

The Gender Pay Gap: How level is the playing field?

The legal pieces of the jigsaw

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Your toolbox: the law

What?	When?	Who?
Gender difference in mean hourly rate of pay	Relevant pay period	Full-pay relevant employees
Gender difference in median hourly rate of pay	Relevant pay period	Full-pay relevant employees
Gender difference in mean bonus pay	12 months to snapshot date (5 April)	All relevant employees
Gender difference in median bonus pay	12 months to snapshot date (5 April)	All relevant employees
Proportion of men and women receiving bonus pay	12 months to snapshot date (5 April)	All relevant employees
Proportion of men and women according to quartile pay bands		Full-pay relevant employees

Other tools for levelling the playing field

Target “*moments of truth*”
(BCG research)

Start with an assumption that all roles can be performed flexibly

Measure and understand

Structured interviews

Set targets

Parents and carers network

Male engagement

Encourage salary negotiation and transparency

Review shared parental leave / pay

Define your corporate purpose

Outreach recruitment programmes

Set pay for a job without reference to the recruit's existing salary

No all male panels/short lists

Recruit someone who is pregnant at their interview

Test language and communications and unconscious bias?

Sponsorship, (reverse) mentoring, coaching

Why should the excluded make the business case for inclusion?

Skills-based assessment tasks and structured interviews

Flexible/agile working policy and culture

Law Society Roundtables

Ensure accountability for change

Test language and communications and unconscious bias

No all male panels/short lists

Visible role models

Multiple female shortlists

Government Equalities Office/Behavioural Insights Team:
“Reducing the gender pay gap and improving gender equality in organisations; Evidence-based actions for employers”
[**] = effective actions; [*] = promising actions;
[?] = actions with mixed results

Boston Consulting Group, “Getting the Most from your Diversity Dollars”:
[£] = “hidden gems”

Corporate DNA

- Measure and understand
- Test language and communications and unconscious bias [?][£]
- Law Society roundtables
- Define your corporate purpose
- Male engagement [£]
- Flexible/agile working policy and culture [*]
- Ensure accountability for change
- Set targets [*]
- Why should the excluded make the business case for inclusion?

Recruitment

- Measure and understand
- Test language and communications and unconscious bias [?][£]
- Start with an assumption that all roles can be performed flexibly
- Outreach recruitment programmes [*]
- Recruits someone who is pregnant at interview
- Set pay for a job without reference to recruit’s existing salary
- Skills-based assessment tasks and structured interviews [**]
- No all male panels [?]
- Multiple female short lists [**]

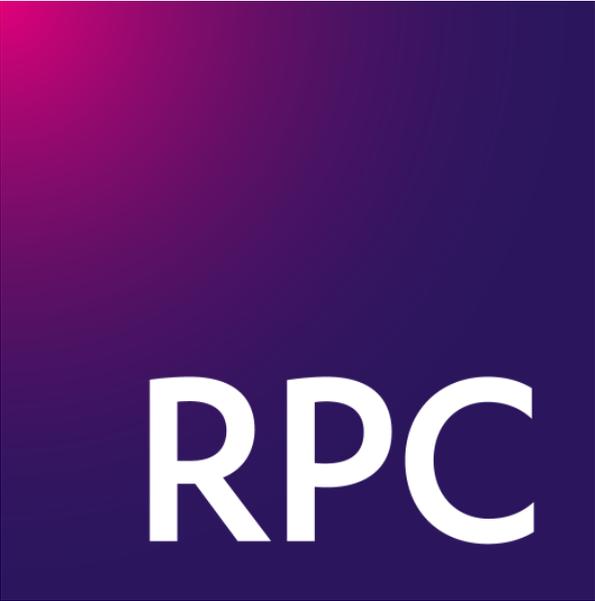
Retention, pay & promotion

- Measure and understand
- Test language and communications and unconscious bias [?][£]
- Visible role models
- Sponsorship, (reverse) mentoring, coaching [*]
- Target “moments of truth”[£]
- Parents and carers network
- Review shared parental leave/pay[*]
- Multiple female shortlists [**]
- Structured interviews [**]
- Encourage salary negotiation and transparency [**]

“debias systems, not people” ...challenge the status quo

- How do you want to cut the cake?
 - What is “commitment” and “contribution” in your business
 - Input or output?
- ~~“Women are less good at negotiating pay/leaning in/going for roles unless they are over-qualified/selling themselves etc etc”~~
 - Ask “why not?”
 - Ask “really?”
 - Ask “so what do we do about it...?”



The logo consists of a square with a vertical gradient from magenta at the top to dark purple at the bottom. The letters 'RPC' are centered in the lower half of the square in a white, bold, sans-serif font.

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