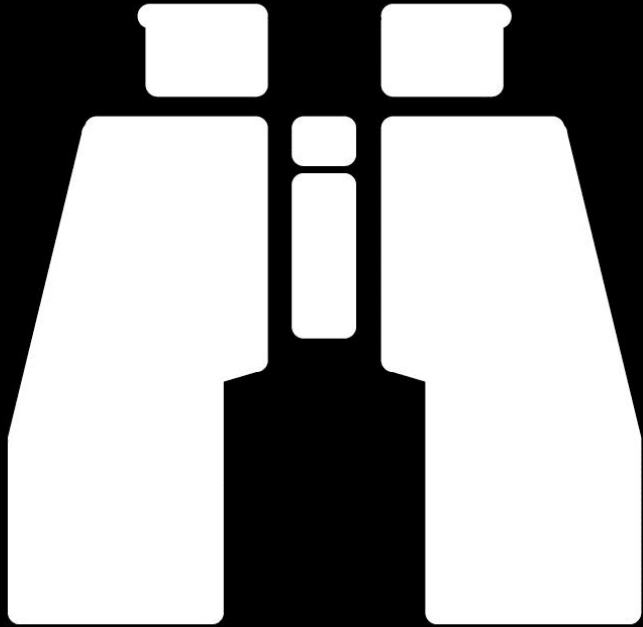


CLOSING THE GENDER GAP

**What the problem is, why it matters
– and what you can do about it**

Gender Pay Gap Conference – 12 Oct 2017

Ann Francke, Chief Executive CMI



CMI AT A GLANCE.

Our Vision:

- › Better led and managed organisations.

Our mission:

- › Increase the number and standard of professional managers.

Key statistics:

- › 70 years' experience
- › 157k members & 39k learners
- › Boost productivity through Chartered Manager and Trailblazer Apprenticeship standards



COMING UP.

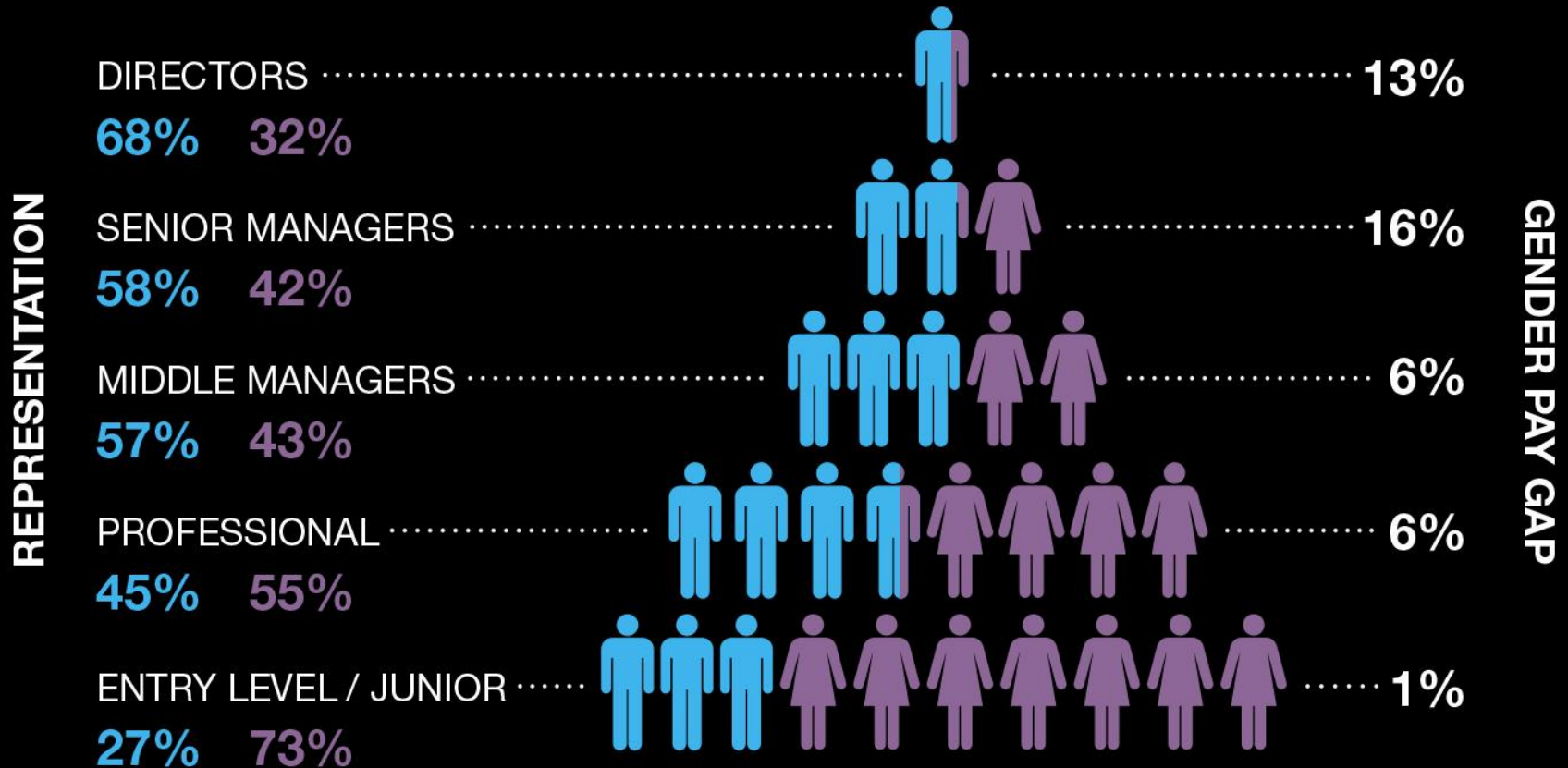
GENDER PAY GAP

- › What's the problem?
- › Why does it matter?
- › What can we do about it?



WHAT'S THE PROBLEM?

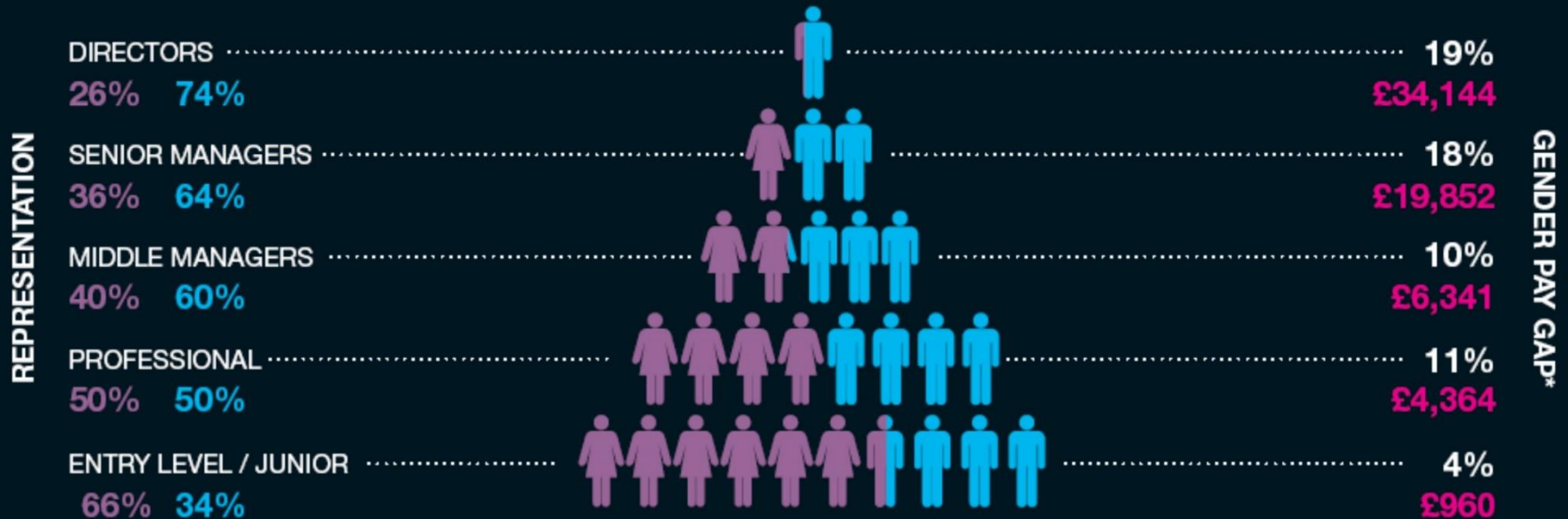
THE GLASS PYRAMID 2016



THE GLASS PYRAMID 2017

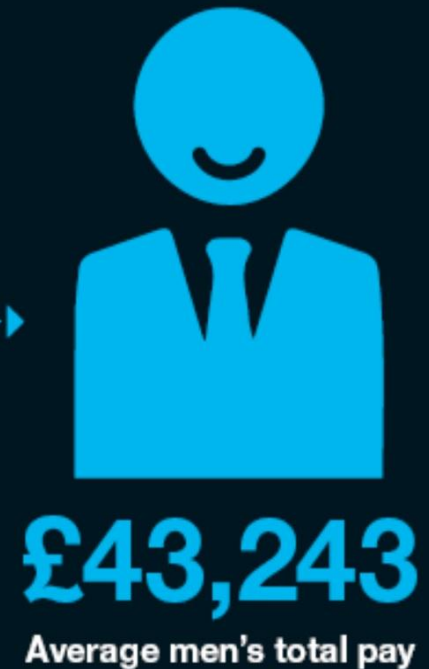
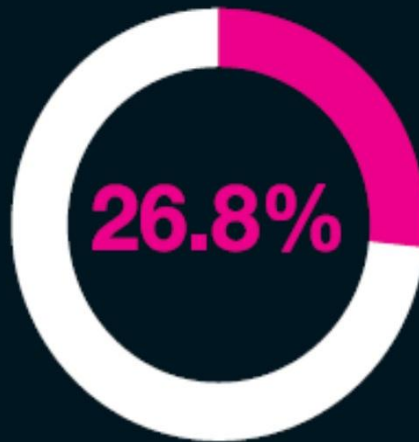
FEW WOMEN REACH THE TOP

Women don't just face a glass ceiling – it's a 'glass pyramid', with wider pay gaps for women the higher they reach.



THE GROWING DIVIDE

THE PAY GAP IS



PAY AND BONUSES

Male managers got bigger pay rises than women in the last year.



EXECUTIVE REWARDS

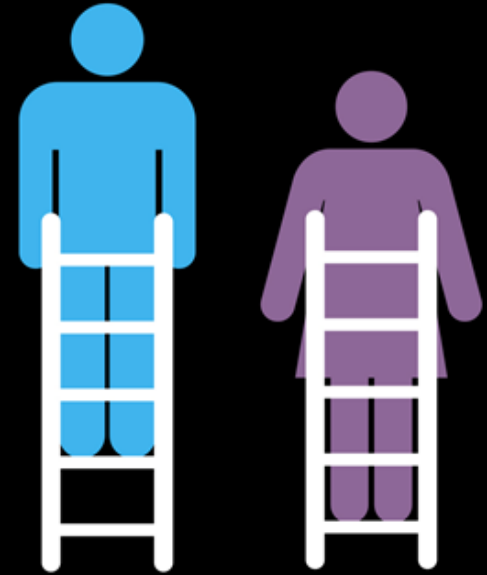
Executive rewards are not shared equally.



CLIMBING THE CAREER LADDER?



Male managers are
40%
more likely than female
managers to be promoted



Between 2015 – 2016
14% vs **10%**
of men were promoted
of women

A LONG TERM TREND.

47%

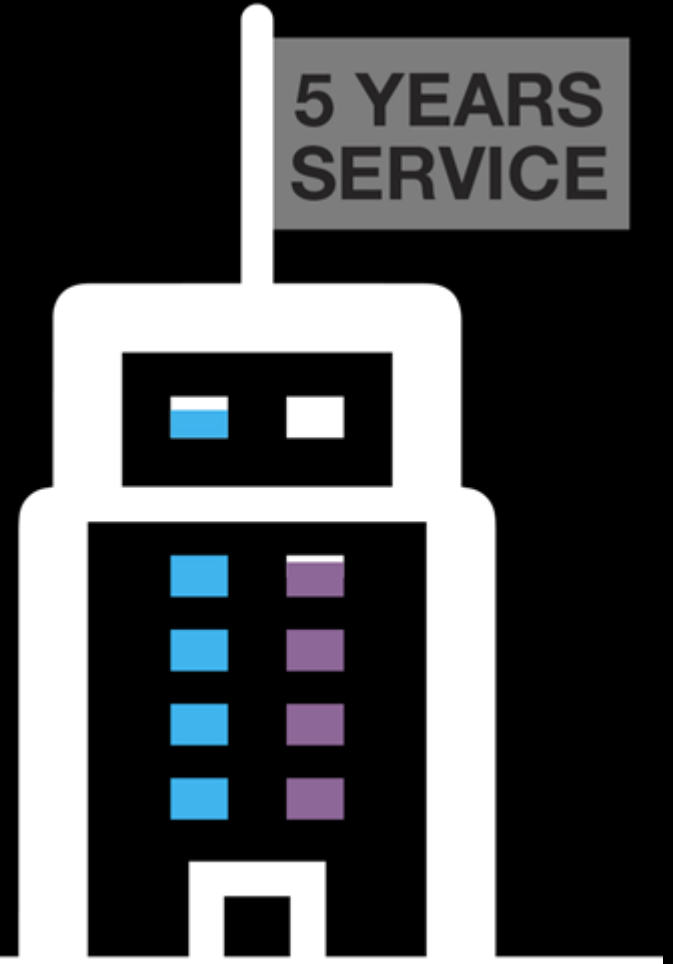
of men were
promoted

vs

39%

of women

5 YEARS
SERVICE



THE BROKEN WINDOW

GENDER DISCRIMINATION IS STILL RIFE IN THE WORKPLACE

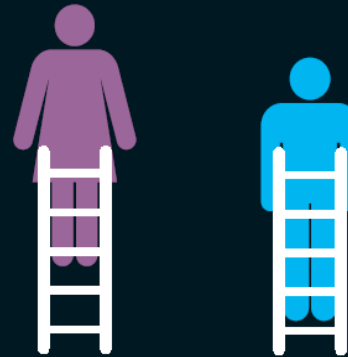
81% of managers have witnessed some form of gender discrimination or bias in the past year. In general, men are less likely than women to have witnessed it.



85%
of women
80%
of men
have witnessed
inappropriate remarks



83%
of women
62%
of men
have witnessed women
struggling to make their
views heard in meetings

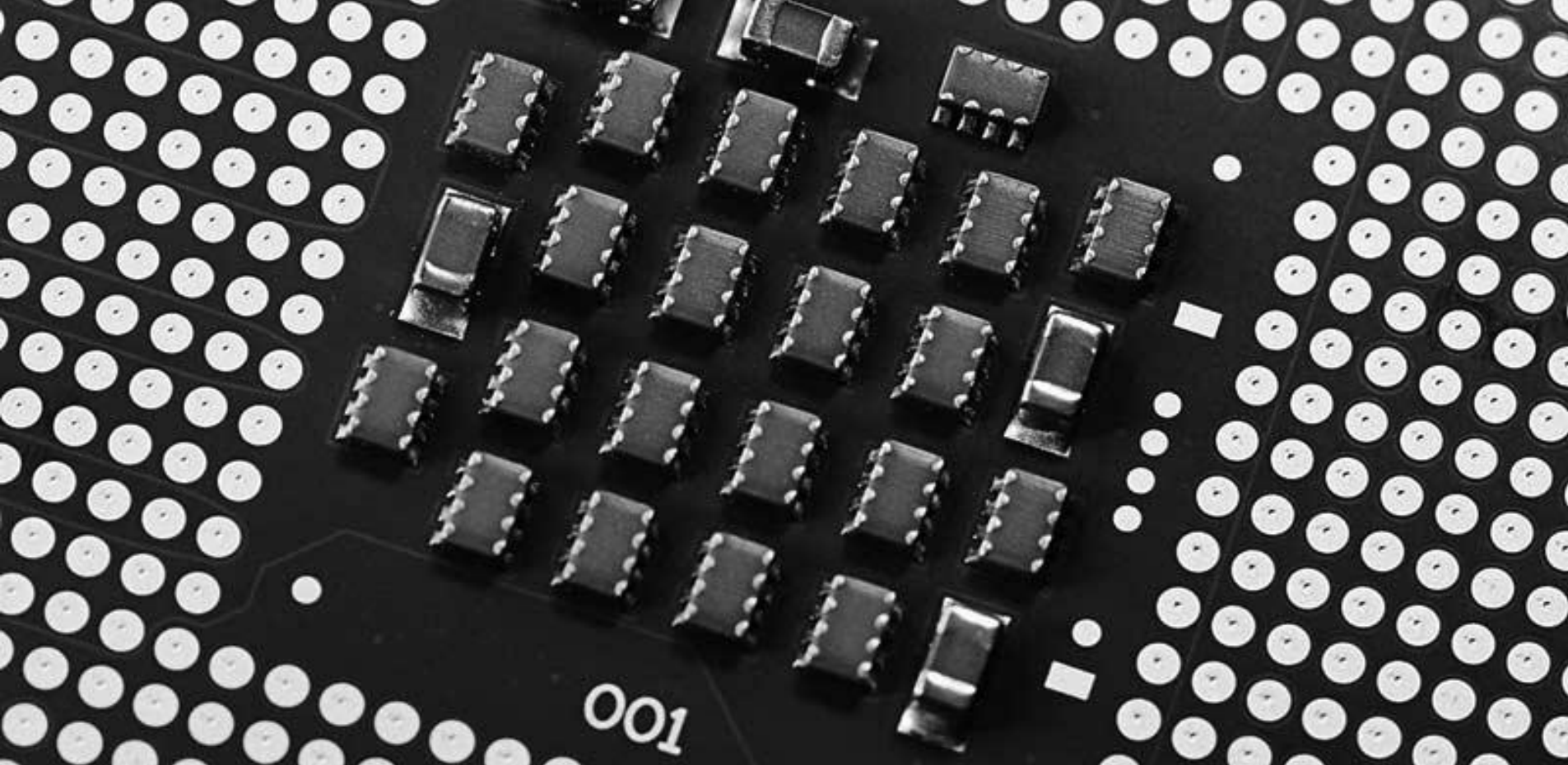


62%
of women
42%
of men
have witnessed gender
bias in recruitment/promotion
decisions



61%
of women
31%
of men
have witnessed gender
bias in pay and rewards
in the workplace

FIX “LITTLE THINGS” TO FIX THE BIG ONES



WHY DOES IT MATTER?



AN ECONOMIC IMPERATIVE?

- › Add £150bn to GDP in 2025 – a 5%+ increase
- › Business ROE gains:
 - 19% premium for female CEO
 - 18% for diverse management team
- › 15% more likely to out-perform competitors

Sources: McKinsey, Credit Suisse

- › Employee engagement
 - Sodexo +4% index score
- › Ethics: +5% ethic of care
- › Better serve customers
 - Women – 80% consumer spending decisions
- › Attract and retain talent
- › Better Line Management

*Sources: Sodexo, CMI-MoralDNA,
Korn Ferry, Weber Shandwick/KRC/Economist
Intelligence Unit*



CULTURE & ENGAGEMENT



DE-RISK

- › Reduce Risk
- › Improve decision making
- › Avoid groupthink

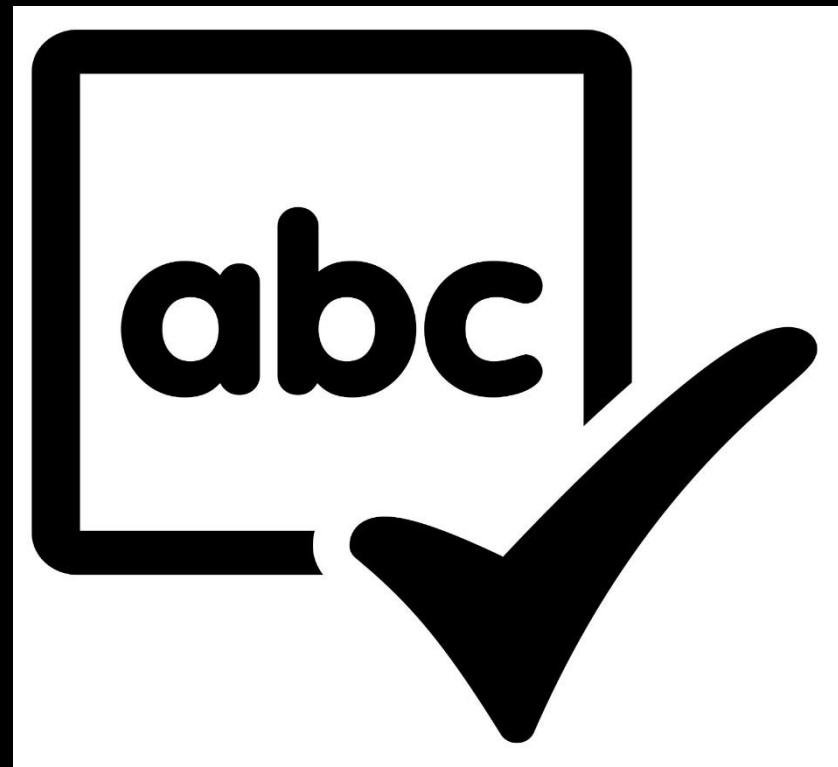
Source: Airmic/Cass



WHAT CAN WE DO ABOUT IT?

REPORTING REQUIREMENTS BY APRIL 2018, WOMEN V MEN:

- › Mean
- › Median
- › Pay quartile % and gap
- › Bonus
- › On your
 - Website
 - Government website
 - Media ?





- › Audit performance
- › Set targets
- › Publish results
- › Have a plan to fix your problem – and tell people about it

CHANGE BEHAVIOURS TO CHANGE COURSE



- › Engage Emotionally
- › Engage Rationally



- › Experience “otherness”
- › Call out bad behaviour
- › Celebrate role models – include men

ENGAGE EMOTIONALLY

- › Mixed promotion, recruitment & hiring
- › Agile working – ask for it, allow it, advertise it
- › Set targets and track impact persistently

ENGAGE RATIONALLY

IN SUMMARY:

- › Still a “Glass Pyramid”
- › An economic imperative
- › Engage emotionally and rationally to fix it
- › For further information on CMI www.managers.org.uk



THANK YOU