



IFF Research

Company Reporting: Gender Pay Data

Prepared for **Government Equalities Office**

By IFF Research





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1 Executive summary

Introduction

- 1.1 The Government's *'The Equality Strategy – Building a Fairer Britain'* (GEO, 2010) set out a commitment to work with businesses and others to address the main challenges to equality in the workplace by developing a voluntary scheme for gender pay reporting in the private and voluntary sectors, particularly medium and large employers. Work to encourage employers to publish gender pay information on a voluntary basis led to the development of *Think, Act, Report*, a framework detailing individual measures which companies could consider, action and report on
- 1.2 This survey of employers has investigated the extent to which employers across Great Britain with 150 or more staff collect, report and publish data on pay by gender and to assess the awareness and impact of *Think, Act, Report* three years on from its publication. Throughout comparisons are made with previous research undertaken in 2011 (with employers of 150-249 staff)¹ and in 2009 (with employers of 250 or more staff)².
- 1.3 The research comprised 855 telephone survey conducted in September 2014 with private and voluntary sector employers.

Employer contexts and cultures

- 1.4 Just over three-fifths of organisations (63%) stated that ensuring there is no gap between men's and women's pay was a high or fairly high priority for their organisation. In comparison 15% said this was not a priority at all. The issue is much less of a priority for organisations with a low proportion of females within their workforce (41% of organisations where 10% or less of the workforce is female said this was a high priority).
- 1.5 More employers with 250 plus staff than in 2009 say ensuring there is no gap between men's and women's pay is a high priority for their organisation (64% compared with 50% in 2009). There has been little change on this measure for those with 150-249 staff (61% compared with 58% in 2011).
- 1.6 Around one in eight organisations (13%) had a planned approach for reducing the gap between men's and women's pay, and in addition 16% were looking into it more informally. This means two-thirds (66%) of organisations have no approach at all for reducing the gender pay gap (if one exists). The proportion of organisations with 250 or more employees that reported having a planned approach was lower than in 2009 (15% in 2014 compared with 23% in 2009).
- 1.7 In terms of openness about pay, just 7% of organisations make staff formally aware of how much their colleagues in the same role are paid. A further third (35%) make staff aware of the pay band into which their role falls. In contrast for two-fifths (42%) of organisations there is no information from the company on the issue; with 28% reporting that staff are free to talk about it if they wish, 13% that staff are discouraged from talking about it and 3% reporting that staff have it within their contracts that they cannot discuss pay with colleagues.
- 1.8 Organisations with 250+ staff are more likely than those with 150-249 to make staff formally aware of how much their colleagues in the same role are paid or to make staff aware of the pay band into which

¹ <https://www.gov.uk/government/publications/voluntary-gender-equality-reporting-in-organisations-with-150-to-249-employees--2>

² <http://www.equalityhumanrights.com/publication/research-report-55-gender-pay-gap-reporting-survey-2009>.



their role falls (44% vs. 38% respectively; the figure among those with 250+ staff is a statistically significant increase compared with the 39% in 2009).

- 1.9 The vast majority (99%) of organisations kept their HR and payroll information on a computerised system, with most (59%) keeping these on separate systems. Most (61%) who held their HR and payroll records on separate systems felt that it would be easy to combine them.

Analysis of gender pay gap data

- 1.10 Overall two-fifths (41%) of organisations currently analyse pay data to explore the gender pay gap, and a further 10% had definite plans to do so in the future. The proportion currently analysing gender pay data was higher among:

- Those in the finance and business services sector (47%; it was lowest in distribution, hotels, and restaurants (35%));
- Charities and voluntary sector organisations (55% vs 37% among those in the private sector);
- Those where a majority of the workforce was female (51%; the proportion not analysing this and with no definite plans to do so was significantly higher within organisations with 10% or less of their workforce female (58% vs. the 37% across all employers).

- 1.11 There has been an increase in the proportion of organisations analysing gender pay data: from 36% in 2009 to 41% among those with 250+ staff and from 32% in 2011 to 38% for those with 150-249 employees. The former is a statistically significant increase.

- 1.12 Overall 10% of employers were in the process of conducting a formal review to examine the gap between men's and women's pay (12% among those with 250+ staff compared with 6% among those with 150-249 employees; the figure was lower than average within the distribution, hotels and restaurants sector (5%)). Figures were little changed from the previous surveys in 2009 and 2011.

- 1.13 A quarter of all organisations had conducted a formal review of the pay gap between men and women in the past (26%). Overall three in ten (31%) were in the process of conducting a formal review to examine the gap between men's and women's pay, and / or had done so in the past.

- 1.14 Just over three-fifths of organisations (62%) had no current, past or planned future involvement in formal gender pay reviews. The most common 'barrier' cited by these organisations for not conducting formal pay reviews was that they felt they already provided equal pay (89%), hence the vast majority of organisations felt that a formal gender pay review was not necessary within their organisation. Three in ten (30%) said that they have an analytical job evaluation. Only 2% of organisations reported concerns of what they would find as a barrier.

- 1.15 In terms of what would encourage organisations with no involvement with formal gender pay reviews (previous, current or planned) to undertake a review, the reasons given tended to be more reactive than proactive: the most common factors cited by these organisations was employees making a complaint or taking action (37%) or if they needed to in order comply with legislation (13%).

- 1.16 Three-fifths (60%) of organisations that had not conducted a formal review and had no plans to do so did not feel they needed any support to encourage them to conduct formal reviews. The minority mentioning support might help mentioned extra internal resources (6%), access to consultancy advice (5%), a website with advice on how to measure the gap (3%), helpline advice, case studies or benchmark information, financial support, hard copy written materials, and downloadable software (all mentioned by 1%).



Reporting of gender pay gap data

- 1.17 A minority of the employers that had conducted a formal review to examine the gap between men's and women's pay had reported on the findings from this exercise. Of the 31% that had conducted a formal gender pay gap review, 13% had reported on it at all; this equates to 4% of employers overall. Reporting was slightly more likely to be internal (10% of those conducting formal reviews, equivalent to 3% of all employers) than external (7% of those conducting formal reviews, equivalent to 2% of all employers). Reporting to an external audience was typically in their annual report or on their website
- 1.18 Internal and external reporting was most common amongst the largest employers with 1,000 or more employees (6% and 5% respectively), and amongst charity and voluntary sector organisations (6% and 7% respectively).
- 1.19 The majority of employers reporting findings from their formal gender pay review felt that it had been a positive experience (67% of organisations reporting internally and 54% of organisations reporting externally) and none of the employers who reported findings internally or externally reported felt it had been a negative thing for their organisation.
- 1.20 A fifth (21%) of employers collected gender pay information as part of their Management Information (MI). This was more common among those with 250 or more staff (24% vs 17% among those with 150-249 employees). For those that collect this information, the majority (90%) share this at Board level and 74% with senior managers.
- 1.21 When organisations not currently reporting gender pay gap data (including those that have not conducted reviews as well as those that have collected the data but not published it) were asked about the idea of reporting this information, almost half (47%) were open to the idea of reporting it internally whilst only 29% would be open to the idea of reporting externally. The remainder were more likely to be indifferent or unsure than actually against the idea (24% of organisations that have not published pay gap data externally were against the idea of reporting externally and 14% were against the idea of publishing the data internally). Clearly employers have more concerns about how the data might be used, and the impacts externally than internally.
- 1.22 The most common reason for being open to the idea of reporting pay gap information was confidence by employers that they had no pay gap so had nothing to hide. The main reason for being against the idea of reporting pay gap information was that it was company policy not to discuss pay.

Think, Act, Report

- 1.23 Overall 16% of respondents had heard of *Think, Act, Report*. This increased with the size of the organisation, from 14% of those with 150-249 employees and 11% of those with 250-499 employees, to 19% of those with 500-999 employees and 26% of those with 1,000 or more employees.
- 1.24 Overall 5% of employers that had heard of *Think, Act, Report* had signed up to it, equivalent to 1% of all employers covered in the survey. The two main reasons for not signing up to it among those that knew of it were believing that they had no issue, with all staff treated equally and it simply not being a priority for the organisation.



2 Introduction

Background

- 2.1 The gender pay gap (differences between men and women's average pay) continues despite decades of legislation to enforce equal pay for like work and work rated of equal value (it is unlawful for employers to pay men and women differently for the same jobs, jobs that have been rated the same under a job evaluation study, or jobs that are of equal value). Figures published by DCMS in March 2014 ('Secondary Analysis of the Gender Pay Gap') report that in 2013 the average woman earned 19.7% less than the average man per hour³.
- 2.2 The Equality Act 2010 sought to create greater transparency on gender pay, and Section 78 was an enabling clause which if activated would require large private and voluntary sector organisations to publish gender pay information (it is mandatory for public sector organisations to undertake pay reviews to assess whether there are any discrepancies between the pay for men and women). The Government's 'The Equality Strategy – Building a Fairer Britain' (GEO, 2010) set out a commitment to work with businesses and others to address the main challenges to equality in the workplace by developing a voluntary scheme for gender pay reporting in the private and voluntary sectors, particularly medium and large employers. It argued that transparency on gender pay and equality should assist employers in attracting the best talent, and also individuals and investors to challenge the status quo within organisations and to take account of gender equality issues when deciding where to work or invest. It is very difficult for employers to measure inequality (and hence to decide on a strategy to tackle it) if it is hidden; it follows that transparency paves the way for reducing gender pay inequalities. Hence the equal pay argument is based on fairness and justice, but also increasingly on a business case angle.
- 2.3 As part of the Equality Strategy, the Government stated it would regularly review the frequency and quality of information released by companies under the voluntary approach. This would help to assess its success and determine if potentially mandatory alternatives are required, such as through Section 78. Work to encourage employers to publish gender pay information on a voluntary basis led to the development of *Think, Act, Report*, a framework detailing individual measures which companies could consider, action and report on. Although relatively few companies have signed up to the Think, Act, Report framework (c.200), the number of employees covered by signed-up companies is over two million.
- 2.4 A baseline study carried out by IFF Research in 2009 among companies with 250 or more staff found that few were collecting and even fewer reporting information relating to the gender pay gap within their organisations. A further study in 2011 among medium-sized employers (with 150-249 staff) found similar results.
- 2.5 This report details findings from a survey of 855 private and third sector employers in Great Britain with 150 or more staff, which sought to update data on the extent to which employers collect, report and publish data on pay by gender, and to assess the awareness and impact of *Think, Act, Report* three years on from its publication.

Methodology

- 2.6 A telephone survey was conducted with 855 private and voluntary sector employers from 8th to 29th September 2014. The interviews were conducted with human resources (HR) directors or other senior managers who were in a position to talk about their organisation's HR strategy.

³ Based on the Annual Survey of Hours and Earnings and using median gross hourly earnings excluding overtime



- 2.7 Sample was purchased from Dun and Bradstreet. Sampling was undertaken at the enterprise level (rather than at the level of individual sites or divisions within organisations) since it is at this level that HR strategy is most commonly directed. Quotas were set to try to ensure a sufficient number of interviews were achieved by broad sector ('manufacturing and construction', 'distribution, retail, hotels and restaurants', 'finance and business services' and 'other private services'), country and size band to allow for sub-group analysis, and then data were weighted to give findings that are representative of all private and voluntary sector employers with 150 or more employees in Great Britain.
- 2.8 The questionnaire used for the study is appended.

Profile of survey population

- 2.9 Of the 855 interviews achieved in the survey, 744 were of organisations based in England⁴, 77 in Scotland and 34 in Wales. The lower base sizes in Scotland and Wales limits the degree to which analysis can be presented by country.
- 2.10 Table 2.1 illustrates the (unweighted) profile of interviews achieved by size and sector.

Table 2.1: Achieved interviews by industry sector and size (number of employees)

| | 150-249 | 250-499 | 500-999 | 1,000+ | TOTAL |
|--------------------------------------|------------|------------|------------|------------|------------|
| Manufacturing and construction | 70 | 89 | 51 | 60 | 270 |
| Distribution, hotels and restaurants | 50 | 70 | 39 | 63 | 222 |
| Finance and business services | 57 | 96 | 61 | 69 | 283 |
| Other private services | 20 | 25 | 20 | 15 | 80 |
| TOTAL | 197 | 280 | 171 | 207 | 855 |

- 2.11 Data were then weighted to the population of employers in Great Britain on an interlocking basis of size by sector within country. Population counts were sourced from the Inter-Departmental Business Register held by ONS.
- 2.12 Most employers in the survey (78%) were private sector organisations; the remaining 22% are charities or voluntary sector organisations.

⁴ Organisations have been categorised according to where their British Headquarters is located



Reporting conventions

- 2.13 Unless explicitly noted, all findings presented in this report are based on weighted data. Unweighted bases (the number of responses from which the findings are derived) are displayed on tables and charts as appropriate to give an indication of the robustness of results.
- 2.14 The following conventions are observed throughout this report:
- All references to 'all employers' refer only to the employer population sampled for the survey (that is, organisations based in England, Scotland or Wales with 150 or more employees, across the private and voluntary sectors).
 - All references to 'country', unless otherwise stated, refer to the country in which the organisation's head office is based.
 - All references to 'size' refer to the number of employees an organisation has across all of its sites in Great Britain, rather than any other measure of organisation size (annual turnover, number of sites, etc.).
 - All references to statistical significance within this report are at the 95% confidence level. That is to say, there is a 95 per cent probability that the difference reported is real and not the result of sampling error.
- 2.15 Within data tables shown in the report, the symbol "**" indicates a finding is statistically significantly different from the GB total, to a confidence level of 95%.
- 2.16 Although the two surveys that preceded the 2014 survey took a very similar approach, with the 2011 intended to gather a comparable measure for businesses with 150-249 staff to the findings for businesses with 250 staff gathered in 2009. However, the difference in time and slight differences in the questionnaire make it difficult to combine the two to give one "historic" measure with which the current survey can be compared. Hence this report separates the two size bandings when making comparisons over time.

Report structure

- 2.17 Chapter 3 of the report profiles the survey organisations and their business culture; it adds context to the findings and looks at the incidence of situations which might introduce bias into the system or make it difficult to calculate equal pay for equal work.
- 2.18 Chapter 4 looks at the actions currently being undertaken by employers to measure the pay gap, differentiating between formal pay reviews of men's and women's pay and informal gender pay gap analysis. This include barriers to conducting these reviews and support that would encourage employers to undertake them
- 2.19 Chapter 5 examines what gender pay data are already being reported by employers and the motivations behind reporting or not reporting the data both internally and externally.



3 Employer contexts and cultures

3.1 This chapter explores the background context of organisations, and the extent to which organisations have a culture which supports gender pay gap analysis and reporting. More specifically, the chapter discusses:

- the profile of employees and working patterns within the organisation;
- how much of a priority reducing the gender pay gap is to the organisation;
- any plans that are in place within the organisation for reducing the gender pay gap;
- the openness of the organisation when it comes to salary levels; and
- the extent to which payroll and human resources systems are structured and aligned in a way which allows for analysis of gender pay gaps.

Employer profile and working patterns

3.2 Employers were asked whether their organisation employed any staff in a number of different job roles. The results are shown in Table 3.1.

Table 3.1: Nature of the workforce

| | % of organisations that employ staff in each role | | |
|---|---|-------------------|----------------|
| | All | 150-249 employees | 250+ employees |
| <i>Base</i> | (855) | (197) | (658) |
| Job roles | % | % | % |
| Managerial or senior official posts | 99 | 98* | 100* |
| Professional or technical roles | 94 | 92 | 95 |
| Administrative or secretarial | 100 | 100 | 99 |
| Skilled trades (electricians, mechanics, chefs) | 68 | 67 | 69 |
| Customer facing (sales, customer service, personal service) | 90 | 94* | 88* |
| Blue collar or manual labour (elementary occupations or process, plant or machine operatives) | 65 | 57* | 70* |

* Indicates a significant difference between the finding of organisations that have between 150-249 employees and those with 250+.

- 3.3 At least nine in ten employers employed staff in the role of administrative or secretarial roles (100%), managerial or senior official posts (99%), professional or technical roles (94%) and / or customer facing roles (90%). Fewer, around two-thirds, had skilled trades staff (68%) or blue collar/manual workers (65%). Those with 250+ employees are more likely to report employing staff in each category (other than a slightly lower proportion reporting they employ customer facing staff).
- 3.4 The proportion of organisations with 250+ employees reporting they employ staff within the different job roles is similar to those reported in 2009, though more in 2014 reported employing staff in skilled trade roles (69% compared with 63%) than in 2009.
- 3.5 All organisations were asked what proportion of their overall workforce were women. The mean average proportion of staff that were women was 43.3%. Three in ten (29%) of all organisations reported that over half their workforce were women. Specifically among those with 250+ employees the mean proportion was 43.6%, very similar to that found in 2009 (a mean of 42.8%).



- 3.6 Exploring the gender distribution of the workforce in more detail all organisations that employed managerial or other senior official posts and women were asked what proportion of these posts were held by women. Table 3.2 displays the results.

Table 3.2: Proportion of the workforce that are women

| | % of all organisations workforce that are women | % of managerial or other senior posts that are women |
|-------------|---|---|
| <i>Base</i> | <i>(All organisations: 855)</i> | <i>(Organisations that employ managerial or senior official posts and women: 853)</i> |
| | % | % |
| 0% | - | 1 |
| 10% or less | 7 | 24 |
| 11-25% | 16 | 20 |
| 26-50% | 45 | 40 |
| 51-75% | 23 | 10 |
| 76-90% | 5 | 1 |
| 91-99% | 1 | 1 |
| 100% | - | 1 |
| Don't know | 3 | 3 |
| | | |
| MEAN | 43.3% | 31.2% |

- 3.7 As shown in Table 3.2, the average proportion of managerial posts that are held by women is 31.2%. This is far lower than the overall average proportion of the workforce within organisations that are women (a mean of 43.3%). Women hold more than half of managerial or senior posts in only 13% of organisations.
- 3.8 Results in the proportion of organisations for whom women hold more than half of managerial or senior posts has not changed, over time, for organisations with 150-249 employees (11% in both 2011 and 2014) or for organisations with 250+ organisations (13% in both 2009 and 2014).
- 3.9 Perhaps unsurprisingly, organisations within the manufacturing and construction sector reported the lowest mean proportion of all staff that were women at 25.9% and the lowest proportion of managers or senior staff that were women (16.7%, significantly lower than all other sectors). Organisations within other private services reported the highest overall proportion of female staff (56.8%) and the highest proportion of managers and senior staff that were women 42.1% (significantly higher than all other sectors). The mean overall proportion of women within the workforce for organisations within the distribution, hotels and restaurants sector and finance and business services sector were 40.8% and 44.1% respectively, and the mean proportion of women that held managerial or senior posts was 31.9% and 29.2% respectively.
- 3.10 Organisations from within charity/voluntary/other' sector reported both a higher proportion of women overall within the workforce (a mean of 59.6%) and a higher proportion who held managerial or senior posts (a mean of 46.7%) than profit-seeking organisations (a mean of 38.9% overall and a mean of 27% who held managerial or senior posts).



- 3.11 Organisations that at the time of interviewing had completed a formal pay review to examine the gap between men and women's pay reported on average both a higher proportion of women within their workforce (a mean of 48.8%) and a higher proportion of women who held managerial or senior posts (a mean of 36.4%) than those organisations that had only planned (and not conducted) a formal review (a mean of 41.7% and 26.4% respectively) or those who had not conducted nor had any formal review planned (a mean of 41.1% and 29.5% respectively).
- 3.12 All organisations were asked what proportion of their staff worked part-time (fewer than 30 hours per week on average). Those who had part-time workers and employed women were also asked what proportion of the part-time workers were women.

Table 3.3: Proportion of the workforce who work part-time

| | % of workforce that are part-time | % of part-time staff that are women |
|-------------|-----------------------------------|--|
| <i>Base</i> | <i>(All organisations: 855)</i> | <i>(Organisations with female and part-time workers 820)</i> |
| | % | % |
| 0% | 3 | * |
| 10% or less | 39 | 8 |
| 11-25% | 21 | 5 |
| 26-50% | 17 | 17 |
| 51-75% | 12 | 19 |
| 76-90% | 3 | 23 |
| 91-99% | * | 6 |
| 100% | - | 16 |
| Don't know | 4 | 4 |
| | | |
| MEAN | 24.1% | 67.3% |

- 3.13 Figure 3.3 shows that across all organisations the average proportion of the workforce that worked part-time is around a quarter (a mean of 24.1%).
- 3.14 Organisations with 1,000+ employees reported that a higher proportion of their workforce was made up of part-time workers (a mean of 33.9%) than those with 500-999 employees (a mean of 25.5%), 250-499 employees (a mean of 21.2%) or organisations with 150-249 employees (a mean of 21.9%).
- 3.15 Organisations within other private services (including IT) sector reported a higher proportion of part-time staff other sectors (a mean of 39.2% in comparison to 23% for distribution, hotels and restaurants, 21.6% for finance and business services and 7.4% for manufacturing and construction).
- 3.16 The average proportion of the workforce that worked part-time was lower for profit-seeking organisations than those within the charity/voluntary/other sector (a mean of 20.5% compared with a mean of 37.5%).
- 3.17 Organisations where a higher proportion of the workforce were women were more likely to have a higher proportion of their workforce work part-time. The average proportion of the workforce that work part-time for organisations where a majority of the workforce is women is 36.8% compared with 23.2% for those where 26-50% of the workforce are women, 11.4% when 11-25% of the workforce are women and 5.2% where 10% or less of the workforce are women.



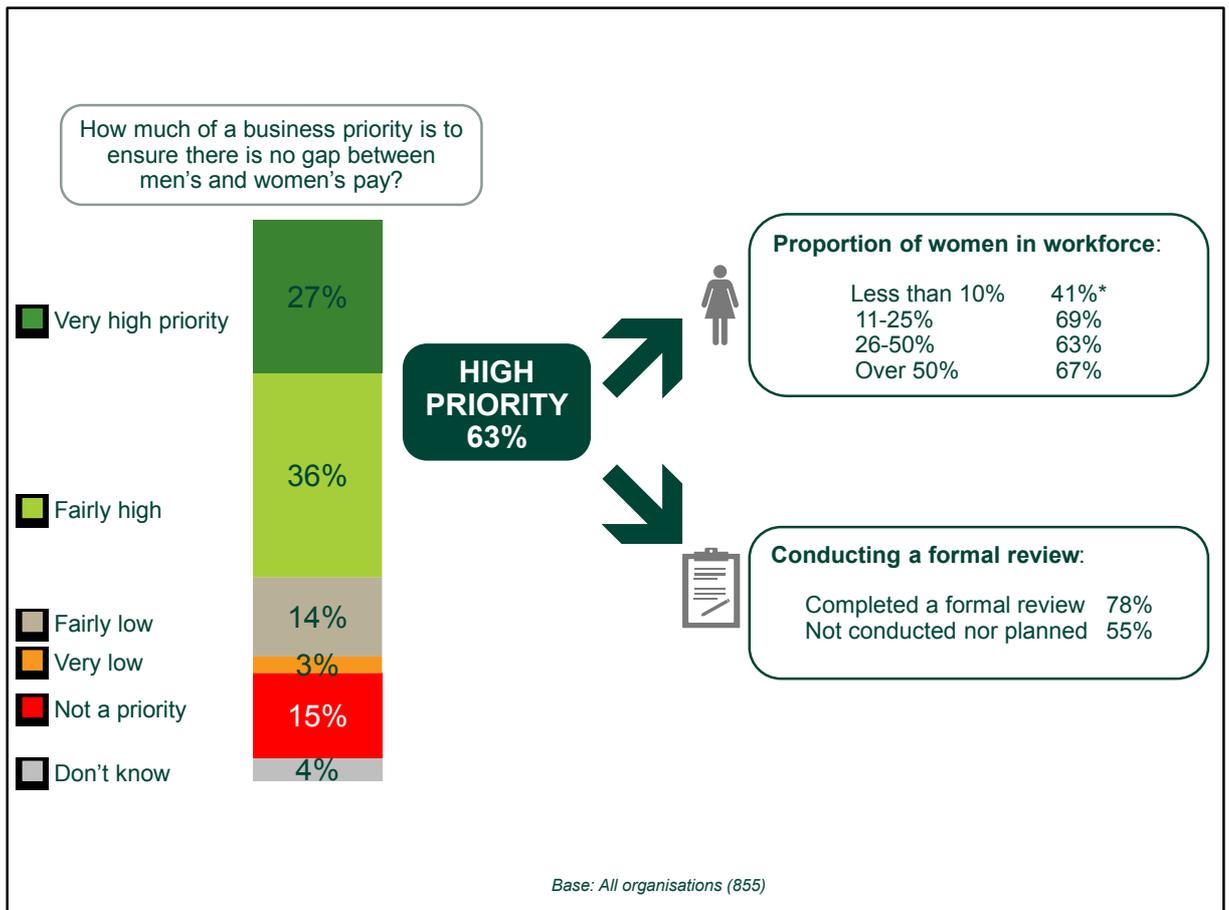
- 3.18 Among employers that employed part-time staff and women the average proportion of part-time staff that were women was 67.3%. For organisations with 250+ employees that employ part-time staff and women there has been no change in the proportion of part-time workers that are women since 2009 (70% in 2009 and 69% in 2014).
- 3.19 Organisations with part-time workers within the distribution, hotels and restaurants and finance and business services sector reported a higher average proportion of female part-time workers (a mean of 69.2% and 71.0% respectively) than those within the other private services (a mean of 61.0%).
- 3.20 All organisations were asked if they had ever had an equal pay claims files against. Only 3% of organisations reported that they had.
- 3.21 As might be expected organisations with a higher number of employees were more likely to have had an equal pay claims filed against them (4% of organisations with 250+ employees (exactly the proportion found in 2009) compared with 1% of organisations with 150-249 employees).

Prioritising tackling the gender pay gap

- 3.22 All respondents were asked how much of a priority ensuring that there is no gap between men's and women's pay was for their organisation. They were asked to rate this on a scale of very high priority, fairly high priority, fairly low priority, very low priority and not a priority at all. Six in ten (63%) organisations stated that ensuring there is no gap between men's and women's pay was a very or fairly high priority. However, 17% reported it was a (very or fairly) low priority and 15% that it was not a priority at all.
- 3.23 Since 2009 there has been a significant increase in the proportion of organisations with 250+ employees that state ensuring that there is no gap between men's and women's pay is a priority (from 50% in 2009 to 64% in 2014). The proportion of organisations with 150-249 employees that view this as a priority has changed little from 2011 to 2014 (58% and 61% respectively).
- 3.24 As shown in Figure 3.1 organisations with a lower proportion of females within their workforce were noticeably less likely to feel ensuring there was no gender gap in pay was a high priority (41% of organisations where 10% or less of the workforce is female compared with 69% of organisations where 11-25% are females, 63% when 26-50% of workforce are females and 67% where a majority are female).



Figure 3.1: Business priority ensuring there is no gap between men’s and women’s pay



3.25 Organisations that had completed a formal pay review to examine the gap between men and women’s pay were more likely to feel that ensuring there was no gender pay gap was a high priority (78%) than those who had not conducted nor had any formal review planned (55%).

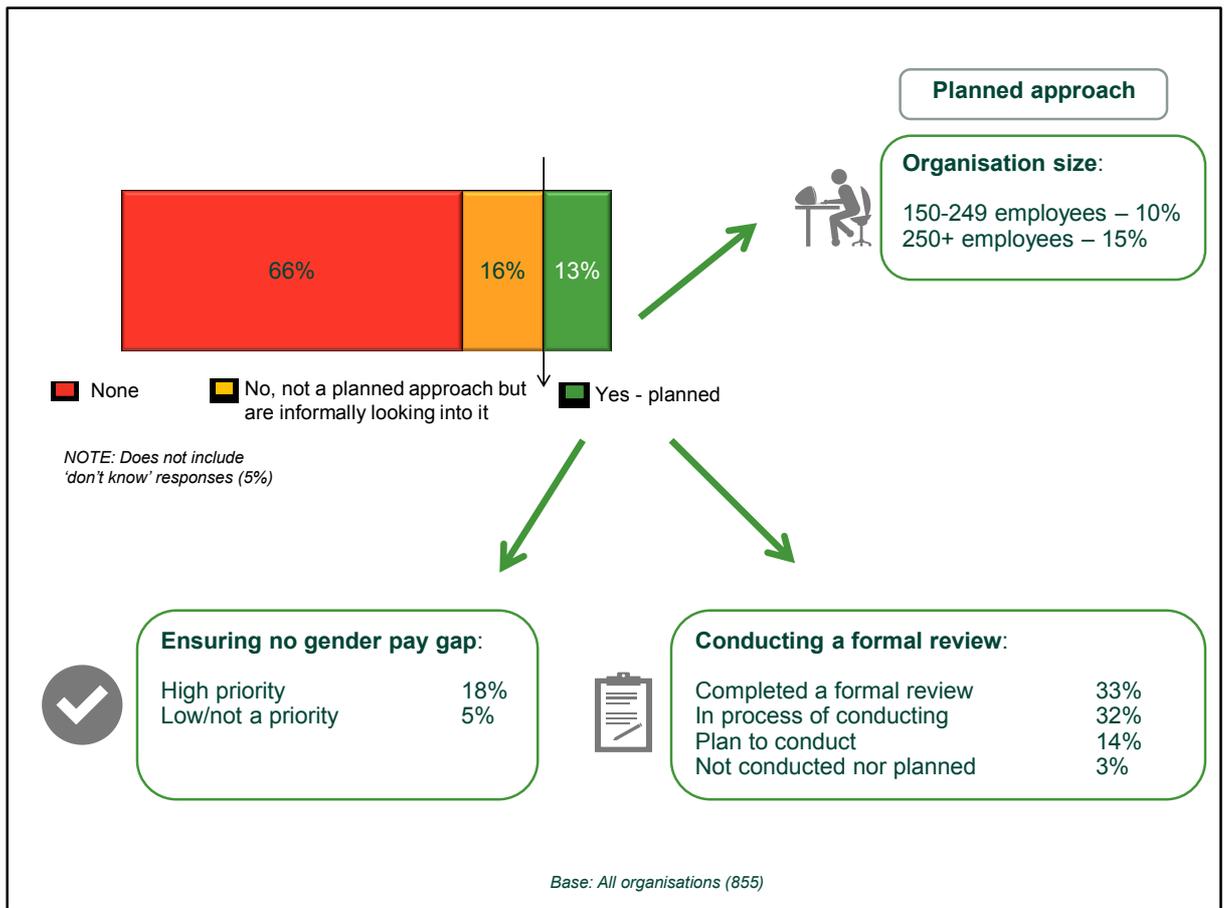
Plans for reducing the gender pay gap

3.26 All organisations were asked whether they had a planned approach for reducing the gap between men’s and women’s pay. Around one in eight (13%) organisations had a planned approach for reducing the gender pay gap, and a further 16% were informally looking into it. Two-thirds (66%) of organisations had no approach at all for reducing the pay gap.

3.27 The proportion of those with 250+ employees that had a planned approach for reducing the pay gap was lower in 2014 than 2009 (15% compared with 23%).



Figure 3.2: Planned approach for reducing the gender pay gap

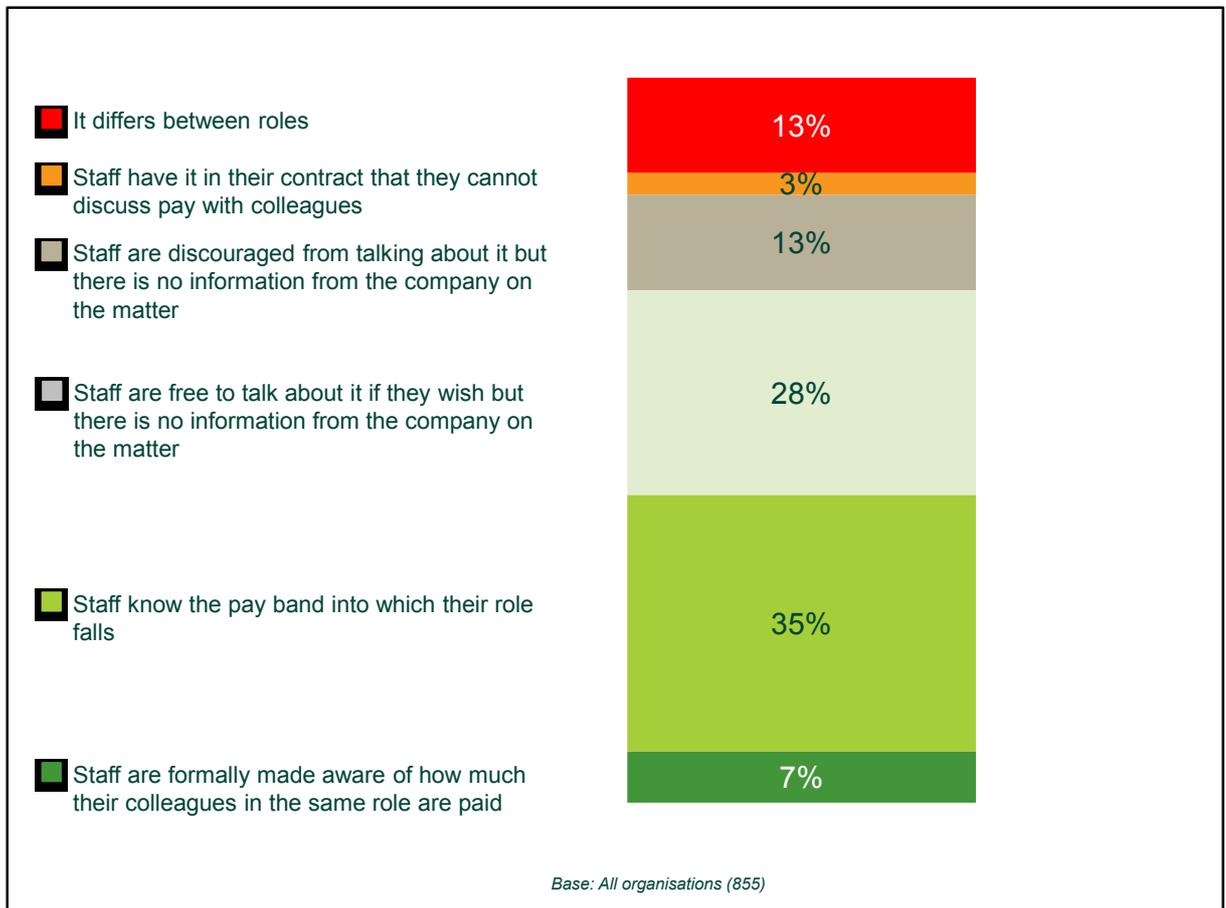


- 3.28 Those who stated that ensuring there is no gap between men’s and women’s pay was a high priority were more likely to report having a planned approach for reducing the gap than those that stated it was a low/not a priority (18% compared with 5%).
- 3.29 Perhaps unsurprisingly those who had completed a formal pay review or who were in the process of conducting their first formal pay review were more likely to have a planned approach to ensuring there is no pay gap (33% and 32% respectively) than those who planned to conduct a formal review (14%) or who had not conducted nor had any formal review planned (3%).
- 3.30 Where organisations had planned approaches for reducing their gender pay gap they were asked about the level of detail about how the pay gap will be closed. Just over half stated that their planned approach detailed how the pay gap between men and women will be closed at an overall level (53%) and/or by job role (51%). Just under a fifth (18%) reported that their organisations’ planned approach detailed how the pay gap between men and women will be closed at department levels.

Openness about pay

3.31 As with the previous studies, the research found that relatively few employers encourage openness around pay.

Figure 3.3: Openness about pay (prompted)

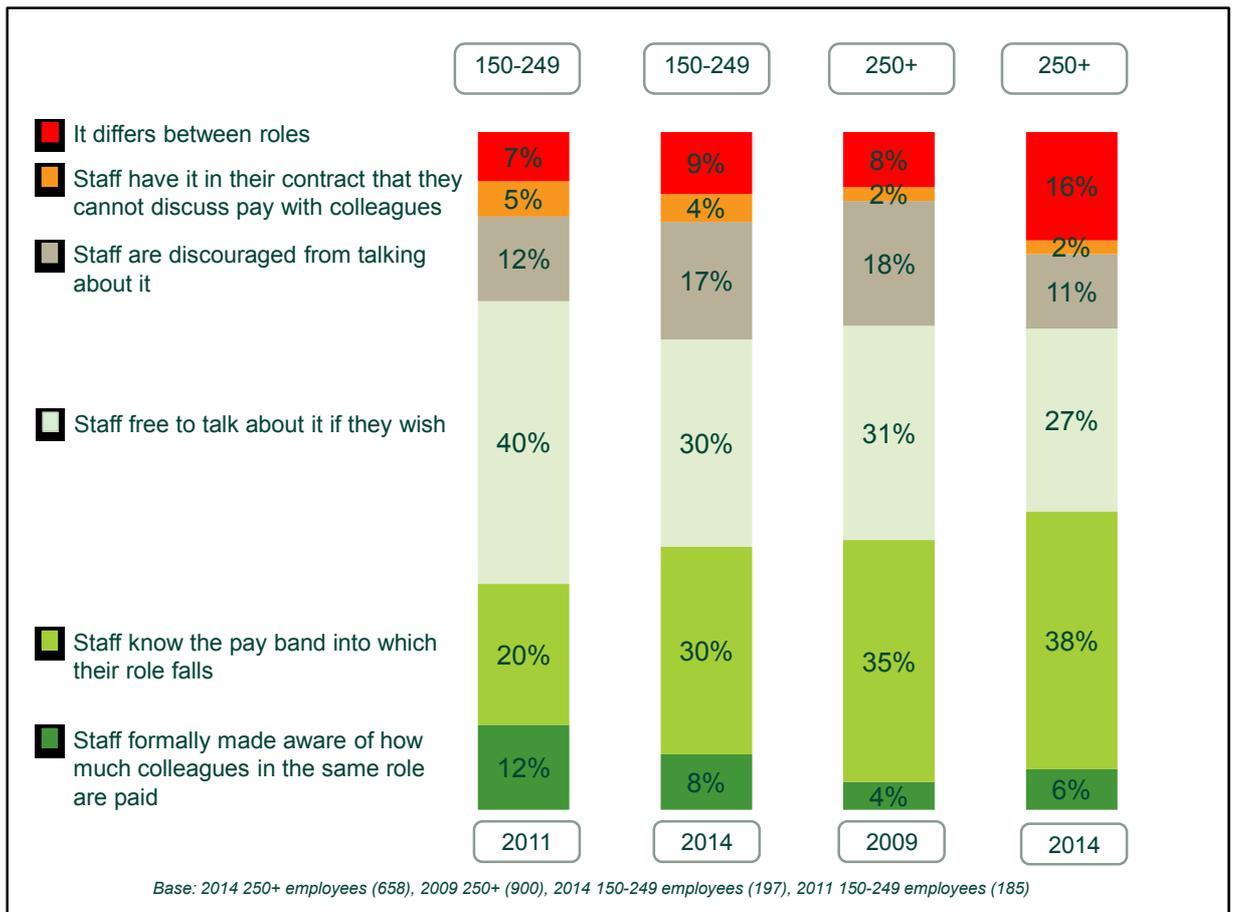


3.32 Overall just 7% of organisations make staff formally aware of how much their colleagues in the same role are paid. A further third (35%) make staff aware of the pay band into which their role falls. In contrast for two-fifths (42%) of organisations there is no information from the company on the issue; with 28% reporting that staff are free to talk about it if they wish, 13% that staff are discouraged from talking about it and 3% reporting that staff have it within their contracts that they cannot discuss pay with colleagues.

3.33 Organisations with 250+ staff are more likely than those with 150-249 to make staff formally aware of how much their colleagues in the same role are paid or to make staff aware of the pay band into which their role falls (44% vs. 38% respectively; the figure among those with 250+ staff is a statistically significant increase compared with the 39% in 2009). Results by size for 2014 and compared with the earlier surveys in 2009 and 2011 are shown on Figure 3.4.



Figure 3.4: Openness about pay by organisation size (prompted)



- 3.34 For organisations with 150-249 employees there has been a significant increase since the 2011 survey in the proportion of organisations reporting that ‘staff know the pay band into which their role falls’ (30% compared with 20%) and a decrease in the proportion who report that their ‘staff are free to talk about it but there is no information from the company on the matter’ (30% compared with 40%).
- 3.35 Among organisations with 250+ employees, since 2009 there has been a significant increase in the proportion responding ‘it differs between roles’ (16% compared with 8%) and a decrease in those reporting that ‘staff are discouraged from talking about it and that there is no information from the company on the matter’ (11% compared with 18%).

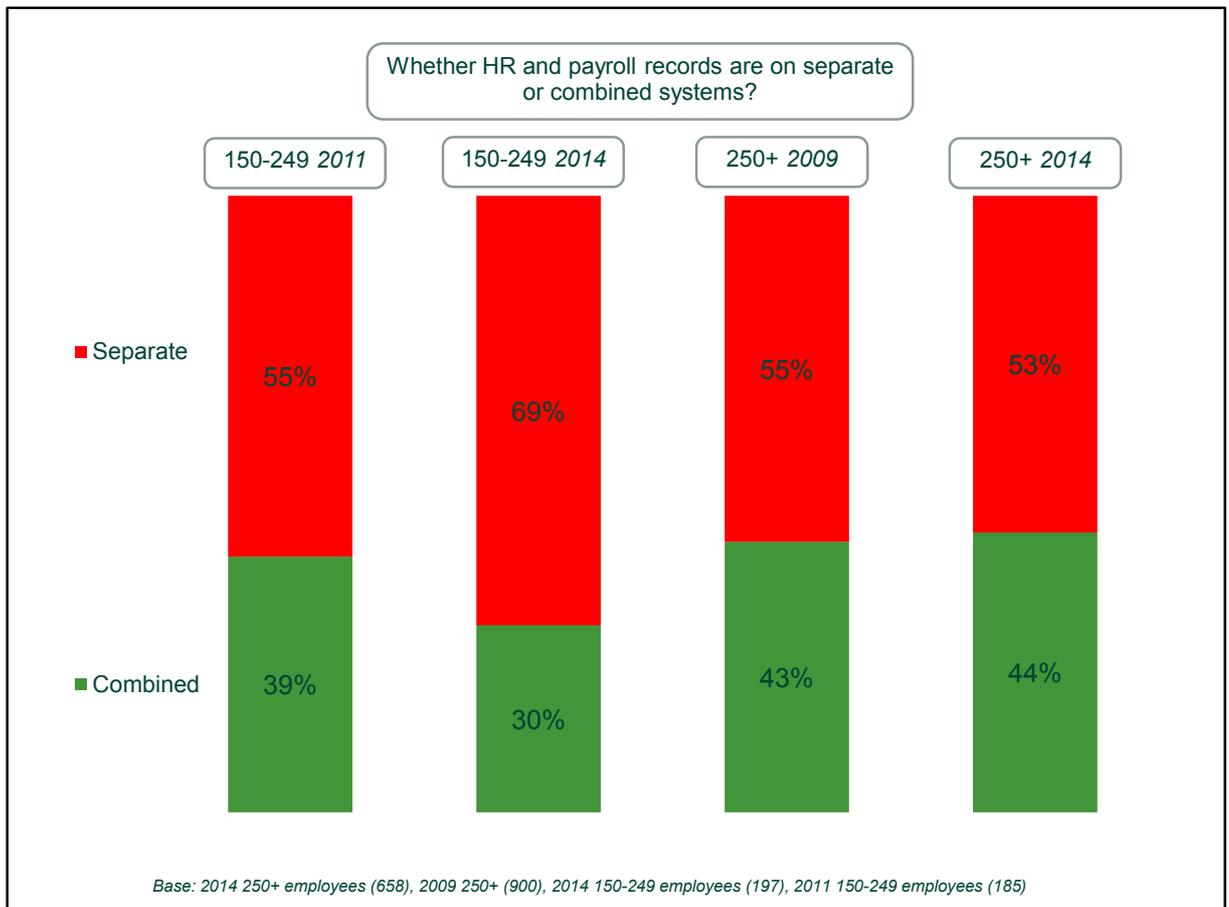
Structuring and alignment of payroll and HR systems

- 3.36 The process of measuring and analysing gender pay gap data can be eased or made more difficult depending on the HR and payroll systems that are in place within organisations. As with previous studies, the vast majority (99%) of organisations kept their HR and payroll information on a computerised system.
- 3.37 Almost two-fifths (38%) of organisations’ held their HR and payroll on one combined system, but the majority (59%) hold their HR and payroll records on separate systems. Most (61%) who held their HR and payroll records on separate systems felt that it would be easy to combine them.



3.38 Figure 3.5 displays the results for whether the HR and payroll records were on separate or combined systems by organisation size from both this research and that conducted in 2009 and 2011.

Figure 3.5: Whether HR and payroll on separate or combined systems



3.39 As can be seen in Figure 3.5 there appears to have been a significant increase in the proportion of organisations with 150-249 employees that hold the HR and payroll records on separate systems (69% compared with 55% in 2011, but no change for larger organisations).

3.40 Focusing on the results from the 2014 research it is evident that there is a significant difference by organisation size with larger organisations much more likely to use combined systems (30% of those with 150-249 employees compared with 44% of those with 250+ employees).



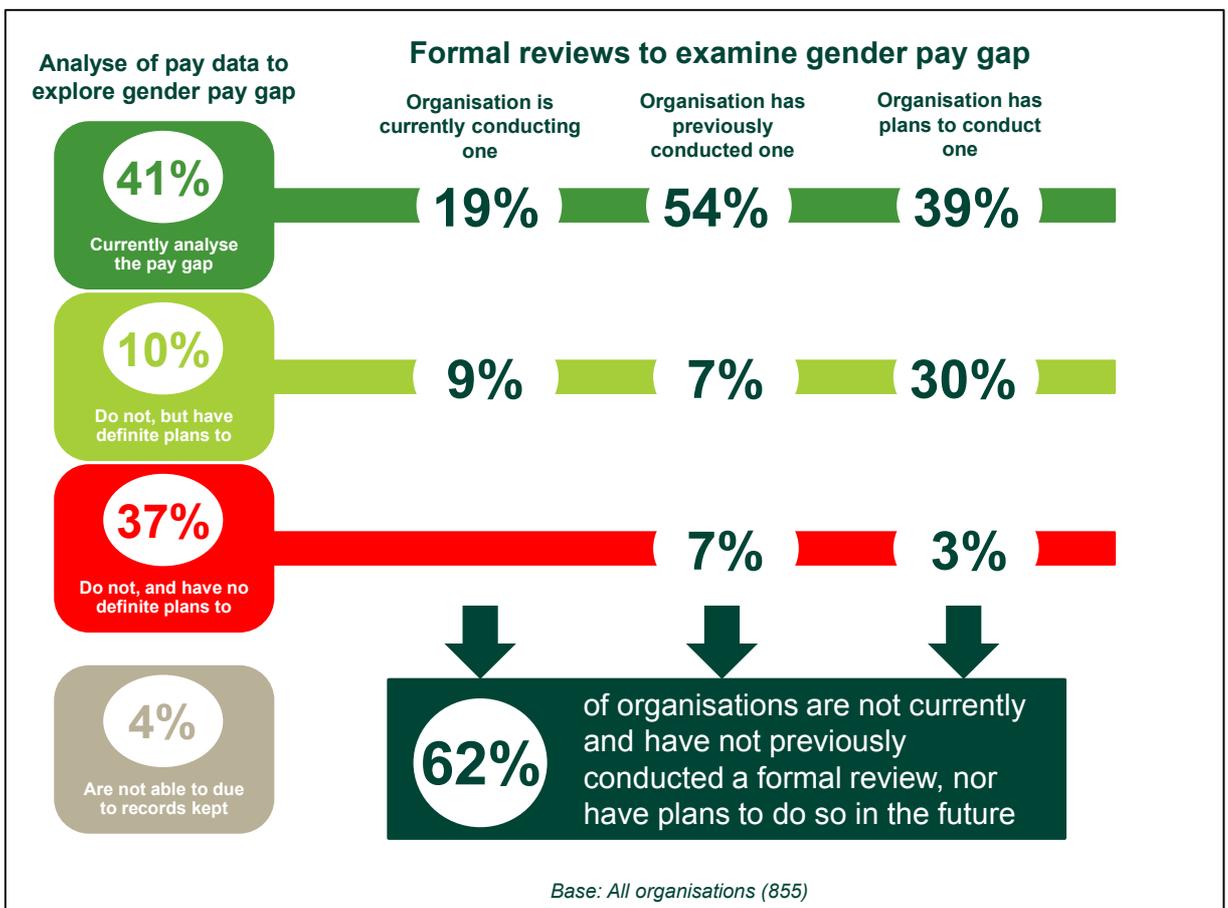
4 Analysis of gender pay gap data

4.1 This chapter looks at the extent to which organisations analyse their pay data to explore potential gaps between men’s and women’s pay, specifically looking at:

- Whether organisations currently analyse their pay data to explore the pay gap (either formally or informally), or have plans to in the future;
- Whether organisations currently conduct formal reviews to explore the pay gap, have done so in the past, or have intentions to in the future;
- The reasons why organisations have not conducted formal pay gap reviews and factors that may encourage them to do so;
- The types of support that would encourage organisations to explore the pay gap; and
- Where they would go for help and advice on measuring the pay gap.

4.2 Figure 4.1 summarises findings in this chapter. Overall around two-fifths (41%) currently analyse pay data to explore the gender pay gap: of these organisations a fifth (19%) are currently conducting a formal review, and just over half have already done so (54%). Just under two-fifths (37%) do not currently analyse their pay data, and have no plans to do so, while 10% do not analyse pay data but have plans to investigate this in the future.

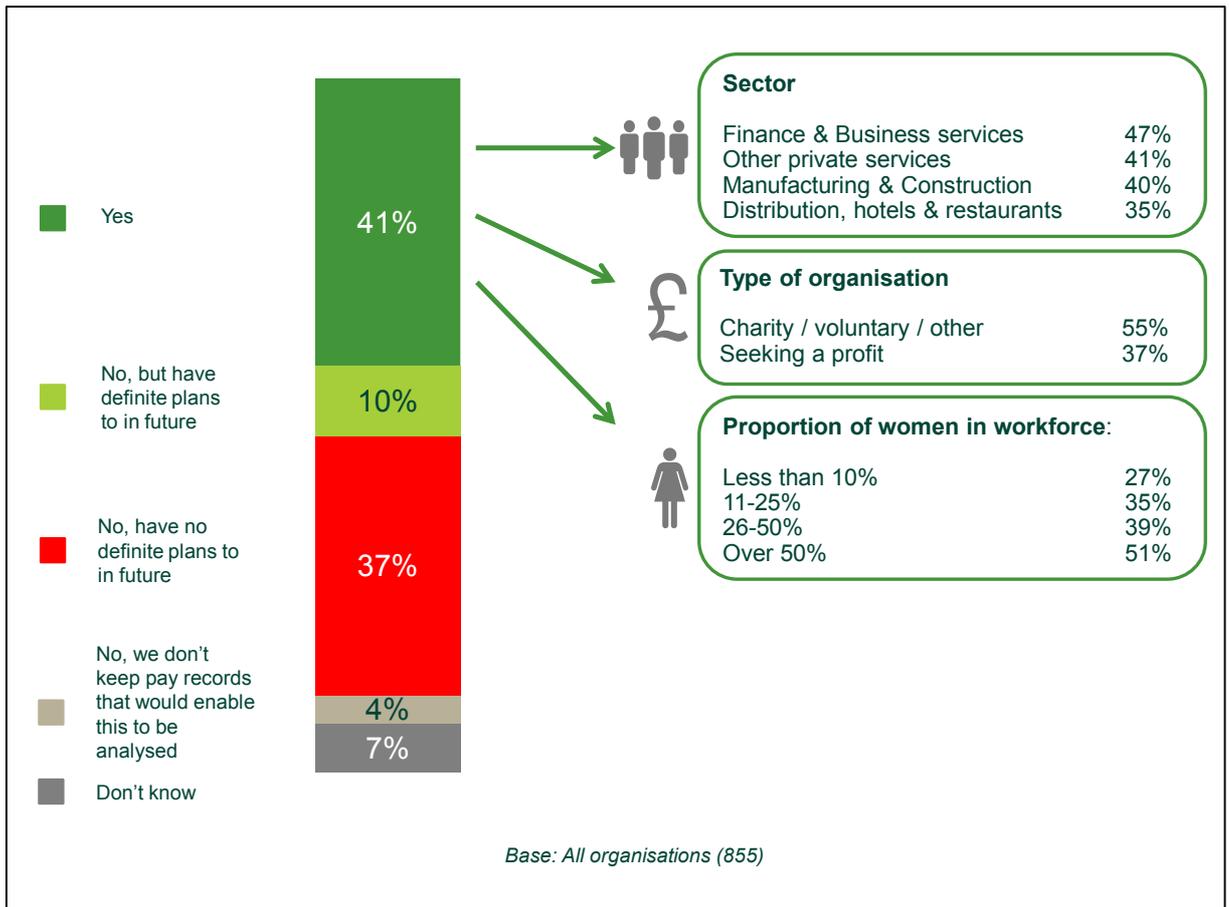
Figure 4.1: Proportion of organisations conducting analysis and formal reviews into the gender pay gap.



Overall analysis of gender pay data

4.3 All organisations were asked if they ever analyse their pay data to explore the gap between men’s and women’s average pay. As shown in Figure 4.2, overall around two-fifths of organisations do such analysis (41%), and a further 10% had definite plans to in the future. Around two-fifths did not conduct this kind of analysis and had no plans to. Overall, 7% wasn’t sure if gender pay data was analysed or not.

Figure 4.2: Whether analyse gender pay data



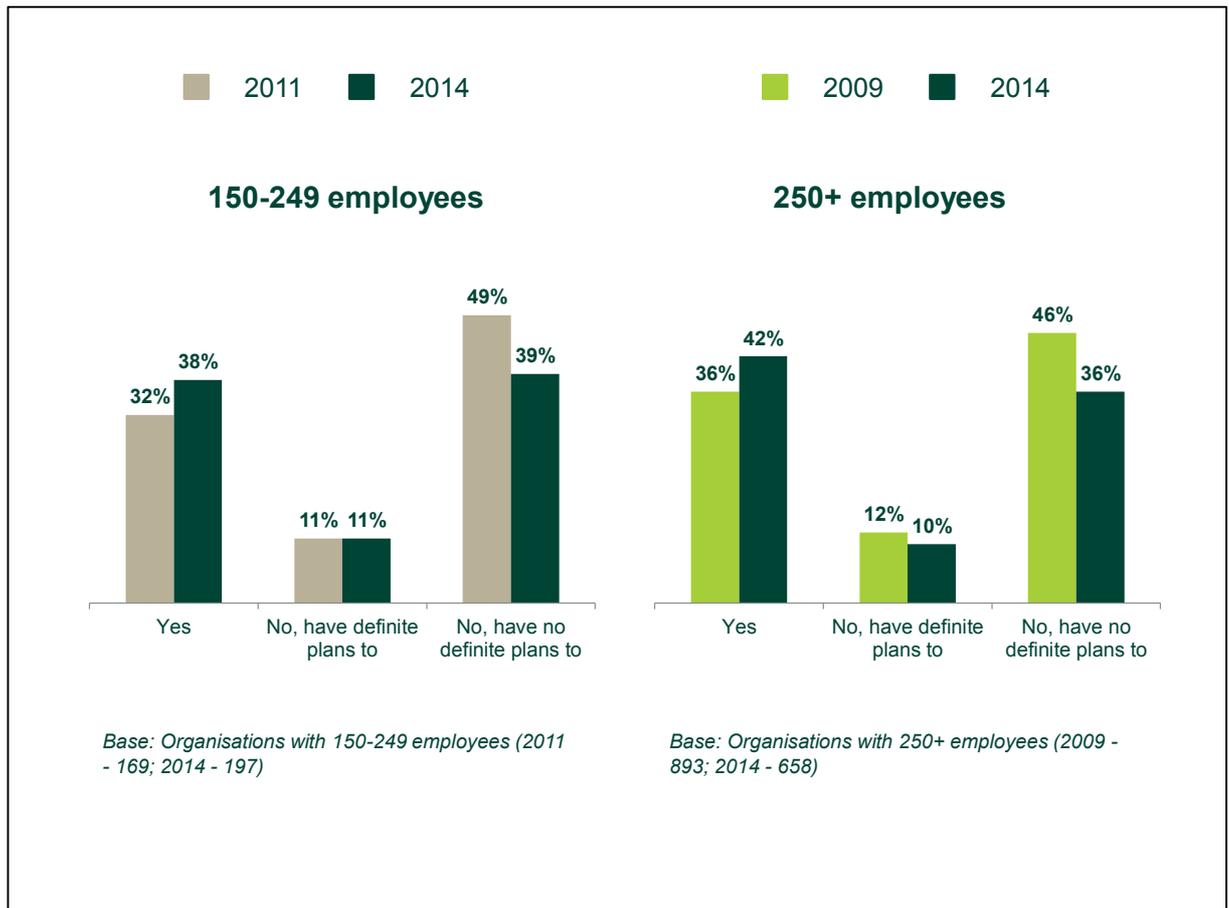
4.4 The proportion of organisations currently analysing gender pay data differed according to certain organisational characteristics:

- Those in the finance and business services sector were more likely than average to conduct this analysis (47%), while those within distribution, hotels, and restaurants were the least likely (35%);
- Organisations seeking a profit were less likely than other organisations to analyse their data in this way (37% vs. 55% of charity / voluntary / other organisations);
- Differences by size of employer were relatively slight, although organisations with 1,000+ employees were the most likely to analyse gender pay data (45%);
- Those where a majority of the workforce was female were more likely than average to analyse gender pay data (51%), while the proportion with no definite plans to do so was significantly higher within organisations with 10% or less of their workforce female (58% vs. 37% average);



- 4.5 Predictably, organisations that view reducing the pay gap as a high priority were more likely to currently conduct analysis in this area (50% vs. 24% regarding this as a low / no priority), as were organisations that were aware of *Think, Act, Report* (53%).
- 4.6 Positively, as illustrated in Figure 4.3, the proportion of organisations with 250+ employees that reported they analyse gender pay has increased from 36% to 42% since 2009, and the proportion with no definite plans to do so has significantly decreased (from 46% to 36%).
- 4.7 A similar change over time was also seen amongst organisations with 150-249 employees, with more in 2014 undertaking analysis of gender pay data (38% vs. 32% in 2011), and fewer having no plans to conduct a review in the future (39% vs. 49% in 2011).

Figure 4.3: Whether analyse gender pay data by size of employer



- 4.8 Organisations that reported carrying out gender pay gap analysis were asked how frequently this analysis takes place. The majority of these organisations conduct this analysis annually (57%), while one in ten undertakes this analysis as frequently as every month or two (10%). Only 10% of organisations conducting gender pay analysis did this analysis less often than once a year.
- 4.9 Organisations with 1,000+ employees that conduct gender pay analysis demonstrated more polarised responses in terms of frequency of this analysis when compared to other size bands, with larger proportions than average stating that they conduct the analyses every month or two (17%) or less frequently than once a year (20%).

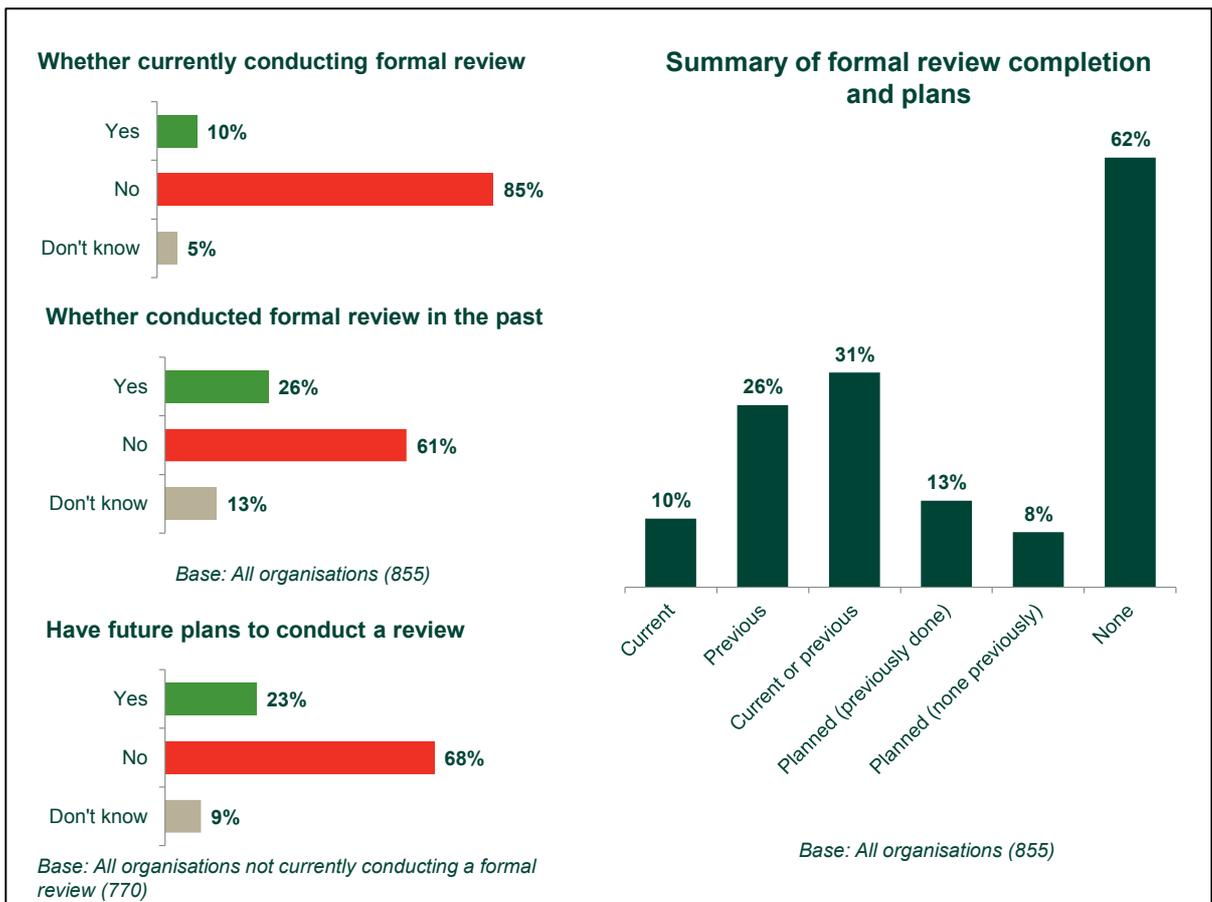


4.10 Organisations with 250+ employees report conducting analysis on gender pay more frequently than they were in 2009, with 10% conducting these every month or two (compared with 2% in 2009), and fewer carrying the analysis out less frequently than once a year (19% in 2009 vs. 13% in 2014).

Formal gender pay gap reviews

4.11 Employers were asked whether they are currently in the process of conducting a formal review to examine the gap between men’s and women’s pay, and/or if they had done so in the past. Organisations that were not currently in the process, nor had previously done a formal review, were asked whether they had any plans to conduct a formal review. Figure 4.4 summarises the response to these questions.

Figure 4.4: Formal reviews: current, past and future



4.12 Overall, 10% of all organisations were in the process of conducting a formal review, with this much higher among those 250+ employees compared to those with 150-249 employees (12% vs. 6%).

4.13 The proportion of 250+ organisations that conducting a formal review at the time of the survey was the same as in 2009 (12%). For organisations with 150-249 employees, although a slight decrease has occurred in the proportion conducting a formal review compared with 2011, this proportion has not fallen significantly (10% in 2011 vs. 6% in 2014).

4.14 Organisations within the distribution, hotels and restaurants sector were significantly less likely than average to report that they were conducting a formal review (5%), as were profit-seeking businesses (8%) when compared to charity / voluntary / other organisations (16%).



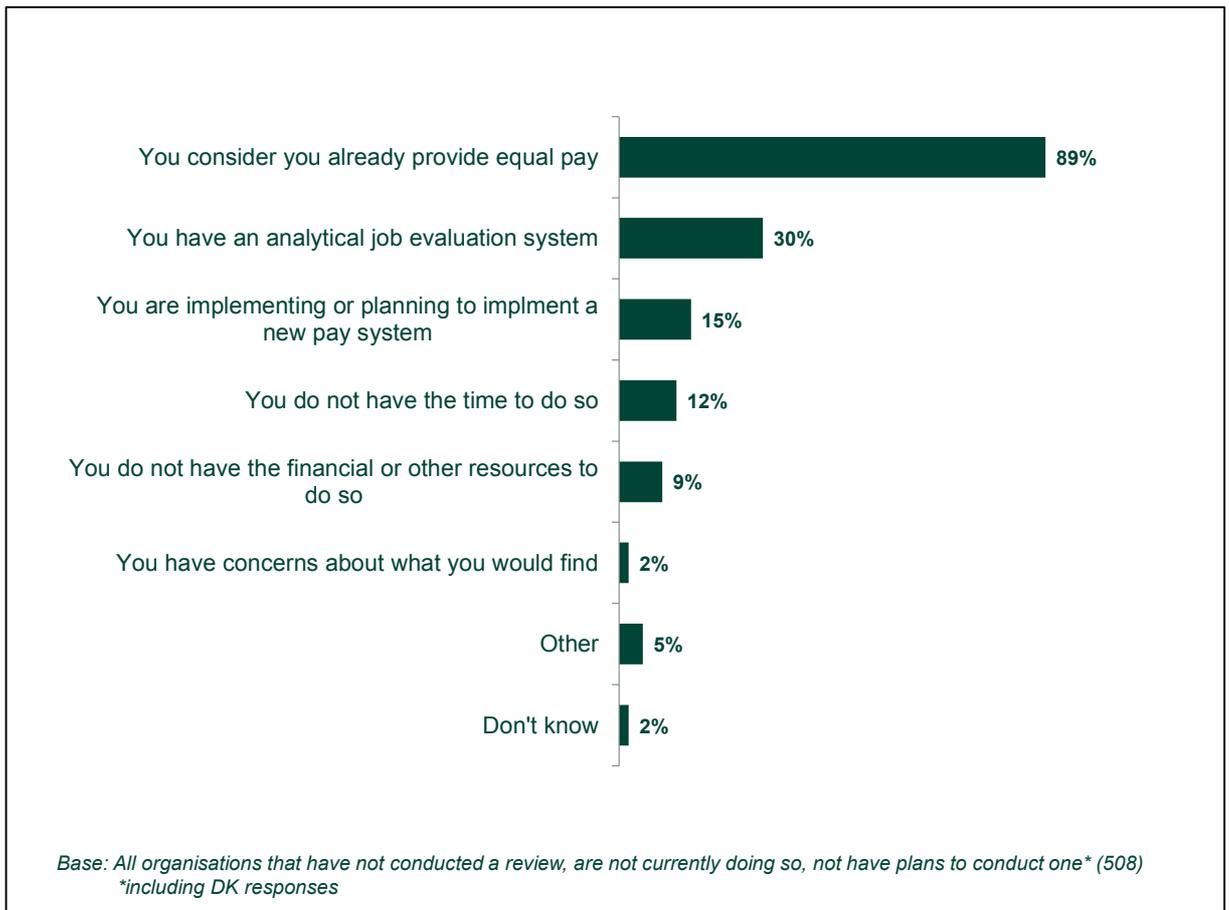
- 4.15 Organisations with a low proportion of female employees (10% or less) were significantly less likely to be in the process of conducting a formal review than those with higher proportions of females (3% vs. 13% where the majority were female).
- 4.16 Around one quarter of all organisations had conducted a formal review in the past to examine the gap between men's and women's pay (26%), though 13% were also unsure.
- 4.17 There has been a significant increase in the proportion of organisations in the 150-249+ size band that have previously conducted formal reviews (12% in 2011 vs. 22% in 2014), and a significant increase among those with 250+ employees (rising from 23% in 2009 to 29% in 2014).
- 4.18 The following were all more likely to have conducted a formal gender pay review in the past:
- Those operating in the finance and business sector and other private services (32% and 29%; significantly higher than found in manufacturing and construction industry (19%), and in distribution, hotel and restaurants (22%))
 - Charities and voluntary sector organisations (37% compared with 23% among those seeking a profit)
 - Those with a high proportion of female workers: the likelihood steadily increases as the proportion of female employees increases, from only 9% of organisations with 10% or less female employees rising to 38% where a majority of the workforce is female
 - Those who consider reducing the pay gap is a high priority (32%)
 - Organisations that had heard of *Think, Act, Report* (34% compared to 24% of those who had not).
- 4.19 Overall almost a third of employers (31%) had previously conducted a formal review of gender pay differences or were currently doing so. This was significantly higher among those with 1,000+ employees (37%) and those in other services (38%, this compares with just under a quarter among those in manufacturing or construction or in distribution, hotel and restaurants).
- 4.20 Amongst organisations that were not in the process of conducting a formal review just under one quarter had plans to conduct one in the future (23%). The proportion did not differ significantly between organisations with 150-249 employees and those with 250+ (22% vs. 24%, respectively).

Barriers to conducting formal pay gap reviews

- 4.21 We have seen that most organisations (62%) have no current, past or planned involvement in formal gender pay reviews. These organisations were presented with possible reasons for not doing so, and asked to indicate where a barrier applied to their organisation.
- 4.22 As shown in Figure 4.5, the most frequently cited barrier was that organisations felt they already provide equal pay, with nearly nine in ten organisations reporting this as a reason for not doing formal pay reviews (89%). Just under one-third of organisations said that they have an analytical job evaluation system (30%). Only 2% of organisation reported concerns of what they would find as a barrier.



Figure 4.5: Barriers to conducting formal pay gap reviews (prompted)



- 4.23 As shown in Table 4.1, there were minimal differences by size in terms of the order of the barriers to conducting formal pay reviews, and the results for organisations with 250+ employees in 2014 are largely comparable with those in 2009.
- 4.24 The main difference seen between 2011 and 2014 for organisations with 150-249 employees was the significantly more reporting that they have an analytical job evaluation system (31% in 2014 compared to 6% in 2011).



Table 4.1: Barriers to conducting a formal review by organisation size (prompted)

| | 150-249 employees | | 250+ employees | |
|--|-------------------|-------|----------------|-------|
| | 2011 | 2014 | 2009 | 2014 |
| <i>Base</i> | (131) | (132) | (468) | (376) |
| | % | % | % | % |
| You consider you already provide equal pay | 80 | 89 | 85 | 89 |
| You have an analytical job evaluation system | 6 | 31 | 29 | 29 |
| You are implementing or planning to implement a new pay or grading system ⁵ | n/a | 16 | 11 | 14 |
| You do not have time to do so | 7 | 14 | 13 | 11 |
| You do not have the financial or other resources to do so | 6 | 6 | 13 | 10 |
| You have concerns about what you would find | 4 | 2 | 2 | 2 |
| Other | 9 | 3 | 5 | 6 |
| Don't know | 3 | 3 | 3 | 2 |

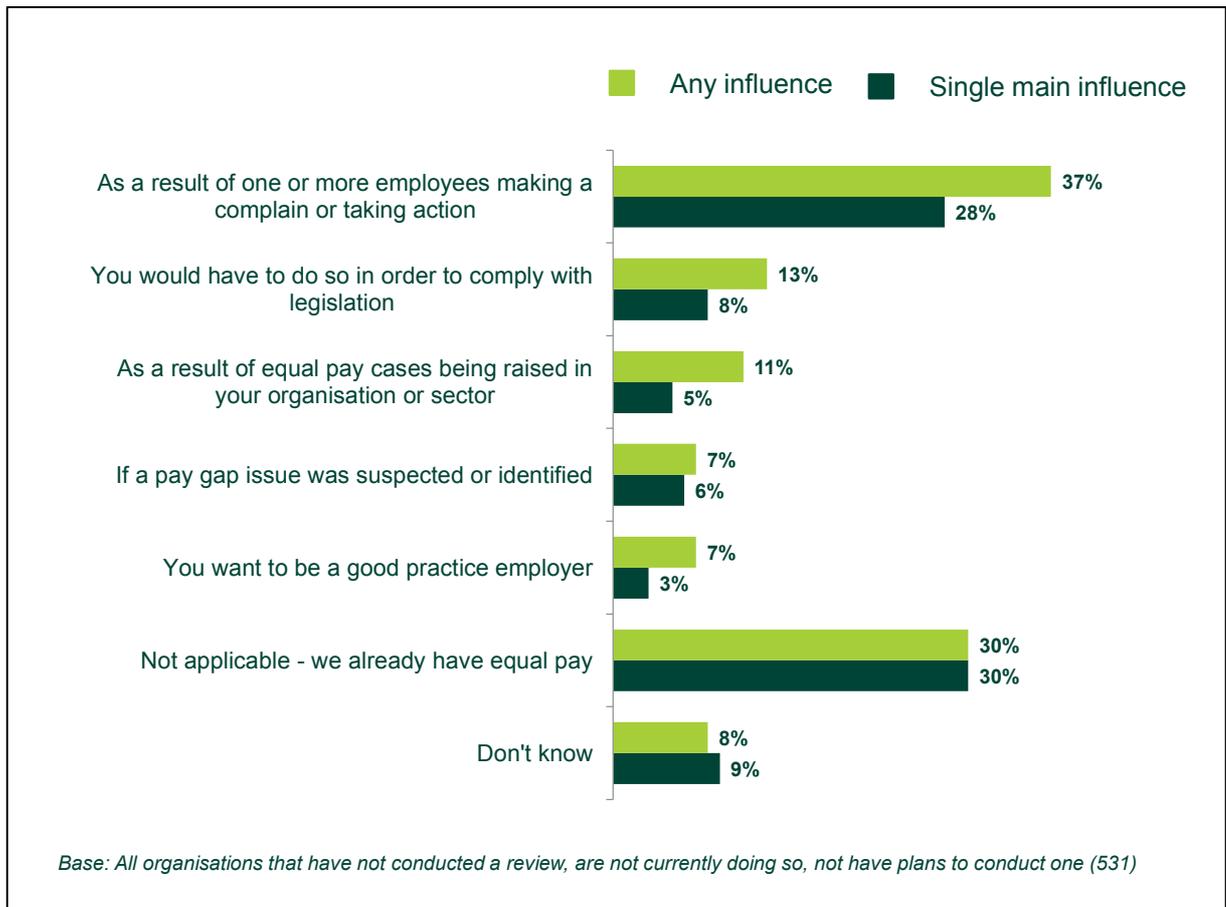
Factors that would encourage formal gender pay gap reviews

- 4.25 Organisations with no involvement with formal reviews of men's and women's pay (previous, current or planned) were asked what might encourage them to undertake a review. If more than one intervention was cited, they were then asked which one would have the greatest influence.
- 4.26 Results are shown on Figure 4.5 (only those with more than 5% identifying it as a motivating factor are shown). Organisations were most likely regard action from one or more employee as the single factor likely to cause them to undertake a review (28%), each other factor was mentioned as the single most influential by 8% or fewer.

⁵ This barrier was not listed in the 2011 questionnaire for organisations with 150-249 employees



Figure 4.6: Factors that might prompt the organisation to examine the gender pay gap (unprompted)



4.27 Some additional factors that were thought to have any influence includes:

- As a result of Government policy or publicity (5%)
- You were responding to a request from trade unions (3%)
- Findings from annual review / analysis (3%)
- Recommendation from HR / senior management (3%)
- As a result of EHRC policy or publicity (2%)
- As a result of leadership from employer bodies (2%)
- Changes within the company (2%)

4.28 Nearly one third of organisations that do not conduct formal reviews and had no plans to do so felt that an intervention was not necessary as they already provided equal pay (30%).

4.29 Among organisations with 250+ employees, the relative importance of each intervention was fairly consistent across 2009 and 2014 results, as demonstrated in Table 4.2, although a smaller proportion reported an equal pay case as a main prompt in 2014 (3% vs. 10% in 2009).



- 4.30 Table 4.2 also compares 2011 and 2014 results for 150-249 organisations. The main change has been a more organisations saying they would be more likely to conduct a formal review following action from an employee (27% vs. 12% in 2011), and fewer stating that legalisation itself would act as the greatest prompt.

Table 4.2: Single main factor that would prompt the organisation to examine the gender pay gap by organisation size (unprompted)

| | 150-249 employees | | 250+ employees | |
|--|-------------------|-------|----------------|-------|
| | 2011 | 2014 | 2009 | 2014 |
| <i>Base</i> | (131) | (134) | (508) | (397) |
| | % | % | % | % |
| As a result of one or more employees making a complaint or taking action | 12 | 27 | 33 | 28 |
| You would have to do so in order to comply with legislation | 23 | 8 | 12 | 8 |
| If pay gap issue was suspected or identified | - | 4 | - | 7 |
| As a result of equal pay cases being raised in your organisation or sector | 2 | 8 | 10 | 3 |
| You want to be a good practice employer | 5 | - | 2 | 5 |
| <i>Not Applicable – we already have equal pay</i> | 37 | 32 | 23 | 28 |
| Don't know | 11 | 10 | 11 | 9 |

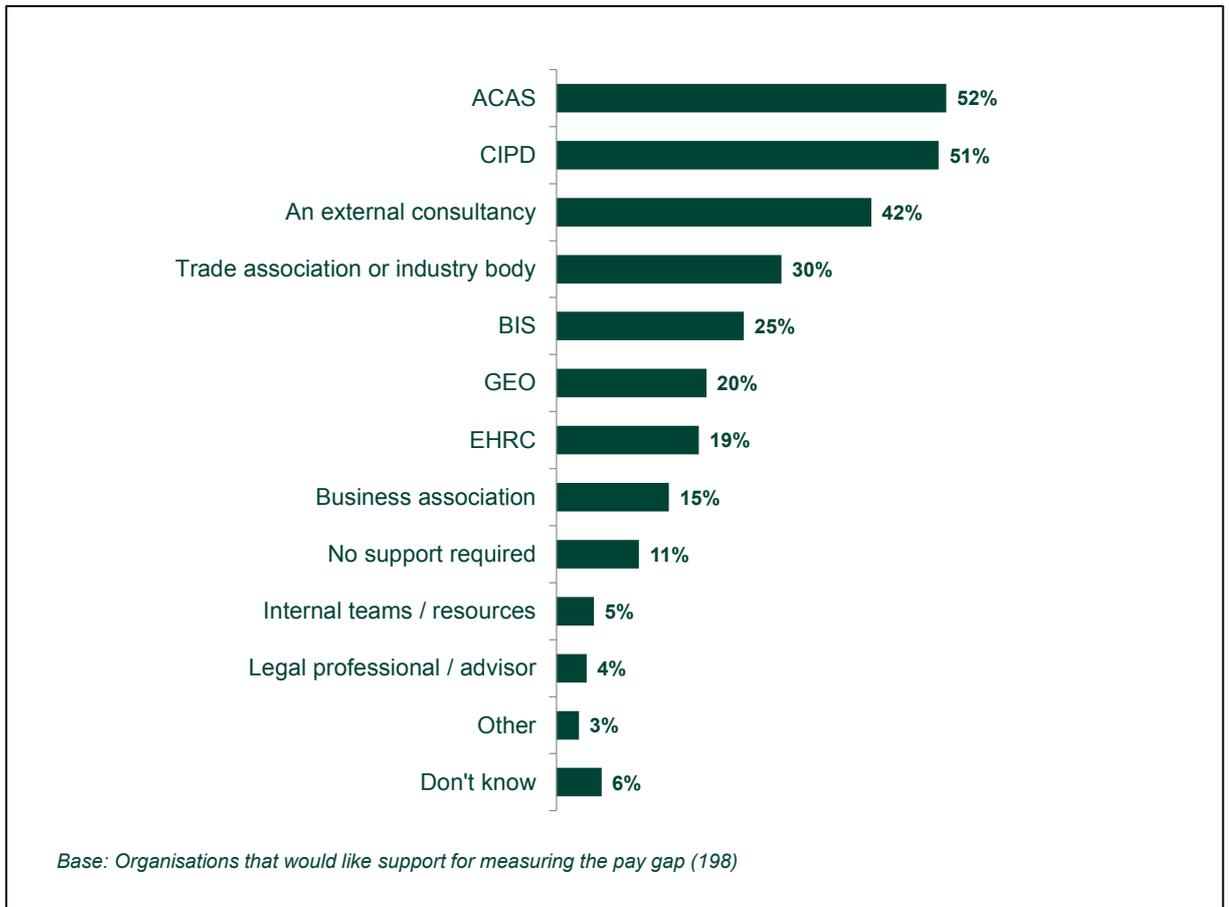
- 4.31 Organisations seeking a profit were more likely to cite a complaint or action from an employee as the main factor to prompt them to conduct formal analysis than the voluntary sector / charities (31% vs. 13%), while the latter were more likely to say that the main prompt would be desire to be a good employer (10% vs. 1% of profit-seeking organisations).

Support that would encourage formal gender pay gap reviews

- 4.32 Organisations that do not conduct formal reviews and had no plans to do were then asked what form of support would encourage them to conduct formal reviews. A majority stated that they would not need support (60%). The most common response was extra internal resources (6%): other forms of support mentioned include access to consultancy advice (5%), a website with advice on how to measure the gap (3%), helpline advice, case studies or benchmark information, financial support, hard copy written materials, and downloadable software (all mentioned by 1%).
- 4.33 Organisations stating they would like support were asked whether they would go to specific sources for help in measuring the differences between men's and women's pay. As shown in Figure 4.6, organisations were most likely to report that they would go to the Advisory, Conciliation and Arbitration Service (ACAS; 52%), closely followed by the Chartered Institute of Personal Development (51%). One in five organisations stated that they would go to the Government Equalities Office for such support (20%).



Figure 4.7: Sources of support to help measure gender pay (prompted)



- 4.34 No significant differences were seen across the size bands in 2014, however a lower proportion of 250+ employees in 2014 reported that they would go to ACAS and CIPD for help than did in 2009 (48% and 57% vs. 63% and 60% respectively in 2009).
- 4.35 Among those with 150-249 employees, more mentioned ACAS and CIPD (57% and 43%) than in 2011 (49% and 27%).



5 Reporting of gender pay gap data

- 5.1 This chapter examines the extent of reporting of the gender pay gap data that is collected by employers, distinguishing between the reporting of data “internally” to other staff within their own organisation, and “externally” so people outside of the organisation can freely access it.
- 5.2 The chapter looks at the incidence of reporting alongside motivations and barriers, the actual experiences of those who have reported on the data (internally or externally) and the extent to which employers would be open to doing so in future, and the means of encouraging them.

Reporting of gender pay gap data

- 5.3 Employers that had conducted a formal review to examine the gap between men’s and women’s pay were asked whether and how they had reported on the findings from this exercise. Of the 31% of employers who had a formal gender pay gap review, 13% had reported on it at all; this equates to 4% of employers overall. Reporting was slightly more likely to be internal (10% of those conducting formal reviews, equivalent to 3% of all employers) than external (7% of those conducting formal reviews, equivalent to 2% of all employers). Reporting to an external audience was typically in their annual report or on their website.
- 5.4 Table 5.1 illustrates the proportion of all employers reporting pay gap information internally and externally by size, sector and organisation type.
- 5.5 Both internal and external reporting were more common among the very largest employers with 1,000 or more staff (6% and 5% respectively), largely related to the fact they were more likely to have carried out a formal pay review. Charities and voluntary sector employers were also more likely to report both internally and externally (6% and 7% respectively) – this difference was not related to any higher propensity of charity/voluntary sector organisations to carry out a pay review, as we can see that among those who had done so the difference was still evident. None of the differences by industry sector shown on Table 5.1 are statistically different.
- 5.6 Employers who were aware of *Think, Act, Report* were significantly more likely to have reported their data externally (6%) than those who were not (1%); this difference held even when taking into account that they were more likely to have collected this data – of those that had conducted a review into their gender pay difference, 15% of employers that had heard of *Think, Act, Report* had reported externally compared with 5% of those who had conducted a formal review but not heard of it.



Table 5.1: Incidence of pay gap reporting by size, sector and organisation type

| | Base: all who have conducted formal pay review | | | Base: All employers | | | | |
|--------------------------------------|--|---|---------------|---------------------|---|---------------|--------------------|--------------------|
| | Unwtd Base | % | Any reporting | Unwtd Base | % | Any reporting | Internal reporting | External reporting |
| GB Total | (256) | % | 13 | (855) | % | 4 | 3 | 2 |
| Size | | | | | | | | |
| 150-249 | (46) | % | 14 | (197) | % | 4 | 2 | 2 |
| 250-499 | (84) | % | 13 | (280) | % | 5 | 5 | 1 |
| 500-999 | (50) | % | 2* | (171) | % | 0.4 | 0.4 | 0 |
| 1,000+ | (76) | % | 19 | (207) | % | 7* | 6* | 5* |
| Sector | | | | | | | | |
| Manufacturing and construction | (62) | % | 8 | (270) | % | 2 | 2 | 0.3 |
| Distribution, hotels and restaurants | (53) | % | 13 | (222) | % | 3 | 3 | 1 |
| Finance and business services | (111) | % | 14 | (283) | % | 5 | 5 | 2 |
| Other private services | (30) | % | 15 | (80) | % | 6 | 3 | 4 |
| Type | | | | | | | | |
| Private sector | (211) | % | 10 | (770) | % | 2 | 2 | 1 |
| Charity and voluntary sector | (45) | % | 21* | (85) | % | 10* | 6 | 7* |

Base: All employers

* denotes a figure that is significantly different to the GB average.

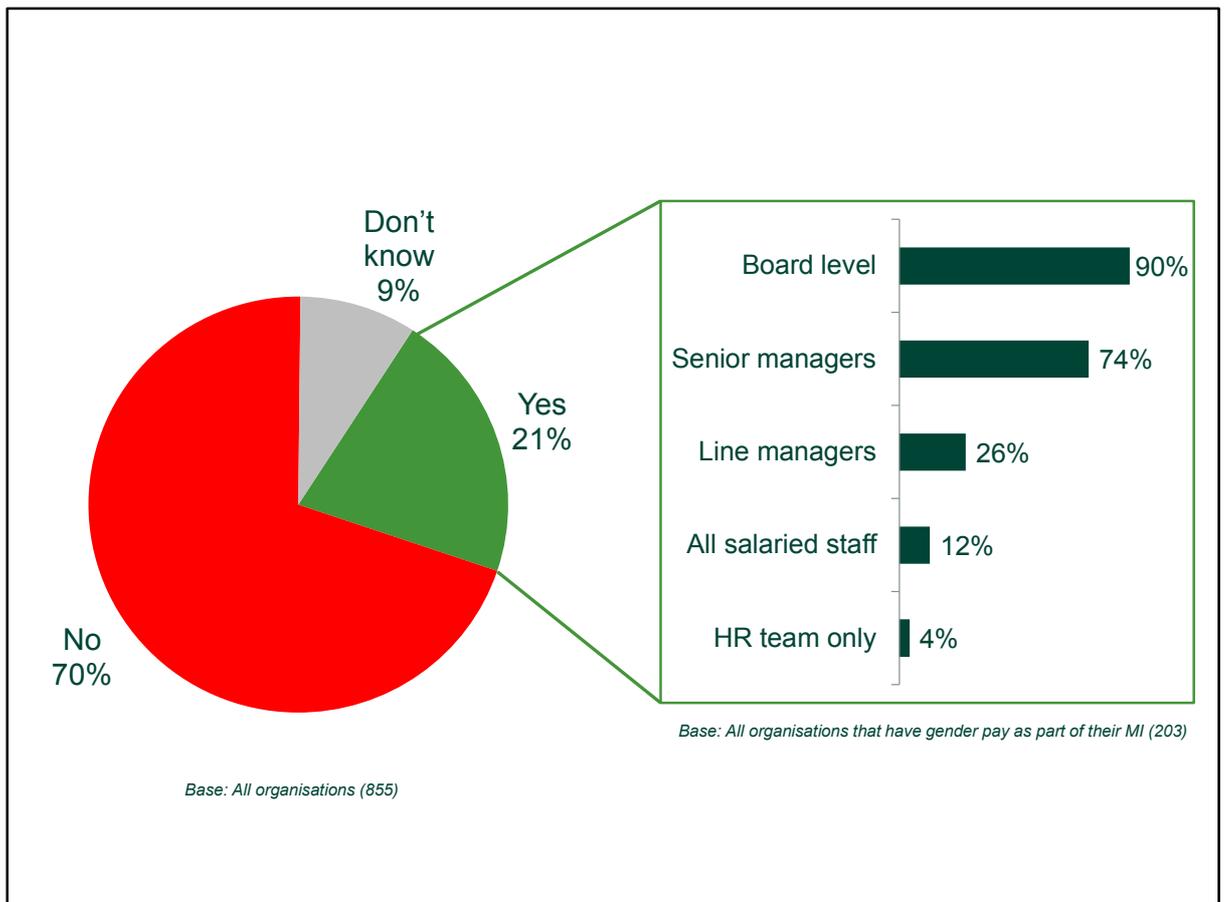
- 5.7 There has been no change compared with the previous surveys in the proportion of all employers reporting gender pay gap data internally. In 2014 2% of medium-sized employers (with 150-249 staff) reported this information internally (not statistically significant from the 4% in 2011), while in both 2009 and 2014 4% of large employers reported gender pay gap information internally.
- 5.8 Similarly the changes over time for the proportion of all employers reporting gender pay gap information external are not statistically significant (e.g. 2% of those with 250+ staff reported this information in 2014, compared with 1% in 2009).



Gender pay gap data in Management Information

- 5.9 In addition to reporting the results of formal gender pay gap reviews, employers were asked whether they collected gender pay information as part of their Management Information (MI) and, if so, to what levels these data were reported internally. The inclusion of data in the organisation’s MI suggests some level of importance is placed on it, even if it is not shared more widely or utilised in any way at present.
- 5.10 A fifth of all employers (21%) said they collected this data as part of their MI (though an additional 9% were unsure). Collecting this data as part of their MI was more common among those with 250 or more staff (24%, up from 21% in 2009; this change is not statistically different but suggests positive change) than those with 150-249 staff (17%, no comparison is available for 2011 data).
- 5.11 Of those who collect gender pay information as part of their MI, the majority (90%) share this with the Board, and three-quarters (74%) with senior managers. It was far less common for these employers to share it with line managers (26%) or all staff (12%, though rising to 22% of charity and voluntary sector employers that collect gender pay MI data).

Figure 5.1: Whether gender pay gap data is collected as part of their Management Information, and if so who this information is shared with



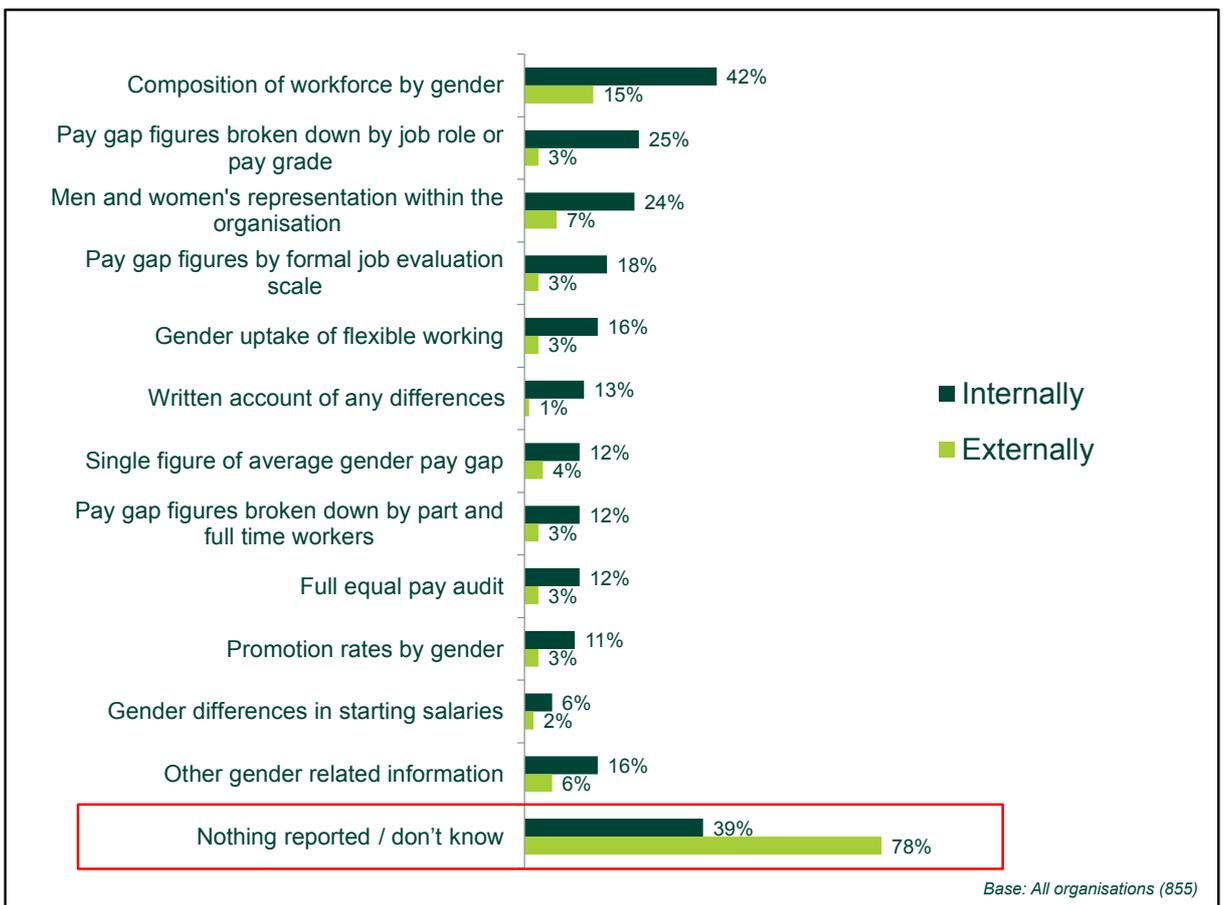
- 5.12 Around a third of employers collected information on the proportion of mothers who return following maternity leave (35%); this was most common in larger companies (50% of employers with 1,000 or more staff).



General data relating to gender pay differences

- 5.13 This chapter so far has established the extent to which employers publish their formal gender pay reviews, or gender pay data collected formally as part of their MI. However it is not necessarily the case that employers who do not have these formal processes in place to gather data are being secretive about their information, or not gathering any at all. Employers were read a list of various gender-related issues (not all specifically about pay) and asked whether they reported *any* information internally or externally on these issues. Results indicate that around six in ten employers (61%) report some of this gender information internally, most commonly on the gender composition of the workforce (42%), pay gap figures broken down by job role or pay grade (25%), and information about men and women’s representation within the organisation (24%).
- 5.14 Fewer reported some gender-related information externally (22%). This was most often information on the composition of their workforce (15%) and men and women’s representation within the organisation (7%). A handful of employers externally published a single figure showing their average gender pay gap (4%; 12% did this internally).

Figure 5.2: Reporting of gender information (prompted)



Experience of reporting of gender pay data

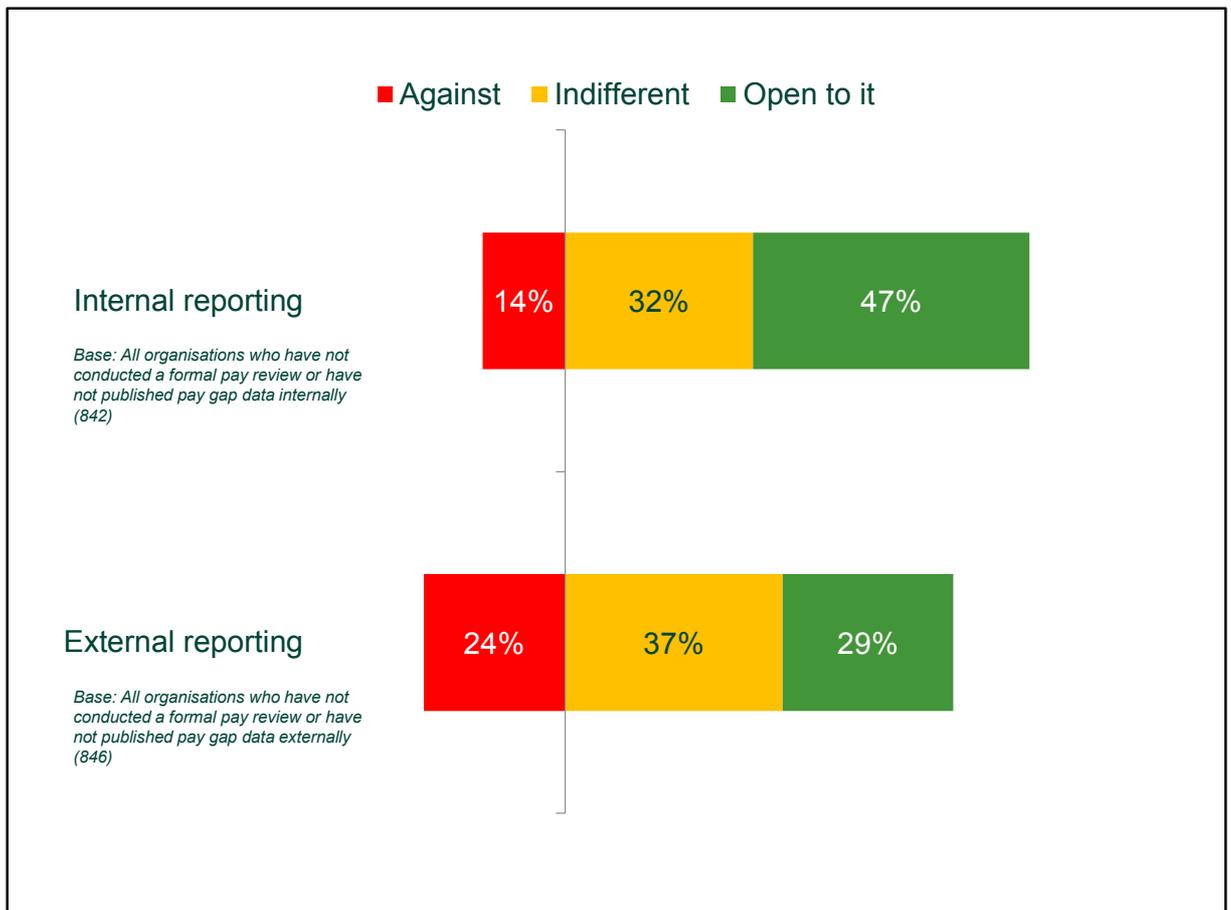
- 5.15 On balance, employers who have taken the step of reporting information about their formal gender pay reviews either internally or externally regard it has having been a positive experience for the organisation.
- 5.16 Of the 3% of employers who report findings from their formal gender pay gap reviews *internally* to staff, two-thirds felt it had been a positive experience (67%), and the remainder were either indifferent (22%) or did not know or said it was too early to say (11%) - no employers who had reported this information internally said it had been a negative thing for the organisation. This is similar to findings in 2009 (this finding was not reported in 2011 among the medium-sized employers).
- 5.17 Similarly, over half of employers reporting findings from their formal gender pay gap reviews *externally* felt this had been positive for the organisation (54%), with the remainder either saying it had little effect either way (37%) or unsure (9%) - again no employer who had taken this step said it had been a negative thing for the organisation. This is also similar to findings in 2009 (this finding was not reported in 2011).
- 5.18 This is important information when communicating to employers about reporting of gender pay gap data; none of the 32 employers in the survey that had taken this step reported a negative impact for their organisation, and more often than not it has been a positive experience.



Perceptions about reporting gender pay gap information among those who do not

5.19 Employers that had not published their gender pay gap information were asked how open they would be to doing this. Overall, employers were more open to the idea of reporting this data internally (47%) than they were externally (29%), but in both cases more were open to it than against it, with around a third in each case indifferent. Results are shown on Figure 5.3 (those unsure or saying it depends on what the data shows are not shown, hence results add to less than 100%).

Figure 5.3: Openness to reporting on the gender pay gap



5.20 Among employers with 250 or more staff, the proportion open to internal reporting of gender pay information (46%) has remained largely unchanged since 2009 (47%), although the proportion against the idea (11%) has fallen significantly (from 15% in 2009). There has been a slight decrease in the proportion against external reporting (from 27% in 2009 to 24%), however this change is not statistically significant.

5.21 Among medium-sized employers (150-249 staff), there has been a significant increase since 2011 in the proportion open to the idea of reporting gender pay information internally (from 38% in 2011 to 48% in 2014) or externally (from 21% in 2011 to 32% in 2014).

5.22 On the whole in 2014 medium-sized employers were equally as positive as large employers to the idea of reporting on pay gap information, though the very largest employers with 1,000 or more staff were more likely than average to be open to internal reporting (54% compared to 47% overall; there was no difference though regarding external reporting).



- 5.23 Employers in the other private services sector were most likely to be open to internal reporting (59% compared to 47% overall), however when it came to external reporting all sectors were equally open to the idea except for Finance and Business Services (21% were open to it, compared to 29% overall).

Table 5.2: Employers not reporting gender pay gap data open to doing so, by sector

| | | Open to internal reporting | | Open to external reporting | |
|--------------------------------------|---|----------------------------|-----|----------------------------|-----|
| | | Unweighted Base | | Unweighted Base | |
| GB Total | % | (842) | 47 | (846) | 29 |
| Sector | | | | | |
| Manufacturing and construction | % | (270) | 44 | (270) | 28 |
| Distribution, hotels and restaurants | % | (222) | 42 | (222) | 32 |
| Finance and business services | % | (283) | 40* | (283) | 21* |
| Other private services | % | (80) | 59* | (80) | 35 |

Base: All employers who had not conducted a formal pay review or published pay data internally/externally

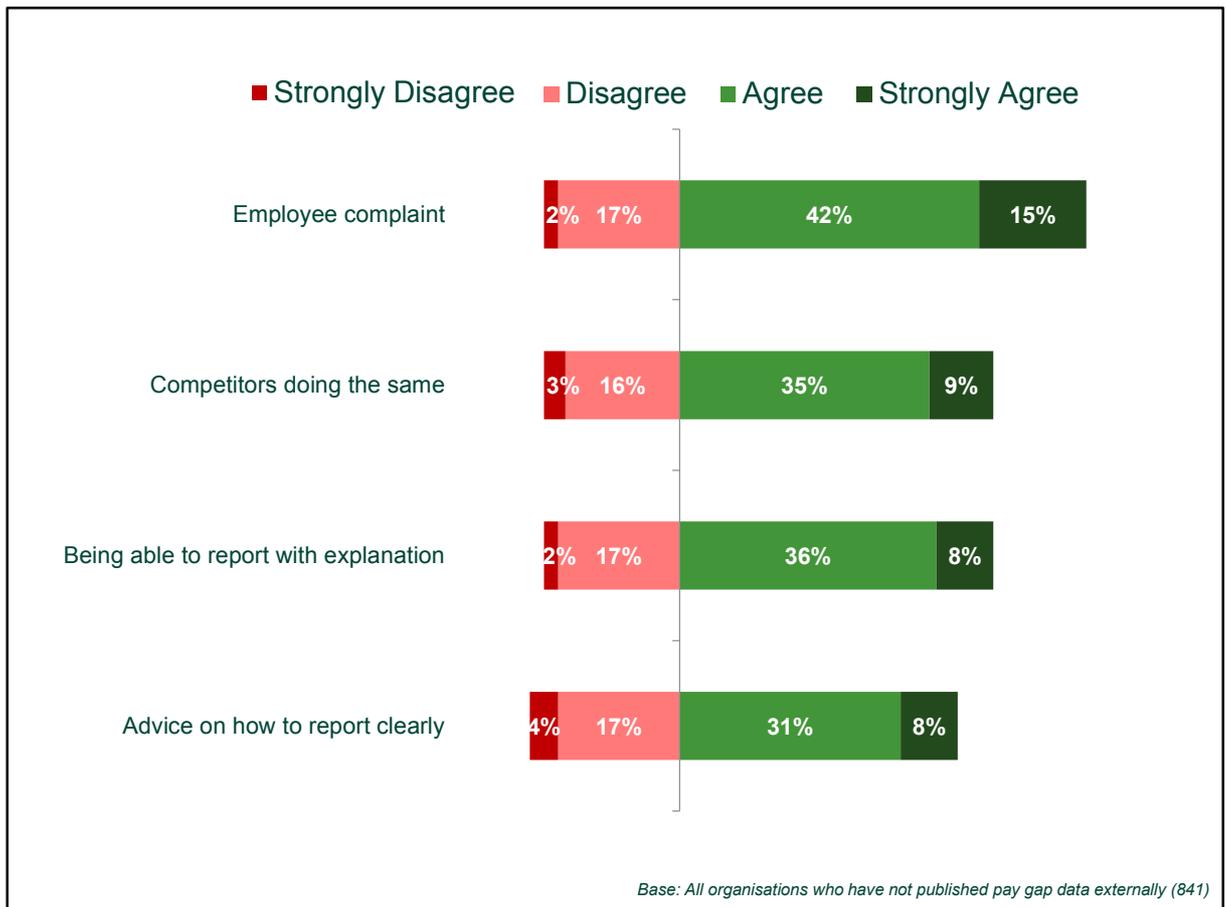
** denotes a figure that is significantly different to the GB average.*

- 5.24 The main reasons for being **open** to the idea of reporting pay gap information internally and externally were very similar. The primary reason in both cases was confidence by employers that they had no pay gap so had nothing to hide (62% in each), followed by the employer having a company culture of transparency and fairness (39% of those open to internal reporting, 30% open to external).
- 5.25 Other reasons mentioned for being open to internal reporting were that it is general good practice (5%), it would help them to address the issue (3%) or that it would be good for staff morale (1%).
- 5.26 Other reasons given for being open to external reporting included that they were already used to reporting the information to government (6%), that it is best practice (5%), and to get a comparative measure with other companies if everybody did it (4%).
- 5.27 The main reason for being **opposed** to both internal and external reporting was a stated company policy not to discuss pay (38% of employers against internal reporting and 44% of those against external reporting cited this as a reason). There were also a considerable number of employers in both cases who didn't recognise gender pay gaps as an issue to address (32% in respect to internal reporting, 22% external).
- 5.28 The other reasons for being against external reporting that were mentioned by more than 5% were: concerns about competitors having that information about them (11%), concerns about uncovering problems (9%), and being unsure how to go about doing it in the right way (5%).
- 5.29 Other concerns regarding internal reporting was worries about uncovering problems (21%) and problems or ill-feeling it could cause among staff (12%).



5.30 Employers who did not report gender pay gap information externally were given a number of scenarios and asked the extent to which they agreed or disagreed that this would encourage them to report externally on the gap between men’s and women’s pay within their organisation. As Figure 5.4 illustrates, employers would be more motivated by the “stick” than the “carrot”: a complaint from an employee is the trigger employers felt would be most likely to lead them to report their gender pay gap data (57%, though significantly higher among those with 150-249 staff (67%) than those 250+ staff (51%, this figure lower than the 63% found among this size of employer in 2009).

Figure 5.4: Agreement with scenarios to encourage external gender pay gap reporting



Those answering neither agree nor disagree or don’t know are not shown, hence each set of bars adds to less than 100%.

5.31 The relatively high proportion of employers who say they would be encouraged to report externally if competitors did the same (43%) highlights the fear among some employers of being the first to publish this data, and negative connotations if they were publishing data that showed a gap and it were not possible to compare the data against that of other organisations. On the other hand, if competitors are all publishing this information it would reflect badly on a company that wasn’t, appearing as though they had something to hide.

5.32 More often than not employers also reported that they would be more likely to report data externally if they were able to offer an explanation for the figures, and advice on how to report clearly.



- 5.33 Overall 28% of employers not publishing externally currently did not think that any of the stated scenarios would prompt them to report externally on their gender pay information. These employers were asked what *would* encourage them to do so. Most said nothing short of making it a legal requirement would encourage them to report their gender pay information (57%, equating to 16% of all employers with 150 or more staff).
- 5.34 Aside from this, 13% of employers who would not be encouraged by any of the prompted scenarios said they would be encouraged if there was a perceived need to do so (currently they did not feel there was a gender pay gap issue within their organisation). Proof of the benefits would only motivate 2%, whilst 5% said it was a group-level decision and not in their hands i.e. their parent company would be responsible for making that decision.



6 *Think, Act, Report*

- 6.1 This short chapter focuses on awareness and participation in *Think, Act, Report*. *Think, Act, Report* is a voluntary initiative designed to drive greater transparency on women's workforce issues and help companies think about gender inequality.
- 6.2 Overall 16% of respondents had heard of *Think, Act, Report*. This increased with the size of the organisation, from 14% of those with 150-249 employees and 11% of those with 250-499 employees, to 19% of those with 500-999 employees and 26% of those with 1000 or more employees.
- 6.3 Organisations that had completed or planned to conduct a formal review were more likely to have heard of *Think, Act, Report* (21% and 23% respectively) than those who had not conducted nor had any formal review planned (13%).
- 6.4 Organisations that had heard of *Think, Act, Report* were asked whether they had signed up to it, 5% of these organisations had done so, equivalent to fewer than 1% of all organisations with 150+ staff.
- 6.5 The most common responses why those who had heard of *Think, Act, Report* had not signed up were:
- Believing they had no issue, with all staff treated equally (25%)
 - It not being a priority for the organisation (19%)
 - Bring too busy / lacking time (7%)
 - Being involved with a similar initiative (7%)
 - Not knowing enough about it (6%)

Among this group of employers 7% said they were currently looking into it (equivalent to 0.9% of all employers covered in the survey).



Appendix A – The questionnaire

PRIVATE & CONFIDENTIAL

Think, Act, Report –
Three Years On

J5415

ASK TELEPHONIST

- A1) **Good morning/afternoon, my name is _____ calling from IFF Research, an independent market research company on behalf of the Government Equalities Office. Please can I speak to [INSERT NAME FROM SAMPLE / IF NO NAME: your Human Resources or Personnel Manager or Director]?**

INTERVIEWER NOTE: IF NO HR MANAGER / DIRECTOR – ASK TO SPEAK TO MOST SENIOR PERSON WITH RESPONSIBILITY FOR HR.

| | | |
|--|----|--|
| Yes – speaking | 1 | CONTINUE |
| Yes – transfer | 2 | |
| Hard appointment | 3 | MAKE APPOINTMENT |
| Soft appointment | 4 | |
| HR based at another site | 5 | TAKE DETAILS (TEL NO, CONTACT NAME, “REGION”, NEW COMPANY NAME) AND CLOSE (DP CREATE NEW QUEUE: qsite) |
| Refusal (Taken part in recent survey) | 6 | THANK AND CLOSE |
| Refusal (Company Policy) | 7 | |
| Refusal (Other – specify) | 8 | |
| Refusal (Prefer to take part in Welsh) | 9 | |
| Not available in deadline | 10 | |
| Engaged | 11 | CALL BACK |
| No reply / answering phone | 12 | |
| Residential number | 13 | THANK AND CLOSE |
| Dead line | 14 | CLOSE |
| Company closed | 15 | THANK AND CLOSE |

WHEN SPEAKING TO HR MANAGER:

- A2) IF A1=2 SHOW REINTRODUCTION TEXT: **Good morning/afternoon, my name is _____ calling from IFF Research, an independent market research company.**

ALL: We are conducting a project on behalf of the Government Equalities Office to help them to understand how, if at all, businesses such as yours are analysing and reporting on gender issues in the workplace.



Can I just check that you are an appropriate person to speak to regarding your company’s HR strategy, including your remuneration and equality & diversity policies? IF NOT: CODE 2 AND ASK TO BE TRANSFERRED.

The interview should take around 10 minutes. Are you available to speak now?

REASSURE IF NECESSARY:

- The research is not checking up on companies, and you are under no legal obligation to be doing anything in this area at present. The study is to look at current business practice and opinions and how the current drive towards greater transparency of reporting on gender issues in the workplace would impact businesses such as yours.
- All your responses will be treated in the strictest confidence, and nothing will be attributed to any individual or company - The Government Equalities Office will not be told the names of organisations participating in the survey.
- Contact at IFF Research is Christabel Downing or Erica Garnett if they would like to find out more about the survey (020 7250 3035) or contact at GEO is Tim Morgan on 020 7211 6982 or tim.morgan@geo.gsi.gov.uk;
- IFF is a Market Research Society Partner and work strictly within the Market Research Society Code of Conduct. If you would like to check IFF’s credentials, you can call the Market Research Society, free of charge, on 0500 39 69 99.
- Organisations have been randomly selected from a list provided by Dun and Bradstreet

| | | |
|--|----|------------------|
| Yes – continue | 1 | CONTINUE |
| Not the most appropriate person (TAKE DETAILS AND TRANSFER) | 2 | RE-ASK A2 |
| Hard appointment | 3 | MAKE APPOINTMENT |
| Soft appointment | 4 | |
| Requested reassurance email (insert email address) DP: SEND AUTOMATIC EMAIL | 5 | |
| Refusal (Taken part in recent survey) | 6 | THANK AND CLOSE |
| Refusal (Company Policy) | 7 | |
| Refusal (Other – specify) | 8 | |
| Refusal (Prefer to take part in Welsh) | 9 | |
| Not available in deadline | 10 | |



ASK ALL [2009 = A3; 2011 = A3]

- A3) Would you classify your organisation as one MAINLY seeking to make a profit; as a charity / voluntary sector organisation; as a local-government financed body, or as a central government financed body?**
CODE ONE ONLY

| | | |
|-------------------------------------|---|-----------------|
| Seeking a profit | 1 | CONTINUE |
| Charity / voluntary sector | 2 | |
| Local government financed body | 3 | THANK AND CLOSE |
| Central government financed body | 4 | |
| None of the above / other (SPECIFY) | 5 | CONTINUE |

ASK ALL [2009=A4; 2011=A4]

- A4) How many employees does your company currently employ in Great Britain? IF NECESSARY: Please include all full and part time staff, but exclude agency workers or self-employed contractors.**

WRITE IN NUMBER (1-999999) _____

Don't know X

IF DK PROMPT WITH RANGES / IF ANSWER GIVEN CODE RANGES AUTOMATICALLY [AS 2009 & 2011 WITH CODES ADAPTED TO INCLUDE 150-249]

- A4a) Is it approximately...READ OUT**

| | | |
|---------------|---|------------------------|
| Less than 150 | 1 | THANK AND CLOSE |
| 150-249 | 2 | CONTINUE. CHECK QUOTAS |
| 250-499 | 3 | |
| 500-999 | 4 | |
| 1000+ | 5 | |
| Don't know | 6 | THANK AND CLOSE |

THANK AND CLOSE IF UNDER 150 OR DON'T KNOW

ASK ALL [2009=A5; 2011=A5]

- A5) I have [INSERT SIC DESCRIPTION FROM SAMPLE] as a description of your main business activity. Is this correct?**

| | | |
|------------|---|-----------------------------|
| Yes | 1 | CHECK QUOTAS AND MOVE TO A6 |
| No | 2 | ASK A5a |
| Don't know | 3 | |

[2009=A5a; 2011=A5a]

IF DESCRIPTION INCORRECT (A5=2 OR 3) ASK:

- A5A) Please could you describe to me your main business activity?**

WRITE IN



[2009=A5RAN; 2011=A5RAN]

A5RAN) INTERVIEWER: CODE TO SECTOR BASED ON DESCRIPTION OF MAIN BUSINESS ACTIVITY

| | | |
|--------------------------------------|---|--------------|
| Manufacturing and construction | 1 | CHECK QUOTAS |
| Distribution, hotels and restaurants | 2 | |
| Banking, finance and insurance | 3 | |
| Other private services | 4 | |

[A6, A7 and A8 from 2009 deleted]

SECTION B: UNDERSTANDING THE BUSINESS

ASK ALL: [2009= B1, 2011=B1]

B1) I'm interested to get a bit of an understanding of the nature of your workforce – that is, who works in your organisation and what they do. Does your organisation employ any staff in the following job roles? READ OUT IN FULL; CODE ALL THAT APPLY

| | Yes | No |
|---|-----|----|
| Managerial or senior official posts | 1 | 2 |
| Professional or technical roles | 1 | 2 |
| Administrative or secretarial | 1 | 2 |
| Skilled Trades (Such as electricians, mechanics, chefs) | 1 | 2 |
| Customer Facing (Sales, customer service, personal service) | 1 | 2 |
| Blue Collar or Manual Labour (Elementary occupations, or process, plant or machine operatives) | 1 | 2 |

INTERVIEWER NOTE – IF ANSWERED 'NO' (CODE 2) TO ALL PARTS OF B1: THE INTERVIEW IS ABOUT TO BE TERMINATED BECAUSE YOU HAVE ANSWERED 'NO' TO ALL TYPES OF JOB ROLES. DO YOU WISH TO RE-ASK B1, OR CLOSE THE INTERVIEW?

| | | |
|---------------------|---|-----------------|
| RE-ASK B1 | 1 | RE-ASK B1 |
| CLOSE THE INTERVIEW | 2 | THANK AND CLOSE |

B1A), B2), B2a), B3dum - deleted



ASK ALL [2009=B4, 2011=B4]

B4) I'd like now to understand how your employees are split by gender, that is, the number of men and women you have working for you at this organisation. Please could you tell me what percentage of your workforce OVERALL are women? If you do not know a "best guess" will do.

WRITE IN NUMBER [DP ALLOW 0-100%]. IF DK PROMPT WITH RANGES

| | |
|---|---|
| EXACT PERCENTAGE ____% OR RANGE: | |
| 0% | 1 |
| 10% or less | 2 |
| 11-25% | 3 |
| 26-50% | 4 |
| 51-75% | 5 |
| 76-90% | 6 |
| 91-99% | 7 |
| 100% | 8 |
| Don't know | X |

B5) Deleted

[2009=B6, 2011=B6]

ASK IF B1_1=1 (IF ORGANISATION HAS MANAGERS OR SENIOR OFFICIALS) & EMPLOYS ANY WOMEN (B4 not 0%)

B6) And of all those working in Managerial or other senior official posts, what percentage of these are women?

WRITE IN NUMBER [DP ALLOW 0-100%]. IF DK PROMPT WITH RANGES

| | |
|---|---|
| EXACT PERCENTAGE ____% OR RANGE: | |
| 0% | 1 |
| 10% or less | 2 |
| 11-25% | 3 |
| 26-50% | 4 |
| 51-75% | 5 |
| 76-90% | 6 |
| 91-99% | 7 |
| 100% | 8 |
| Don't know | X |



ASK ALL [2009=B9, 2011=B9]

B9) Approximately what percentage of your workforce work part time, that is, fewer than 30 hours per week on average?

WRITE IN NUMBER [DP ALLOW 0-100%]. IF DK PROMPT WITH RANGES

| | |
|---|---|
| EXACT PERCENTAGE ____% OR RANGE: | |
| 0% | 1 |
| 10% or less | 2 |
| 11-25% | 3 |
| 26-50% | 4 |
| 51-75% | 5 |
| 76-90% | 6 |
| 91-99% | 7 |
| 100% | 8 |
| Don't know | X |

IF B9>0 & B4 not 0% EMPLOY PART TIMERS AND WOMEN [2009=B10, 2011=B10]

B10) And approximately what percentage of these part time workers are female?

WRITE IN NUMBER [DP ALLOW 0-100%]. IF DK PROMPT WITH RANGES

| | |
|---|---|
| EXACT PERCENTAGE ____% OR RANGE: | |
| 0% | 1 |
| 10% or less | 2 |
| 11-25% | 3 |
| 26-50% | 4 |
| 51-75% | 5 |
| 76-90% | 6 |
| 91-99% | 7 |
| 100% | 8 |
| Don't know | X |

B11) Deleted

**SECTION C:
UNDERSTANDING THE STYLE OF THE BUSINESS**

Deleted



SECTION D: UNDERSTANDING REMUNERATION STRUCTURES

I'd like to think now about the pay and benefits package you offer your staff.

D1)-D4d) Deleted

ASK ALL [2009=D5; 2011=D10]

D5) Which ONE of the following statements best describes how open your organisation is when it comes to salary levels. Would you say that ...?

READ OUT; CODE ONE ONLY

| | |
|---|---|
| Staff are formally made aware of how much their colleagues in the same role are paid | 1 |
| Staff know the pay band into which their role falls | 2 |
| Staff are free to talk about it if they wish but there is no information from the company on the matter | 3 |
| Staff are discouraged from talking about it but there is no information from the company on the matter | 4 |
| Staff have it in their contract that they cannot discuss pay with colleagues | 5 |
| It differs between roles | 6 |
| DO NOT READ OUT - Don't know | X |

D5A) Deleted

D5B) Deleted

SECTION E: COLLECTING, MONITORING AND MEASURING SALARY INFORMATION

ASK ALL [2009=E1A and E1B; 2011 COMBINED INTO A SINGLE QUESTION – SAME ANALYSIS POSSIBLE]

E1A) I'd now like to ask a few questions about how your organisation records information about your employees' pay.

Do you keep your HR and payroll information on a computerised system?

| | |
|------------------------------|---|
| Yes | 1 |
| No, it's entirely manual | 2 |
| DO NOT READ OUT - Don't know | X |

IF COMPUTERISED (E1A=1)

E1B) Are your HR and payroll records on separate systems, or are they combined into one?

| | |
|------------------------------|---|
| Separate | 1 |
| Combined | 2 |
| DO NOT READ OUT - Don't know | X |



ASK IF RECORDS SEPARATE (E1B=1) [2009=E1c; 2011=E1c]

E1C) How easy is it, or would it be, for you to combine these HR and payroll records to look at data across the two?

READ OUT

| | |
|------------------------------|---|
| Very easy | 1 |
| Fairly easy | 2 |
| Fairly difficult | 3 |
| Very difficult | 4 |
| DO NOT READ OUT - Don't know | X |

E2) Deleted

E2A) Deleted

ASK ALL [2009=E3; 2011=E3; in both years it was not asked all but routed off E2 – same key analysis possible. New code 4 added below]

**E3) Do you ever analyse any of your pay data to explore the gap between men's and women's average pay? PROBE FULLY (IF 'NO' CHECK WHICH NO CATEGORY APPLIES)
[ALLOW MUTLICODING BETWEEN 2 & 4, and 3 & 4; otherwise single]**

| | |
|---|---|
| Yes | 1 |
| No, but have definite plans to in future | 2 |
| No, have no definite plans at present | 3 |
| No, we don't keep pay data records / records that would enable this to be analysed | 4 |
| DO NOT READ OUT - Don't know | X |

IF ANALYSE DATA (E3=1) [2009=E3a; 2011 this type of question was asked at E3d but about each of a list of things at E3a (starting salaries upon recruitment, new salaries on promotion to a higher grade etc) not the frequency of analysing pay data per se]

E3A) How frequently do you run this analysis?

READ OUT CODE ONE ONLY

| | |
|---------------------------------|---|
| Every month or two | 1 |
| Quarterly | 2 |
| Twice per year | 3 |
| Annually | 4 |
| Less often | 5 |
| DO NOT READ OUT Other – SPECIFY | 6 |
| DO NOT READ OUT - Don't know | X |



E3B) Deleted

E4) Deleted

ASK ALL [2009=E5; not asked in this way 2011]

E5) Does your organisation collect data on the gender pay gap as part of its Management Information?

| | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't know | X |

IF E5=1 [2009=E6; not asked in this way 2011]

E6) And is this sort of information shared with staff through corporate communications at any of the following levels? READ OUT, CODE ALL THAT APPLY

| | |
|---|---|
| At board level | 1 |
| To senior managers | 2 |
| To line managers | 3 |
| To all salaried staff | 4 |
| To contractors and agency workers / temps | 5 |
| Not communicated outside HR team | 6 |
| DO NOT READ OUT: Other (WRITE IN) | 7 |
| DO NOT READ OUT: Don't know | X |

ASK ALL [2009=not asked;2011=E5]

E7) Does your organisation collect any information on the proportion of mothers who return to work after taking maternity leave?

| | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't know | X |



SECTION F – EQUAL PAY ACTIVITY

ASK ALL [2009=F1; 2011=F1]

- F1) **Is your organisation currently in the process of conducting a formal review to examine the gap between men's and women's pay?**

| | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't know | 3 |

ASK ALL [2009=F2; 2011=F2]

- F2) **Has your organisation ever conducted a formal review in the past to examine the gap between men's and women's pay?**

INTERVIEWER NOTE: If organisation is in process of conducting its first EPR – then record as 'no'.

| | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't know | 3 |

IF NOT IN PROCESS OF CONDUCTING AN EPR (F1=2 OR 3) [2009=F3; 2011=F3]

- F3) **Does your organisation currently have any plans to conduct a review in the future to examine the gap between men's and women's pay?**

| | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't know | 3 |

IF HAVE NOT CONDUCTED AN EPR, NOT CURRENTLY CONDUCTING ONE AND HAVE NO PLANS TO DO SO (F1=2-3 AND F2=2-3 AND F3=2-3) BUT NOT IF F1 AND F2 AND F3=3. [2009=F4; 2011=F4]

- F4) **Which of the following are reasons why your organisation has no plans to examine the gap between men's and women's pay? Is it because.....? READ OUT AND CODE ALL MENTIONED**

| | |
|--|---|
| You consider you already provide equal pay | 1 |
| You have an analytical job evaluation system | 2 |
| You do not have time to do so | 3 |
| You are implementing or planning to implement a new pay or grading system | 4 |
| You do not have the financial or other resources to do so | 5 |
| You have concerns about what you would find | 6 |
| Are there other reasons? (Specify if yes) | 7 |

- F5) *Deleted*



ASK ALL [2009=F6; 2011=F6]

F6) Has your organisation ever had equal pay claims filed against it?

| | |
|-------------------|---|
| Yes – in the past | 1 |
| Yes – currently | 2 |
| No | 3 |
| Don't Know | 4 |

IF HAVE NOT CONDUCTED AN EPR, NOT CURRENTLY CONDUCTING ONE AND HAVE NO PLANS TO DO SO (F1=2-3 AND F2=2-3 AND F2=2-3) [2009=F7; 2011=F7]

F7) What would prompt your organisation to examine the gap between men's and women's pay?

PROBE: Anything else?

PROBE FULLY. DO NOT PROMPT. CODE ALL THAT APPLY.

ASK ALL WHO MENTION MORE THAN ONE REASON AT F7 [2009=F8; 2011=F8]

F8) And which of these would you describe as being the one thing which would have the most impact in prompting you to examine the difference between men's and women's pay? READ OUT ALL MENTIONED AT F7 AND CODE ONE ONLY

| | F7 | F8 |
|--|----|----|
| You would have to do so in order to comply with legislation | 1 | 1 |
| You want to be a good practice employer | 2 | 2 |
| As a result of leadership from employer bodies | 3 | 3 |
| You see it as good business sense | 4 | 4 |
| You were responding to a request from trade unions | 5 | 5 |
| As a result of Government policy or publicity | 6 | 6 |
| As a result of equal pay cases being raised in your organisation or sector | 7 | 7 |
| As a result of EHRC policy or publicity | 8 | 8 |
| As a result of one or more employees making a complaint or taking action | 9 | 9 |
| For other reasons (SPECIFY) | 10 | 10 |
| Not applicable – we already have equal pay | 11 | 11 |
| Don't know | X | X |



IF HAVE NOT LOOKED INTO THE GENDER PAY GAP (F1=2-3 AND F2=2-3 AND F2=2-3) [2009=F9; 2011=F9]

F9) What support would you need to encourage you to measure the gap between men's and women's pay?

DO NOT READ OUT; CODE ALL THAT APPLY

| | |
|---|---|
| A website with advice on how to measure the gap | 1 |
| Help-line advice | 2 |
| Hard copy written materials to aid you | 3 |
| Consultancy advice | 4 |
| Having extra internal resources | 5 |
| Would not need any support | 6 |
| Other (SPECIFY) | 7 |
| DO NOT READ OUT - Don't know | X |

IF WOULD LIKE SUPPORT (F9 ANSWERED BUT NOT CODE 6) [2009=F10 (external consultancy added); 2011=F10]

F10) Where would you or do you go for support to help you measure the difference between men's and women's pay?

READ OUT; CODE ALL THAT APPLY

| | |
|---|----|
| ACAS (Advisory, Conciliation and Arbitration Service) | 1 |
| BIS (Dept for Business, Innovation and Skills) / BERR / DTI | 2 |
| CIPD (Chartered Institute of Personnel and Development) | 3 |
| EHRC (Equality and Human Rights Commission) | 4 |
| GEO (Government Equalities Office) | 5 |
| Trade association or industry body | 6 |
| Business association | 7 |
| An external consultancy | 11 |
| No support required | 8 |
| Other (SPECIFY) | 9 |
| DO NOT READ OUT - Don't know | X |



SECTION G – DATA REPORTING AND FUTURE PLANS

ASK ALL (2009=G1 BUT WORDING AMENDED IN YELLOW BELOW; 2011=G3)

- G1) I'd now like to explore issues surrounding the objective of reducing inequality between men's and women's pay.**

How much of a business priority is it in your organisation to ensure there is no gap between men's and women's pay?

READ OUT

| | |
|------------------------------|---|
| Very high priority | 1 |
| Fairly high priority | 2 |
| Fairly low priority | 3 |
| Very low priority | 4 |
| Not a priority at all | 5 |
| DO NOT READ OUT - Don't know | X |

ASK ALL (2009=G1a; 2011=G4)

- G1A) Does your organisation have a planned approach for reducing the gap between men's and women's pay?**

| | |
|--|---|
| Yes | 1 |
| No, not a planned approach but are informally looking into it | 2 |
| No, not at all | 2 |
| DO NOT READ OUT - Don't know | X |

IF YES (G1A=1) (2009=G1b; 2011=G4a. 2011 did not have site level specifically, 2009 did but routed off a6 which has been deleted, so suggest this is removed here)

- G1B) Does this planned approach detail how the pay gap between men and women will be closed...?**

READ OUT; CODE ALL THAT APPLY

| | |
|-------------------------------|---|
| At the overall level | 1 |
| | |
| At departmental levels | 3 |
| By job role | 4 |
| Other (SPECIFY) | 5 |
| DO NOT READ OUT - Don't know | X |



IF HAVE DONE REVIEW (F1=1 OR F2=1) (2009=G2 and asked internally, then later at G6 externally; suggested splitting the question from 2011 up as follows – will allow the same analysis eg of those that do both; change from you to organisation recommended)

G2) Does or has the organisation ever reported or published an analysis of differences between men’s and women’s pay....READ OUT

| | Yes | No | Don't know |
|--|-----|----|------------|
| i) INTERNALLY, that is, within your organisation, for example, on the company intranet or staff handbook | 1 | 2 | X |
| ii) EXTERNALLY, that is outside the of your organisation, for example on the company website or annual report | 1 | 2 | X |

IF REPORT INTERNALLY (G2i=1) [2009=G2a; 2011 not asked]

G2A) Has reporting INTERNALLY on the difference between men’s and women’s pay been a positive or a negative thing for your organisation? Would you say it’s been...? READ OUT

| | |
|------------------------------|---|
| Very positive | 1 |
| Quite positive | 2 |
| Indifferent | 3 |
| Quite negative | 4 |
| Very negative | 5 |
| DO NOT READ OUT - Don't know | X |

IF HAVE NOT DONE REVIEW OR DO NOT PUBLISH INTERNALLY ((F1=2-3) OR (F1=1 AND G2i=2-3)) [2009=G3, 2011=G6; in both cases did ask about ‘you’ not ‘organisation’]

G3) And how open is your organisation to the idea of reporting on the gap between men’s and women’s pay INTERNALLY, that is within your organisation?

READ OUT

| | |
|--|---|
| Would be open to it | 1 |
| Would be indifferent to it | 2 |
| Would be against it | 3 |
| DO NOT READ OUT – It would depend on the figures | 4 |
| DO NOT READ OUT - Don't know | X |



IF AGAINST IT (G3=3) [2009=G4 but included those negative at G2a. Also added extra codes used in 2011; 2011=G9]

G4) Why do you think your organisations is or would be against the idea of reporting on the gap between men’s and women’s pay internally?

DO NOT READ OUT. PROBE FULLY. CODE AS MANY AS APPLY.

| | |
|---|---|
| Company policy is not to discuss pay | 1 |
| Worries / concerns about uncovering problems | 2 |
| Previous negative experience of reporting this internally | 3 |
| Not sure how to do this in the right way | 4 |
| Don't see gender pay gaps as an issue to address | 5 |
| Do not have the resources / manpower to do this | 6 |
| Other (specify) | 0 |
| DO NOT READ OUT - Don't know | X |

IF FOR IT (G2A=1-2 OR G3=1) [2009=G5 (one code added); 2011=G10 though filtering then was different and couldn't use G2a; both were about you, and changed to your organisation]

G5) Why is your organisation positive about reporting on the gap between men’s and women’s pay internally?

DO NOT READ OUT. PROBE FULLY. CODE AS MANY AS APPLY.

| | |
|--|---|
| Confident we have no pay gap, so nothing to hide | 1 |
| Company culture is to be transparent / fair | 2 |
| Previous positive experience | 3 |
| Other (specify) | 0 |
| DO NOT READ OUT - Don't know | X |

G6) Deleted – now part of new G2

IF REPORT EXTERNALLY (G2ii=1) [2009=G6a; Intro added because G6 gone, then cut down text in the second sentence; 2011 not asked]

G6A) You said the organisation does or has reported or published the differences between men and women’s pay EXTERNALLY. Has reporting EXTERNALLY on this been a positive or a negative thing for your organisation? Would you say it’s been...? READ OUT

| | |
|------------------------------|---|
| Very positive | 1 |
| Quite positive | 2 |
| Indifferent | 3 |
| Quite negative | 4 |
| Very negative | 5 |
| DO NOT READ OUT - Don't know | X |



IF HAVE NOT DONE REVIEW OR DON'T PUBLISH EXTERNALLY ((F1=2-3) OR (F1=1 AND G2ii=2-3))
 [2009=G7; 2011=G12; changed you to organisation; routing slightly unclear on 2011, suggest use that suggested here]

G7) And how open is your organisation to the idea of reporting on the gap between men's and women's pay EXTERNALLY that is outside of your organisation?

READ OUT

| | |
|--|---|
| Would be open to it | 1 |
| Would be indifferent to it | 2 |
| Would be against it | 3 |
| DO NOT READ OUT – It would depend on the figures | 4 |
| DO NOT READ OUT - Don't know | X |

IF AGAINST IT (G6A=4-5 OR G7=3) [2009=G8; 2011=G13; extra codes from 2011 added; you to your organisation]

G8) Why is your organisation against the idea of reporting on the gap between men's and women's pay externally?

DO NOT READ OUT. PROBE FULLY. CODE AS MANY AS APPLY.

| | |
|---|---|
| Company policy is not to discuss pay | 1 |
| Worries / concerns about uncovering problems | 2 |
| Previous negative experience of reporting this externally | 3 |
| Not sure how to do this in the right way | 4 |
| Don't see gender pay gaps as an issue to address | 5 |
| Do not have the resources / manpower to do this | 6 |
| Other (specify) | 0 |
| DO NOT READ OUT - Don't know | X |

IF FOR IT (G6A=1-2 OR G7=1) [2009=G9, 2011=G14; 3rd code below in 2009 not 2011; 4th code in 2011 not 2009; you to organisation]

G9) Why is your organisation positive about reporting on the gap between men's and women's pay externally? DO NOT READ OUT. PROBE FULLY.

| | |
|--|---|
| Confident we have no pay gap, so nothing to hide | 1 |
| Company culture is to be transparent / fair | 2 |
| Used to / comfortable with reporting to Government | 3 |
| Gained positive experience from reporting it | 4 |
| Other (specify) | 0 |
| DO NOT READ OUT - Don't know | X |



G10) Deleted

IF REPORT ON EQUAL PAY EXTERNALLY (G2ii=1) [2009=G11_1 but needs to be filtered rom G2ii not G6 now as that deleted; not asked in 2011)

G11_1) How do you report externally on the gap between men's and women's pay within your organisation?

DO NOT READ OUT. PROBE FULLY. CODE AS MANY AS APPLY.

| | |
|------------------------------|---|
| On our website | 1 |
| In our annual report | 2 |
| Other (specify) | 3 |
| DO NOT READ OUT - Don't know | X |

ASK ALL [CHANGED TO G11 2011, though with shortened list; separated out whether internal or external to a different question. Only 1-5 comparable with 2009]

G11_2) And do you report any of the following either internally or externally?

READ OUT; CODE ALL THAT APPLY

ASK FOR EACH YES INDIVIDUALLY

G11_3 Do you report or publish <INSERT EACH YES> internally, externally or both?

| | Yes | No | Dk |
|---|-----|----|----|
| One single figure of the average difference overall between genders | 1 | 2 | X |
| Pay gap figures broken down by part time and full time workers | 1 | 2 | X |
| Pay gap figures broken down by job role or pay grade | 1 | 2 | X |
| Pay gap figures by formal job evaluation scale | 1 | 2 | X |
| Full equal pay audit | 1 | 2 | X |
| A written account explaining any differences or actions being taken to address them | 1 | 2 | X |
| Differences between men's and women's starting salaries | 1 | 2 | X |
| The composition of the workforce by gender | 1 | 2 | X |
| Promotion rates by gender | 1 | 2 | X |
| Gender uptake of flexible working across the organisation | 1 | 2 | X |
| Men and women's representation within the organisation i.e. by occupational group, or levels or salary bands | 1 | 2 | X |
| Other gender related information | 1 | 2 | x |

G11A) Deleted**G11B) Deleted**

ASK IF DO NOT REPORT EXTERNALLY ((F1=2-3 AND F2=2-3) OR G2ii=2-3) [2009=G12; 2011=G21]

G12) To what extent do you agree or disagree that the following would encourage you to report EXTERNALLY on the gap between men’s and women’s pay within your organisation?

READ OUT EACH STATEMENT. READ OUT SCALE AND REPEAT AS NECESSARY

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | DO NOT READ OUT: Don't know |
|--|----------------|-------|----------------------------|----------|-------------------|-----------------------------|
| Advice on how to report clearly | 1 | 2 | 3 | 4 | 5 | 6 |
| Competitors doing the same | 1 | 2 | 3 | 4 | 5 | 6 |
| Being able to report with an explanation of the figures | 1 | 2 | 3 | 4 | 5 | 6 |
| If an employee took action or complained | 1 | 2 | 3 | 4 | 5 | 6 |

ASK IF DISAGREE OR NONCOMMITTAL TO EVERY STATEMENT ((G12(1)=3-6) AND (G12(2)=3-6) AND (G12(3)=3-6) AND (G12(4)=3-6)) [2009=G12a; 2011=G22]

G12A) What, if anything, WOULD encourage you to report EXTERNALLY on the gap between men’s and women’s pay within your organisation?

| | |
|---|---|
| PROBE FULLY. RECORD VERBATIM: | |
| OR SINGLE CODE: | |
| Nothing – we would only report externally if required to by law | 1 |
| Don't know | 2 |

- G13) Deleted
- G13A) Deleted
- G14) Deleted
- G15) Deleted
- G16) Deleted

H: Think, Act Report

ASK ALL

H1) **Have you heard of Think, Act, Report, a voluntary initiative to drive greater transparency on women’s workforce issues and help companies think about gender equality?**

| | | |
|-------------------|---|-----------------|
| Yes | 1 | ASK H2 |
| No | 2 | GO TO SECTION I |
| Don't know | 3 | |



IF YES (HEARD OF)

H2) **Has your organisation signed up to it?**

| | | |
|-------------------|---|-----------------|
| Yes | 1 | ASK H3 |
| No | 2 | ASK H4 |
| Don't know | 3 | GO TO SECTION I |

IF YES (SIGNED UP)

H3) **What has the organisation done differently or changed as a result of its involvement? PROBE: What else?**

| |
|---------------|
| |
| Nothing.....X |

IF HEARD OF BUT NOT SIGNED UP (H2=2)

H4) **What is the main reason your organisation hasn't signed up to Think, Act, Report?**

| |
|---------------|
| |
| Nothing.....X |

FINAL COMMENTS

I1) **Thank you, that concludes the questions I have for you. Occasionally, it is necessary to call people back to clarify information or answers to questions. May we call you back if required? REASSURE IF NECESSARY: We would only re-contact you with regards to this survey. Your details will not be used for any other purpose.**

| | |
|-----|---|
| Yes | 1 |
| No | 2 |

I2) **If GEO wish to conduct further research in this area. Would you be prepared to answer further questions about future practice in measuring the gender pay gap?**

| | |
|-----|---|
| Yes | 1 |
| No | 2 |

IF I2=1

I3) **Can I just confirm your details?**

NAME:

TELEPHONE:

COMPANY NAME:

ASK ALL

I4) **Finally can I just take your job title**

THANK AND CLOSE

