
PWC		✓	✓											✓				✓			
Randstad Solutions	✓				✓							✓									
RBS		✓														✓	✓				
River Island	✓						✓							✓							
Rolls-Royce		✓				✓							✓	✓							
Royal Mail				✓										✓		✓			✓		
Sainsbury's					✓									✓							✓
Santander			✓	✓							✓			✓	✓	✓	✓		✓	✓	✓
Securitas						✓												✓			
Siemens	✓	✓	✓	✓							✓		✓								
Sky	✓		✓									✓	✓	✓	✓		✓				
Smiths Group		✓			✓	✓				✓				✓		✓					
Sodexo	✓									✓				✓	✓						✓
Spire Healthcare		✓								✓		✓		✓							
Staffline Recruitment	✓	✓													✓	✓			✓		
Sytner Group	✓			✓														✓			
Tesco	✓				✓	✓		✓			✓			✓		✓	✓			✓	
Thames														✓	✓				✓		
The Disney Store	✓	✓			✓							✓						✓			
The Open University				✓										✓	✓			✓			
Travis Perkins	✓	✓		✓						✓										✓	
Unilever	✓			✓							✓	✓	✓	✓	✓						✓
Unipart Group	✓				✓								✓	✓				✓			
Virgin Atlantic				✓							✓					✓					✓
Vodafone	✓	✓	✓	✓	✓						✓	✓	✓					✓			
Welcome Break		✓								✓											✓
Whitbread	✓			✓		✓											✓	✓			✓
XPO	✓			✓												✓		✓			

Impact of the measures in closing the median pay gap

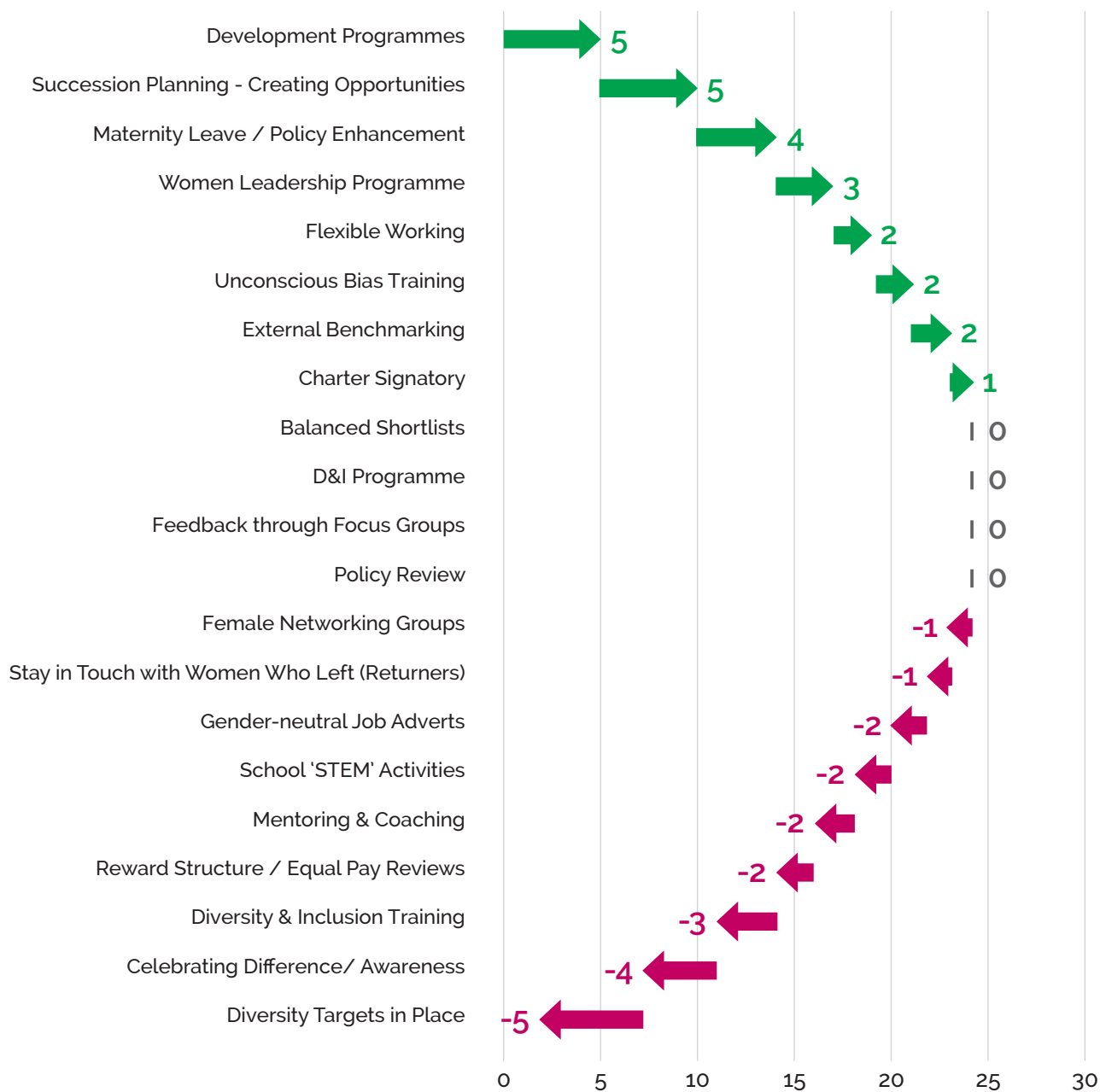
The frequency in the usage of the 21 measures have been split against those companies that have increased their median pay gap from 2017 to 2018 and those that have decreased their gap over the same period. The variance is then used as an indicator to determine the relative success of each measure.

This is shown in the table and graph below:

Change	Measures used by companies where gap decreased	Measures used by companies where gap increased	VAR
Development Programmes	27	22	5
Succession Planning - Creating Opportunities	22	17	5
Maternity Leave / Policy Enhancement	12	8	4
Women Leadership Programme	10	7	3
Flexible Working	29	27	2
Unconscious Bias Training	20	18	2
External Benchmarking	5	3	2
Charter Signatory	5	4	1
Balanced Shortlists	12	12	0
D&I Programme	8	8	0
Feedback through Focus Groups	4	4	0
Policy Review	2	2	0
Female Networking Groups	6	7	-1
Stay in Touch with Women Who Left (Returners)	5	6	-1
Gender-neutral Job Adverts	10	12	-2
School 'STEM' Activities	10	12	-2
Mentoring & Coaching	9	11	-2
Reward Structure / Equal Pay Reviews	8	10	-2
Diversity & Inclusion Training	10	13	-3
Celebrating Difference / Awareness	11	15	-4
Diversity Targets in Place	8	13	-5

Variance between where companies have reduced their median hourly gap v those that have increased for each measure.

The graph below shows the relative impact of each measure on reducing the median hourly pay gap. The green arrows show the more successful measures as they are more frequently used by companies who saw a reduction in their GPG. The red arrows show the least successful measures as they are more prevalent in companies whose GPG went up.



It appears that measures that develop and provide opportunities are the most successful in getting more women into senior roles and closing the GPG.

Enhanced maternity leave and the option of flexible working are also key success factors in improving the gender pay gap.

The least impact on GPG appears to be putting in place diversity targets. This maybe because they are aspirational and require a review over a much longer reporting period.

Impact of the measures on **increasing** more women in the top quartile of earners

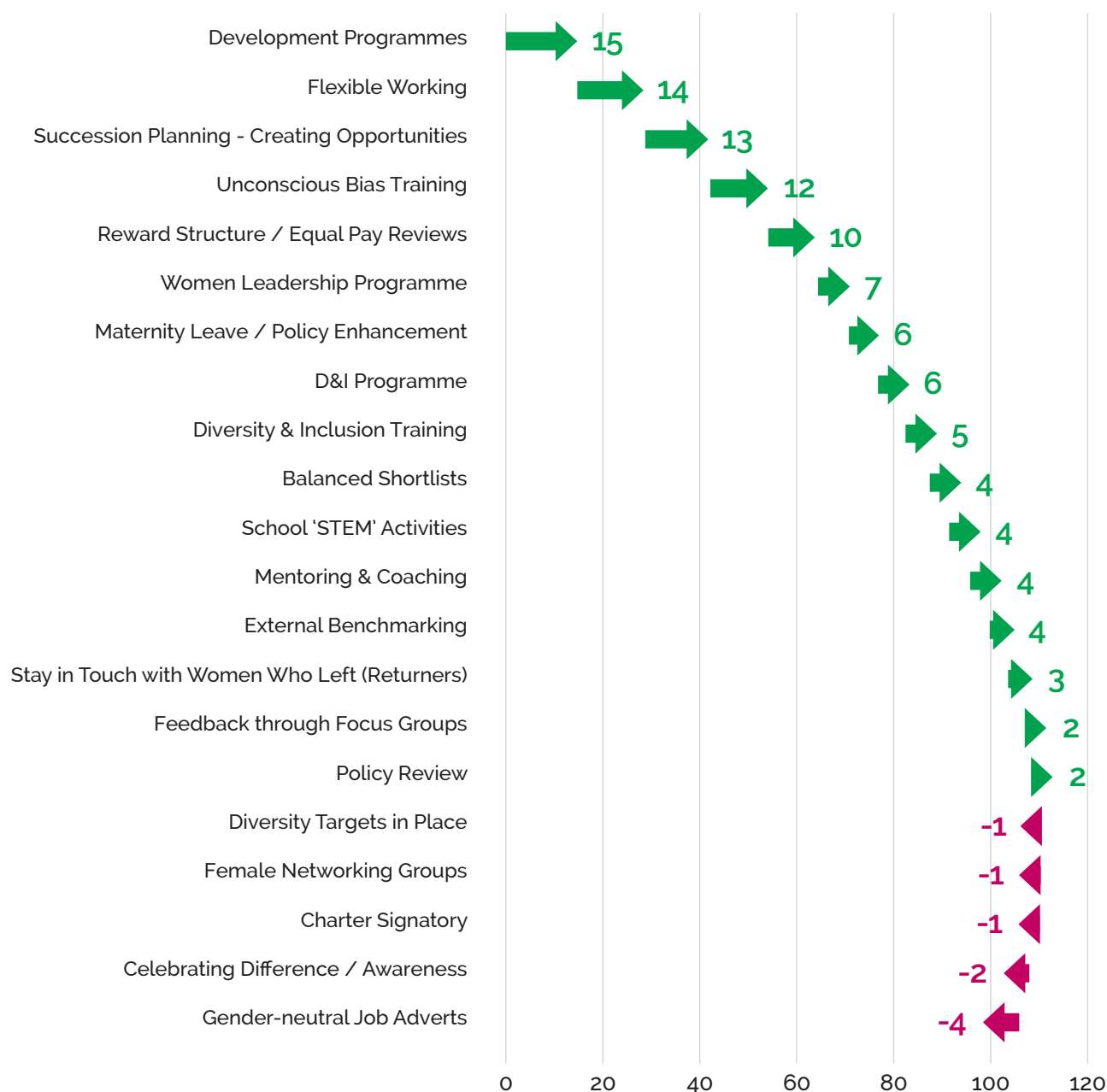
The frequency in the usage of the 21 measures have been split against those companies that have increased the percentage of women in the top quartile of earners from 2017 to 2018 and those that have decreased the percentage over the same period. The variance is then used as an indicator to determine the relative success of each measure.

This is shown in the table and graph below:

Change	Companies where the number of women increased	Companies where the number of women decreased	VAR
Development Programmes	32	17	15
Flexible Working	35	21	14
Succession Planning - Creating Opportunities	26	13	13
Unconscious Bias Training	25	13	12
Reward Structure / Equal Pay Reviews	14	4	10
Women Leadership Programme	12	5	7
Maternity Leave / Policy Enhancement	13	7	6
D&I Programme	11	5	6
Diversity & Inclusion Training	14	9	5
Balanced Shortlists	14	10	4
School 'STEM' Activities	13	9	4
Mentoring & Coaching	12	8	4
External Benchmarking	6	2	4
Stay in Touch with Women Who Left (Returners)	7	4	3
Feedback through Focus Groups	5	3	2
Policy Review	3	1	2
Diversity Targets in Place	10	11	-1
Female Networking Groups	6	7	-1
Charter Signatory	4	5	-1
Celebrating Difference / Awareness	12	14	-2
Gender-neutral Job Adverts	9	13	-4

Variance between where companies have increased the number of women in the top quartile of earners v those that have decreased for each measure.

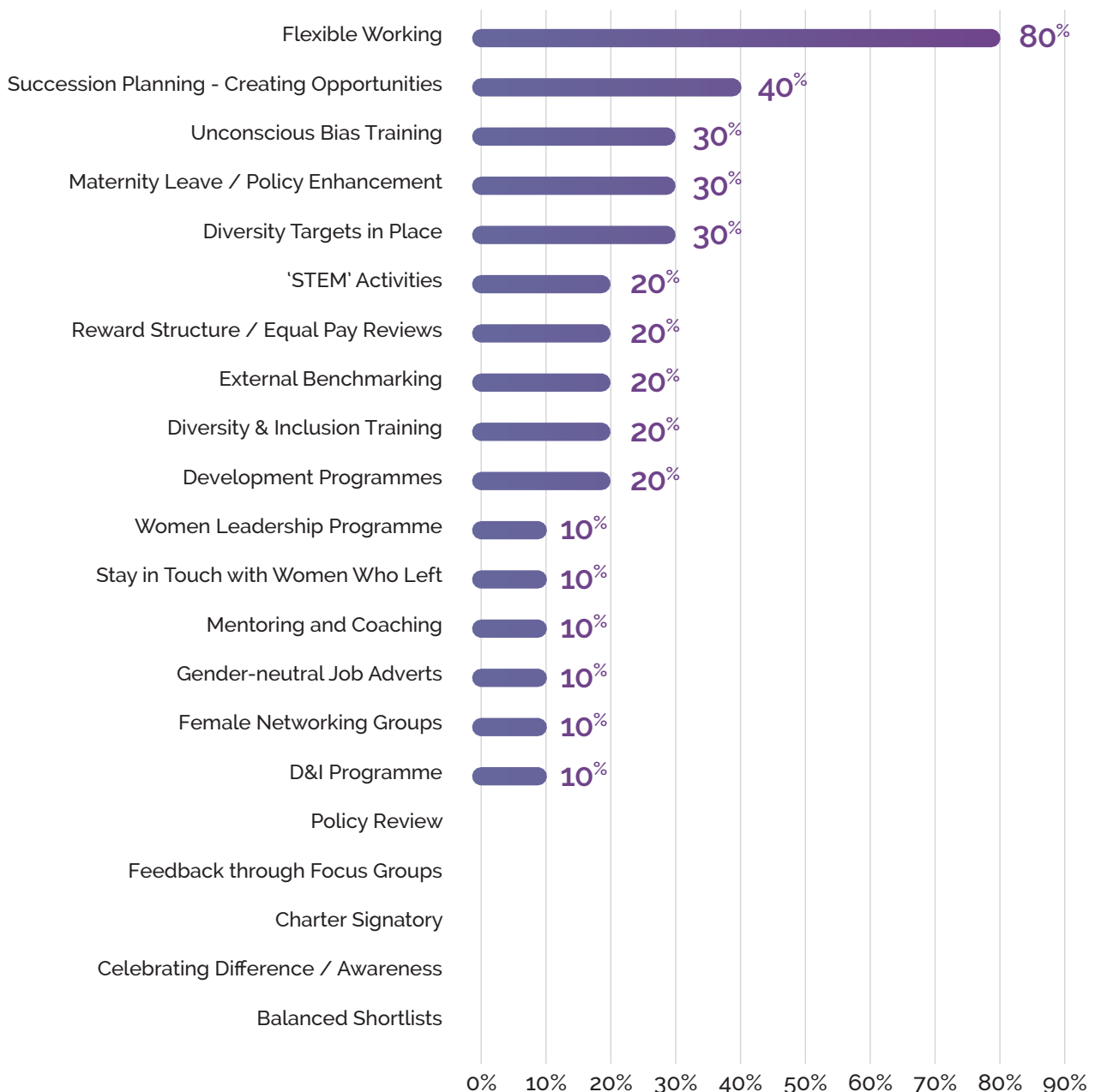
The graph below shows the relative impact of each measure on increasing more women in the top quartile of earners. The green arrows show the more successful measures as they are more frequently used by companies who saw an increase in the number of women in the top quartile of earners. The red arrows show the least successful measures as they are more prevalent in companies where the number of women in the top quartile of earners reduced.



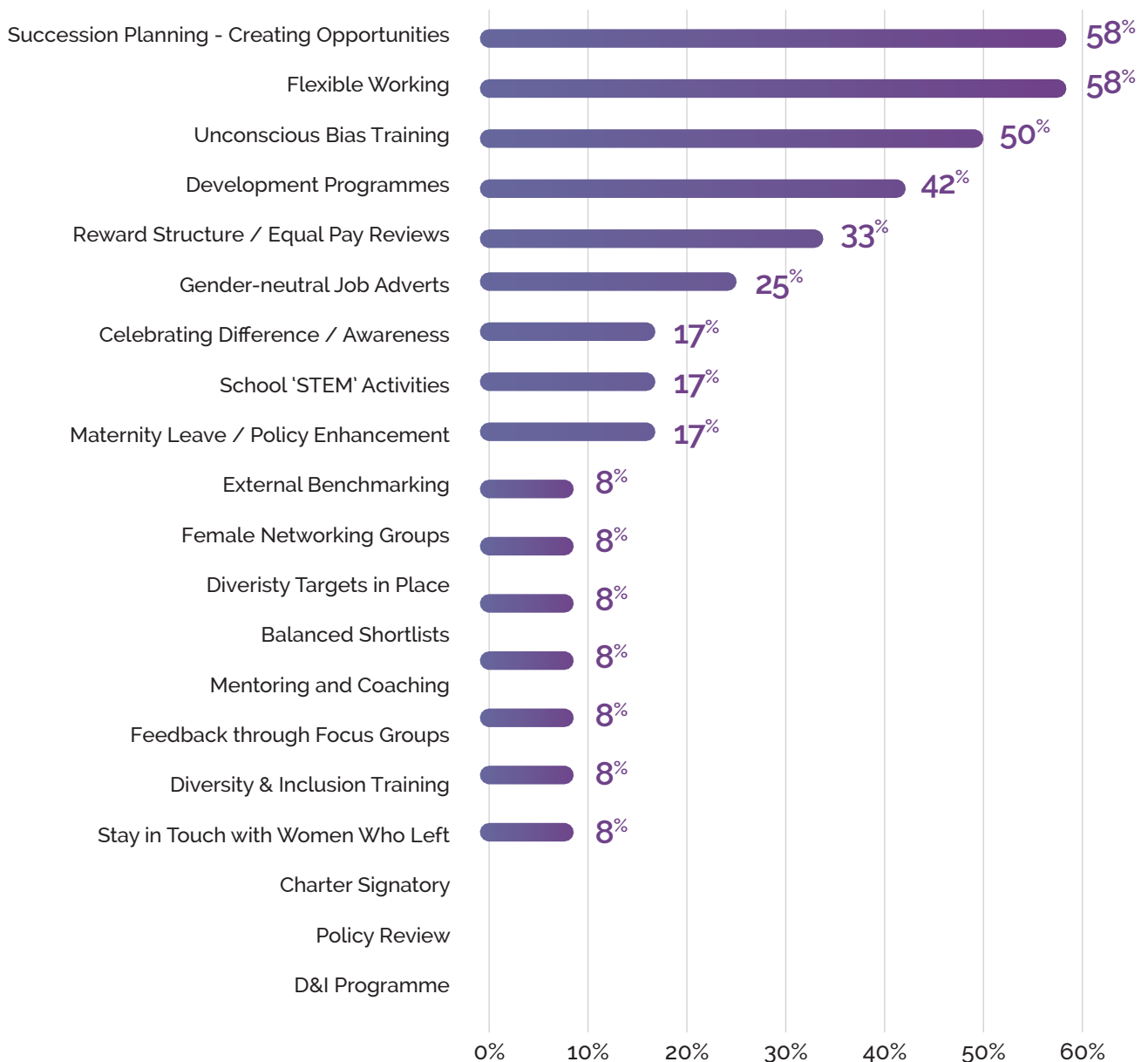
It is very clear that investment in the development of women and providing them with the right opportunities has made the biggest impact.

Alongside this is flexible working – providing senior women with the flexibility to balance the pressures of work and home. This helps women to make the step up to a senior role knowing that they will be supported. Interestingly, the least impact was the use of gender neutral job adverts.

Most frequently used measures for companies who have seen the **largest decrease** in their median hourly gap



Most frequently used measures for companies with the **largest increase** in the number of women in the top quartile of earners



Innovation

(new measures)

When identifying the 21 measures it was noted that some companies have taken a different more innovative approach – either within these measures or brand new ones.

They are as follows:

Company	Measure	Why it has been implemented	Comments from the Company
Arcadia / Sky	Returner Programme	Stay in touch with talented women when they leave the company or take a career break.	We aim to recruit from the widest possible talent pool and make every effort to stay in touch with talented women who have been previously employed by us. As a result, many return in new roles after having families or career breaks.
British Airways	Inspiring STEM through Modern Muse	Supporting the modern muse website to inspire the next generation of women into STEM roles. Modern Muse provides details of roles in STEM, role models, development program and access to a network of successful women in business.	We are members of career advice website Modern Muse which we use to promote our female role models especially from our pilot community. Our female pilots have contributed to interviews and a 'Day in the Life' feature on the British Airways website. https://www.modernmuse.org/
EasyJet Plc	Sponsor a Girlguiding badge	To inspire the next generation and get them involved in STEM subjects. Great way to link up with an association who is supporting the development of girls across the country.	Sponsor of 'Girlguiding's Aviation badge for Brownies' to get more girls interested in aviation, to challenge gender stereotypes, and to encourage more girls to consider a career as a pilot.
HSBC Bank Plc	Parental Leave Coaching	Provide employees with help and support when becoming new parents. Includes training for the manager and to ensure that they understand all of the benefits they receive from the company and how they will be supported.	Parental leave coaching is available for new parents and their managers in the UK.
Jaguar Land Rover	Workplace Creche	Implementing a workplace creche is a great way to provide support to employees with childcare commitments. Tax credits and salary sacrifice can make this option more favourable for both employee and employer.	...on-site crèche facilities are also in place to support employees balancing childcare and work commitments.



Company	Measure	Why it has been implemented	Comments from the Company
John Lewis & Transport For London	Working Parents Buddy Scheme	A key component of this is a 'Buddy' scheme: this allows anyone at Transport for London to contact a Buddy, who has experience of pregnancy at work, different types of parental leave and/or life as a working parent, for support and advice. Everyone can use the scheme, whether they are pregnant, have a partner who is pregnant, are on parental leave, a working parent or just thinking of becoming one.	We launched a Working Parents Buddies initiative and currently have nearly 50 buddies available to support working parents across the Partnership.
Mace	Helping employees manage care and work	This scheme shows that the company genuinely wants to help employees with caring commitments. Raising awareness and providing guidance on the different ways a company can support employees manage their work and care commitments.	We've gone beyond our initial commitment to support working parents at Mace, to also include working carers. In 2018, we raised awareness for Carers Week for the first time, offering employees private one to one drop-in sessions to help provide guidance and advice about how to effectively manage caring and work.
Santander	Contribute to GPG research	Research and insight are needed to understand what causes the GPG and what can be done to reduce it over time. This requires real company insight to understand the issues alongside academic support. Companies can also use this process to gain insights backed up by empirical research methods.	Launched 'Equal Lives' research with BITC to understand what prevents men from taking on more caring responsibilities and what prevents women from progressing in the labour market.
Vodafone	Actively recruiting and supporting women after a career break	Supporting women back to work after a career break by offering training, mentoring and guidance as well as understanding the need for flexibility to help them reintegrate in to working life.	In March 2017, Vodafone launched ReConnect, our global programme designed to bring talented women back into the workplace after a career break. Support for those returning to work includes training, coaching and induction programmes to refresh and enhance professional skills. ReConnect returners are also offered flexible working options and a phased return to work.

10 points to take away

- 1 Flexible working continues to be the main focus to reduce the gender pay gap – some further research can be found here: https://www.cipd.co.uk/Images/megatrends-report-flexible-working-1_tcm18-52769.pdf
- 2 In terms of effectiveness, the measures focused on preparing women to be successful through development and subsequently providing the right opportunities appear to have the biggest impact on closing the gap.
- 3 None of the companies provided evidence backed rationale as to why they are implementing each of the measures. It appears that companies are acting on 'gut' feel or anecdotal evidence from focus groups or the wider business.
- 4 All of the companies reported that their gender pay gap was not caused by equal pay issues but rather a lack of women in senior or STEM related roles. This will never be 100% true due to gender bias. Companies should be conducting annual audits to ensure that process and governance is ensuring pay equity.
- 5 There does not seem to be a significant amount of innovation in the measures used to close the gap. Most companies use a mix of the top ten measures identified in this report. Some innovation was noted but nothing revolutionary yet.
- 6 The use of diversity targets has had the least positive effect on closing the gender pay gap. Targets are important to signpost the intentions of the company and for the Board to be held to account. But setting the right level of targets is exceptionally difficult because of the lack of internal and external benchmark data. In addition, measures introduced will typically take a significant amount of time to make any meaningful impact on the gender pay gap. Most boards will want to set ambitious targets which are simply not possible.
- 7 In terms of getting more women into senior roles the least positive effect is the use of gender-neutral job adverts. This is somewhat surprising in that this should create a more balanced applicant pool. This might be due to the limitations of the data set. The other reason might be that the balanced applicant pool is not translating to increased job offers for women. It is important that the business not only facilitates these opportunities but prepares women for the interview process through the right development.
- 8 Making sure companies stay connected with women who are on leave, taking a career break or have moved to a new company is an emerging trend. This does take a significant amount of time and investment to maintain but is a great way to attract talent back to the business.
- 9 There is no universal and quick way to close the gender pay gap. True parity will take a significant cultural shift at a corporate and society level. Companies can lead the way, but this is no quick fix – it will take decades to see any significant change and even longer in male dominated industries.
- 10 Companies should consider collaborating as part of a wider industry group. Working together to identify the systemic issues preventing women from entering and progressing within their industry. This will provide the opportunity to share best practice and resources to improve GPG across the industry.