



# Gender Pay Gap Research Report

August 2020



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

A review of 400 large employers



# Introduction

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

This report has reviewed the gender pay gap reports from 400 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 22 of the most frequently used measures.

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

This is then broken down into each sector.

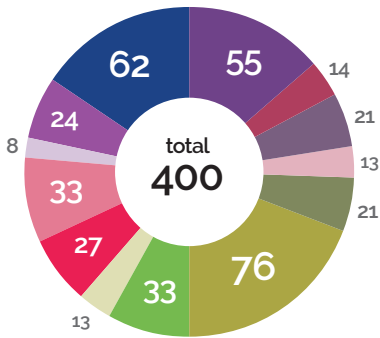
From this we can start to understand the impact that these measures have had and if other companies should consider adopting a similar approach..

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.

Note: A new report will be created in May 2020 to reflect the new gender pay gap reports which are due to be published in April 2020

# 400 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
- Public Services
- Publishing, Arts, Media and Entertainment
- Transport and Distribution
- Wholesale and Retail

## Business, Administration and Support Services

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ADECCO UK LIMITED  
AMEY SERVICES LIMITED  
ATALIAN SERVEST LIMITED  
AUTOMOBILE ASSOCIATION DEVELOPMENTS LIMITED  
BAKKAVOR LIMITED  
BARCHESTER HEALTHCARE LIMITED  
BESTWAY PANACEA HOLDINGS LIMITED  
BLUE ARROW LTD.  
BRIGHT HORIZONS FAMILY SOLUTIONS LIMITED  
BROOK STREET (UK) LIMITED  
CBRE GWS LIMITED  
CHURCHILL CONTRACT SERVICES LIMITED  
CITY FACILITIES MANAGEMENT (UK) LIMITED  
COUNTRYWIDE ESTATE AGENTS  
COUNTRYWIDE PLC  
DB GROUP SERVICES (UK) LIMITED  
DELOITTE LLP  
ENGIE SERVICES LIMITED  
ERNST & YOUNG SERVICES LIMITED  
EXCHEQUER SOLUTIONS LIMITED  
FIL INVESTMENT MANAGEMENT LIMITED  
FLEET MARITIME SERVICES  
INTERNATIONAL LIMITED  
FOXTONS LIMITED  
G4S SECURE SOLUTIONS (UK) LIMITED  
GI GROUP RECRUITMENT LTD  
GOOGLE UK LIMITED  
GRANT THORNTON UK LLP  
HAYS SPECIALIST RECRUITMENT LIMITED  
INDEPENDENT CLINICAL SERVICES LIMITED  
INTERSERVE (FACILITIES MANAGEMENT) LTD  
ISS FACILITY SERVICES LIMITED  
KPMG UK LIMITED  
MANPOWER UK LIMITED  
MARSTON'S TRADING LIMITED  
MITIE LIMITED  
MORGAN STANLEY UK LIMITED  
OCS GROUP UK LIMITED  
PMP RECRUITMENT LIMITED  
PRICEWATERHOUSECOOPERS LLP  
PRICEWATERHOUSECOOPERS SERVICES LIMITED  
PULSE HEALTHCARE LIMITED  
RANDSTAD SOLUTIONS LIMITED  
REDWIGWAM LIMITED  
REED STAFFING SERVICES LIMITED  
SECURITAS SECURITY SERVICES (UK) LIMITED  
SERCO LIMITED  
SMITHS GROUP PLC  
SODEXO LIMITED  
STAFFLINE RECRUITMENT LIMITED  
TATA CONSULTANCY SERVICES LIMITED  
TC FACILITIES MANAGEMENT LIMITED  
UNIPART GROUP LIMITED  
VEOLIA ES (UK) LIMITED  
WPP 2005 LIMITED

## Construction and Engineering

BALFOUR BEATTY GROUP  
EMPLOYMENT LIMITED  
BDW TRADING LIMITED

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EMPLOYMENT LIMITED  
GRAFTON MERCHANTING GB LIMITED  
HIGHWAYS ENGLAND COMPANY LIMITED  
KIER LIMITED  
MACE LIMITED  
MORGAN SINDALL GROUP PLC  
MOTT MACDONALD LIMITED  
OVE ARUP & PARTNERS INTERNATIONAL LIMITED  
SCREWFIX DIRECT LIMITED  
TAYLOR WIMPEY UK LIMITED  
TRAVIS PERKINS TRADING COMPANY LIMITED  
WSP UK LIMITED

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IMPERIAL COLLEGE LONDON  
KING'S COLLEGE LONDON  
LONDON NORTH WEST UNIVERSITY  
HEALTHCARE TRUST  
NEWCASTLE UNIVERSITY  
QUEEN MARY UNIVERSITY OF LONDON  
THE OPEN UNIVERSITY  
THE UNIVERSITY OF MANCHESTER  
UNIVERSITY OF BIRMINGHAM  
UNIVERSITY OF BRISTOL  
UNIVERSITY OF CAMBRIDGE  
UNIVERSITY OF EXETER  
UNIVERSITY OF KENT  
UNIVERSITY OF LEEDS  
UNIVERSITY OF LEICESTER  
UNIVERSITY OF LIVERPOOL  
UNIVERSITY OF NOTTINGHAM  
UNIVERSITY OF OXFORD  
UNIVERSITY OF SHEFFIELD  
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ANGLIAN WATER SERVICES LIMITED  
BP P.L.C.  
BRITISH GAS SERVICES LIMITED  
BRITISH GAS TRADING LIMITED  
E.ON UK PLC  
EDF ENERGY LIMITED  
SELLAFIELD LIMITED  
SEVERN TRENT WATER LIMITED  
SSE PLC  
THAMES WATER UTILITIES LIMITED  
UK POWER NETWORKS (OPERATIONS) LIMITED  
UNITED UTILITIES GROUP PLC

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ACCENTURE (UK) LIMITED  
ADMIRAL GROUP PLC  
AIG EUROPE LIMITED  
ATKINS LIMITED  
AVIVA EMPLOYMENT SERVICES LIMITED  
BARCLAYS BANK PLC  
BARCLAYS SERVICES LIMITED  
DL INSURANCE SERVICES LIMITED  
EUI LIMITED  
HBOS PLC (LLOYDS)  
HSBC BANK PLC  
HSBC GLOBAL SERVICES (UK) LIMITED  
JPMORGAN CHASE BANK, NATIONAL ASSOCIATION

LEGAL & GENERAL  
RESOURCES LIMITED  
LLOYDS BANKING GROUP PLC  
NATIONWIDE BUILDING SOCIETY  
ROYAL & SUN ALLIANCE  
INSURANCE PLC  
SANTANDER UK PLC  
STANDARD LIFE ABERDEEN PLC  
THE ROYAL BANK OF SCOTLAND  
PUBLIC LIMITED COMPANY  
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MANAGEMENT SERVICES LIMITED  
ASTRAZENECA UK LIMITED  
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UNIVERSITY HOSPITALS NHS TRUST  
BARNARDO'S  
BARTS HEALTH NHS TRUST  
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AND CHILDREN'S NHS  
FOUNDATION TRUST  
BRIGHTON AND SUSSEX  
UNIVERSITY HOSPITALS NHS TRUST  
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HEALTHCARE NHS TRUST  
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HOSPITAL NHS TRUST  
CARE UK COMMUNITY  
PARTNERSHIPS LTD  
CARING HOMES HEALTHCARE  
GROUP LIMITED  
COUNTNESS OF CHESTER  
HOSPITAL NHS FT  
CVS (UK) LIMITED  
DIMENSIONS (UK) LIMITED  
DONCASTER BASSETLAW  
HOSPITALS NHS TRUST  
DORSET HEALTHCARE NHS  
FOUNDATION TRUST  
EAST AND NORTH  
HERTFORDSHIRE NHS TRUST  
EAST KENT HOSPITALS UNIVERSITY  
NHS FOUNDATION TRUST  
EAST SUSSEX HEALTHCARE  
NHS TRUST  
ESSEX PARTNERSHIP UNIVERSITY  
NHS FOUNDATION TRUST  
FRIMLEY HEALTH NHS  
FOUNDATION TRUST  
GLAXOSMITHKLINE  
SERVICES UNLIMITED  
GLOUCESTERSHIRE HOSPITALS  
NHS FOUNDATION TRUST  
GREAT WESTERN HOSPITALS  
NHS FOUNDATION TRUST  
GREATER MANCHESTER MENTAL  
HEALTH NHS FOUNDATION TRUST  
GUY'S & ST THOMAS' NHS  
FOUNDATION TRUST  
HAMPSHIRE HOSPITALS NHS  
FOUNDATION TRUST  
HCA INTERNATIONAL LIMITED  
HEART OF ENGLAND NHS  
FOUNDATION TRUST  
HULL AND EAST YORKSHIRE  
HOSPITALS NHS TRUST  
IMPERIAL COLLEGE  
HEALTHCARE NHS TRUST  
LEEDS TEACHING  
HOSPITALS NHS TRUST  
LEICESTERSHIRE  
PARTNERSHIP NHS TRUST  
LEONARD CHESHIRE DISABILITY  
MID ESSEX HOSPITAL  
SERVICES NHS TRUST  
MID YORKSHIRE

HOSPITALS NHS TRUST  
 NHS BLOOD AND TRANSPLANT  
 NHS COMMISSIONING BOARD SPECIAL AUTHORITY  
 NORTH EAST LONDON NHS FOUNDATION TRUST  
 NORTH TEES AND HARTLEPOOL  
 NHS FOUNDATION TRUST  
 NORTH WEST ANGLIA NHS FOUNDATION TRUST  
 NORTHAMPTON GENERAL HOSPITAL NHS TRUST  
 NORTHERN LINCOLNSHIRE AND GOOLE NHS FT  
 NORTHUMBERLAND TYNE AND WEAR  
 NHS FOUNDATION TRUST  
 NOTTINGHAM UNIVERSITY HOSPITALS NHS TRUST  
 NUFFIELD HEALTH  
 OXFORD HEALTH NHS FOUNDATION TRUST  
 PENNINE CARE NHS FOUNDATION TRUST  
 PLYMOUTH HOSPITALS NHS TRUST  
 RAMSAY HEALTH CARE UK OPERATIONS LIMITED  
 ROYAL BERKSHIRE NHS FOUNDATION TRUST  
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 ROYAL LIVERPOOL AND BROADGREEN  
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 ROYAL MENCAP SOCIETY  
 ROYAL UNITED HOSPITALS BATH  
 NHS FOUNDATION TRUST  
 SOUTH STAFFORDSHIRE AND SHROPSHIRE  
 HEALTHCARE NHS FOUNDATION TRUST  
 SOUTHERN HEALTH NHS FOUNDATION TRUST  
 SPIRE HEALTHCARE LIMITED  
 ST GEORGE'S UNIVERSITY HOSPITALS  
 NHS FOUNDATION TRUST  
 STAFFORDSHIRE AND STOKE ON TRENT  
 PARTNERSHIP NHS TRUST  
 STOCKPORT NHS FOUNDATION TRUST  
 THE OXFORD UNIVERSITY HOSPITALS NHS TRUST  
 TORBAY AND SOUTHERN DEVON  
 HEALTH AND CARE NHS TRUST  
 UNIVERSITY COLLEGE HOSPITAL NHS TRUST  
 UNIVERSITY HOSPITAL COVENTRY AND  
 WARWICKSHIRE NHS TRUST  
 UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST  
 UNIVERSITY HOSPITALS OF MORECAMBE  
 BAY NHS FOUNDATION TRUST  
 UNIVERSITY HOSPITALS OF NORTH  
 MIDLANDS NHS TRUST  
 WEST MIDLANDS AMBULANCE SERVICE  
 NHS FOUNDATION TRUST  
 WESTERN SUSSEX HOSPITALS NHS FOUNDATION TRUST  
 WIRRAL UNIVERSITY TEACHING HOSPITAL  
 NHS FOUNDATION TRUST  
 WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST  
 WRIGHTINGTON, WIGAN AND LEIGH  
 NHS FOUNDATION TRUST  
 YORK TEACHING HOSPITAL NHS FOUNDATION TRUST  
 YORKSHIRE AMBULANCE SERVICE NHS TRUST

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 CENTERPLATE UK LIMITED  
 CHAMPNEYS HENLOW LIMITED  
 CORAL RACING LIMITED  
 COSTA LIMITED  
 DAVID LLOYD LEISURE LIMITED  
 DONE BROTHERS (CASH BETTING) LIMITED  
 ELIOR UK PLC  
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 GREENE KING SERVICES LIMITED  
 HILTON UK HOTELS LIMITED  
 J D WETHERSPOON PLC  
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 ATOS IT SERVICES UK LIMITED  
 AWE PLC  
 BAE SYSTEMS PLC  
 BAKKAVOR FRESH COOK LIMITED  
 BENTLEY MOTORS LIMITED  
 DEVONPORT ROYAL DOCKYARD LIMITED  
 FORD MOTOR COMPANY LIMITED  
 HANSON QUARRY PRODUCTS EUROPE LIMITED  
 IBM UNITED KINGDOM LIMITED  
 J.C. BAMFORD EXCAVATORS LIMITED  
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 MEDTRONIC LIMITED  
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 NISSAN MOTOR MANUFACTURING (UK) LIMITED  
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 BRISTOL CITY COUNCIL  
 BURY COUNCIL  
 CAERPHILLY COUNTY BOROUGH COUNCIL  
 CARDIFF COUNCIL  
 CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL  
 CORNWALL COUNCIL  
 COVENTRY CITY COUNCIL  
 CUMBRIA COUNTY COUNCIL  
 DERBYSHIRE COUNTY COUNCIL  
 DUDLEY METROPOLITAN BOROUGH COUNCIL  
 DURHAM COUNTY COUNCIL  
 EAST SUSSEX COUNCIL  
 ESSEX COUNTY COUNCIL  
 GATESHEAD COUNCIL  
 HERTFORDSHIRE COUNTY COUNCIL  
 KENT COUNTY COUNCIL  
 KINGSTON UPON HULL CITY COUNCIL  
 LEICESTERSHIRE COUNTY COUNCIL  
 MANCHESTER CITY COUNCIL  
 NEWPORT CITY COUNCIL  
 NORFOLK COUNTY COUNCIL  
 NORTH YORKSHIRE COUNTY COUNCIL  
 NOTTINGHAM CITY COUNCIL  
 NOTTINGHAMSHIRE COUNTY COUNCIL  
 PORTSMOUTH CITY COUNCIL  
 POWYS COUNCIL  
 ROTHERHAM METROPOLITAN BOROUGH COUNCIL  
 SHEFFIELD CITY COUNCIL HQ  
 SUFFOLK COUNTY COUNCIL  
 SURREY COUNTY COUNCIL  
 SWANSEA COUNCIL  
 WEST SUSSEX COUNTY COUNCIL

## Publishing, Arts, Media and Entertainment

BRITISH BROADCASTING CORPORATION  
 CINEWORLD CINEMAS LIMITED  
 FUJITSU SERVICES LIMITED  
 HALLMARK CARDS PLC  
 MERLIN ATTRACTIONS OPERATIONS LIMITED  
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 SKY UK LIMITED  
 THE NATIONAL TRUST FOR PLACES OF  
 HISTORIC INTEREST OR NATURAL BEAUTY

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 AMERICAN AIRLINES, INC.  
 BRITISH AIRWAYS PLC

CLIPPER LOGISTICS PLC  
 DHL SERVICES LIMITED  
 DPDGROUP UK LTD  
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 EURO CAR PARTS LIMITED  
 FIRST GREATER WESTERN LIMITED  
 GOVIA THAMESLINK RAILWAY LIMITED  
 JET2.COM LIMITED  
 KUEHNE + NAGEL LIMITED  
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 LONDON GENERAL TRANSPORT SERVICES LIMITED  
 LONDON UNDERGROUND LIMITED  
 MENZIES AVIATION (UK) LIMITED  
 NETWORK RAIL INFRASTRUCTURE LIMITED  
 ROYAL MAIL GROUP LIMITED  
 SWISSPORT GB LIMITED  
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 VIRGIN ATLANTIC AIRWAYS LIMITED  
 WEST MIDLANDS TRAVEL LIMITED  
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 XPO SUPPLY CHAIN UK LIMITED

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A.F.BLAKEMORE AND SON LIMITED  
 ALDI STORES LIMITED  
 AMAZON UK SERVICES LTD.  
 ARCADIA GROUP LIMITED  
 ARGOS LIMITED  
 ASDA STORES LIMITED  
 B&Q PLC  
 BOOKER LIMITED  
 BOOTS MANAGEMENT SERVICES LIMITED  
 BRAKE BROS LIMITED  
 C. & J. CLARK INTERNATIONAL LIMITED  
 CDS (SUPERSTORES INTERNATIONAL) LIMITED  
 COSTCO WHOLESALE UK LIMITED  
 DEBENHAMS RETAIL PLC  
 DFS TRADING LIMITED  
 DSG RETAIL LIMITED  
 DUNELM (SOFT FURNISHINGS) LTD  
 EURO GARAGES LIMITED  
 GREGGS PLC  
 H&M HENNES & MAURITZ UK LIMITED  
 HALFORDS GROUP PLC  
 HALFORDS LIMITED  
 HARRODS LIMITED  
 HHGL LIMITED  
 ICELAND FOODS LIMITED  
 IKEA LIMITED  
 JOHN LEWIS PLC  
 LIDL GREAT BRITAIN LIMITED  
 LLOYDS PHARMACY LIMITED  
 MARKS AND SPENCER PLC  
 MARTIN MCCOLL LIMITED  
 MATALAN RETAIL LTD.  
 MOTO HOSPITALITY LIMITED  
 NEW LOOK RETAILERS LIMITED  
 NEXT RETAIL LIMITED  
 ONE STOP STORES LIMITED  
 PETS AT HOME LTD  
 PFIZER LIMITED  
 POUNDSTRETCHER LIMITED  
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 PRIMARK STORES LIMITED  
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 RIVER ISLAND CLOTHING CO. LIMITED  
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 SELFRIDGES RETAIL LIMITED  
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 SPORTSWIFT LIMITED  
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 SYTNER GROUP LIMITED  
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 THE CARPHONE WAREHOUSE LIMITED  
 THE DISNEY STORE LIMITED  
 THE MIDCOUNTRIES CO-OPERATIVE LIMITED  
 TJX UK  
 TOP SHOP/TOP MAN LIMITED  
 VISION EXPRESS (UK) LIMITED  
 WELCOME BREAK GROUP LIMITED  
 WELCOME BREAK LIMITED  
 WH SMITH RETAIL HOLDINGS LIMITED  
 WILKO RETAIL LIMITED  
 WM MORRISON SUPERMARKETS P L C





# Methodology

To build this report we reviewed Gender Pay Gap reports from 400 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/three 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 22 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 400 companies

The following 22 common measures have been taken by the 400 companies to reduce their gender pay gap over the past year. It shows a description of the measure and how many of the 400 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>Although this measure can make the biggest impact on gender balance it is exceptionally difficult to implement in practice. This is because flexible working arrangements must be balanced by the needs of the business. This can make true flexible working difficult – especially for front line roles. Companies are working hard to make this work for more senior roles but requires buy-in from the business and managers on the ground.</p>	<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)</p> <p>Assisted by a significant investment in improved technology, SSE is encouraging employees to take advantage of job sharing, compressed and flexible hours, and regular home working. Between 2017/18 and 2018/19, the proportion of employees who thought they could work differently increased from 37% to 44%. Around 80% of new roles advertised since December 2018 explicitly stated flexible working options were available. (SSE)</p> <p>In addition to this activity we have promoted an open message applicable to all our roles in Whitbread, which reads "We welcome your application whatever your background or situation. We are open to flexible working and, where possible, will try to support this". We are actively working to ensure that we can uphold more and more requests (Whitbread)</p>	219
Development Programmes	<p>Implementation or further investment in development programmes.</p> <p>Most organisations will have development programmes but are now making sure there is a good gender balance in attendance.</p>	<p>We're monitoring the gender split of our internal development schemes, to ensure all staff have access to career development opportunities. (National Trust)</p> <p>60% of colleagues on our management development programme were female (Vision Express)</p> <p>The Academic Leadership Development Programme which actively seeks women participants, has had 42 women take part since 2013, a number of whom have subsequently taken on senior roles including Head of Department. (University of Oxford)</p>	78
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.</p>	<p>Unconscious bias training has been rolled out across our business (IBM)</p> <p>We remain committed to improving our recruitment processes and ensuring our recruiting managers have the capability to make fair and inclusive recruitment decisions. Based on the successful pilot of our "Licence to Hire" programme in October which incorporates guidance on how to avoid unconscious bias, we will make this a mandatory programme for all of our people managers to complete in 2019. (Done Brothers)</p> <p>Based on the successful pilot of our "Licence to Hire" programme in October which incorporates guidance on how to avoid unconscious bias, we will make this a mandatory programme for all of our people managers to complete in 2019. (William Hill)</p>	74

Measure	Description & Comments	Company Examples	
Mentoring and 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 and outside of the company to realise their full potential.	<p>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)</p> <p>Switch – career changes can be daunting, so we launched the Switch programme which offers mentoring and development for 20 mid-career women who want to move into tech roles in BT. Our Switch programme developed tech skills which helped the participants gain apprentice-level qualifications. These qualifications meant we were able to offer STEM roles to all 20 women. (EE)</p> <p>We are a member of the 30% club, a cross-company mentoring scheme for high potential women, run in partnership with the Women Ahead group. This scheme identifies mentors and mentees within 180 organisations and matches them, providing expert support to women with potential. The companies come from 32 different sectors which really helps foster understanding, diversity and inclusion. Fuller's provides both mentors and mentees and we are already reaping the benefits, with both groups benefiting from the experience. (Fuller)</p> <p>As a business we understand the benefits of mentoring programmes to help colleagues reach their potential. We continue to run formal and informal mentoring programmes to support women develop their careers and help them progress into senior roles. We have also initiated a reverse mentoring scheme which allows senior colleagues to inspire, and be inspired, by junior team members. We have seen an increase in women being promoted off our internal succession programmes in 2018. (Superdrug)</p>	58
Reward Structure / Equal Pay Reviews	<p>Surprisingly, a 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 tend to be higher).</p> <p>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.</p>	<p>Updated reward structures to be fair, consistent and free from bias (B&amp;Q)</p> <p>This Council was the first in Wales to adopt the voluntary Living Wage for its employees back in 2012 and we've made excellent progress since first gaining Living Wage accreditation. By paying the Living Wage - the rate employees and their families actually need to live on - we know we've made a huge difference to many people in the city. Since we became an accredited Living Wage employer more than 2,200 full and part-time Council staff have benefitted from a pay rise, mainly women working as breakfast club supervisors, cleaners, domestics, kitchen assistants and midday supervisor. (Cardiff Council)</p> <p>We will introduce new salary bandings across the whole of CVS working closely with line managers to ensure the correct application of the salary bands alongside training to eliminate any potential gender bias when deciding on levels of pay. (CVS)</p>	51
Women only development programmes	<p>A large number of companies have chosen to put in place dedicated development programmes for women only. This ensures that there is a focus in identifying and supporting more talented women in the company to participate in the programmes.</p> <p>It could be said that in an ideal world such programmes solely dedicated to women are not necessary. Companywide development programmes should be structured and delivered in such a way that the opportunity is equally balanced for men and women. This might be where some of the 47 companies end up but for now the greater focus provided by women only programmes is helping to provide more development opportunities.</p>	<p>We have committed to increasing the number of women in senior leadership positions, and to make sure this happens we have developed our own Women's Development Programme to nurture the skills, knowledge and capability of our 20 most talented women each year. (Amey)</p> <p>Our popular TechWomen programme has doubled in size this year – from 360 to 760 members. To show our people how seriously we take growing our female talent, we've expanded the programme so it now accepts all applicants. We've also split the course into two streams because we recognise people need different kinds and levels of support at different stages of their career. (EE)</p> <p>We know women are underrepresented in senior roles, so in 2017 we worked with Equal Talent, a specialist coaching consultancy for women, to develop and launch a pilot coaching programme for women. This high-performance programme is designed to support individuals in the development of their career at Highways England. Early results are positive and will lead to further programmes of this kind, aiming to enable our existing talent to progress to more senior roles within the Company. (Highways England)</p>	47

Measure	Description & Comments	Company Examples	
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 underlining problems which need to be addressed.	<p>Signed up to 30% club campaign with an aspirational target of 30% of senior leadership roles to be filled by women by 2020. (HSBC)</p> <p>The company is committed to a strategic goal of supporting more women into early careers programmes across the Group by aiming for at least 50% of graduates recruited in the financial year 2018/19 to be female. (Kier)</p> <p>We strive to increase incrementally the number of females employed by Leonardo MW Ltd, aiming to improve the male/female ratio to 70/30 by 2025 (Leonardo)</p> <p>Our scorecard sets targets to improve: the overall representativeness of our organisation; the representativeness of our senior management; the inclusiveness of our workplace shown through the Inclusion Index in the TFL scorecard that we use to report on our progress to the Mayor and our Board. Our senior leaders' performance award relies on progress in meeting our scorecard targets, and sees us place Diversity and Inclusion on the same footing as our other priorities including safety, reliability, customer satisfaction and finances. (London Underground)</p>	45
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>In addition, to support reducing the gap, we are also focused on internal talent development and succession planning to ensure we continue to provide equal opportunities for both women and men to achieve their full potential. (Clipper)</p> <p>Developing our succession pipeline in order to ensure we have a pipeline of women ready for promotion, we invest time in supporting managers to identify talent in their teams. Mentoring plays a critical role in the development of our talent pipeline at all levels as it provides targeted 1:1 support from a more senior role model. All of our most senior female executives act as a mentor, supporting women with their development requirements. (WH Smith)</p> <p>We have also introduced a consistent approach to identifying and developing our senior leadership talent which has helped to ensure that our internal practices are fair and transparent. We review our talent pools regularly to ensure that they reflect a positive gender balance and our Executive team all have specific goals to continually drive improvements within their functions. (William Hill)</p>	43
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 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 the language that is used.	<p>Launching gender neutral advertising and challenging recruitment briefs (XPO)</p> <p>Our business has a significant number of technical roles which are predominantly filled by men. To combat this, all our job adverts now undergo gender neutral screening to help eliminate any bias. (EUI Ltd)</p> <p>Using Textio, a tool to identify gendered language, to ensure we are not using biased language. (University of Sheffield)</p> <p>All job adverts are reviewed for gendered language and 'inclusive prompts' are being built into SSE's role profile template as standard. Inclusive hiring manager training and inclusion and diversity awareness training are also both mandatory. (SSE)</p>	42
Maternity Leave 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 funding enhanced leave and pay.	<p>Women in the UK receive enhanced maternity pay, which has a total value of 26 weeks' full pay, plus full pay for a 30-hour week for the first 6 months of their return. (Vodafone)</p> <p>Deutsche Bank offers eligible employees enhanced maternity leave pay and enhanced shared parental leave pay. Our parental benefits are inclusive and gender neutral, reflecting the diversity of parents. Recognising all parents as working parents in the bank will help narrow the gender pay gap over time as more parents opt to take a period of paid leave. (Deutsche Bank)</p> <p>The University offers the most generous maternity, adoption and shared parental leave (SPL) pay in the sector: 26 weeks' full pay, 13 weeks' SMP, 13 weeks' unpaid leave. From January 2020 there will be no qualifying period and maternity leave will be offered as a benefit from day one. (University of Oxford)</p>	40



Measure	Description & Comments	Company Examples	Number of companies using the measure
Balanced Shortlists	<p>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 below).</p> <p>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.</p>	<p>Balanced candidate slates and balanced interview panels to remove bias (Asda)</p> <p>Where possible we are ensuring that at least two female applicants for consultant roles are shortlisted for interview to increase the likelihood of females being appointed following national guidance. (Great Western NHS Trust)</p> <p>During our recruitment process, our in house recruitment team endeavour to put forward a gender balanced candidate pool to hiring line managers. (Halfords)</p> <p>We insist on diverse recruitment shortlists and track gender balance in our headcount data and succession planning. (Interserve)</p> <p>We have implemented a new supply chain solution for permanent hiring, and our recruitment agencies are now being monitored on the gender split of applications and interviews. We have also created a new team of in-house specialist recruiters to own the end to end process. They ensure objective advertising, sifting and shortlisting, alongside a new external careers website which includes information on our diversity networks and agile working. (Heathrow Airport)</p> <p>When recruiting for senior roles in our UK business we require diverse shortlists, including a minimum of 40% female candidates, and monitor success rates of shortlisted candidates from under-represented groups receiving job offers. (Royal Sun Alliance)</p> <p>33% of our board are female and we aim to ensure we have a least one female candidate shortlisted for senior roles (Vision Express)</p>	38
Stay in touch with women who left - returners	<p>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.</p> <p>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.</p>	<p>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)</p> <p>We focus on rehiring employees who have taken a career break. Through the use of an alumni platform we encourage ex-employees to return or be ambassadors for Aviva within their networks. We will specifically contact alumni who left to have children, to reassure them that they can have both a family and a career at Aviva. (Aviva)</p> <p>We run our Encore! Programme to recruit returners, those who have been out of the workplace for at least 12 months and previously worked at a mid or senior level. The programme is open to all, but does attract a number of women who want to return to previous careers. (Barclays)</p> <p>Of the 90 applicants for our Construction &amp; Infrastructure division's returnship programme launched in 2017, 40% were female and 15% from BAME backgrounds. The programme offers people returning to work after an extended career break the opportunity to complete a three-month fixed term contract. (Morgan Sindall)</p> <p>Back to Business is our six month paid senior internship programme to help senior professionals to restart their careers after an extended break. Our research shows that three in five professional women returning to the workforce are likely to move into lower-skilled or lower-paid roles. Back to Business aims to address the career break penalty and help more senior women restart their careers. (PWC)</p> <p>In 2019 we will be starting our Return to Work programme, offering up to 12 senior management engineering roles to people who are looking to return to employment in a pilot running in two large parts of Thales UK. (Thales)</p> <p>We joined up with 'Women Returners', an organisation that connects employers with a network of professional women following a career break and ran our own pilot Women Returners programme. We plan to continue to support this programme by taking part in the Returners Financial Services Scotland Programme 2019, a returnship programme in Edinburgh starting this September. (TSB)</p> <p>The Returning Carers Fund, launched in 2014 with investment of £240,000 p.a., is a small grants scheme which supports those who have taken a break for caring responsibilities to re-establish their research careers. It has provided support to 194 academics and researchers to date with significant evidence of impact, both in terms of career outcomes and as a signal that the University is serious about supporting the careers of those with caring responsibilities. (University of Oxford)</p>	37

Measure	Description & Comments	Company Examples	
Female Networking Groups	<p>This dedicated networking group brings together women from across the company</p> <p>An effective group needs to provide the non-judgmental space where women can tread the path of self-discovery, find the permission to be real and authentic.</p> <p>High-achieving women are looking for a place to grow and make a difference, try new ideas, process challenges, and find validation for their experiences. The group needs to have women with common motivations.</p> <p>An effective group needs to include not only mentors, but sponsors who believe in them, look out for their interests, and are committed to its success.</p>	<p>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)</p> <p>Women on the Move Interactive Network has launched a Men as Allies initiative to discuss how to retain, develop and advance women at the firm. (JP Morgan)</p> <p>The women's network set up in 2018, will be taking an active part in scrutinising the gender pay gap data this year, providing qualitative input, and a safe space for further discussions around how to improve applications from women for senior roles. (Royal Free London NHS)</p> <p>We are proud members of Modern Muse, a social enterprise designed to engage the next generation of business leaders. The Superdrug Gender Equality Network holds regular events open to all colleagues in all areas of the business with the aim of helping women achieve their personal career goals. We plan to continue to raise the profile of the Gender Equality Network in the future to ensure everyone has the opportunity to be involved. In 2019 we have expanded this and are sponsoring Wilmington school for girls. (Superdrug)</p> <p>In the UK, OWL has over 500 members. Some of its key initiatives in the last year have been to run a mentorship programme where 20 senior leaders share their experiences and advice with over 80 mentees from across the UK business; as well as working in collaboration with Imperial College Women's Network, SEACON and the Women of the Silicon Roundabout. (Oracle)</p>	37
Diversity & Inclusion Training	<p>Diversity and inclusion training is a way of educating employees about how to work with people from different backgrounds.</p> <p>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.</p>	<p>Diversity training across the Group to our Store and Centre managers, so that they understand the importance and value of creating inclusive teams (Halfords)</p> <p>Inclusive leadership – we have invested in a leadership development programme for all of Moto's leaders which will include specific guidance on how to be an inclusive leader. (Moto)</p> <p>Nando's has always strived to be inclusive, welcoming people from all walks of life to work with us, which is why over the next 12 months a Leadership Programme will be delivered for our Senior Leaders to address areas including: what Diversity, Inclusion and Belonging means to us as Senior Leaders, how we role model behaviours that drive diversity and inclusion, and unconscious bias. (Nandos)</p> <p>Diversity and inclusion training – our business leaders and directors have now completed face-to-face diversity and inclusion training and we're building learning that will be available for colleagues so that everyone is clear on the role they play in creating an inclusive culture for our colleagues and customers. (One Stop)</p> <p>In order to further support gender pay balance we are fully committed to increasing our focus and efforts on awareness, training and action on equality and inclusion throughout our business.</p> <p>We ran a training workshop for our top 50 store managers on people and culture which included a broader understanding of unconscious bias and diversity in the workplace. (Vision Express)</p>	33

Measure	Description & Comments	Company Examples	Number of companies using the measure
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.</p>	<p>Review all related policies and procedures (A.F.Blackmore and Son Ltd)</p> <p>In-depth HR policy and process review for each stage of the employee lifecycle around recruitment, development, promotion, salary, bonus and talent programmes. (CBRE)</p> <p>We are reviewing our work life integration policies and practices and have made enhancements in several areas. We will continue to seek opportunities to improve this suite of policies further. (Devonport)</p> <p>As part of the transformation programme HR will conduct a policy review in order to streamline and update all HR policies including full equality impact assessment to ensure policies do not discriminate, meet our public sector equality duty and progress inclusion. (Durham Council)</p> <p>We regularly review our policies, procedures and guidelines, to ensure they meet legislative requirements and any discrimination is eliminated. In many cases, Equality Impact Assessments are conducted, to evaluate gender impacts and dual characteristics and linked characteristics e.g. carers, part time workers. (Surrey Council)</p> <p>We have introduced a Diversity and Inclusion policy as part of our code of conduct across the business. We aim to create an environment in which all individuals are able to make the best use of their skills, free from discrimination and in which all decisions are based on merit. (Marstons)</p>	32
'STEM' Activities	<p>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.</p>	<p>Focused on encouraging more girls to pursue STEM careers through our educational partnerships and our school roadshows (BAE Systems)</p> <p>Our 200+ STEM Ambassadors routinely visit schools and colleges across the UK to inspire girls and people from diverse and under privileged backgrounds to take up a career in engineering. And our Amey Challenge Cup brings girls from across the UK to Amey offices each year to take part in real-life engineering challenges with real-life engineers. (Amey)</p> <p>We continue to sponsor STEMettes, an organisation that aims to build successful and fulfilling Science, Technology, Engineering &amp; Maths (STEM) careers for women aged 15-21 through professional network development, skills support and work experience placements. In 2018, 52 women were matched with Deutsche Bank mentors. Deutsche Bank co-developed the Student to STEMette programme as part of the bank's youth engagement programme, Born to Be, which helps young people to develop the skills, aspirations and access to opportunities they need to reach their potential. (DB Group)</p> <p>This year we have recruited 3 Brand Champions with the sole purpose of promoting our Organisation and industry to young people and encouraging interest within schools/educational establishments and community groups. The focus is to inform and educate them on the roles available and to inspire them to break the gender stereotype by introducing them to careers that they may not have been previously aware of or considered suitable, thereby increasing the female intake. (Jet2)</p> <p>Our award winning schools engagement program, the Nissan Skills Foundation, delivers a range of initiatives that encourage young people to take up a career in Engineering and Manufacturing. These initiatives include GIMME (Girls in Monozukuri, Manufacturing and Engineering), which is specifically geared towards women. Running for the last five years, we have already seen more than 900 young people take part. (Nissan)</p> <p>Our STEM (science Technology, Engineering and Maths) outreach programme aims to inspire more women to move into our sector. We have a simple ambition: to inspire a generation of young people into technology and thereby help address the UK's STEM skills gap. So far, the programme has helped to provide vital digital skills to more than 500,000 young people in more than a 1000 schools across the UK. With IT challenges, coding and application design competitions and classroom teaching, all our events aim to have 50/50 gender split and in addition we run several girls/young women only activities. (Tata)</p>	31

Measure	Description & Comments	Company Examples	
Celebrating Difference/ Raising Awareness	<p>Companies are starting to celebrate difference and raise the profile of female role models.</p> <p>This inspires other women to build their careers and to put trust in the company to support them.</p>	<p>Continue to raise the profile of female role models and celebrate women's achievements with visible support from our senior leaders (Vodafone)</p> <p>In recognition of International Women's Day, and International Men's day. We took the opportunity to provide colleagues with a platform to officially nominate colleagues for the fantastic and inspirational work and behaviours they demonstrate. This resulted in over 200 'wonderful women' and 'marvellous men' collectively nominated from across the business. (Alliance Healthcare)</p> <p>Continue the progress made through the 'everyone's welcome' project which is to promote diversity, regardless of disability, race, religion or belief, sex, sexual orientation, gender reassignment, marital status, age, background or circumstances. (Dunelm)</p> <p>We promote a culture of equality and inclusion within our business and we will continue to do this in all areas. Since our previous report in excess of 2,750 colleagues have completed our Celebrate Equality programme. (Elior)</p>	27
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>	<p>Support the WiH2020 Comeback to HTL workstream to attract and support women returning from career breaks. (Aramark)</p> <p>We have continued to be a proud sponsor of the Hampton-Alexander Review and use this important platform to encourage more transparency around senior female representation. At KPMG our Board is 47% female and our Executive Committee is 40% female. (KPMG)</p> <p>We have become the first Independent Ground Handler to sign up to the Women in Aviation &amp; Aerospace Growth charter. The charter reflects our industry's aspiration to see gender balance at all levels across aviation and aerospace – and recognises that a balanced workforce is good for every aspect of business. (Menzies)</p> <p>The University has an ongoing commitment to the advancement of gender equality: representation, progression and success for all as demonstrated by its membership of the Athena SWAN charter. The University has been a member since 2008 and in 2018 had its bronze award renewed for a further four years. 15 of our 17 Schools have Athena SWAN awards (seven silver and eight bronze) (University of Manchester)</p> <p>Our partnership with UN Women (announced in September 2018) is part of WPP's commitment to support the UN's Sustainable Development Goal 5 (to achieve gender equality by 2030 and empower women and girls across the world). (WPP)</p>	24
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.</p> <p>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>	<p>We have established a Gender Equality Steering Group to oversee our University-wide Gender Equality Action Plan</p> <ul style="list-style-type: none"> <li>Committed to have all Schools submit to Athena Swan by 2020</li> <li>We continue to excel in Stonewall's Workplace Equality Index. In 2019 we became a Global Stonewall Diversity Champion and the top University for the fourth year running climbing to 11th place. We also retained Top Trans Employer status, one of only 14 organisations in the top 100 to hold the title</li> <li>We will produce a comprehensive Race Equality Action Plan to move us towards gaining the Race Equality Charter Mark. (Cardiff University)</li> </ul> <p>Benchmarking our policies and practices – we are reviewing our policies and practices to ensure that the colleague experience at Tesco is truly inclusive from beginning to end and we're benchmarking this against external good practice.</p> <p>Established a Gender Diversity Partnership– we've brought together a group of likeminded individuals across Tesco, Coke, P&amp;G, Accenture, dunnhumby and Mondelez to help improve gender diversity in the retail industry. (Tesco)</p> <p>Developing a partnership with Everywoman, which works with organisations to enhance the potential of women (TJX)</p>	23



Measure	Description & Comments	Company Examples	Number of companies using the measure
Formal D&I Programme	Companies who have implemented a formal programme to improve diversity and Inclusion. This will typically involve a team of full-time employees, budget, 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 employee's day job.	We have established a Diversity and Inclusion Steering Group to develop, promote and monitor our overall diversity and inclusion agenda. (Mitchell & Butlers) Sharing and adjusting our gender strategy and direction through data analytics and working with a gender advisory board comprising executive sponsors, influential women from our tech partners and other thought leaders. (ATOS) Continued promotion and support of a range of networks, activities and initiatives as part of our Diversity and Inclusion strategy, including a Group wide D&I committee, annual dialogue week and Babcock Women's Network. (Babcock)	22
Paternity Leave Enhancement	Although only 21 companies have stated that they provide enhanced paternity leave it is a growing trend. Companies want to support men with more time off so they can help with the caring duties. In turn this will help women to return to work earlier (if they wish). Iceland are ranked number one in the World Economic Forum Gender Gap Report 2020. They have some of the most progressive thinking and legislation in the world including providing each parent with five months leave, with an additional two months to share as they want.	We want to support our team members as they become new parents so they can balance their new responsibilities with their work life. To help with the financial aspect of this, we offer enhanced maternity, paternity and adoption pay to all team members. (Wilko) The Council also provides support for parents and carers that often go beyond the minimum statutory requirements through maternity/adoption leave, paternity leave, maternity support leave and parental leave. (Rotherham Council)	21
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.	We ran sessions to understand how people felt about our Gender Pay Gap Report and results we asked a lot of questions in our Employee Engagement Survey and we ran listening forums with our board and central support functions, and restaurants. (Nandos) We seek regular feedback through focus groups and surveys to ensure the employee voice is an integral part of everything we do. The results have demonstrated that our female employees feel particularly strongly about wellbeing and, as a result, we run regular wellness initiatives covering everything from financial advice to physical fitness. Based on feedback, we've also introduced opportunities to hear from inspirational Arcadia women as well as successful female entrepreneurs (Top Shop) Held our first global D&I Forum, a three day virtual event with 10 senior leaders discussing the importance of diversity and inclusion with more than 2,500 colleagues. (John Crane)	15

# Why your gender pay gap action plan must include flexible working

Companies are being urged to include action plans with their 2020 reporting. If they don't include flexible working, they won't work.

There's a month to go until the 2020 gender pay gap reporting deadline – and it would be good if we could see a shift in the right direction. It's a very complex issue, and closing the gap is a complex process, so we weren't totally surprised when last year's figures indicated that it was barely budging. But surely, in the third year of reporting, we might expect to see more concrete change?

The problem is that the roots of the gender pay gap lie in age-old structures and systems that are still the norm in many workplaces – and in many families. Clearly, these kinds of barriers take time to overcome. But time isn't enough; practical changes are needed too, which is why companies are being urged to include gender pay gap action plans as part of this year's reporting.

## Flexible working can tackle the causes of the gender pay gap

I'd argue that if these action plans don't refer to flexible working, they're not worth the paper they're written on. As we've explained elsewhere, of the four underlying reasons behind the gender pay gap, three can be tackled by flexible working. The lack of women in senior roles, the gendered allocation of caring responsibilities, and the over-representation of women in poorly paid and part-time roles, in low-paid sectors, can all be addressed by more,

better part-time and flexible jobs.

We're not alone in this view, either; the CIPD's 2020 guide to gender pay gap reporting agrees that flexible working is an integral part of action planning. And the House of Commons Women and Equalities Committee is on the record as saying that "Flexible working for all lies at the heart of addressing the gender pay gap."

So it's not a nice to have or an optional extra; companies who are serious about closing their gap need to take flexible working seriously. And because this kind of change won't happen overnight, that work needs to start now.

## A flexible working policy isn't enough

On a positive note, it does feel that the penny has dropped, and that companies are increasingly aware of the role that flex can play in tackling the gender pay gap. We're encouraged by the number of organisations who are coming to us for help with creating and implementing flexible working action plans.

But we're also very clear that having a policy isn't enough. Being 'open to flexible working', or 'willing to discuss flexible working' won't really cut it, unless these statements are underpinned by a robust roadmap. One that includes building a leadership-driven flexible culture,

designing properly flexible jobs that suit the business and its employees, and training HR and line managers on how to recruit and manage them.

And doing so won't just help close your gender pay gap. By taking action on flexible working, you'll address other business imperatives such as inclusion, talent attraction and retention, and maximising performance. You'll also boost your employer reputation, which is critical in this era of skills shortages.

So if you're working on your gender pay gap action plan right now, here are two things you can do. Firstly, make a commitment to addressing or improving flexible working and flexible recruitment. And secondly, come and talk to us about how to do it. We'd be happy to be referenced as part of your plan, if you're keen to roll up your sleeves and work with us.

I can't wait to see a real shift in the gender pay gap numbers. Let's start working towards that right now.



Emma Stewart

# The power of mentoring to close the gender pay gap

“Through mentorship we can collectively smash the glass ceiling”

- Michael Cole-Fontayn, Former Chairman BNY Mellon and Mentor of the Year (30% Club cross-company mentoring programme)

Moving Ahead and Women Ahead are social impact organisations specialising in improving workplace diversity and inclusion. We work cross-company, cross-sector and cross-diversity strand, from gender and ethnicity to thinking and learning styles, and socio-economic background. To date, we have supported more than 30,000 individuals across more than 30 sectors and 300 organisations.

One of our core levers to creating tangible change is through structured developmental mentoring programmes. Organisations are increasingly turning to structured mentoring as a practical, proven way to accelerate closure of their gender pay gaps and ultimately foster inclusion. Our programmes are either internal (colleague to colleague mentoring partnerships), cross-company (30% Club programme) or industry specific (Women in Rail, Actuarial Mentoring Programmes).

We work with organisations such as the London Stock Exchange, Aviva, Santander, The Guardian and British Airways to design and deliver internal mentoring programmes to accelerate career advancement through connecting colleagues across different regions, business functions, levels of seniority and diversity strand. This directly closes the gender pay gap through retaining and accelerating women into leadership roles. For example at the London Stock Exchange we have supported more than 1,000 mentors and mentees globally- and this forms part of their Women in Finance Charter roadmap, and tapestry of interventions to effect

gender diverse career advancement.

*“It's given me confidence to be brave, to challenge my own stereotypes around women in the workplace and to feel empowered. It's been invaluable. I wanted a promotion, now in line for one” -Guardian mentee*

We run the world's largest cross-company mentoring scheme, to accelerate the pipeline and parity of women in leadership roles, for the 30% Club. This programme, now in its seventh year, has supported 6,582 mentors and mentees, across 183 organisations and 30 sectors. This year the programme has 119 participating organisations and 2,392 mentors and mentees. The programme matches female mentees to a more senior male or female mentor from another organisation, and through a nine-month structured programme, with high touch learning events and networking platforms, organisations see tangible advancement of female talent into more senior roles, thereby effecting the gender pay gap.

*“I feel privileged to have been part of this. I would never have had an opportunity to have had direct, regular access to someone so senior outside of my industry without it. My mentor was totally invested in the programme and has directly impacted the way in which I am now actively managing my career development.” RSA mentee*

*“I have met some fantastic people and pushed myself to reflect and identify how and what I need to change. I feel empowered to take my career forward.” EY mentee*

From our research (click [here](#) to view), in collaboration with Deloitte, we found that when mentoring is done well, and through our programmes, it creates 11 outcomes. These include empowering and developing confidence, increasing retention and making people feel valued.

Through our ongoing programmatic impact measurement and anecdotal mentor and mentee feedback, we have found that mentoring:

- Retains colleagues - mentees are telling us that through working through their challenges and opportunities with their mentor, they create and take control of their development plans, roadmaps and career conversations - declaring their ambition. This impacts the gender pay gap.
- Connects colleague to build their networks, allies, champions and sponsors - all critical to advancing careers. This impacts the gender pay gap.
- Empowers and equips mentees to develop critical skills to advance their careers. This impacts the gender pay gap.
- Develops mentee confidence to have direct conversations to advance pay and promotion. This impacts the gender pay gap.

To find out more about how mentoring can help close your gender pay gap, or to participate in a gender specific programme (such as the 30% Club programme) please contact Simone at Moving Ahead ([simone.whitbread@moving-ahead.org](mailto:simone.whitbread@moving-ahead.org))

# Advancing women in business

everywoman is a global platform for women in business that drives positive change by empowering women to achieve their professional potential.

Established in 1999, we are recognised as the leader in helping organisations positively impact their female inclusion levels and gender pay gap. Our expertise is also recognised by the UK Government Equalities Office, with whom we collaborated during the development of UK reporting regulation.

Research unequivocally shows that diversity is critical for maximum success, growth and profitability. By partnering with us, businesses avoid falling into the 'saying-doing' gap, instead taking concrete action to provide women with the same career development opportunities as their male colleagues.

At everywoman, we unapologetically focus on gender, because we believe that to achieve true inclusion, we must first get the balance right, otherwise inclusivity only exists within the same homogenous groups. And while this may have been our focus for the previous 20 years, we're still a long way from being able to say, "job done". This is a long game.

Over our 21 years in business we have created an ecosystem of corporate partnerships, and on and offline networks, to create greater gender balance in

British business and the global economy. We recognise that achieving systemic change in the workplace requires a multi-medium approach, and our unique model is proving a powerful enabler.

**Create powerful female role models.** Our Awards programmes shine a spotlight on the amazing female talent defining success in entrepreneurship and industries such as technology, transport & logistics, retail, travel and sport.

**Inspirational live events.** We create bespoke events for our corporate partners, and for wider communities across industries and sub-sectors impacted by low female participation. Through a combination of specialised learning and motivational insight, we provide women with the tools to build confidence, ignite ambition and support career progression.

**A global community.** Our live programmes are complemented by a digital learning and development platform accessed by a pan-industry community spanning over 100 countries. Providing webinars, workbooks and articles on a range of topics via desktop, mobile and app, we enable women to tap into personalised career resources as and when they need to.

81%

Of women accessing our development resources say this has provided the opportunity to develop their careers

74%

Women who feel more inspired in their own careers by access to our female role models.

75%

everywoman members who expect to continue growing their careers at their existing organisations.

**Tackling bias early in the pipeline.** Our Modern Muse programme delivers inspiration and access to role models for girls in education, providing resources at the earliest possible age to ensure all future career options are accessible, encouraged and explored, and to inspire future generations of leaders.

Contact:

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[www.everywoman.com](http://www.everywoman.com)

+44 (0)20 7981 2582

Who we work with:





# Innovation

## (new measures)

When identifying the 22 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
Whitbread	Recruitment	Lack of diversity in their Chef roles	Whitbread's recent campaign to increase gender diversity in our Chef roles focused on identifying the qualities it takes to make a good chef using the ident #thinklikeachef.  The first media went live during international women's day and has continued across social media. To the date the campaign has reached c. 2.5 million new potential employees and is performing on target. The campaign is a finalist in the D&I category at the 2018 Recruitment Marketing Awards.
JOHN CRANE UK LIMITED	Focus groups and Feedback	Get on the ground feedback from colleagues to make changes that matter	Twice-yearly My Say survey and manager conversations. We track progress through our Inclusion dashboard, capture realtime feedback and take action in the areas that matter most.
WPP	Gender balance in Politics	Increase the political presence and influence of women	WOMEN POLITICAL LEADERS (WPL)  WPP's Landor and Kantar collaborated with WPL, the only global network of female politicians with a mission to increase both the number and the influence of women in political leadership positions.
Deutsche Bank	Parental Coaching	To support employees through a major transition in the context of their professional life	Deutsche Bank has provided market-leading parental coaching in the UK since 2008, designed to support employees through a major transition in the context of their professional life. The programme is inclusive of all parents, including those adopting. Any parent taking 12 weeks or more paid leave is offered coaching. Managers are required to attend manager transition coaching when a direct report takes maternity leave or a significant period of shared parental leave. A buddy programme and a family focussed Employee Resource Group help employees connect in the workplace.
TFL	Data Driven insights	Using Data driven behavioural science to understand how we can best tackle our gender pay gap.	We are working in partnership with the Behavioural Insights Team (BIT), the Government Equalities Office and Harvard University. The partnership will use TfL data and the BIT's behavioural science expertise to understand how we can best tackle our gender pay gap.
Norfolk County Council	Targeted recruitment of Firefighters	Encourage more women to apply for what is traditionally a male dominated role	We used creative messaging across a range of media to encourage women to apply for Firefighter posts at the Council, traditionally seen as a male occupation. We used images of an NCC female firefighter in advertising; developed a recruitment video and used search marketing and a social media campaign to attract female candidates. In total 14% applications were from women, comprising 17% of those shortlisted and 25% of offers, considerably higher than in previous campaigns.



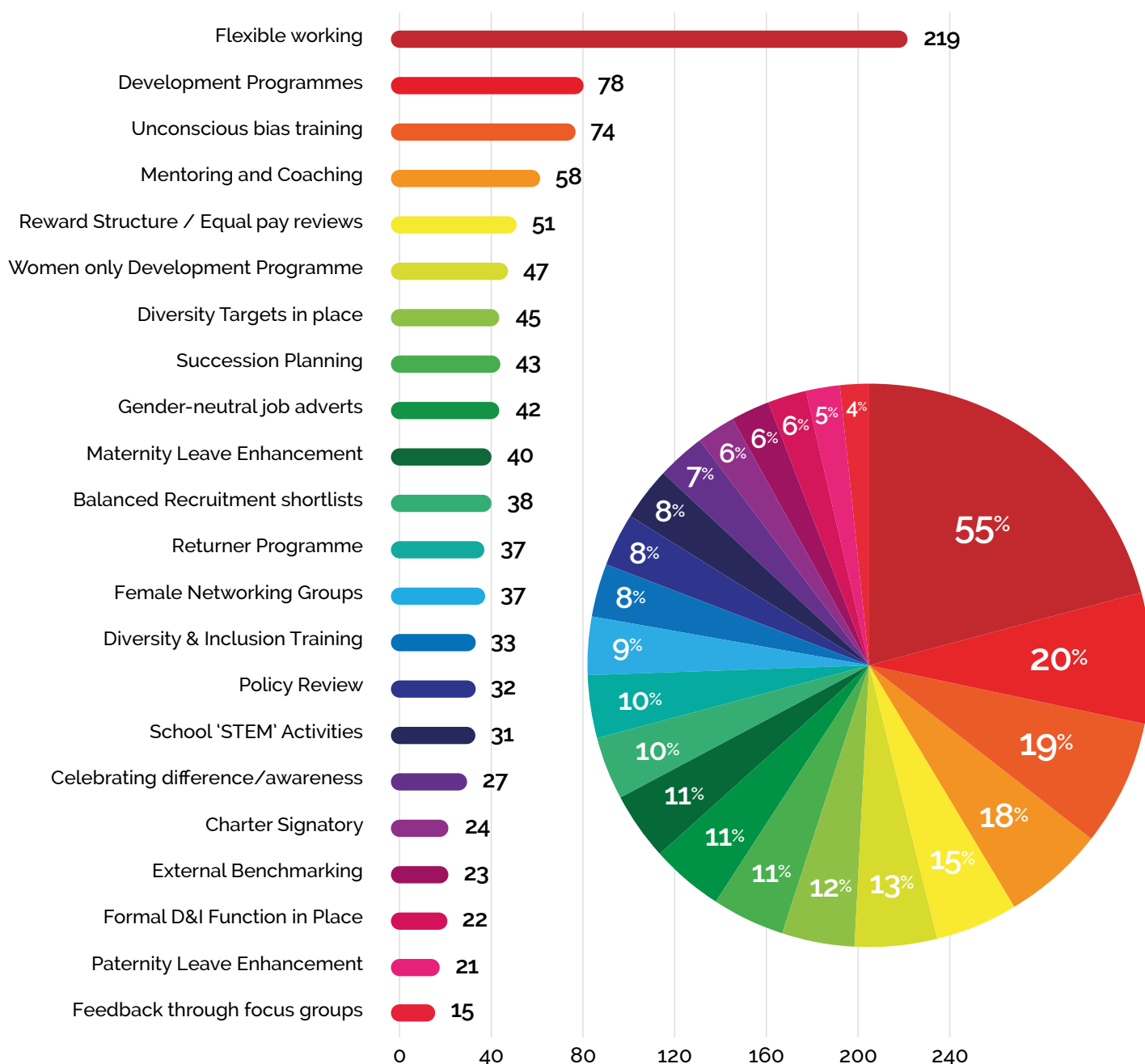
Company	Measure	Why it has been implemented	Comments from the Company
KPMG	Awareness of Family friendly policies	To encourage more women to apply for roles with the confidence that they knew the parental leave policies in place	Asking a prospective employer about Parental Leave and Pay policies can feel uncomfortable but can be a huge consideration when deciding who to work for. We wanted to remove that barrier for applicants to KPMG and, in doing so, encourage others to follow suit. We were the first of the Big 4 to publish our Pregnancy and Maternity Leave, Paternity Leave and Shared Parental Leave policies online.
Oracle	Workplace Nursery	Providing convenient childcare and save money for colleagues	Workplace nursery: reserved, discounted nursery places conveniently located by our UK head office. Significant tax and NI savings on nursery costs.
Nandos	Data Driven insights	Use data insights to target the areas that make a real difference	Our large-scale system and data project is still underway and we have now had the opportunity to feed in what data we would need captured to give us the useful outputs we need to measure, inform and keep us on track. We have also managed to feed into all of our People Functions to ensure we apply our diversity and inclusion lens to everything and remember to capture and track the right information to support individuals through their employee lifecycle. Our belief is this data will provide us with insight to enable us to track progress of our work beyond gender pay reporting.
London Underground	Data Driven insights	Use of dashboards for all managers to view and action D&I insights for their team	Diversity and Inclusion (D&I) dashboards In April 2018, we launched the first version of our new D&I dashboards, providing further data and insight to our senior managers. These data driven 22 How we're closing the pay gap dashboards give a much richer and more insightful picture of employee outcomes and experience across the entire employee lifecycle.
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. <a href="https://www.modernmuse.org/">https://www.modernmuse.org/</a>
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 ensures 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



Company	Measure	Why it has been implemented	Comments from the Company
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.
JOHN LEWIS	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 is able to 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	Shows that the company genuinely wants to help employees with caring commitments. Raising awareness and providing guidance on the different way 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 is 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.	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.

# Number and percentage of companies using each measure

The graph below outlines the usage of the 22 measures:





# Impact of the measures on closing the median pay gap

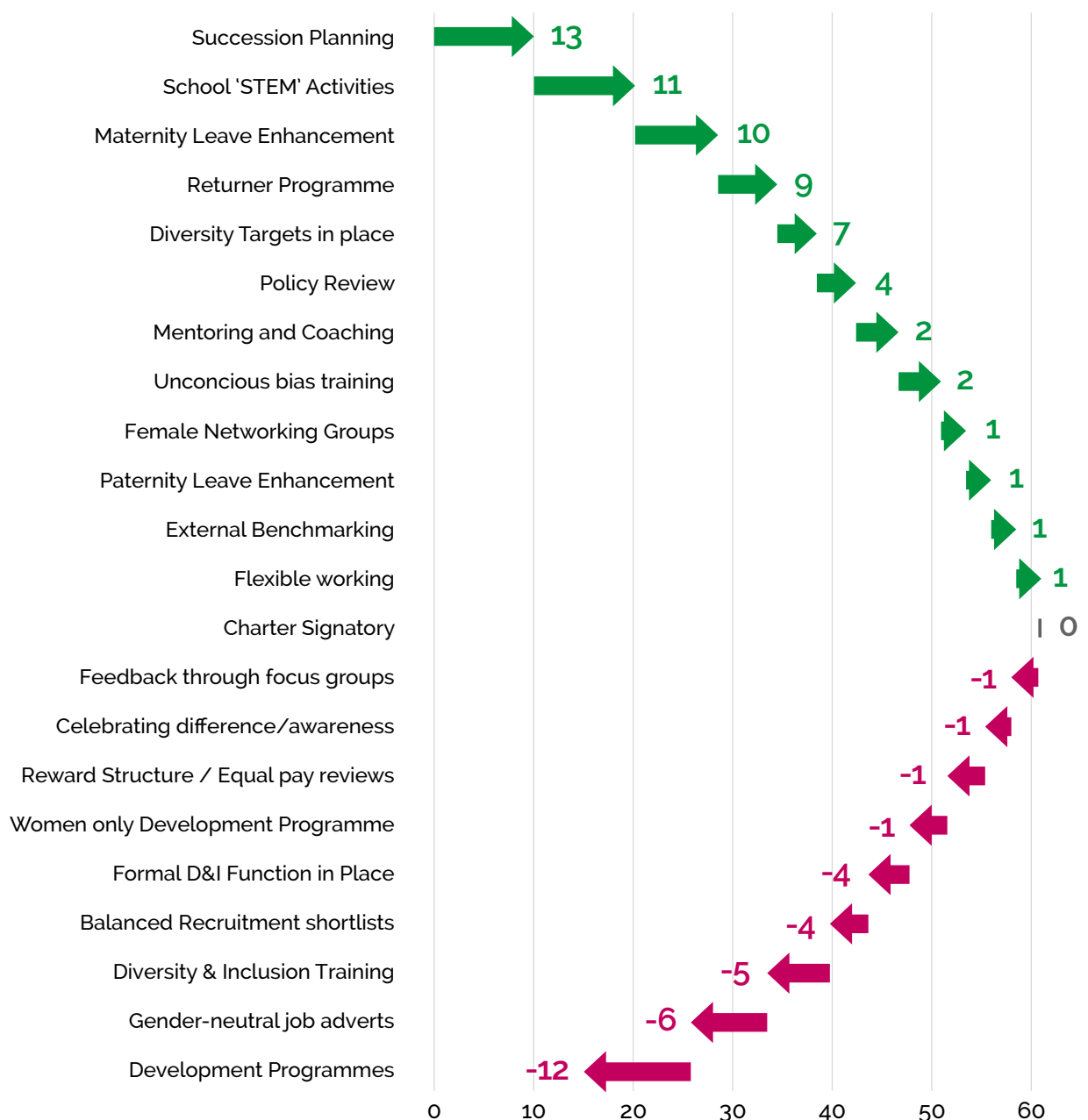
The frequency in the usage of the 22 measures have been split against those companies that have **increased** their median pay gap from 2017 to 2018 (or 2019 if data is available) and those that have **decreased** their gap over the same period. The variance is then used as an indicator to determine the relative success of each measure.

This is shown in the table and graph below:

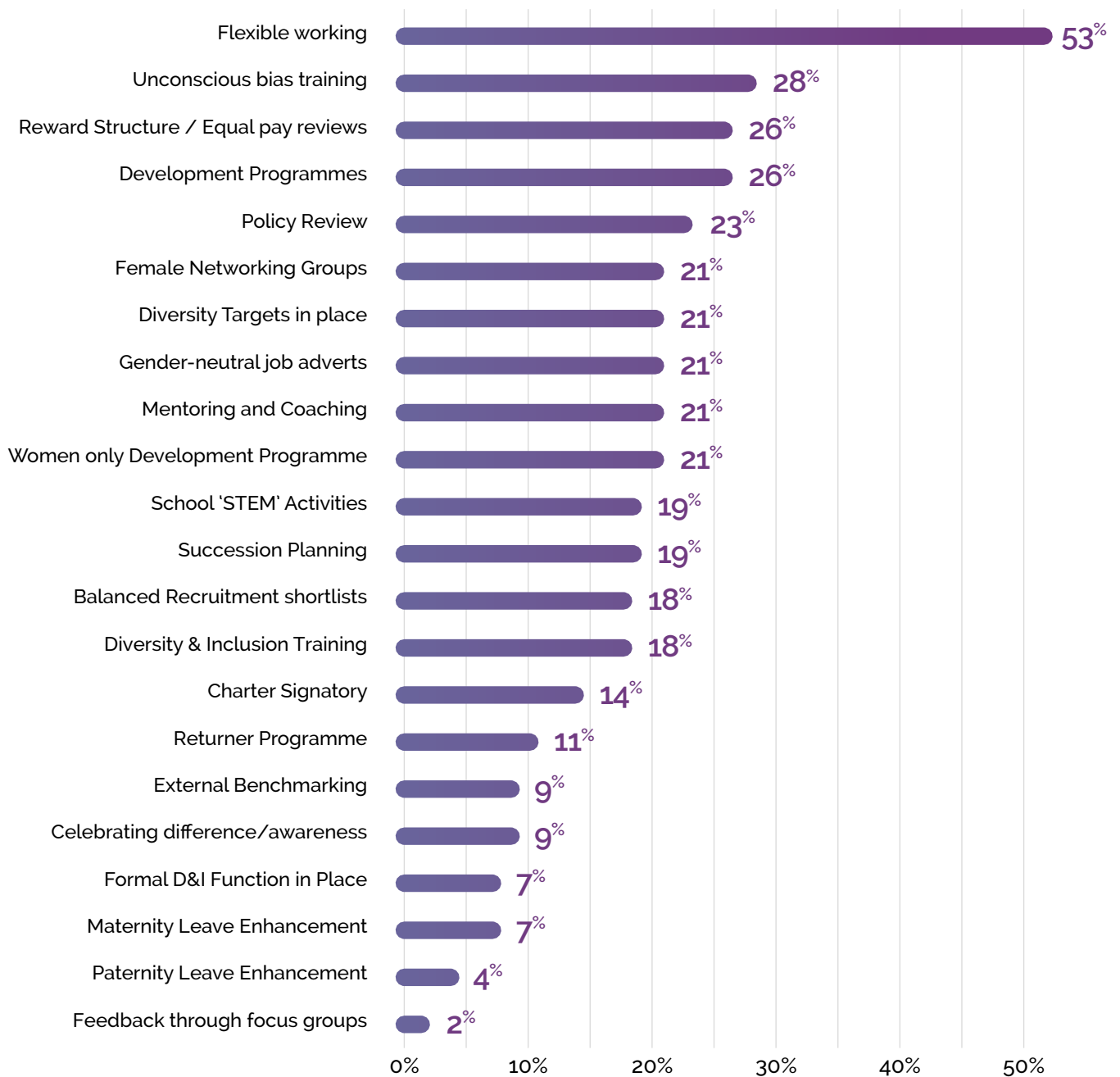
Change	Decreased	Increased	VAR
Succession Planning	28	15	13
School 'STEM' Activities	21	10	11
Maternity Leave Enhancement	25	15	10
Returner Programme	23	14	9
Diversity Targets in place	26	19	7
Policy Review	18	14	4
Mentoring and Coaching	30	28	2
Unconscious bias training	38	36	2
Female Networking Groups	19	18	1
Paternity Leave Enhancement	11	10	1
External Benchmarking	12	11	1
Flexible working	110	109	1
Charter Signatory	12	12	0
Feedback through focus groups	7	8	-1
Celebrating difference/awareness	13	14	-1
Reward Structure / Equal pay reviews	25	26	-1
Women only Development Programme	23	24	-1
Formal D&I Function in Place	9	13	-4
Balanced Recruitment shortlists	17	21	-4
Diversity & Inclusion Training	14	19	-5
Gender-neutral job adverts	18	24	-6
Development Programmes	33	45	-12

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

The graph below show the relative impact of each measure on reducing the median hourly pay gap. The green arrows shows 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.



Most frequently used measures for companies who have seen an upper quartile decrease in their median hourly pay gap



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

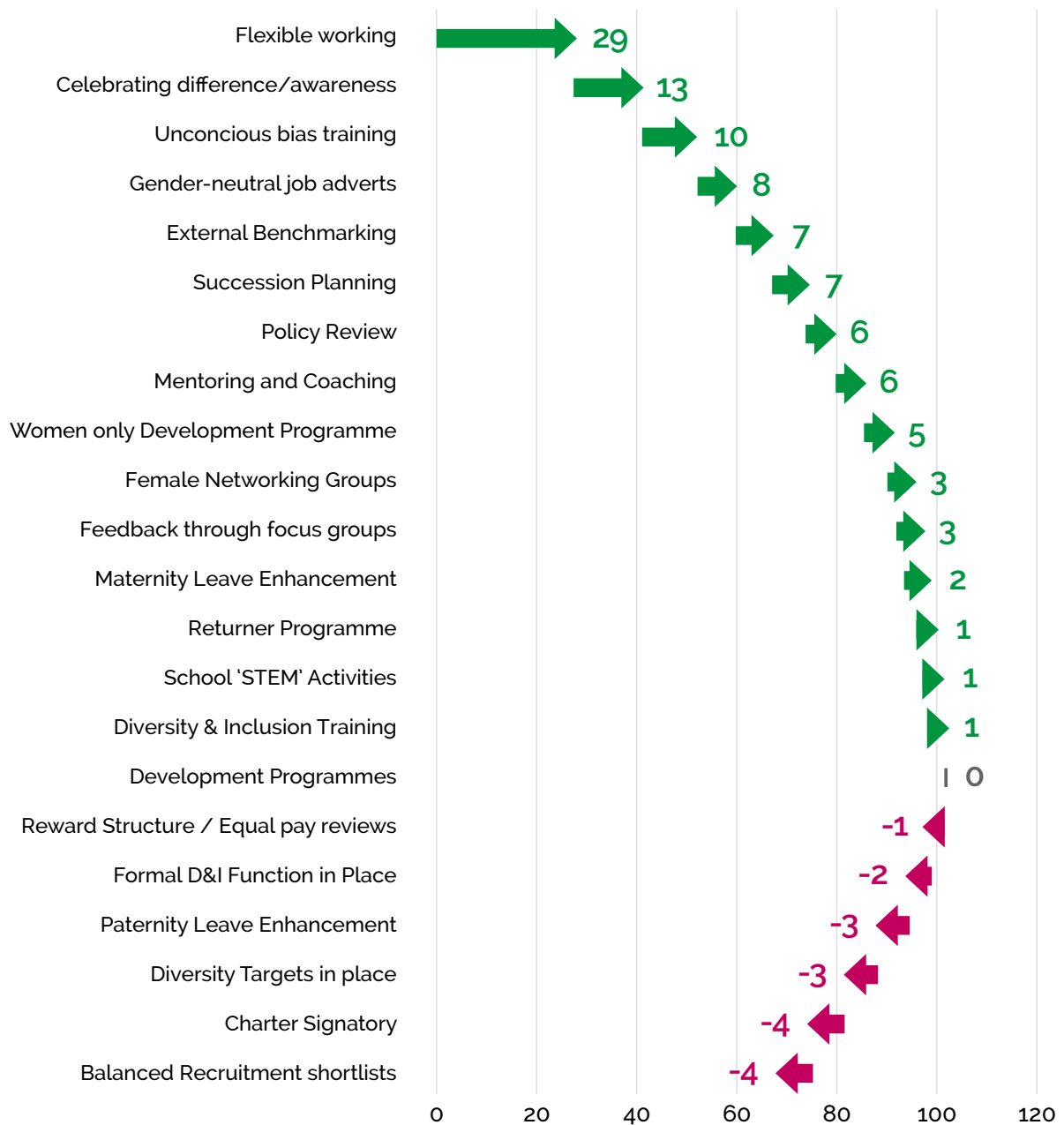
The frequency in the usage of the 22 measures have been split against those companies that have increased the percentage of women in the top quartile of earners from 2017 to 2018 (or 2019 if data is available) and those that have increased the percentage over the same period. The variance is then used 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
Flexible working	124	95	29
Celebrating difference/awareness	20	7	13
Unconscious bias training	42	32	10
Gender-neutral job adverts	25	17	8
External Benchmarking	15	8	7
Succession Planning	25	18	7
Policy Review	19	13	6
Mentoring and Coaching	32	26	6
Women only Development Programme	26	21	5
Female Networking Groups	20	17	3
Feedback through focus groups	9	6	3
Maternity Leave Enhancement	21	19	2
Returner Programme	19	18	1
School 'STEM' Activities	16	15	1
Diversity & Inclusion Training	17	16	1
Development Programmes	39	39	0
Reward Structure / Equal pay reviews	25	26	-1
Formal D&I Function in Place	10	12	-2
Paternity Leave Enhancement	9	12	-3
Diversity Targets in place	21	24	-3
Charter Signatory	10	14	-4
Balanced Recruitment shortlists	17	21	-4

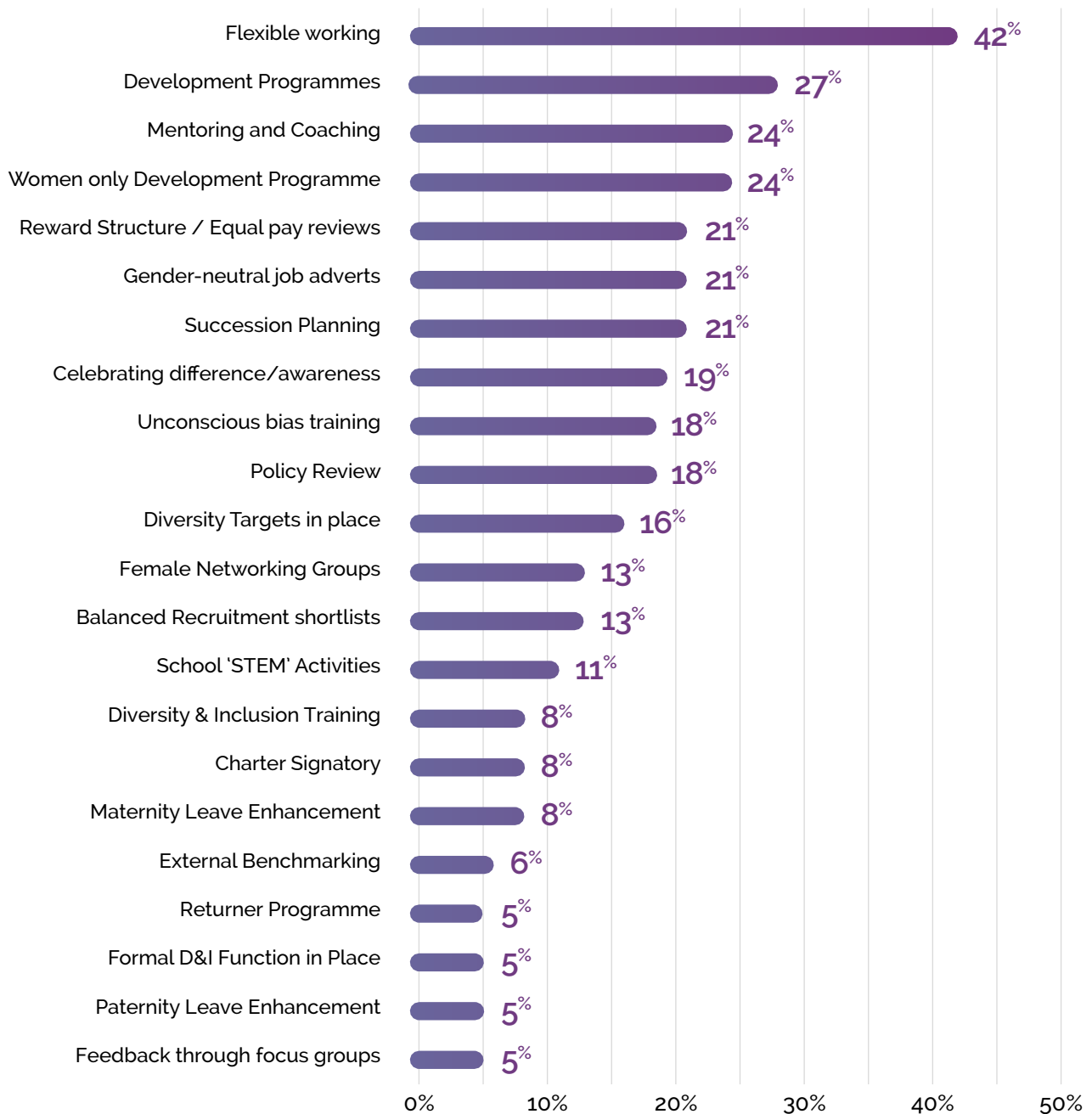
## Variance between where companies have increased the percentage of women in the top quartile of earners v companies that have decreased the percentage of women.

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. The red arrows show the least successful measures as they are more prevalent in companies whose number of women in the top quartile of earners reduced.





## Most frequently used measures for companies with an upper quartile increase in the number of women in the top quartile of earners



# Impact of the measures on decreasing the median bonus gap

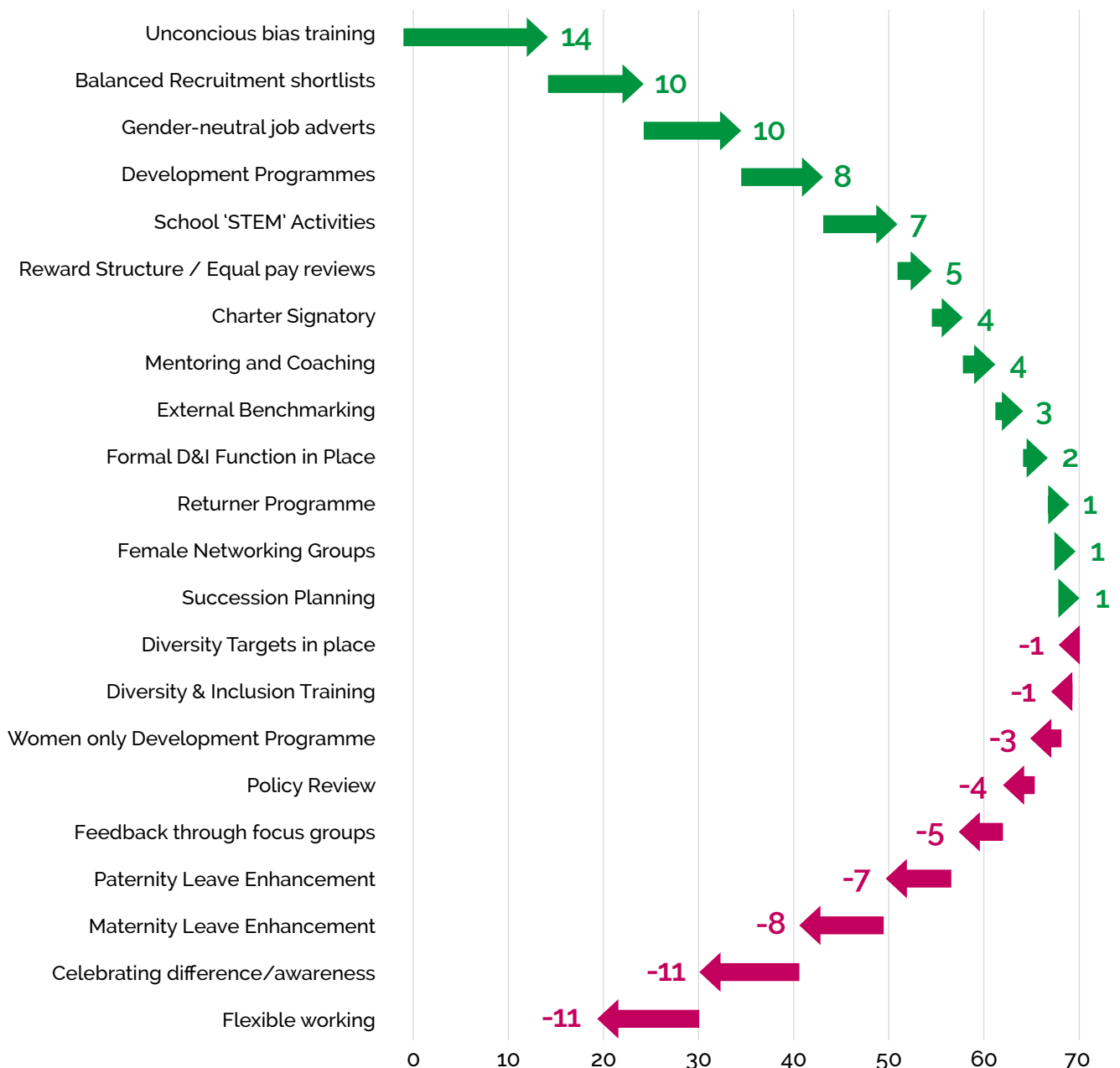
The frequency in the usage of the 22 measures have been split against those companies that have increased the median bonus % from 2017 to 2018 (2019 where available) and those that have increased the percentage over the same period. The variance is then used as an indicator to determine the relative success of each measure.

This is shown in the table and graph below:

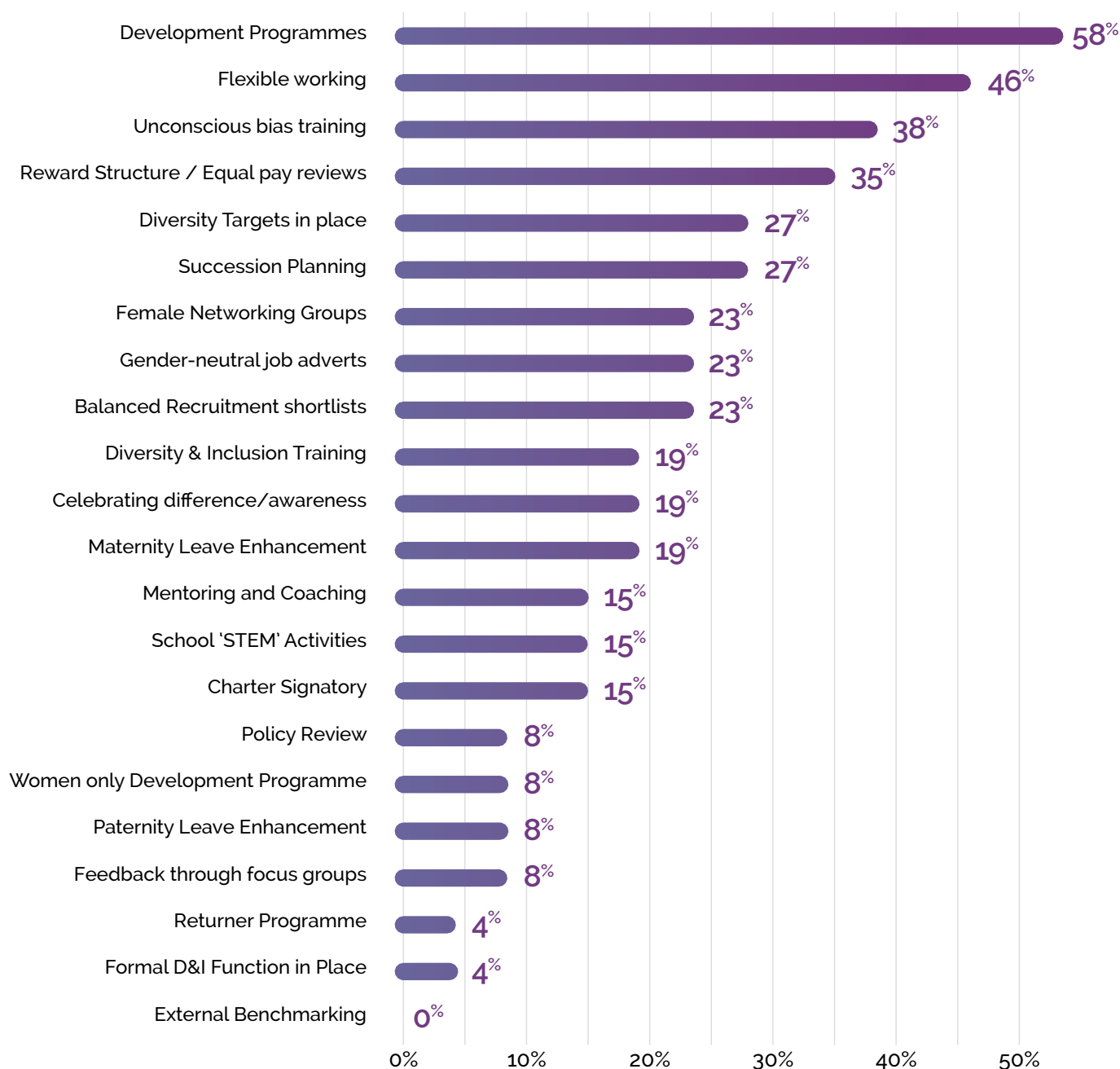
Change	Companies where the number of women increased	Companies where the number of women decreased	VAR
Unconscious bias training	44	30	14
Balanced Recruitment shortlists	24	14	10
Gender-neutral job adverts	26	16	10
Development Programmes	43	35	8
School 'STEM' Activities	19	12	7
Reward Structure / Equal pay reviews	28	23	5
Charter Signatory	14	10	4
Mentoring and Coaching	31	27	4
External Benchmarking	13	10	3
Formal D&I Function in Place	12	10	2
Returner Programme	19	18	1
Female Networking Groups	19	18	1
Succession Planning	22	21	1
Diversity Targets in place	22	23	-1
Diversity & Inclusion Training	16	17	-1
Women only Development Programme	22	25	-3
Policy Review	14	18	-4
Feedback through focus groups	5	10	-5
Paternity Leave Enhancement	7	14	-7
Maternity Leave Enhancement	16	24	-8
Celebrating difference/awareness	8	19	-11
Flexible working	104	115	-11

## Variance between where companies have decreased the median bonus gap %.

The graph below shows the relative impact of each measure on decreasing the median bonus gap%. The green arrows show the more successful measures as they are more frequently used by companies who saw a decrease in the median bonus gap %. The red arrows show the least successful measures.



Most frequently used measures for companies who have seen an upper quartile decrease in their median bonus gap



## Combined usage ranking of measures used by companies who have had the largest positive effect on their Gender Gap.

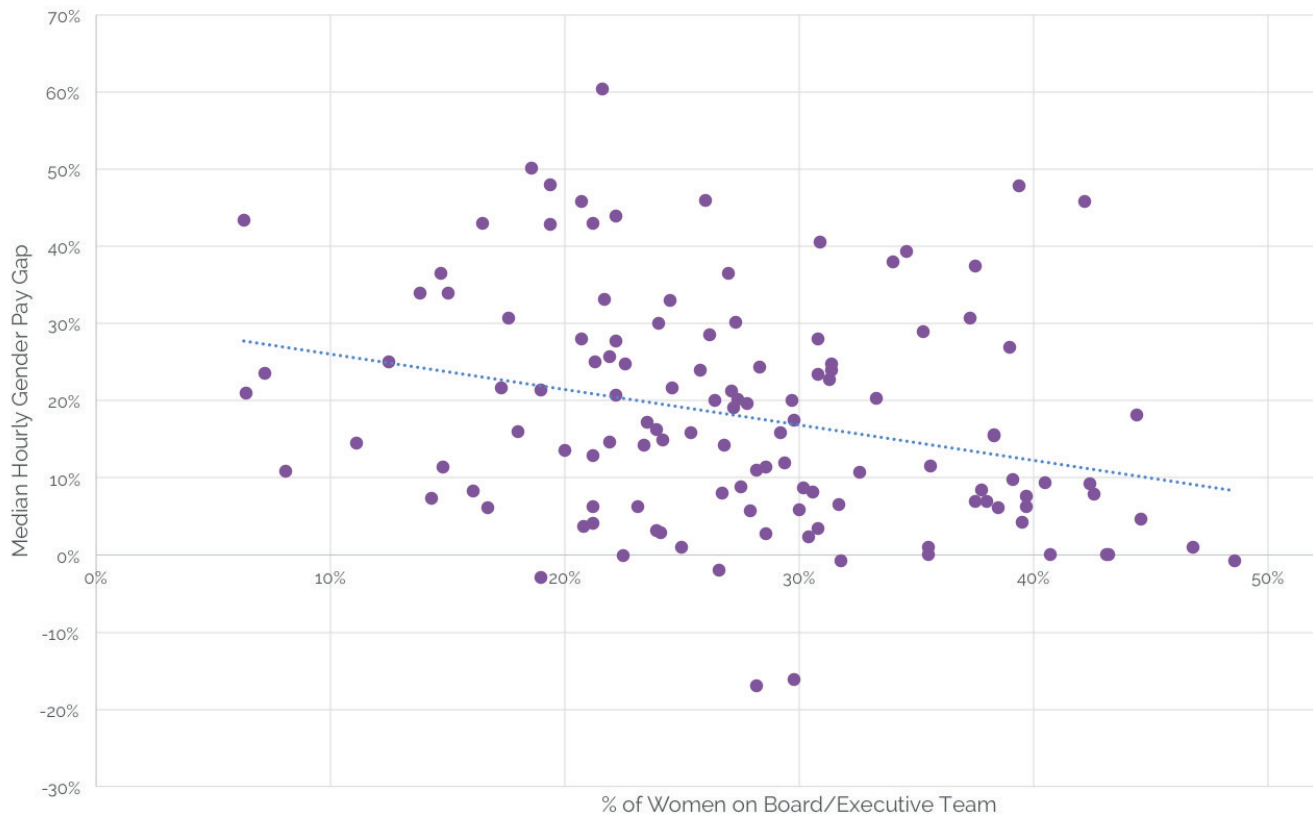
The measures used by companies with the largest decrease in their median pay gap has been ranked in order of usage. Similarly for companies with the largest increase of women in the top quartile of earners. A combined ranking was then established by simply adding the rankings together.

Effectiveness Ranking	Change	Rank for the reduction in Median Hourly Pay gap %	Rank for increased % of women in the top quartile of earners	Combined Rank
1	Flexible working	1	1	2
2	Development Programmes	4	2	6
3	Reward Structure / Equal pay reviews	3	5	8
4	Unconscious bias training	2	9	11
5	Mentoring and Coaching	9	3	12
6	Gender-neutral job adverts	8	6	14
7	Women only Development Programme	10	4	14
8	Policy Review	5	10	15
9	Female Networking Groups	6	12	18
10	Diversity Targets in place	7	11	18
11	Succession Planning	12	7	19
12	School 'STEM' Activities	11	14	25
13	Balanced Recruitment shortlists	13	13	26
14	Celebrating difference/awareness	18	8	26
15	Diversity & Inclusion Training	14	15	29
16	Charter Signatory	15	16	31
18	Returner Programme	16	19	35
17	External Benchmarking	17	18	35
19	Maternity Leave Enhancement	20	17	37
20	Formal D&I Function in Place	19	20	39
21	Paternity Leave Enhancement	21	21	42
22	Feedback through focus groups	22	22	44



## Correlation between % of Women on Boards/Exec Team and Median Gender Pay Gap % in 120 FTSE 250 companies

The graph below shows the median hourly pay gap correlated against the % of women on the Executive/board taken from a sample of 120 FTSE 250 companies. The trend line clearly demonstrates that companies with more women in leadership positions have a lower gender pay gap.



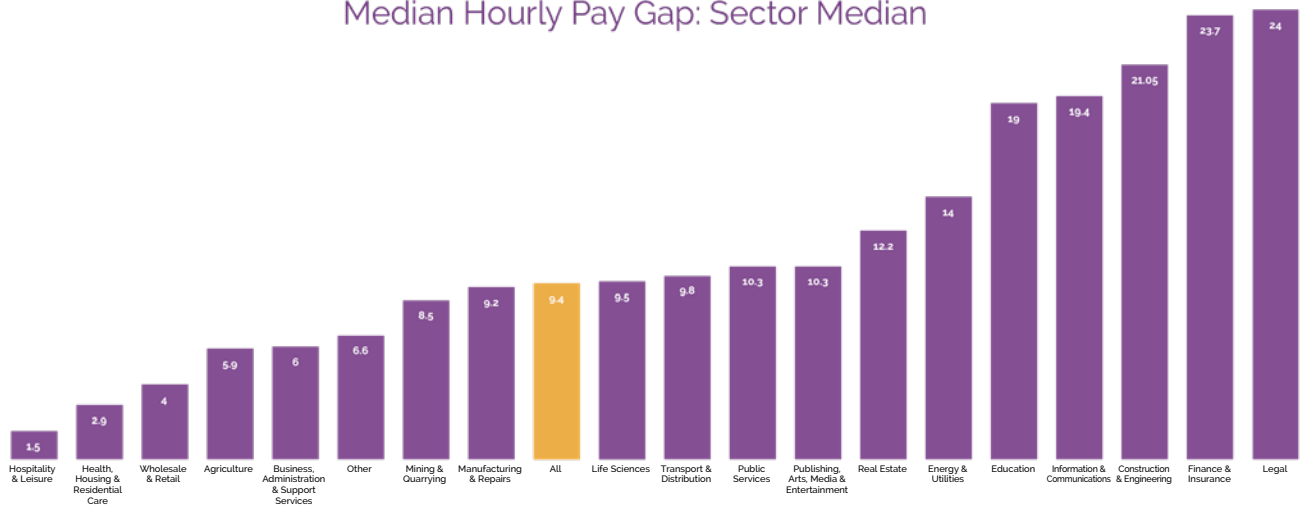
# Gender Pay Gap by Sector

The table below shows the gender pay gap Quartiles for each sector. This data represents the latest reported numbers by all companies in the UK.

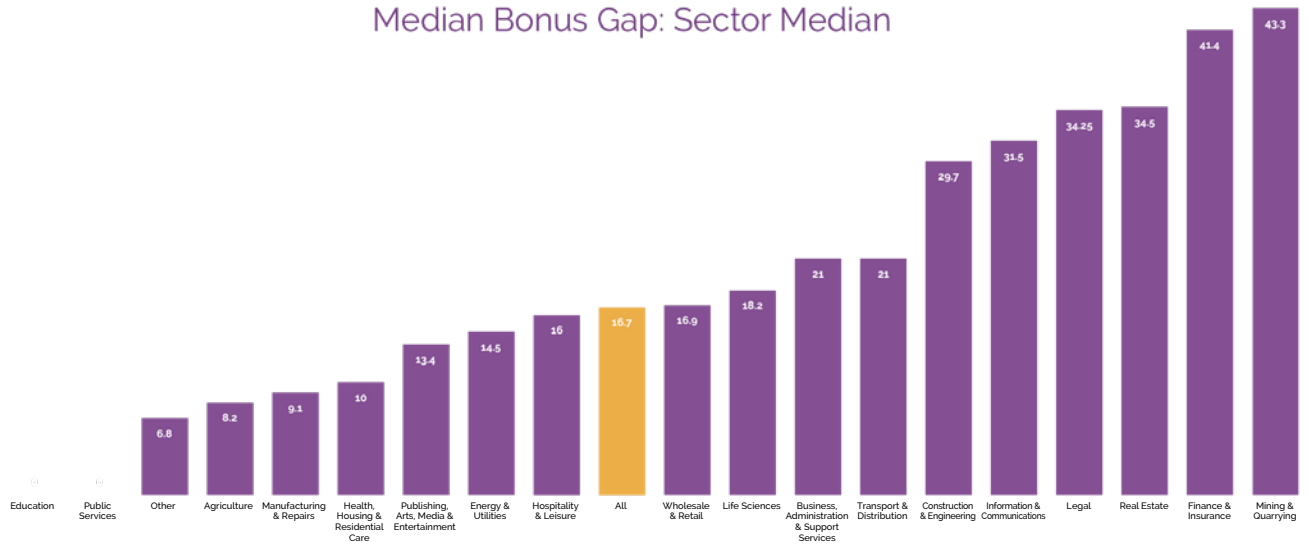
	Market	Hourly Pay		Bonus				Quartiles							
		Mean	Median	Mean	Median	Male %	Female %	Male Lower	Female Lower	Male Lower Middle	Female Lower Middle	Male Upper Middle	Female Upper Middle	Male Top	Female Top
Agriculture	LQ	5.85	0.78	7.80	0.00	1.98	1.88	43.13	32.00	49.10	22.00	50.75	19.00	62.90	13.18
	Median	13.65	5.90	42.40	8.20	23.70	18.65	55.85	44.15	63.90	36.10	70.95	29.05	74.25	25.75
	UQ	23.53	13.58	66.00	50.00	62.73	57.40	68.00	56.88	78.00	50.90	81.00	49.25	86.83	37.10
Business, Administration and Support Services	LQ	1.80	0.00	2.30	0.00	2.20	2.20	31.60	36.25	34.83	29.23	39.70	23.70	47.00	19.20
	Median	10.15	6.00	34.50	21.00	23.35	21.65	46.70	53.30	51.35	48.65	57.60	42.40	64.85	35.15
	UQ	21.80	19.90	57.70	47.20	73.88	71.30	63.75	68.40	70.78	65.18	76.30	60.30	80.80	53.00
Construction and Engineering	LQ	11.23	9.18	18.25	0.00	13.35	10.53	51.98	19.00	66.05	10.70	74.90	6.00	80.75	5.00
	Median	20.90	21.05	44.40	29.70	44.85	47.45	66.00	34.00	79.00	21.00	87.00	13.00	90.00	10.00
	UQ	30.00	31.73	65.55	54.10	80.25	82.90	81.00	48.03	89.30	33.95	94.00	25.10	95.00	19.25
Education	LQ	8.70	8.28	0.00	0.00	0.00	0.00	13.00	67.35	17.00	63.80	23.00	57.48	29.88	49.33
	Median	14.95	19.00	3.90	0.00	0.00	0.00	23.30	76.70	28.60	71.40	33.00	67.00	40.30	59.70
	UQ	21.80	31.00	40.45	31.40	2.10	1.70	32.65	87.00	36.20	83.00	42.53	77.00	50.68	70.13
Energy & Utilities	LQ	6.30	5.20	7.90	0.00	22.00	18.40	53.00	20.00	69.50	9.60	75.80	8.40	77.20	8.30
	Median	14.40	14.00	33.90	14.50	75.60	70.70	67.00	33.00	83.60	16.40	85.20	14.80	86.80	13.20
	UQ	23.00	22.10	53.23	37.00	92.70	91.50	80.00	47.00	90.40	30.50	91.60	24.20	91.70	22.80
Finance and Insurance	LQ	19.10	12.30	39.63	23.10	51.00	45.00	33.00	50.10	36.50	41.00	46.20	31.60	61.30	20.00
	Median	27.30	23.70	56.50	41.40	82.40	81.40	41.70	58.30	46.70	53.30	57.00	43.00	69.60	30.40
	UQ	34.50	32.50	68.88	57.90	90.20	90.40	49.90	67.00	59.00	63.50	68.40	53.80	80.00	38.70
Health, Housing and Residential Care	LQ	1.40	0.00	0.00	0.00	0.00	0.00	14.60	69.90	13.90	69.70	14.20	67.70	19.00	61.40
	Median	8.70	2.90	20.80	10.00	1.90	0.70	21.00	79.00	20.00	80.00	20.00	80.00	28.60	71.40
	UQ	18.30	10.90	44.75	40.00	9.00	7.80	30.10	85.40	30.30	86.10	32.30	85.80	38.60	81.00
Hospitality and Leisure	LQ	1.40	0.00	3.50	-0.23	5.83	3.58	36.98	42.00	38.25	40.70	39.28	38.00	48.00	31.55
	Median	7.65	1.50	31.00	16.00	15.00	13.00	48.10	51.90	48.55	51.45	50.00	50.00	57.50	42.50
	UQ	16.33	8.00	58.10	47.53	40.00	40.00	58.00	63.03	59.30	61.75	62.00	60.73	68.45	52.00
Information and Communications	LQ	13.10	12.10	25.15	13.15	31.00	30.40	50.00	29.90	59.20	19.80	67.00	15.00	75.00	12.00
	Median	20.80	19.40	40.00	31.50	69.30	60.00	59.00	41.00	71.10	28.90	78.00	22.00	82.70	17.30
	UQ	27.00	27.60	56.00	49.18	89.50	88.00	70.10	50.00	80.20	40.80	85.00	33.00	88.00	25.00
Legal	LQ	14.28	12.08	24.23	16.63	19.05	17.15	23.00	60.00	18.88	59.43	28.93	49.48	42.48	35.08
	Median	19.65	24.00	39.85	34.25	52.25	53.40	31.30	68.70	30.00	70.00	38.25	61.75	50.00	50.00
	UQ	26.33	33.85	54.15	49.00	76.93	77.13	40.00	77.00	40.58	81.13	50.53	71.08	64.93	57.53

	Market	Hourly Pay		Bonus				Quartiles							
		Mean	Median	Mean	Median	Male %	Female %	Male Lower	Female Lower	Male Lower Middle	Female Lower Middle	Male Upper Middle	Female Upper Middle	Male Top	Female Top
Life Sciences	LQ	7.95	5.00	15.60	1.40	74.95	77.58	37.30	44.75	39.00	36.23	42.68	32.00	54.60	29.00
	Median	14.70	9.50	35.50	18.20	89.75	88.00	46.05	53.95	52.00	48.00	53.90	46.10	62.50	37.50
	UQ	20.48	14.03	48.95	29.15	93.65	94.70	55.25	62.70	63.78	61.00	68.00	57.33	71.00	45.40
Manufacturing and Repairs	LQ	5.00	2.30	6.33	0.00	10.00	9.45	54.00	19.00	64.05	10.70	70.00	9.00	73.95	9.20
	Median	12.40	9.20	33.50	9.10	61.00	55.30	68.30	31.70	78.00	22.00	82.00	18.00	84.00	16.00
	UQ	20.00	17.30	58.08	34.70	91.40	89.00	81.00	46.00	89.30	35.95	91.00	30.00	90.80	26.05
Mining and Quarrying	LQ	4.25	0.10	37.75	30.30	41.70	41.05	72.30	13.35	84.25	3.90	84.05	6.70	84.55	6.15
	Median	12.10	8.50	54.30	43.30	79.30	71.00	82.00	18.00	91.70	8.30	89.80	10.20	88.20	11.80
	UQ	15.55	18.35	64.05	63.20	90.75	86.75	86.65	27.70	96.10	15.75	93.30	15.95	93.85	15.45
Other	LQ	3.90	0.00	0.00	0.00	1.20	0.80	25.00	41.90	25.30	32.00	27.40	29.00	36.10	23.70
	Median	12.10	6.60	27.00	6.80	21.40	17.80	41.00	59.00	45.00	55.00	48.00	52.00	59.00	41.00
	UQ	20.50	17.40	54.78	42.03	75.10	72.70	58.10	75.00	68.00	74.70	71.00	72.60	76.30	63.90
Public Services	LQ	4.90	1.75	0.00	0.00	0.00	0.00	20.05	52.65	23.90	50.70	29.00	45.60	35.10	40.00
	Median	10.90	10.30	10.20	0.00	0.00	0.00	34.40	65.60	35.50	64.50	38.30	61.70	46.00	54.00
	UQ	18.00	22.30	39.93	29.70	15.05	12.95	47.35	79.95	49.30	76.10	54.40	71.00	60.00	64.90
Publishing, Arts, Media and Entertainment	LQ	6.70	2.43	15.00	0.00	5.08	3.28	37.00	42.48	38.85	37.10	43.95	32.93	50.83	26.40
	Median	14.40	10.30	42.00	13.40	29.20	30.40	46.00	54.00	48.90	51.10	53.95	46.05	61.00	39.00
	UQ	22.75	18.70	56.45	36.45	80.18	75.15	57.53	63.00	62.90	61.15	67.08	56.05	73.60	49.18
Real Estate	LQ	8.95	4.00	26.20	0.00	8.50	3.85	27.85	42.75	32.85	44.70	43.35	31.70	56.50	21.70
	Median	17.40	12.20	49.30	34.50	49.00	48.00	43.00	57.00	42.90	57.10	54.00	46.00	68.10	31.90
	UQ	27.95	25.60	65.55	58.25	79.35	68.30	57.25	72.15	55.30	67.15	68.30	56.65	78.30	43.50
Transport and Distribution	LQ	3.78	1.78	8.38	0.00	20.30	15.00	62.83	16.30	62.93	10.28	73.00	7.50	78.00	7.98
	Median	11.95	9.80	38.20	21.00	68.00	51.00	73.05	26.95	76.50	23.50	84.80	15.20	87.80	12.20
	UQ	21.20	20.03	56.45	47.80	85.00	76.10	83.70	37.18	89.73	37.08	92.50	27.00	92.03	22.00
Wholesale and Retail	LQ	5.70	0.00	11.85	0.00	19.30	15.20	27.00	36.00	25.00	33.00	28.30	28.40	38.00	25.00
	Median	12.80	4.00	34.90	16.90	60.50	59.80	45.70	54.30	44.80	55.20	49.30	50.70	59.20	40.80
	UQ	21.40	12.05	57.70	39.70	83.70	83.30	64.00	73.00	67.00	75.00	71.60	71.70	75.00	62.00
All	LQ	4.80	0.80	3.13	0.00	0.70	0.30	26.80	35.63	29.00	28.00	33.00	22.00	41.00	18.00
	Median	13.00	9.40	33.40	16.70	19.30	17.05	44.70	55.30	48.00	52.00	53.00	47.00	62.00	38.00
	UQ	22.20	21.00	57.10	44.10	75.30	72.00	64.38	73.20	72.00	71.00	78.00	67.00	82.00	59.00

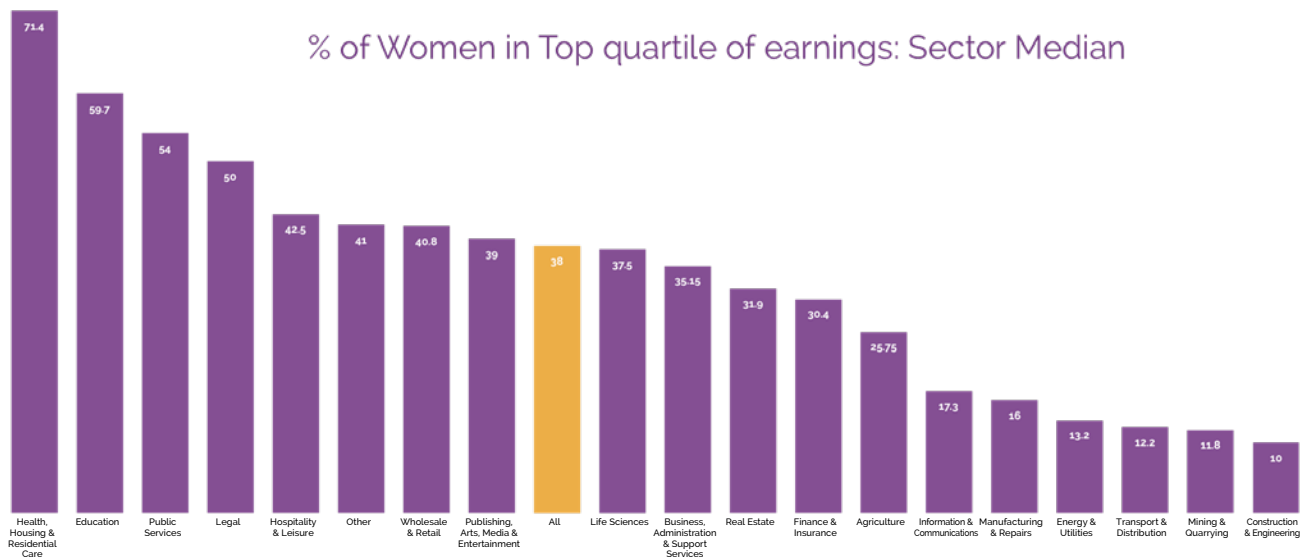
## Median Hourly Pay Gap: Sector Median



## Median Bonus Gap: Sector Median



## % of Women in Top quartile of earnings: Sector Median



# Most and least used measures by industry

## Business, Administration and Support Services

### most used

rank 1	Flexible working
rank 2	Development Programmes
rank 3	Succession Planning
rank 4	Diversity Targets in place
rank 5	Balanced Recruitment shortlists

### least used

rank 1	Policy Review
rank 2	Feedback through focus groups
rank 3	Returner Programme
rank 4	Paternity Leave Enhancement
rank 5	External Benchmarking

## Education

### most used

rank 1	Charter Signatory
rank 2	Women only Development Programme
rank 3	Unconscious bias training
rank 4	Female Networking Groups
rank 5	Mentoring and Coaching

### least used

rank 1	External Benchmarking
rank 2	Feedback through focus groups
rank 3	School 'STEM' Activities
rank 4	Formal D&I Function in Place
rank 5	Paternity Leave Enhancement

## Finance and Insurance

### most used

rank 1	Balanced Recruitment shortlists
rank 2	Flexible working
rank 3	Development Programmes
rank 4	Women only Development Programme
rank 5	Unconscious bias training

### least used

rank 1	School 'STEM' Activities
rank 2	Diversity & Inclusion Training
rank 3	External Benchmarking
rank 4	Formal D&I Function in Place
rank 5	Reward Structure / Equal pay reviews

## Construction and Engineering

### most used

rank 1	Flexible working
rank 2	Gender-neutral job adverts
rank 3	Women only Development Programme
rank 4	Unconscious bias training
rank 5	Development Programmes

### least used

rank 1	Charter Signatory
rank 2	Formal D&I Function in Place
rank 3	Paternity Leave Enhancement
rank 4	Policy Review
rank 5	Feedback through focus groups

## Energy & Utilities

### most used

rank 1	Flexible working
rank 2	School 'STEM' Activities
rank 3	Development Programmes
rank 4	Women only Development Programme
rank 5	Unconscious bias training

### least used

rank 1	Paternity Leave Enhancement
rank 2	Reward Structure / Equal pay reviews
rank 3	Policy Review
rank 4	Celebrating difference/awareness
rank 5	Feedback through focus groups

## Health, Housing and Residential Care

### most used

rank 1	Flexible working
rank 2	Development Programmes
rank 3	Reward Structure / Equal pay reviews
rank 4	Unconscious bias training
rank 5	Women only Development Programme

### least used

rank 1	Formal D&I Function in Place
rank 2	Paternity Leave Enhancement
rank 3	Returner Programme
rank 4	Charter Signatory
rank 5	School 'STEM' Activities



## Hospitality and Leisure

most used	
rank 1	Development Programmes
rank 2	Mentoring and Coaching
rank 3	Flexible working
rank 4	Women only Development Programme
rank 5	Unconscious bias training
least used	
rank 1	External Benchmarking
rank 2	Maternity Leave Enhancement
rank 3	Paternity Leave Enhancement
rank 4	Returner Programme
rank 5	School 'STEM' Activities

## Manufacturing and Repairs

most used	
rank 1	School 'STEM' Activities
rank 2	Flexible working
rank 3	Unconscious bias training
rank 4	Succession Planning
rank 5	Development Programmes
least used	
rank 1	Female Networking Groups
rank 2	Paternity Leave Enhancement
rank 3	Reward Structure / Equal pay reviews
rank 4	External Benchmarking
rank 5	Feedback through focus groups

## Publishing, Arts, Media and Entertainment

most used	
rank 1	Flexible working
rank 2	Development Programmes
rank 3	Returner Programme
rank 4	Unconscious bias training
rank 5	Policy Review
least used	
rank 1	External Benchmarking
rank 2	Diversity & Inclusion Training
rank 3	Charter Signatory
rank 4	Celebrating difference/awareness
rank 5	Feedback through focus groups

## Wholesale and Retail

most used	
rank 1	Flexible working
rank 2	Development Programmes
rank 3	Unconscious bias training
rank 4	Succession Planning
rank 5	Celebrating difference/awareness
least used	
rank 1	Returner Programme
rank 2	Formal D&I Function in Place
rank 3	School 'STEM' Activities
rank 4	Paternity Leave Enhancement
rank 5	Charter Signatory

## Information and Communications

most used	
rank 1	Flexible working
rank 2	School 'STEM' Activities
rank 3	Mentoring and Coaching
rank 4	Women only Development Programme
rank 5	Unconscious bias training
least used	
rank 1	Formal D&I Function in Place
rank 2	Diversity & Inclusion Training
rank 3	Charter Signatory
rank 4	Paternity Leave Enhancement
rank 5	Reward Structure / Equal pay reviews

## Public Services

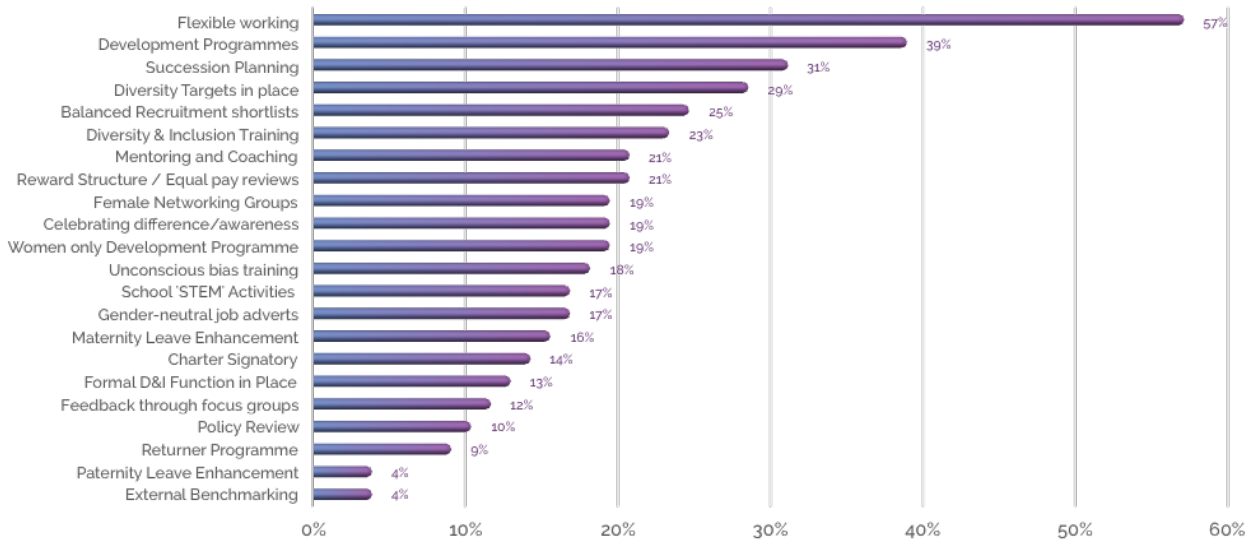
most used	
rank 1	Flexible working
rank 2	Reward Structure / Equal pay reviews
rank 3	Development Programmes
rank 4	Unconscious bias training
rank 5	Policy Review
least used	
rank 1	External Benchmarking
rank 2	School 'STEM' Activities
rank 3	Balanced Recruitment shortlists
rank 4	Formal D&I Function in Place
rank 5	Feedback through focus groups

## Transport and Distribution

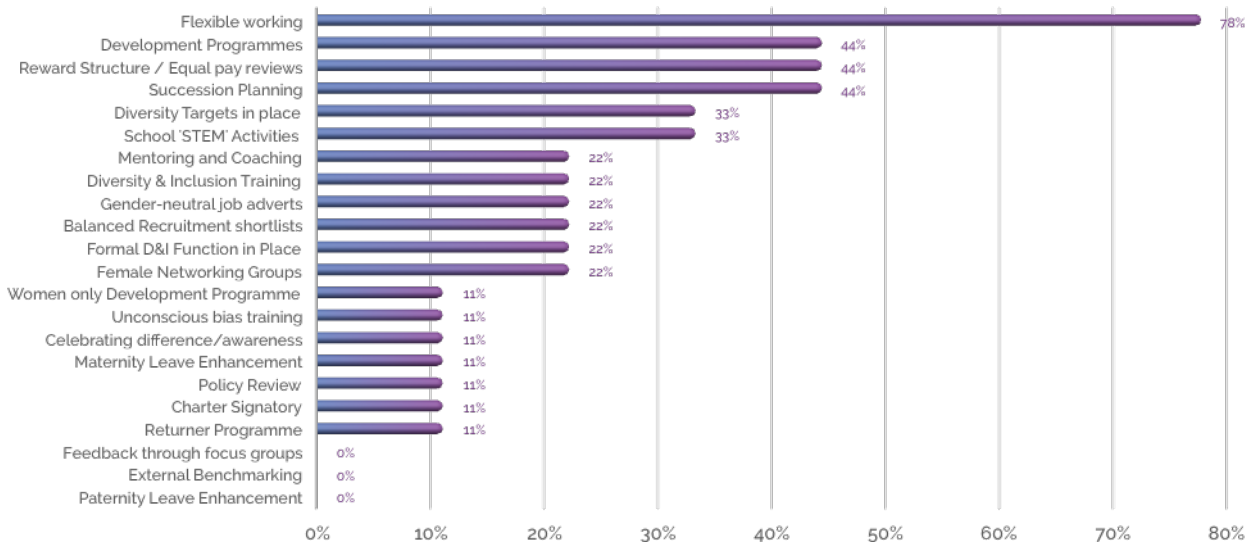
most used	
rank 1	Succession Planning
rank 2	Unconscious bias training
rank 3	Balanced Recruitment shortlists
rank 4	Flexible working
rank 5	School 'STEM' Activities
least used	
rank 1	Diversity & Inclusion Training
rank 2	Feedback through focus groups
rank 3	Maternity Leave Enhancement
rank 4	Paternity Leave Enhancement
rank 5	External Benchmarking

# Business, Administration and Support

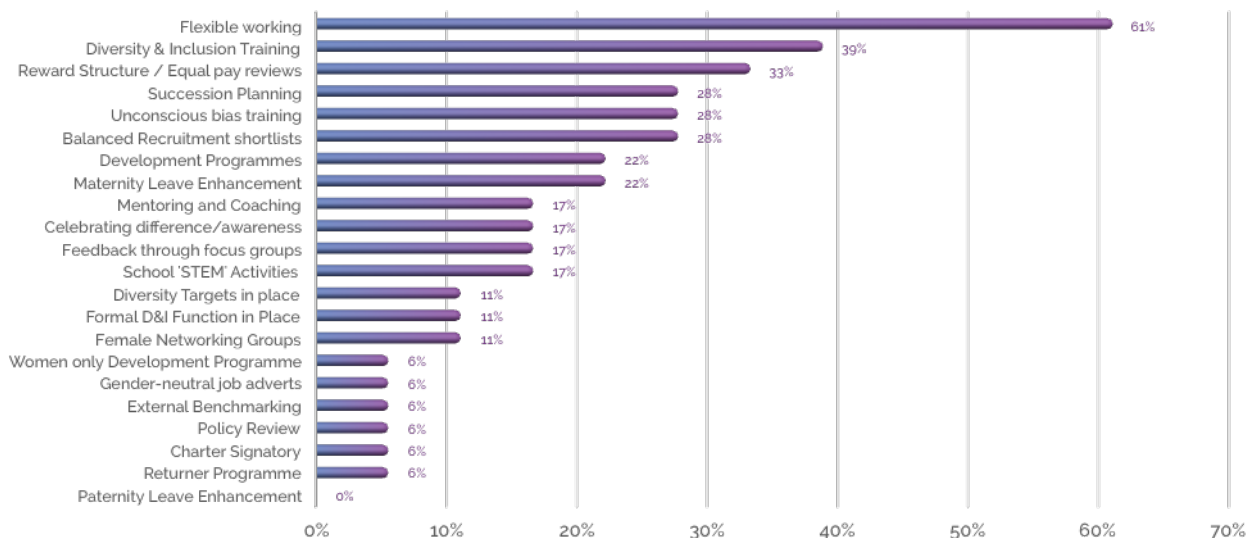
Usage of Measures



Measures used by companies who reduced their median hourly pay rate gap

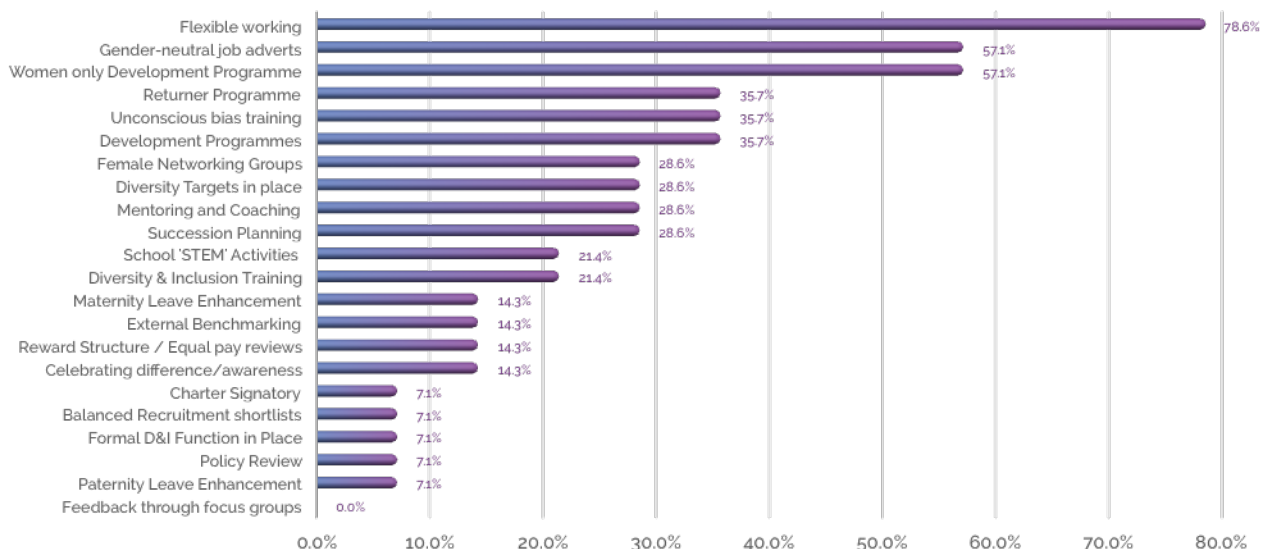


Measures used by companies who increased the % of women in the top quartile of earners

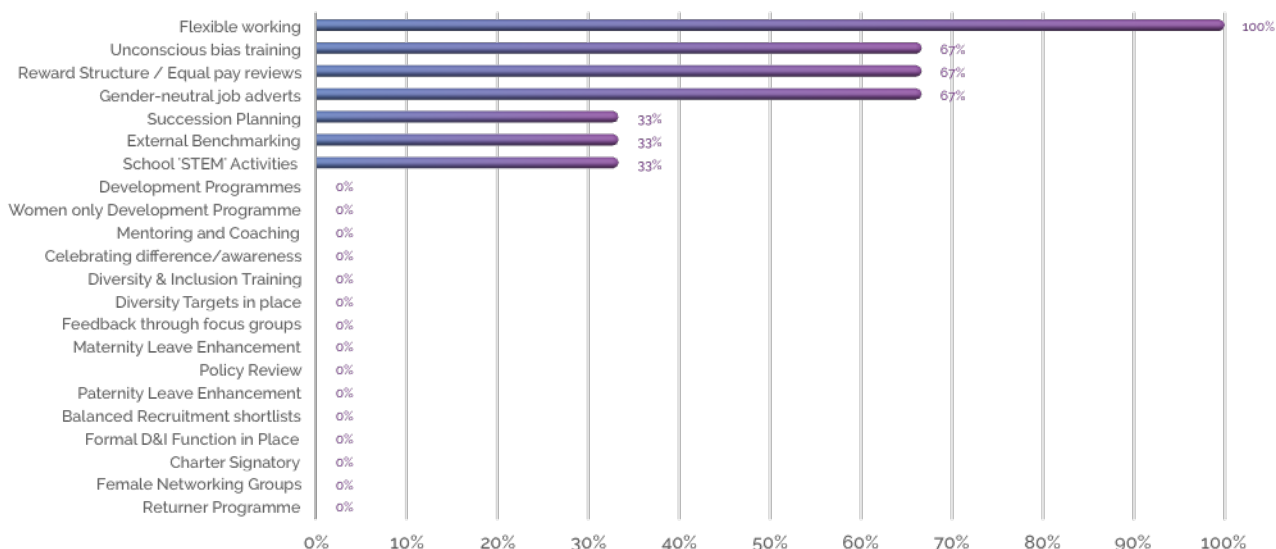


# Construction and Engineering

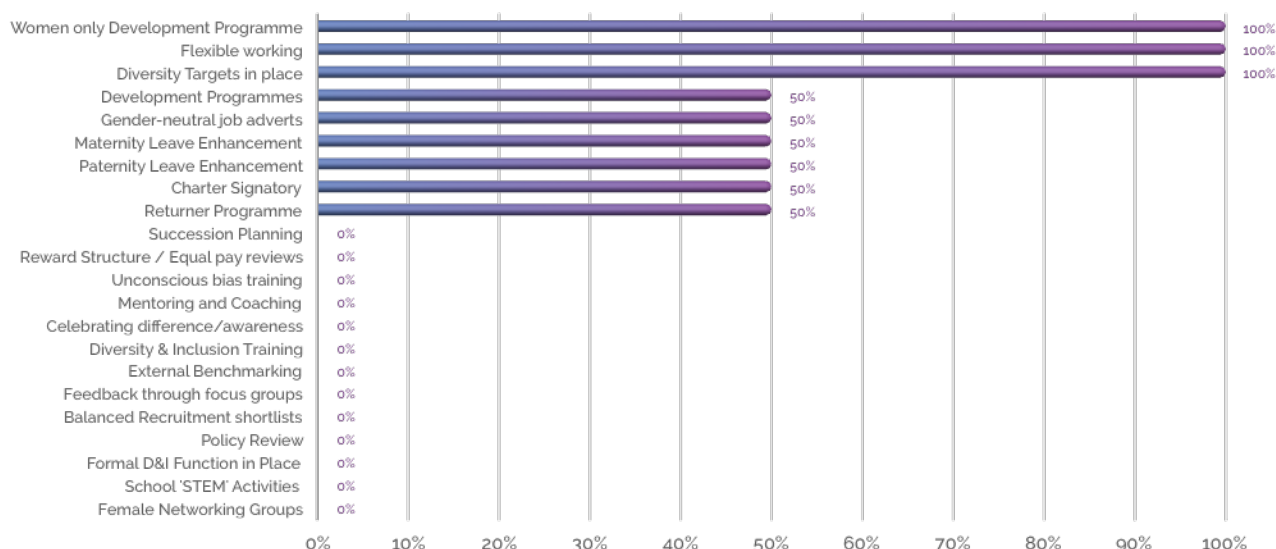
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

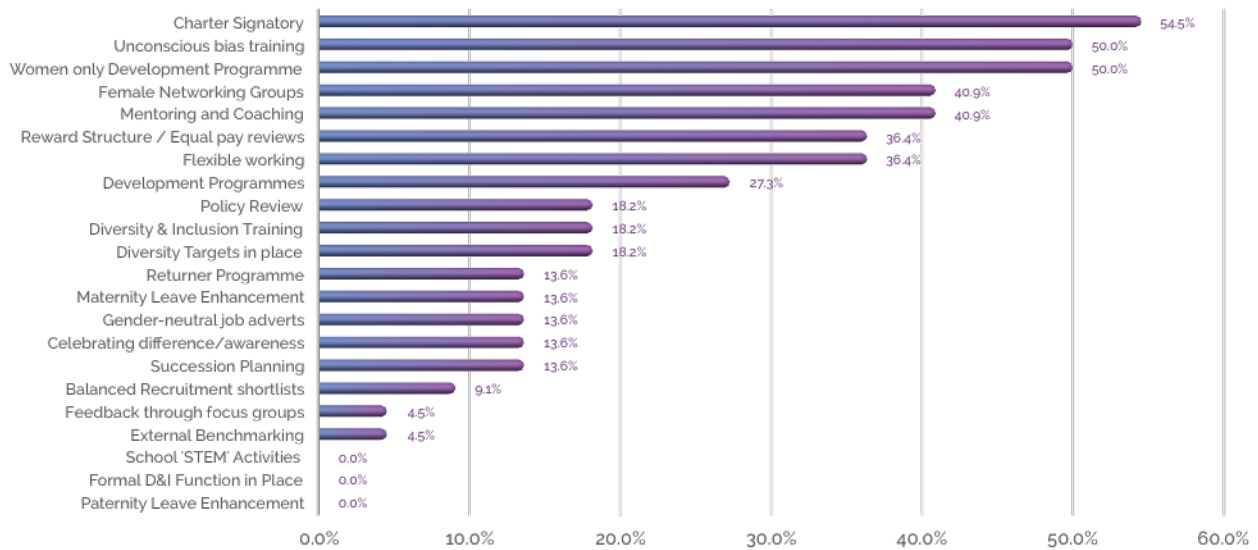


## Measures used by companies who increased the % of women in the top quartile of earners

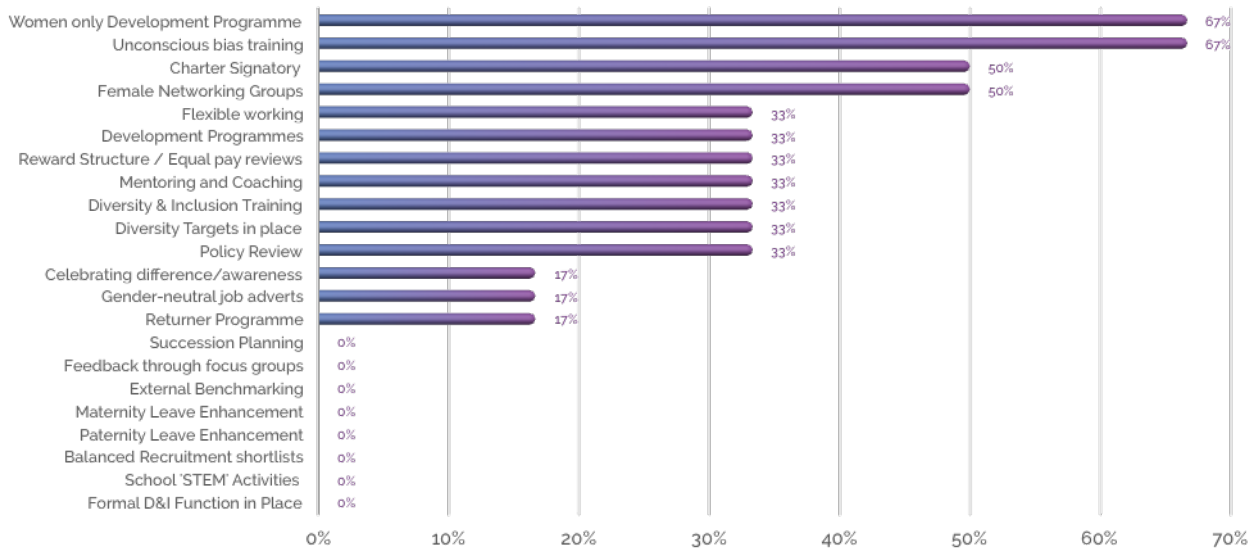


# Education

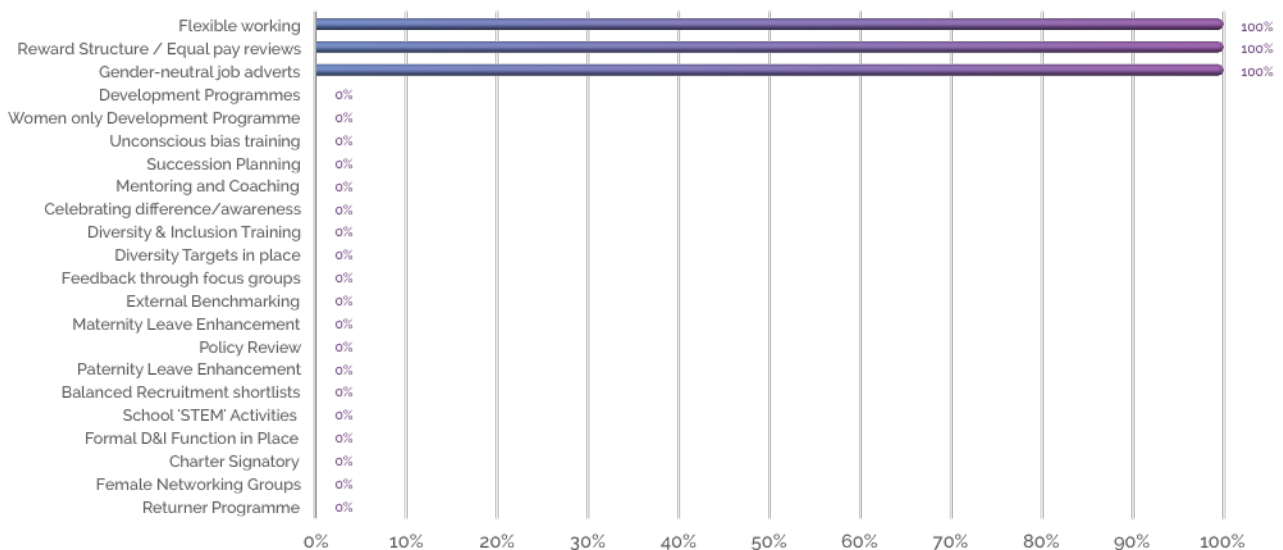
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

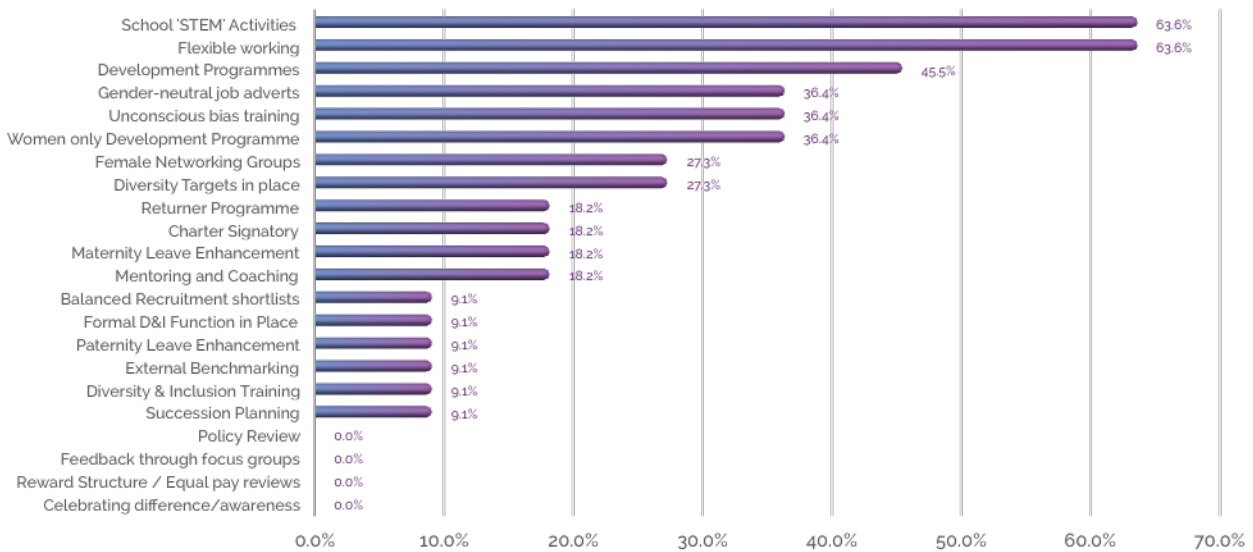


## Measures used by companies who increased the % of women in the top quartile of earners

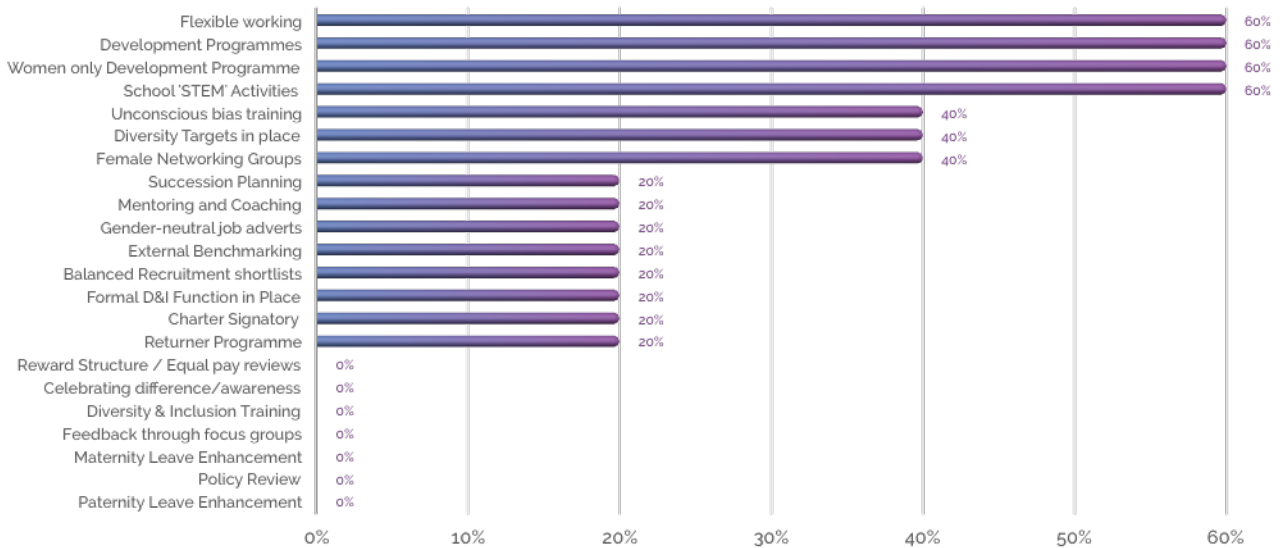


# Energy & Utilities

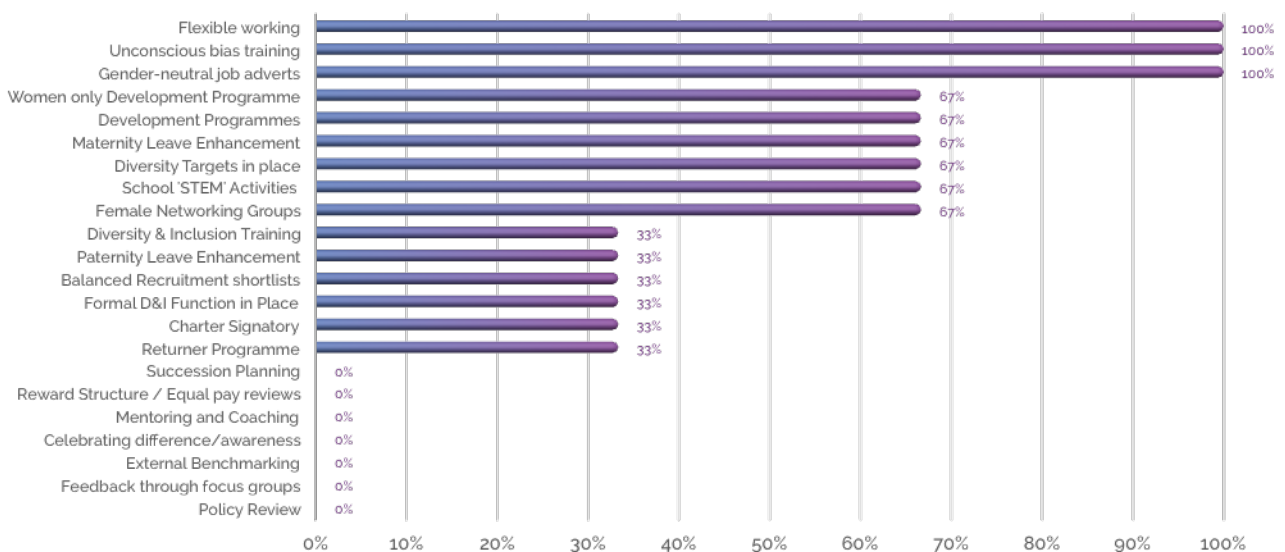
Usage of Measures



Measures used by companies who reduced their median hourly pay rate gap

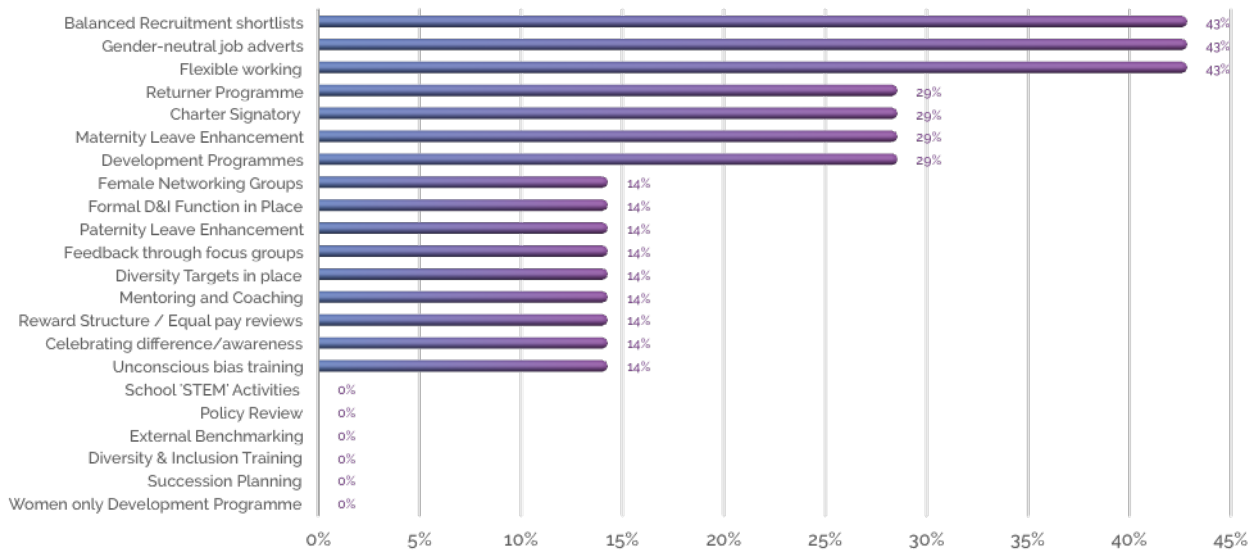


Measures used by companies who increased the % of women in the top quartile of earners

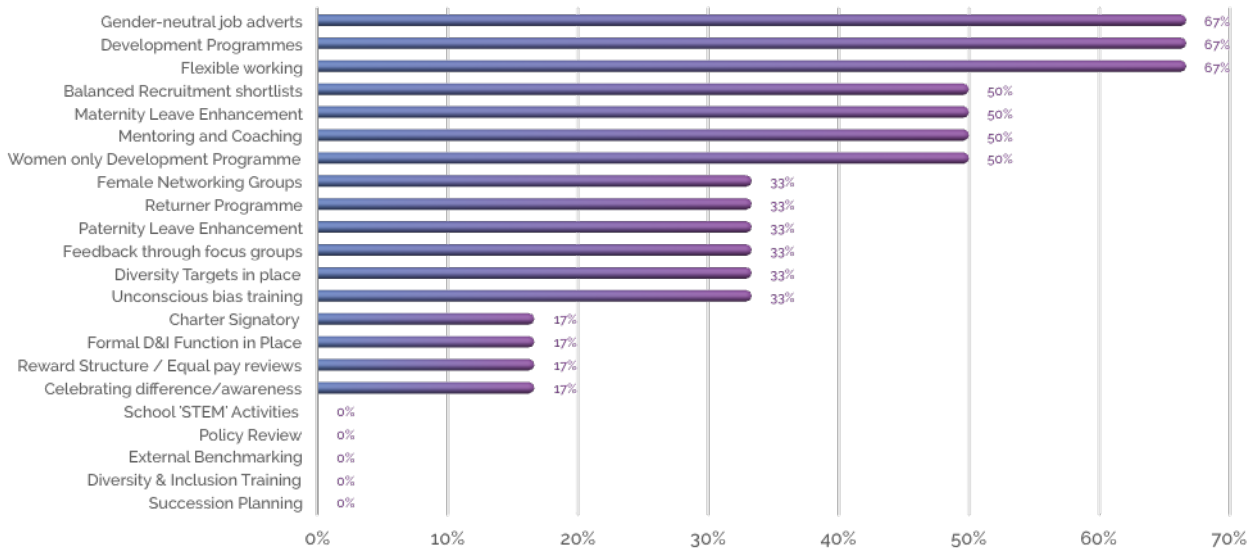


# Finance and Insurance

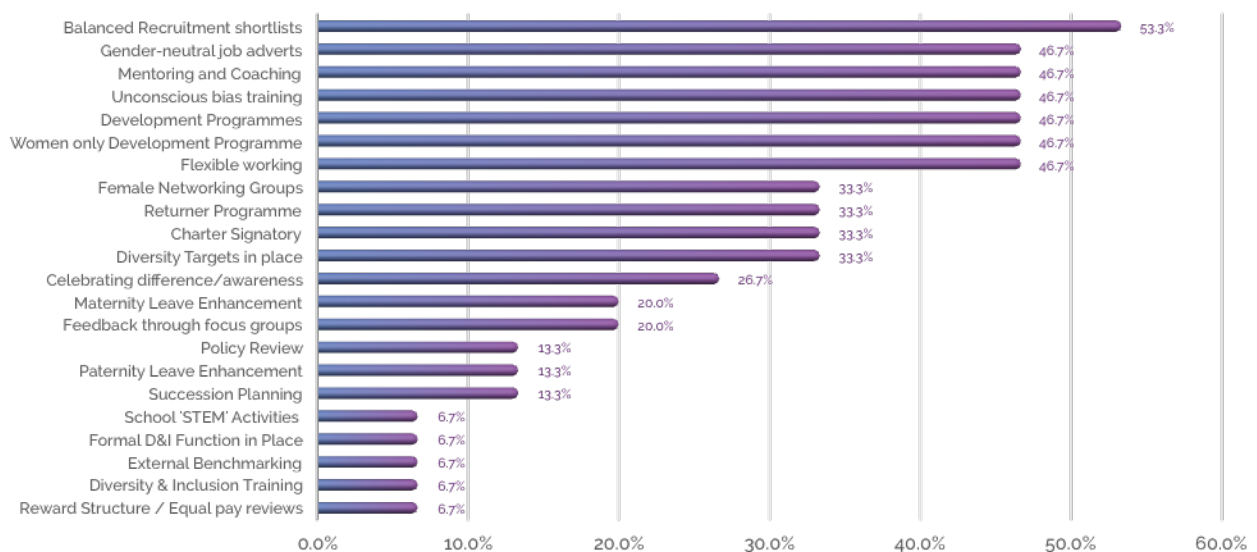
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap



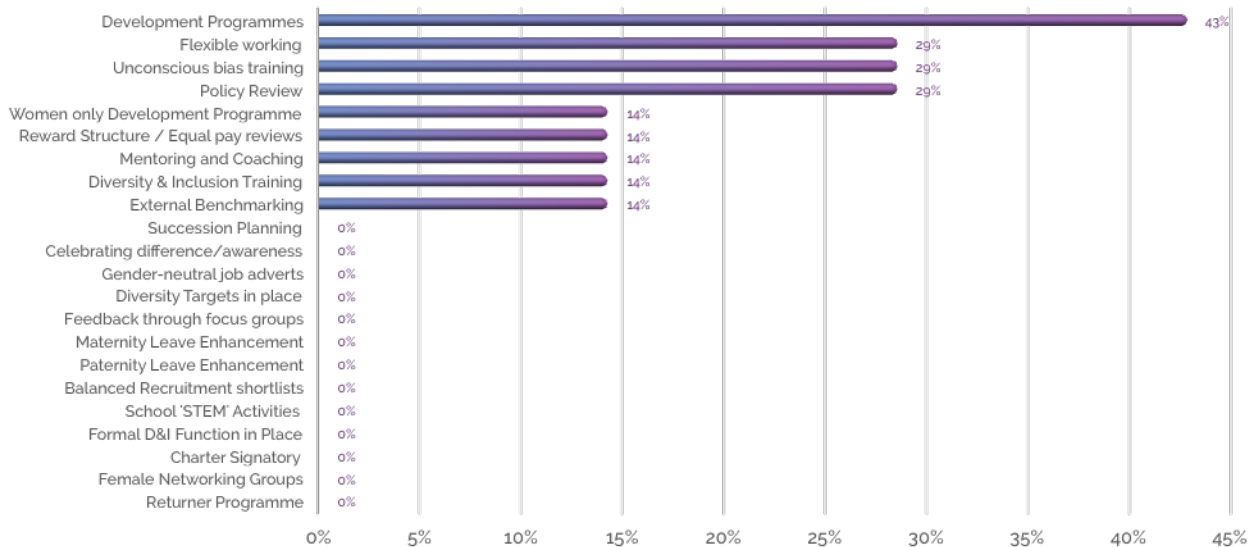
## Measures used by companies who increased the % of women in the top quartile of earners



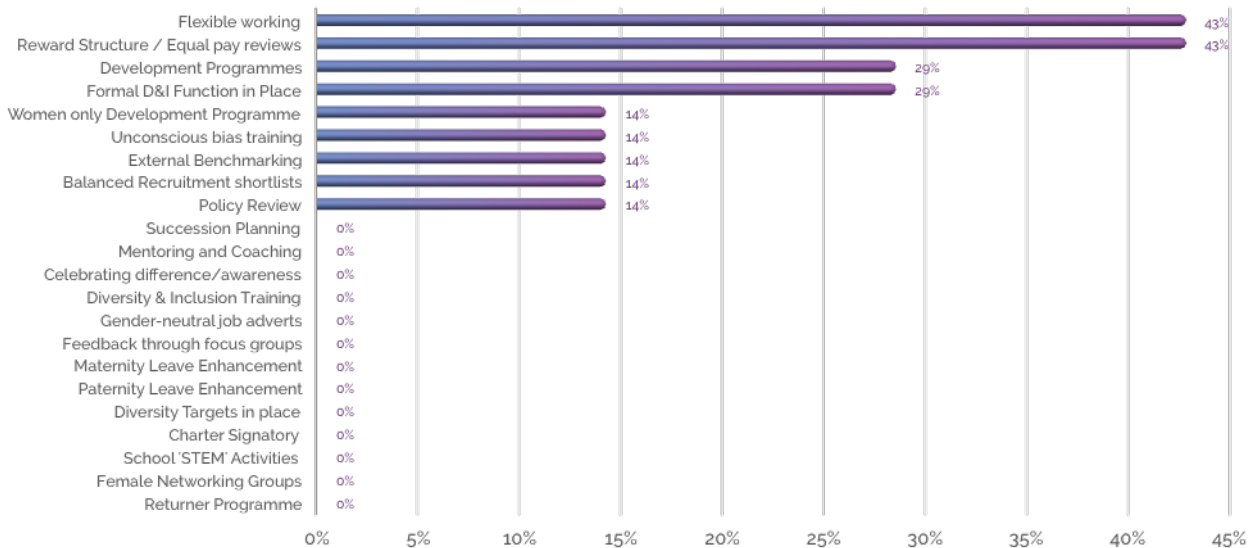


# Health, Housing and Residential Care

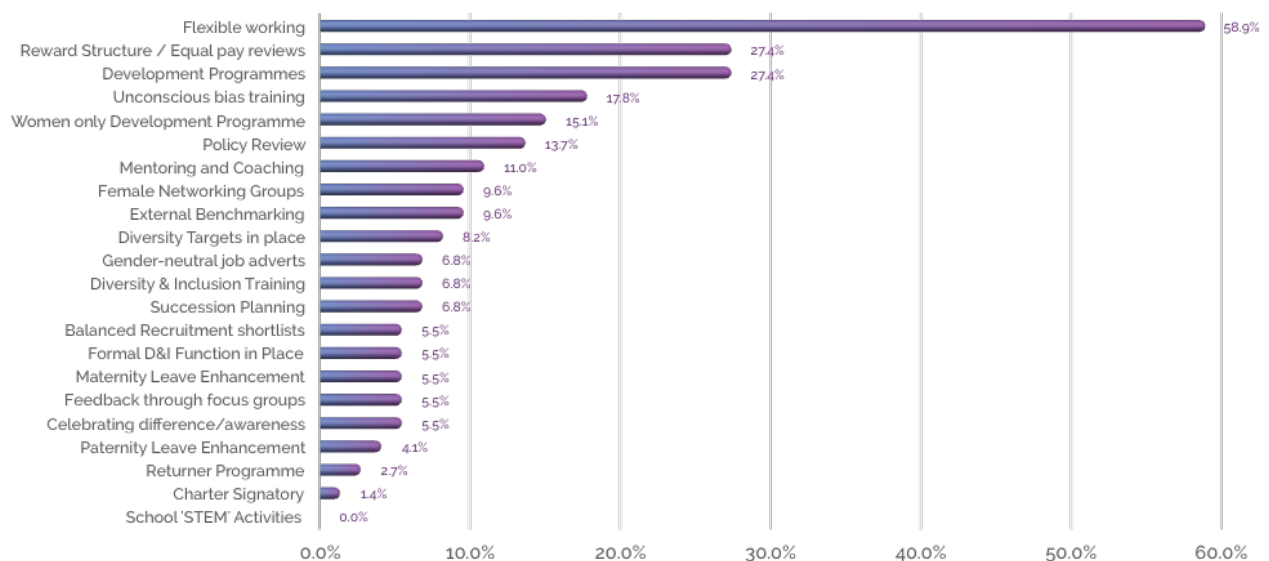
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

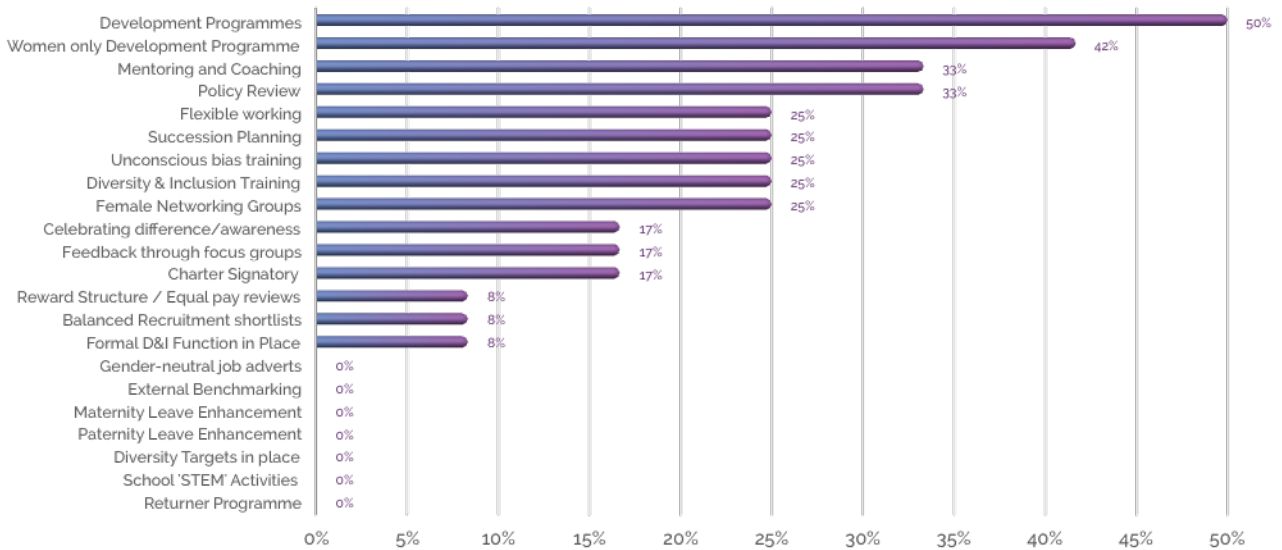


## Measures used by companies who increased the % of women in the top quartile of earners

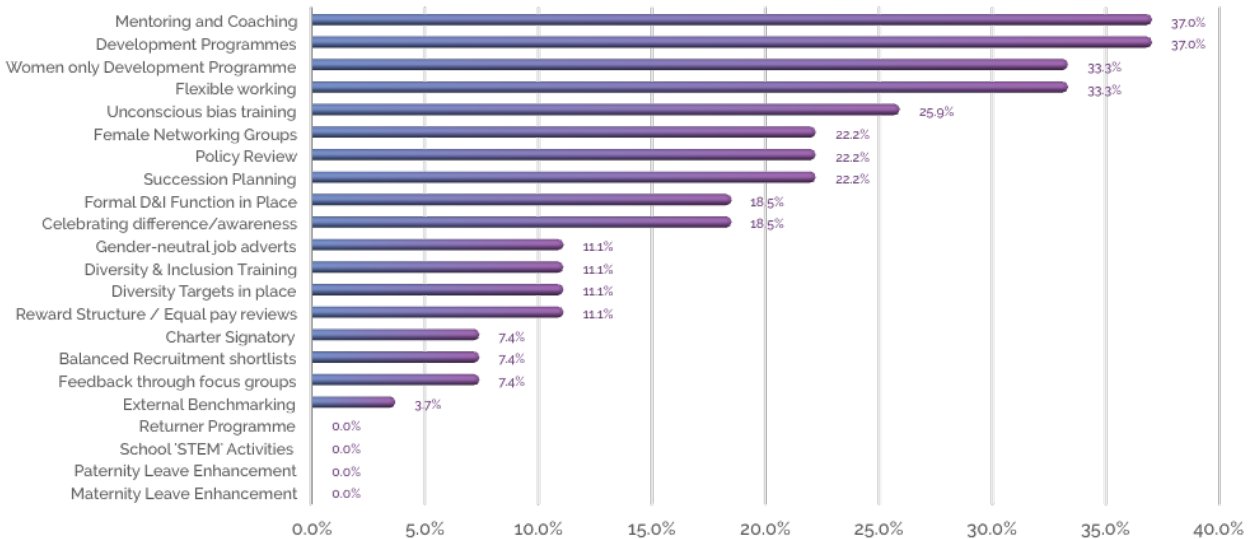


# Hospitality and Leisure

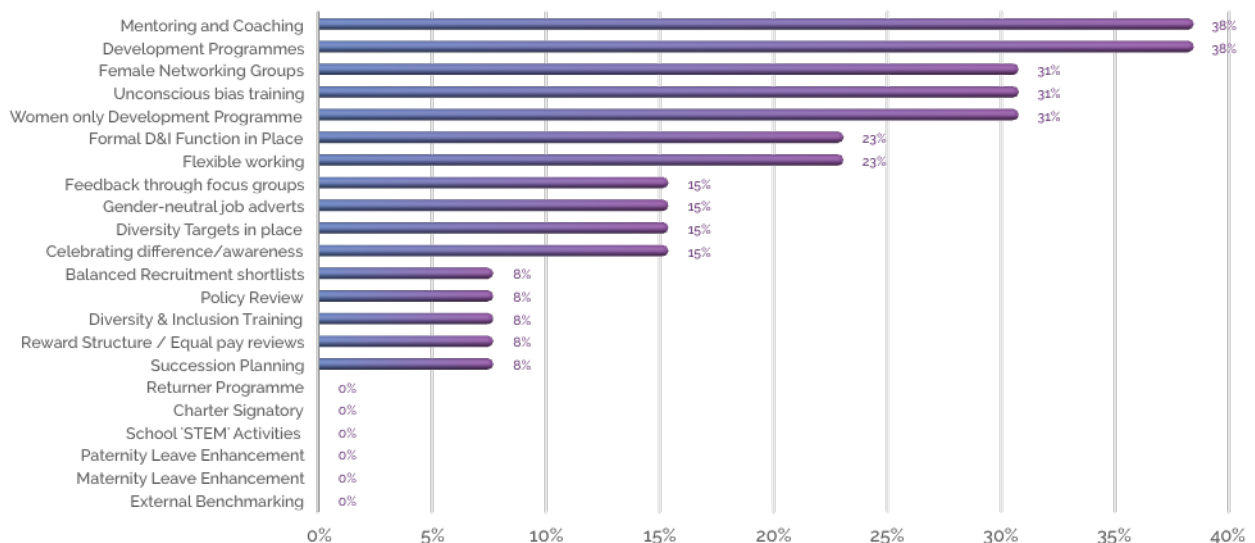
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

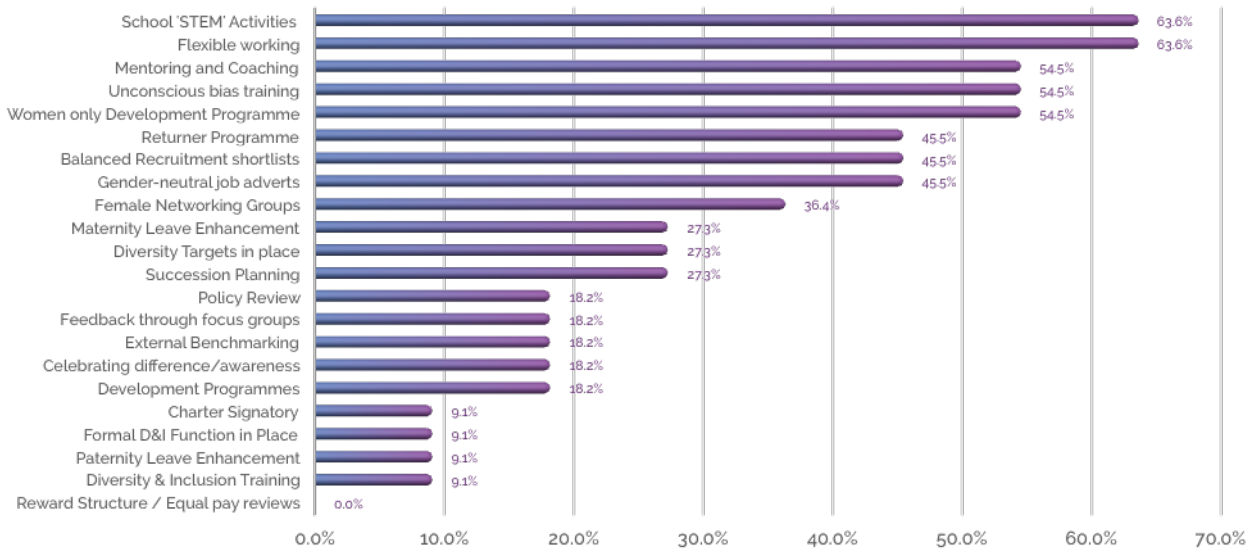


## Measures used by companies who increased the % of women in the top quartile of earners

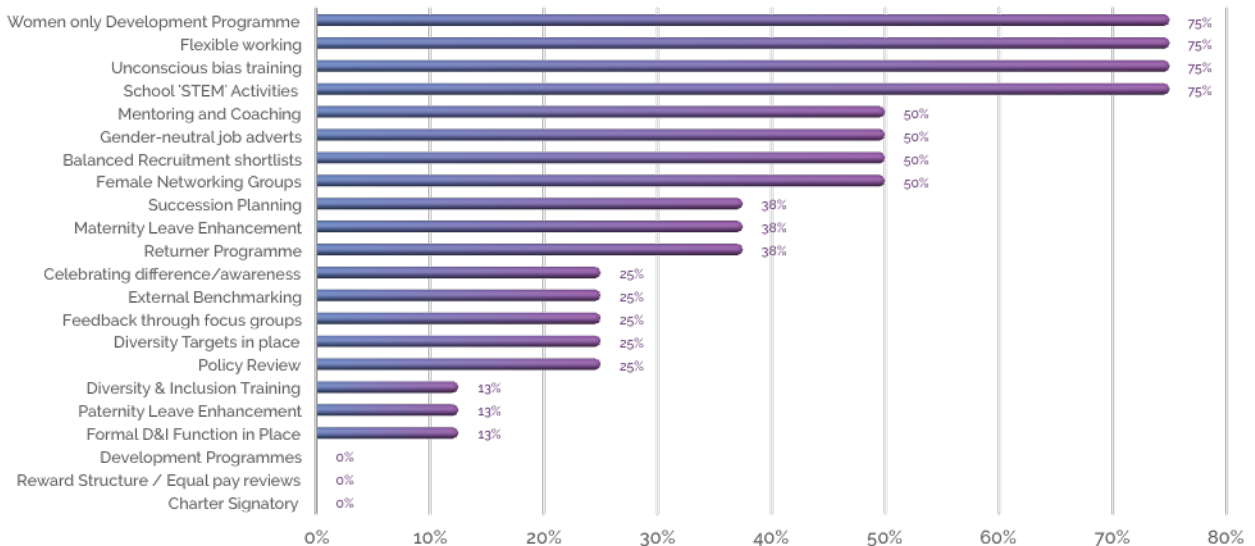


# Information and Communications

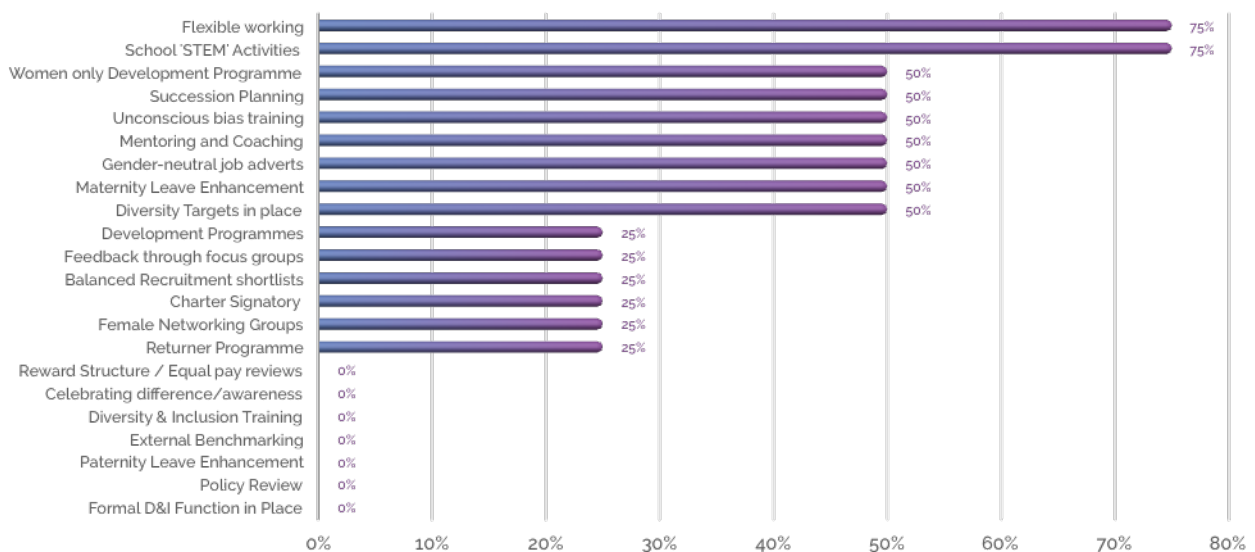
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

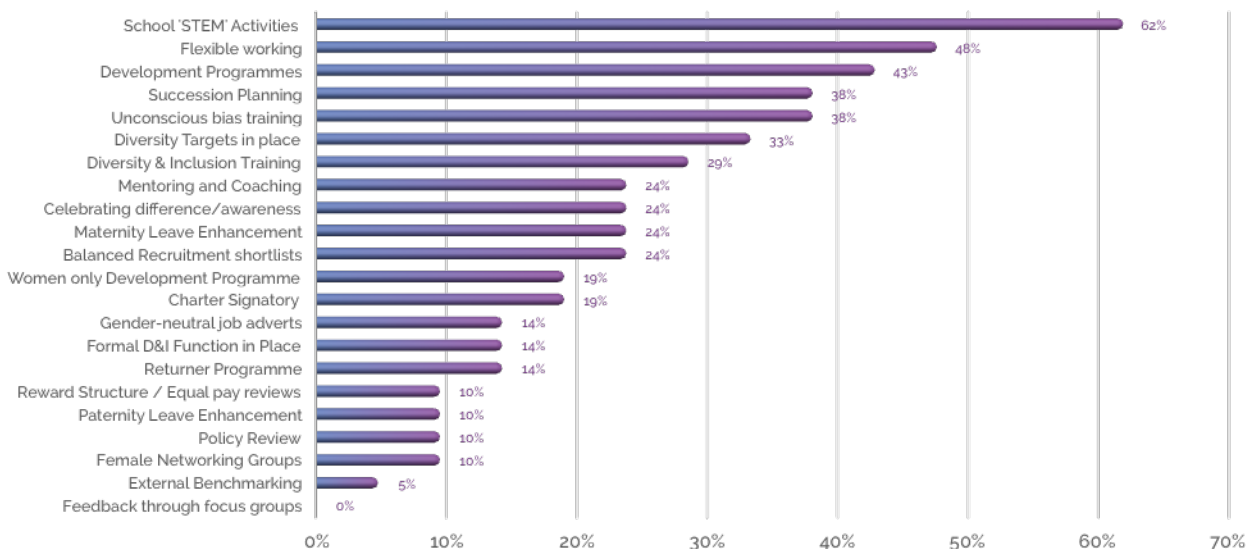


## Measures used by companies who increased the % of women in the top quartile of earners

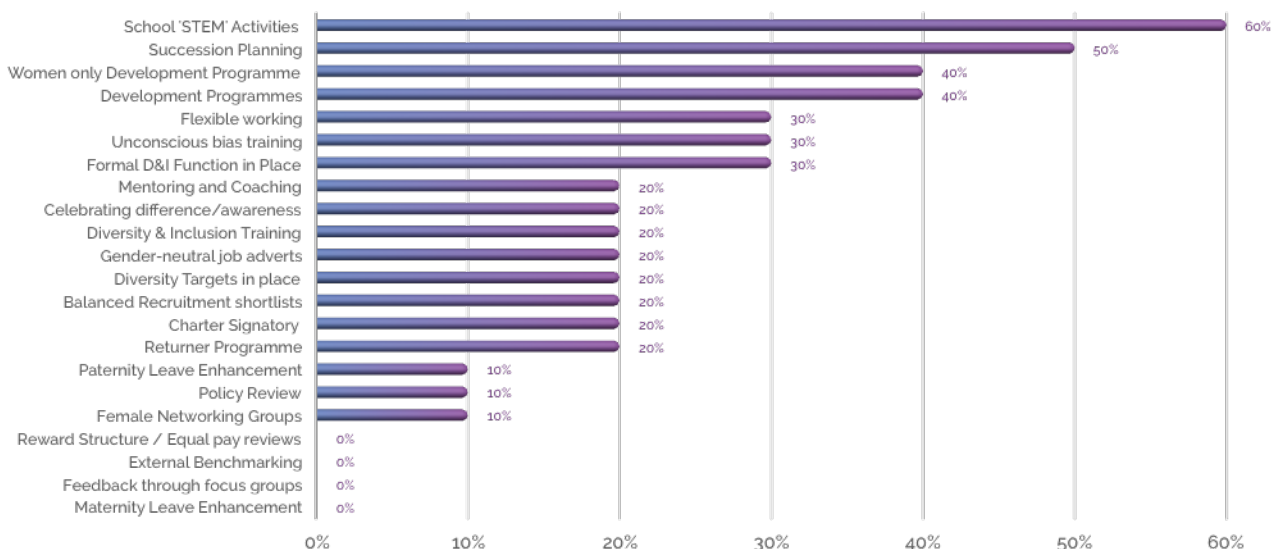


# Manufacturing and Repairs

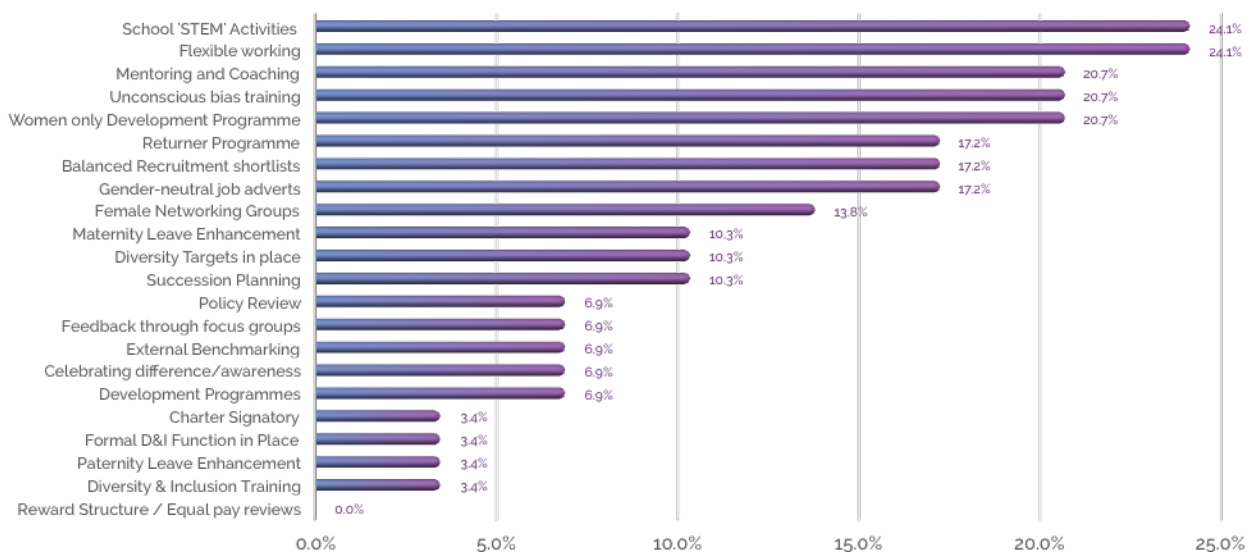
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

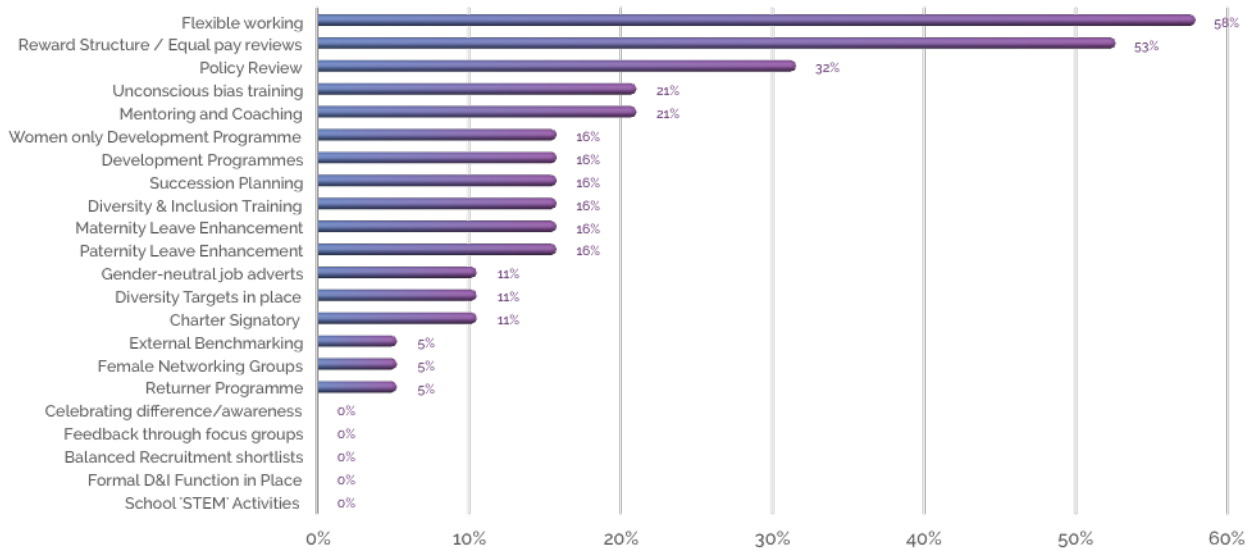


## Measures used by companies who increased the % of women in the top quartile of earners

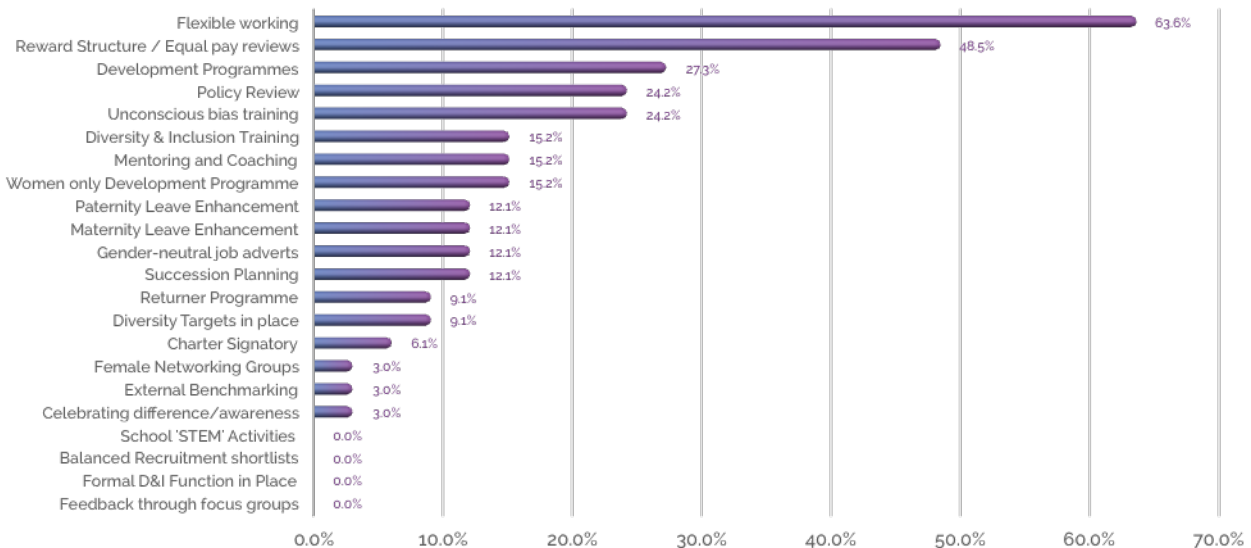


# Public Services

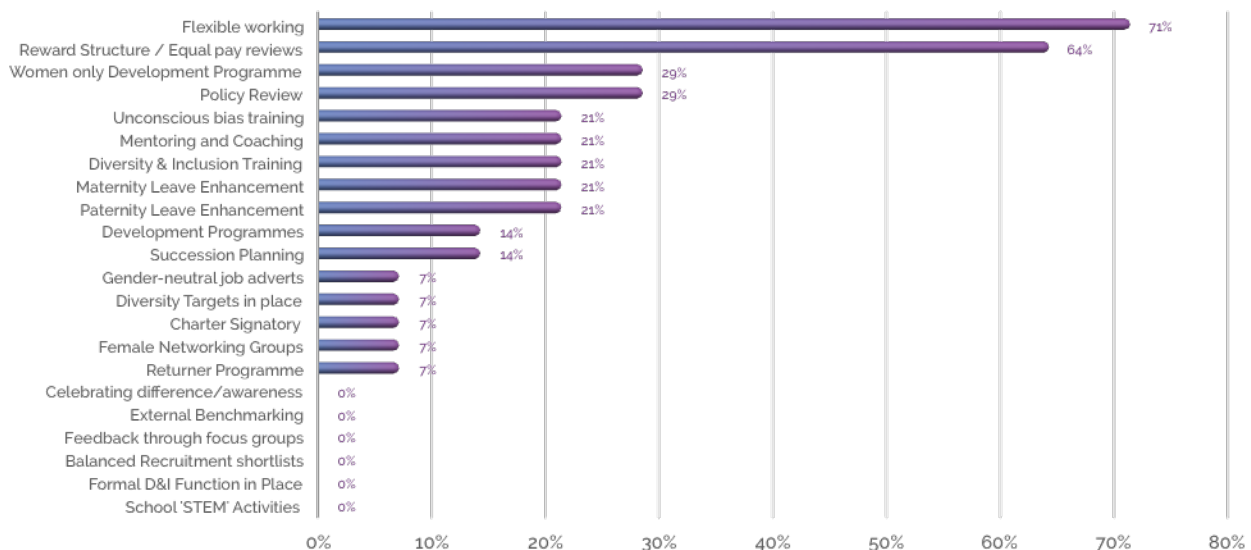
Usage of Measures



Measures used by companies who reduced their median hourly pay rate gap

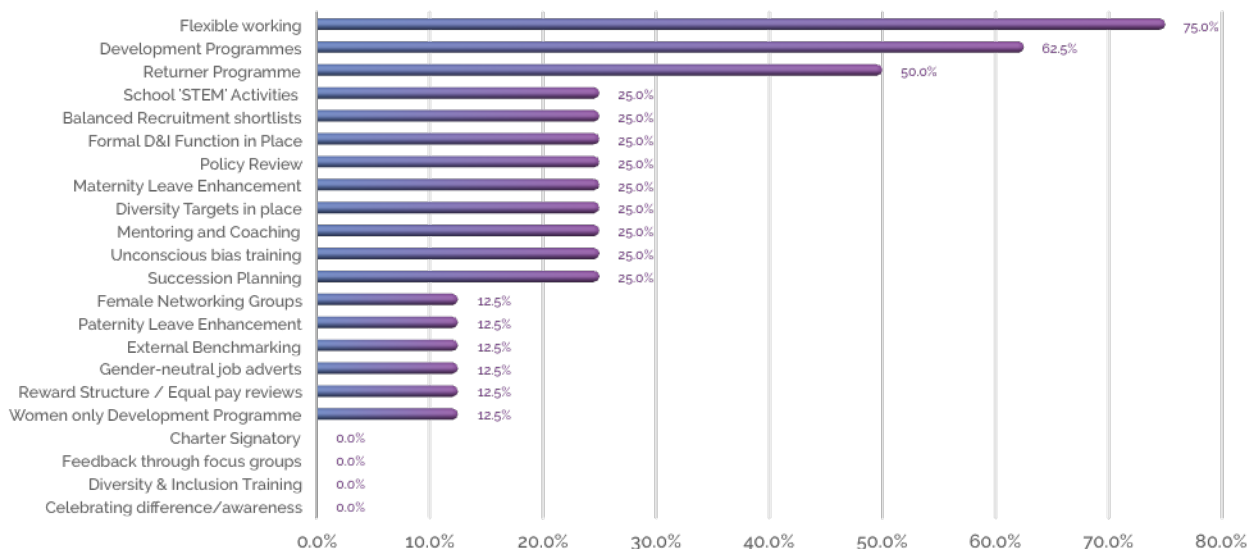


Measures used by companies who increased the % of women in the top quartile of earners

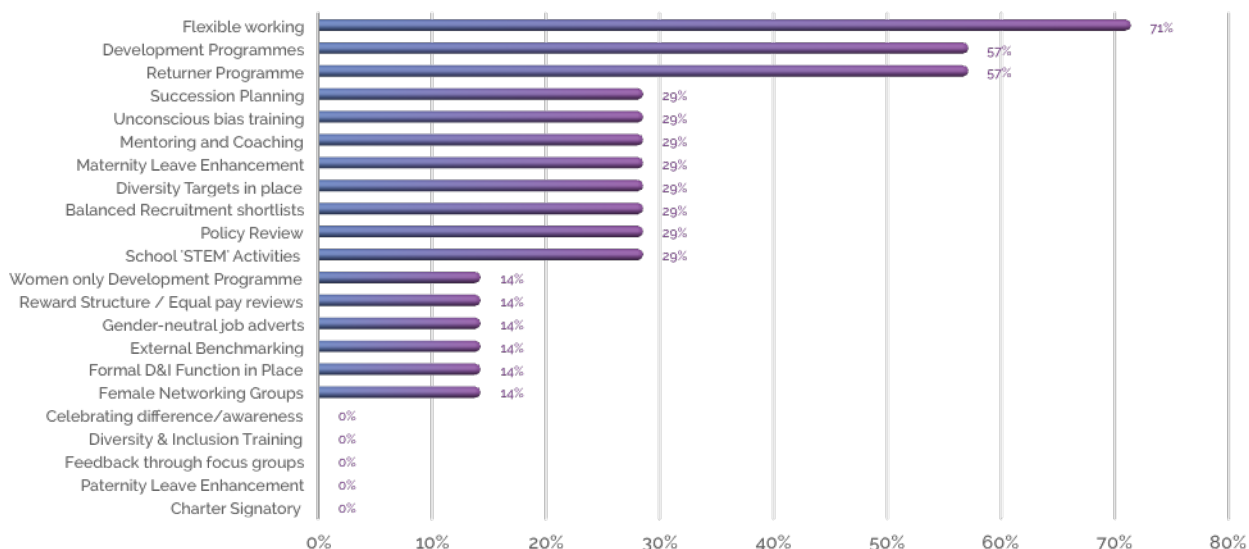


# Publishing, Arts, Media and Entertainment

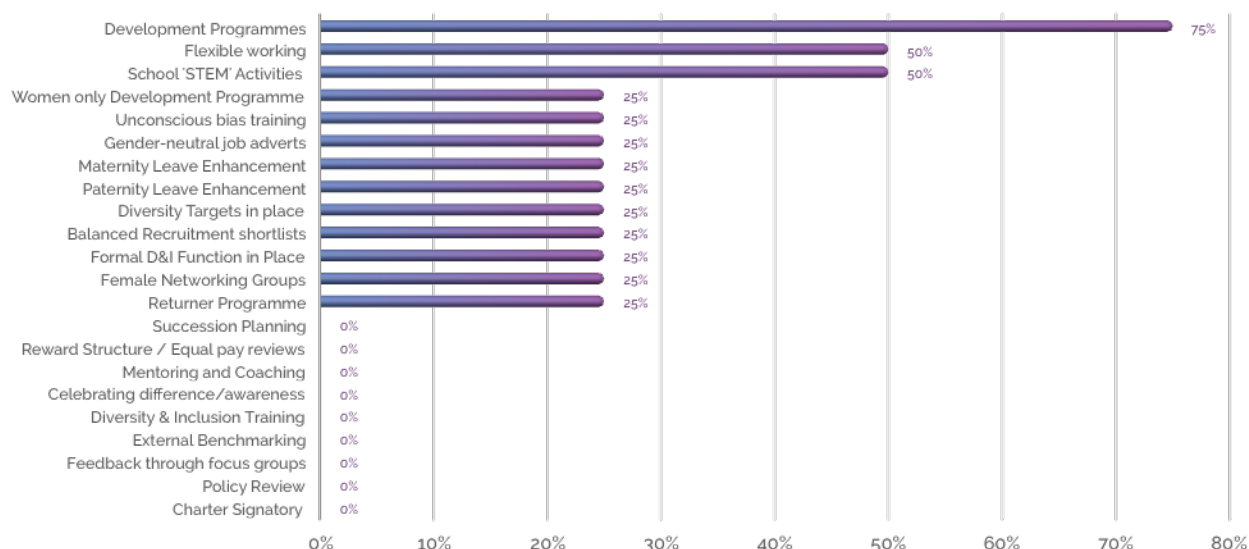
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap



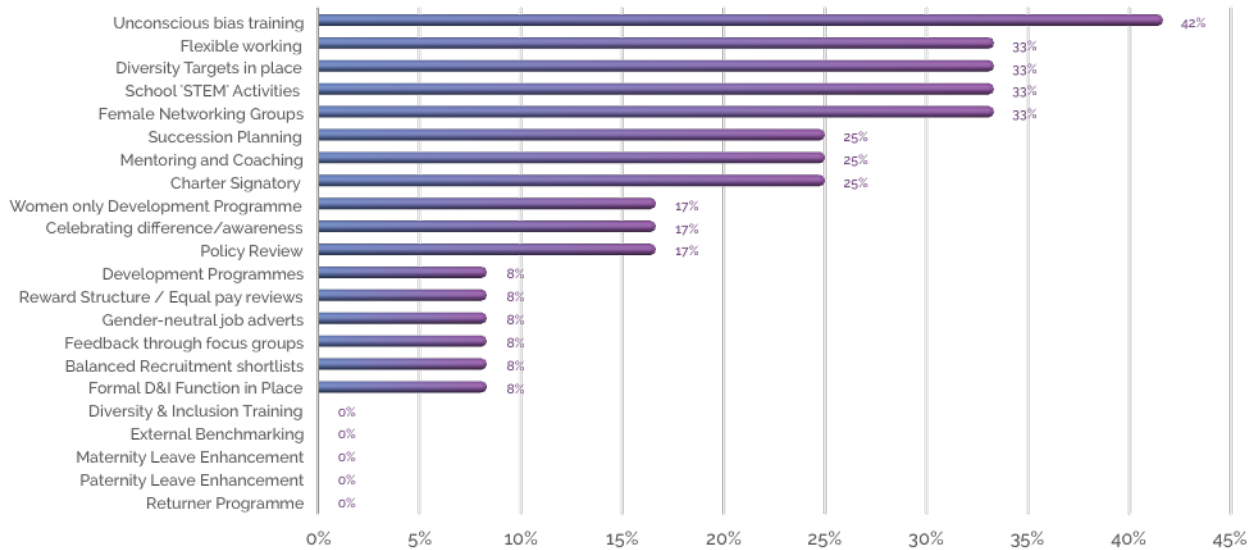
## Measures used by companies who increased the % of women in the top quartile of earners



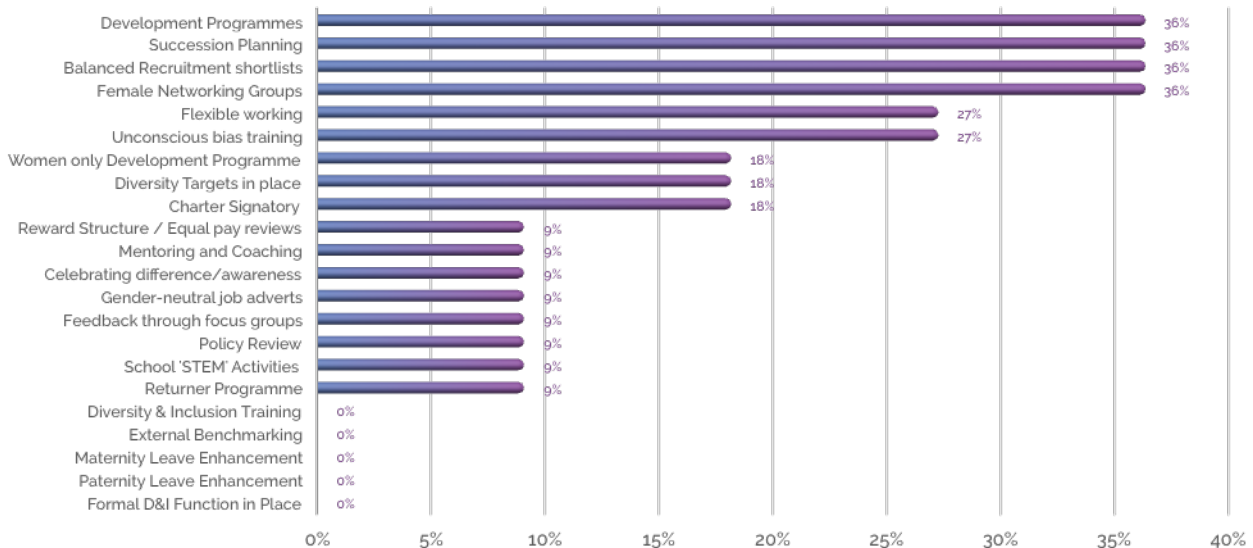


# Transport and Distribution

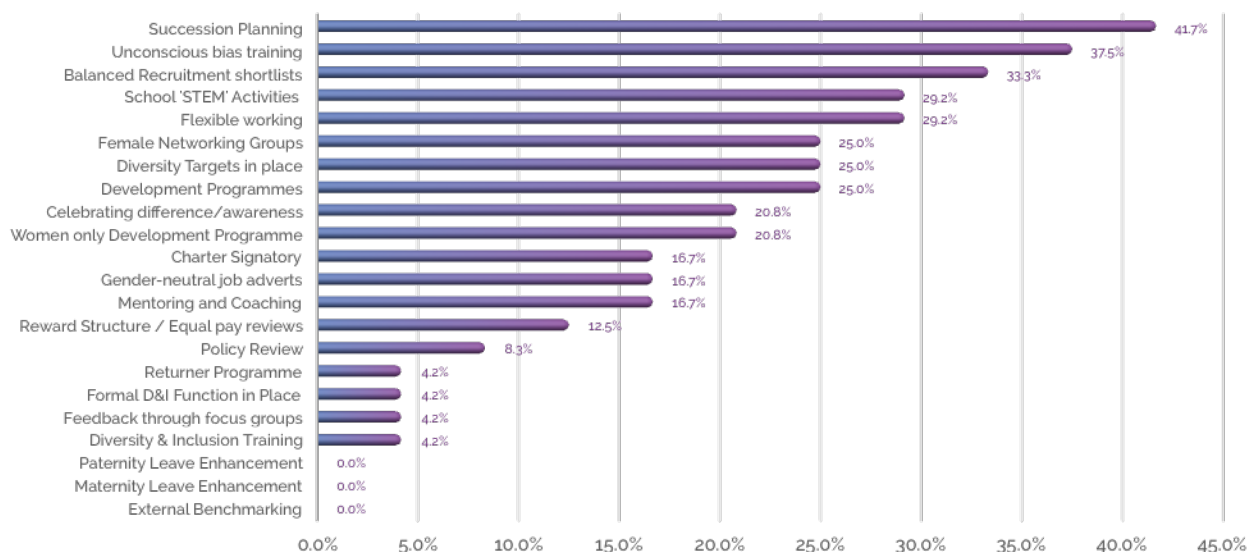
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap

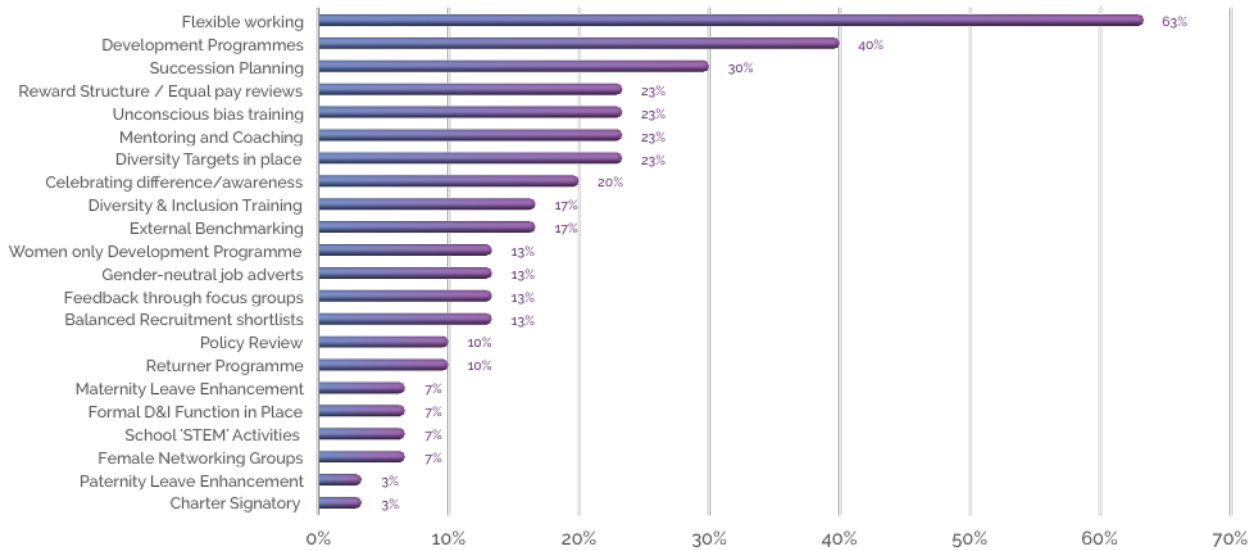


## Measures used by companies who increased the % of women in the top quartile of earners

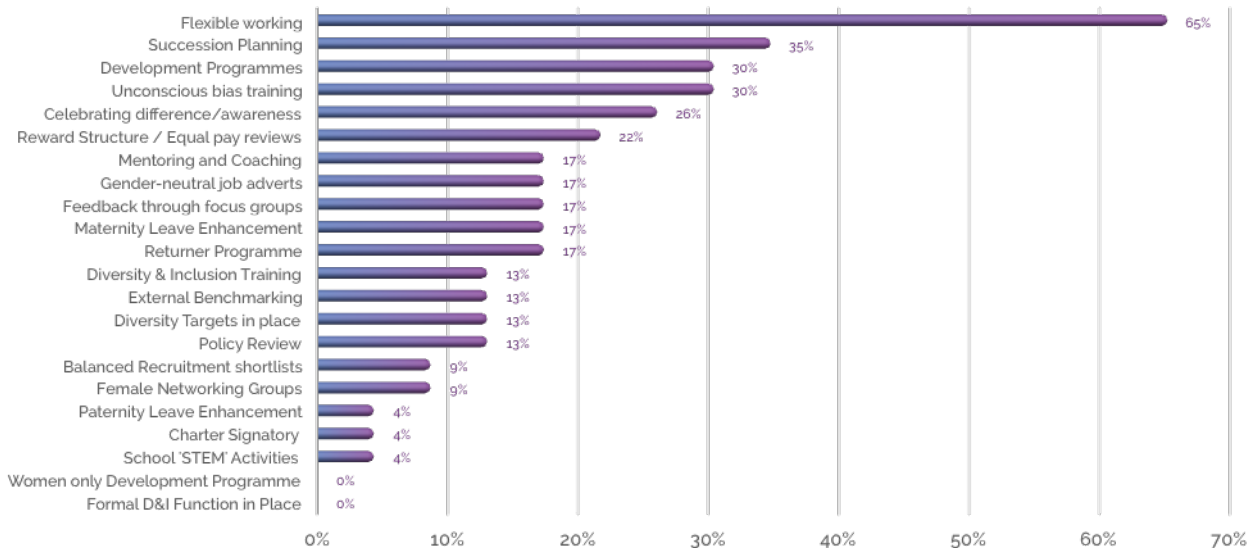


# Wholesale and Retail

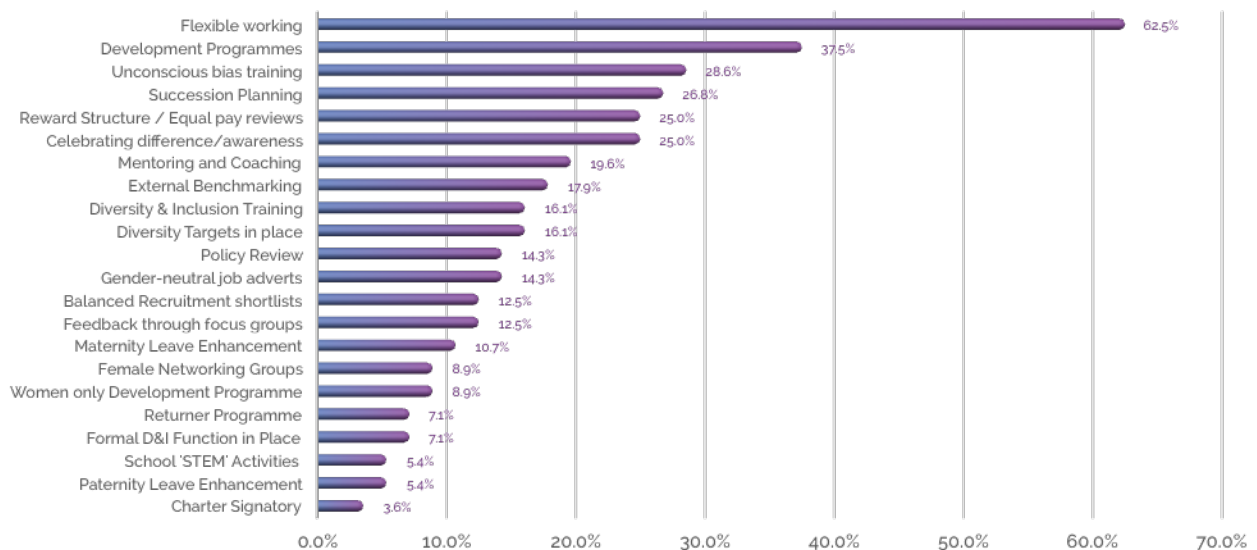
## Usage of Measures



## Measures used by companies who reduced their median hourly pay rate gap



## Measures used by companies who increased the % of women in the top quartile of earners



# 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](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 surprisingly 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.

# Useful links

<https://gender-pay-gap.service.gov.uk/actions-to-close-the-gap>

<https://www.workingfamilies.org.uk/>

<https://timewise.co.uk/>

<https://www.workingfamilies.org.uk/>

<https://timewise.co.uk/>

[https://www.cipd.co.uk/Images/megatrends-report-flexible-working-1\\_tcm18-52769.pdf](https://www.cipd.co.uk/Images/megatrends-report-flexible-working-1_tcm18-52769.pdf)

<https://researchbriefings.files.parliament.uk/documents/SN01086/SN01086.pdf>

<https://www.women-ahead.org/networks-research>

<https://www.women-ahead.org/turning-the-gender-diversity-dial-through-mentoring>

<https://www.women-ahead.org/a-well-new-world-workplace-wellbeing-today-and-tomorrow>

<http://wrpn.womenreturners.com/>

# Appendix One

## List of other Metrics available

HR DataHub provides access to market data for 200+ metrics covering all areas of HR.

Topic	Metric	Topic	Metric
Diversity & Inclusion	% of companies with diversity targets in place	Employee Relations	Number of Tribunals over the past 12 months
	% of companies who provide a women network program		Notice periods provided in weeks
	Female employment by level		Total number of tribunals per 1000 employees
	Women joining in the last 2 years		Database of Trade Union agreements
	Avg time to promotion Male/Female		Trade Unions in place
	Activities to inspire the next generation of employees		Total cost of tribunals per 1000 employees
	Percentage of women on graduate programs		Trade Union Relations
	Female job applications and interviews		Percentage of workforce by length of service
	Percentage of women on succession programs		Total number of grievances per 100 employees
	Percentage of female employees promoted in last year		Percentage of employees on an improvement plan
	% of companies who provide flexible working	Engagement	Overall engagement level
	BAME employment by level		My Manager: How employees feel about and communicate with their direct manager
	Percentage of workforce by age range		Personal Growth: How employees feel about training and their future prospects
	Percentage of BAME employees on graduate schemes		My Company: The level of engagement employees feel with their job and organisation
	Percentage spend on development Male v Female		My Team: Employees' feeling towards their immediate colleagues and how well they work together
	Percentage of BAME new starters in the last 2 years by job level		Wellbeing: How employees feel about stress, pressure at work and life balance
	Percentage of employees due to retire by 2040		Fair Deal: How happy employees are with pay and benefits
	Percentage of part time contracts held by Women		Give Something Back: The extent to which employees feel their organisation has a positive impact on society
	Female employment by level		Engagement spend per employee
	Percentage of women on graduate scheme		Absence rate by job level
	Average age of workforce (Average length of service)	HR Efficiency	Number of HR FTE
			Total HR costs per FTE
			Total labour costs per FTE
			HR ratio
			Total Profit per FTE
			Total overtime costs per FTE
			What is the focus of your HR Strategy:
			Wage bill as percentage of turnover
			HRIS System used by sample

Topic	Metric
Pay Forecast	Headline % figures for pay settlements that have been agreed with the Trade Union
	Forecast future pay settlements (management)
	Historical Pay Increases (last three years)
HR Efficiency	Total turnover rate (12 months)
	Customer satisfaction levels
	Redundancy turnover rate (% of leavers on Redundancy / Severance)
	Percentage of workforce who left within 1 year of starting (Early Turnover)
	Average number of sick days per employee (Absence rate)
	Average performance rating
	Dismissed turnover rate (% of leavers dismissed)
	Percentage of employees on succession plan (% of leavers on succession plan)
	Percentage of part-time employees
	Total Revenue per FTE
	Percentage of workforce by job level (Organisation Shape)
Recruitment	Recruitment model
	Applications per vacancy by level
	Time to hire in weeks by level
	Female applications per vacancy
	Cost per hire
	Time to hire
	Annual number of applications for Graduate
	Annual number of applications for Intern
	Annual number of applications for Apprentice

Topic	Metric
Reward	Voluntary Benefits (% responding for each)
	Bonus Scheme Design
	Long Term Incentive Scheme Design
	Companies that provide a bonus scheme
	Type of LTIP scheme in place
	Pension schemes by type that are open to new members
	Companies with a DB scheme which is open and still accruing
	The minimum employee and employer % contribution to a DC plan
	Number of days colleagues receive on appointment
	Health well-being benefits provided at each broad level
	Companies that provide a car allowance and for what reason
	Companies that provide a lease car and for what reason
	Level of leave provided in weeks (at Reduced Pay)
	Companies that have a formal colleague recognition Scheme
	Level of financial reward for each type of recognition
	To what level do companies provide a bonus scheme
	Companies that provide a long term incentive plan
	Companies providing the same number of Holiday leave at all levels
	The % of companies who provide additional holiday for length of service
	Maximum number of holiday days that an employee moves to with service
	% of companies offering overtime
	Standard Overtime Levels
	Typical Bonus achievement level pay out
	Typical LTIP achievement level pay out
	Companies that provide a Share Save Plan
	Companies DB accrual rate
	Average cost as a % of base pay per employee to provide the DB scheme
	Ideal Market position by broad level

Topic	Metric
Reward (continued)	Number of Holiday days that colleagues can buy
	Number of Holiday days that colleagues can sell
	Companies that offer sabbaticals
	Companies that provide managers with a recognition budget
	Average annual value of the management recognition budget
	Typically the % of employees who are recognised on an annual basis
	Monthly colleague contribution levels to a share save plan
	Average monthly contribution to share save plan
	Frequency of bonus pay-out over the past 3 years
	Frequency of LTIP pay-out over the past 3 years
	% of Companies that provide flexible benefits
	Companies rating on the impact of Flex Benefits on their organisation
	Business mileage requirement to receive a company car if applicable
	Level of CO2 CAP within car policy
	Job Evaluation systems used
	Benchmarking systems used
	Starting Salary for Graduate
	Starting Salary for Apprentice
	Starting Salary for Intern
	% of companies offering an allowance Obnoxious Duties
	Typical value of the Obnoxious Duties Allowance
	% of companies offering an allowance for Early Start Shifts
	Typical value of the Early Start Allowance
	% of companies offering an allowances
	Typical value of allowances
	Pension DC Design
	Level of leave provided in weeks (Full pay)

Topic	Metric
Reward Benchmark Tool	Base Pay
	Bonus (Actual, Target, Max)
	LTIP (Actual, Target, Max)
	Company Car Allowance
	Company Car Lease Value
	PMI Coverage
	Holidays
	Pension (employer %)
Talent	Allowances
	Overtime
	Shift Pay
	Percentage of employees on a succession plan
	Types of training delivered
	Percentage of employees on a succession plan
	Training days per employee
	Training spend per employee
	What % of employees identified as high potential
	Annual L&D budget
	Percentage of population promoted
	Percentage of employees promoted in last 12 months





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