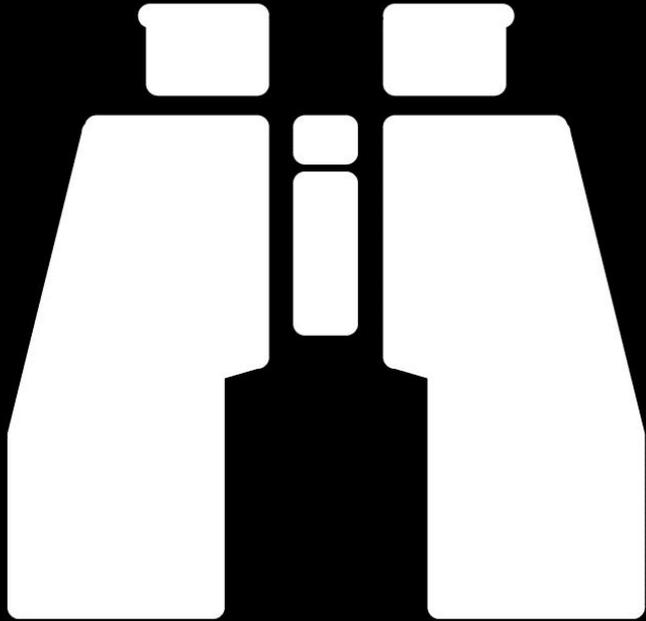


# CLOSING THE GENDER GAP

**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:

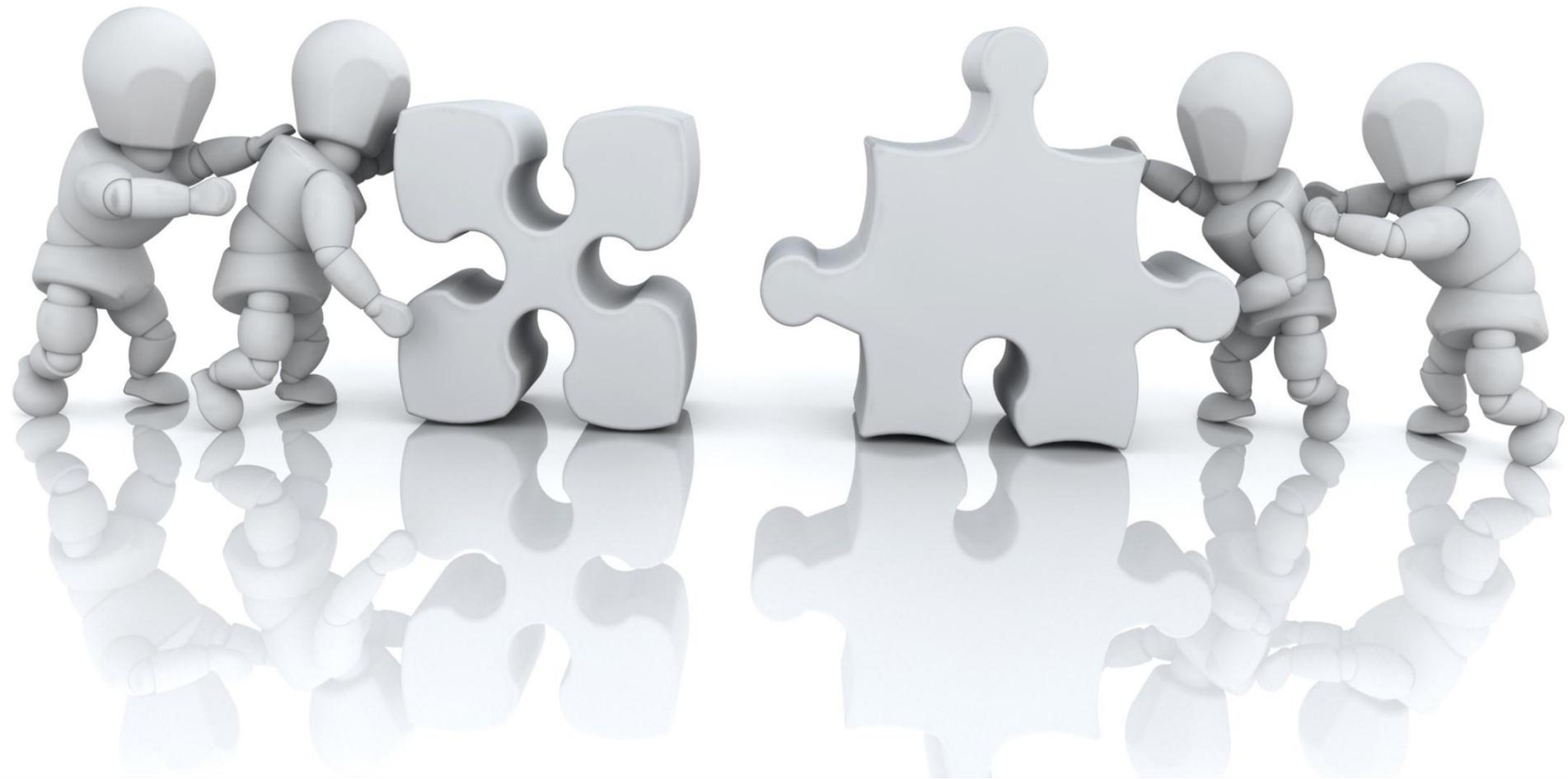
- › 70 years' experience
- › 157k members & 39k learners
- › Boost productivity through Chartered Manager and Trailblazer Apprenticeship standards



# GENDER PAY GAP

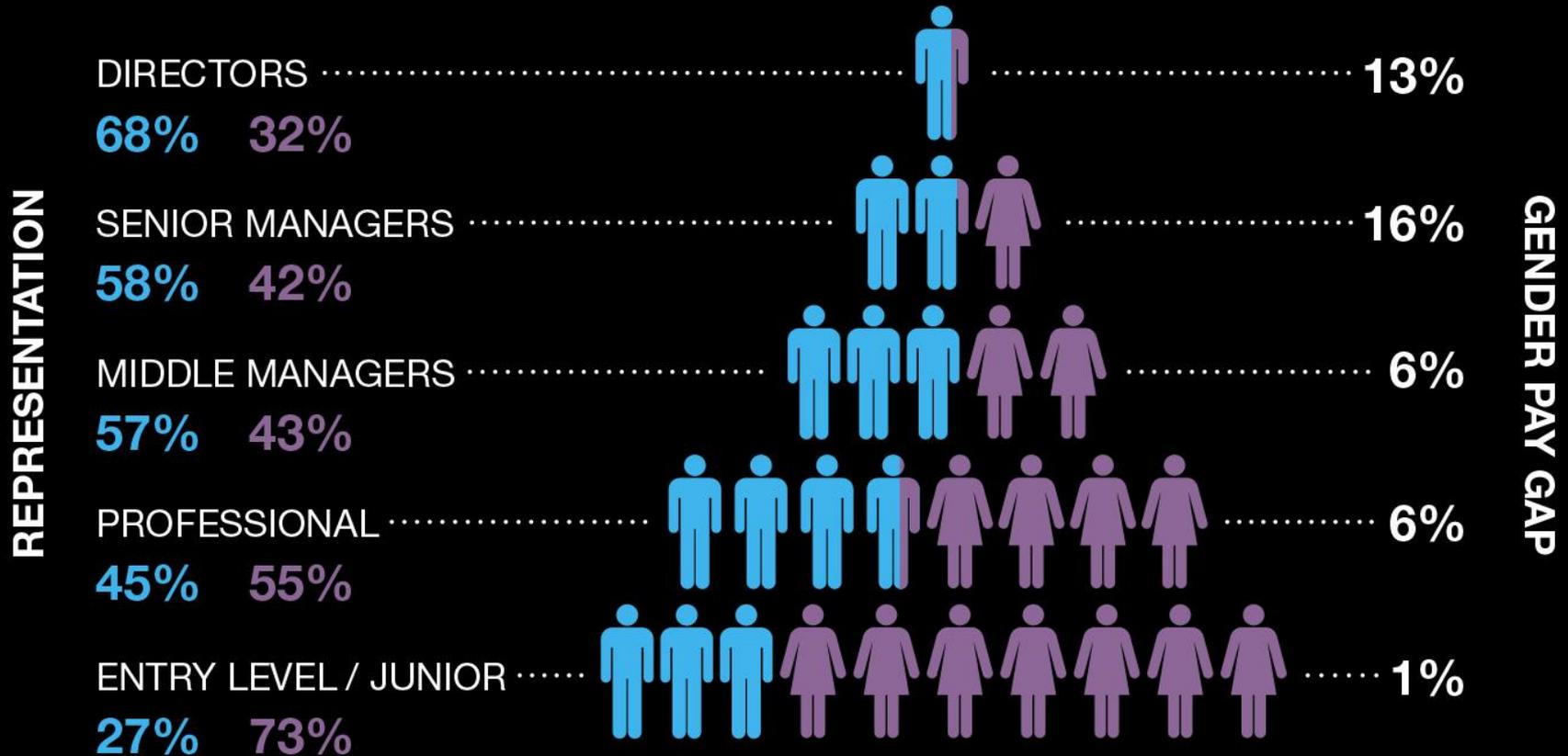
- › What's the problem?
- › Why does it matter?
- › What can we do about it?

**COMING UP.**



# WHAT'S THE PROBLEM?

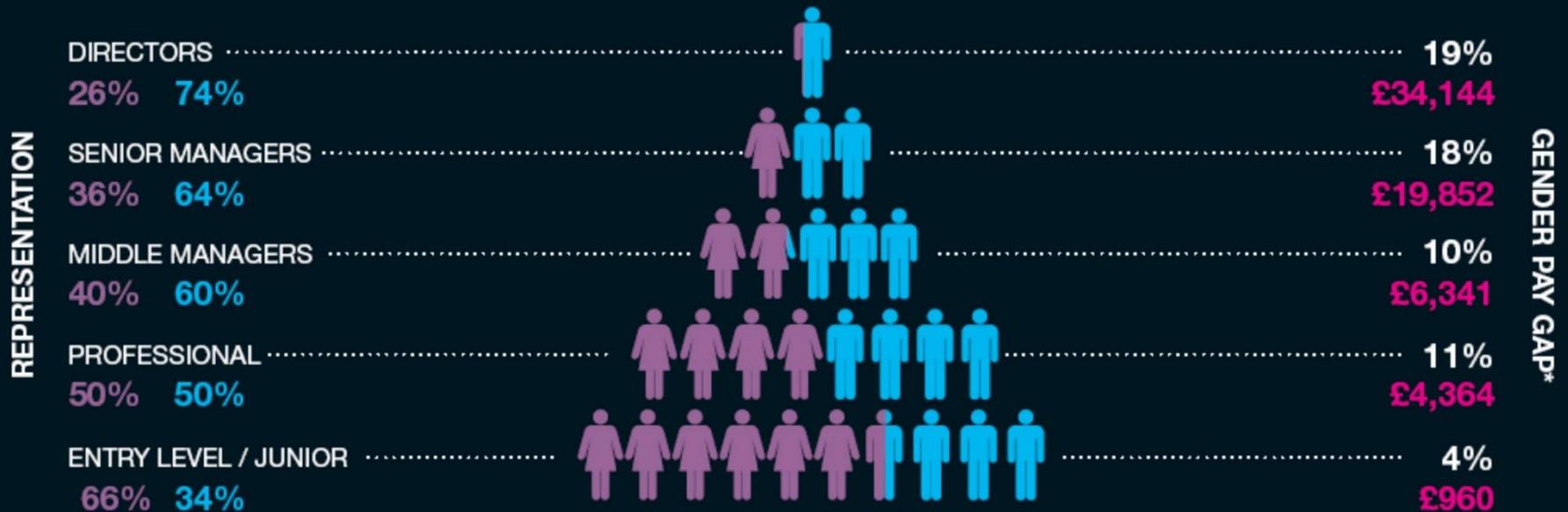
# THE GLASS PYRAMID 2016



# 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.



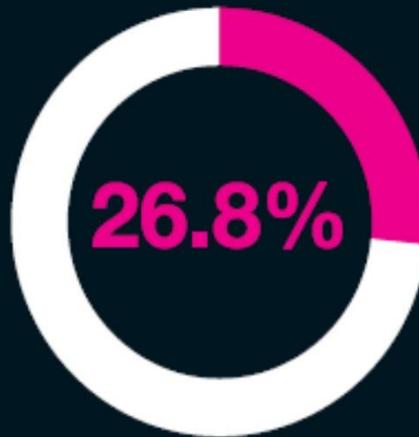
# THE GROWING DIVIDE

THE PAY GAP IS



**£31,637**

Average women's total pay

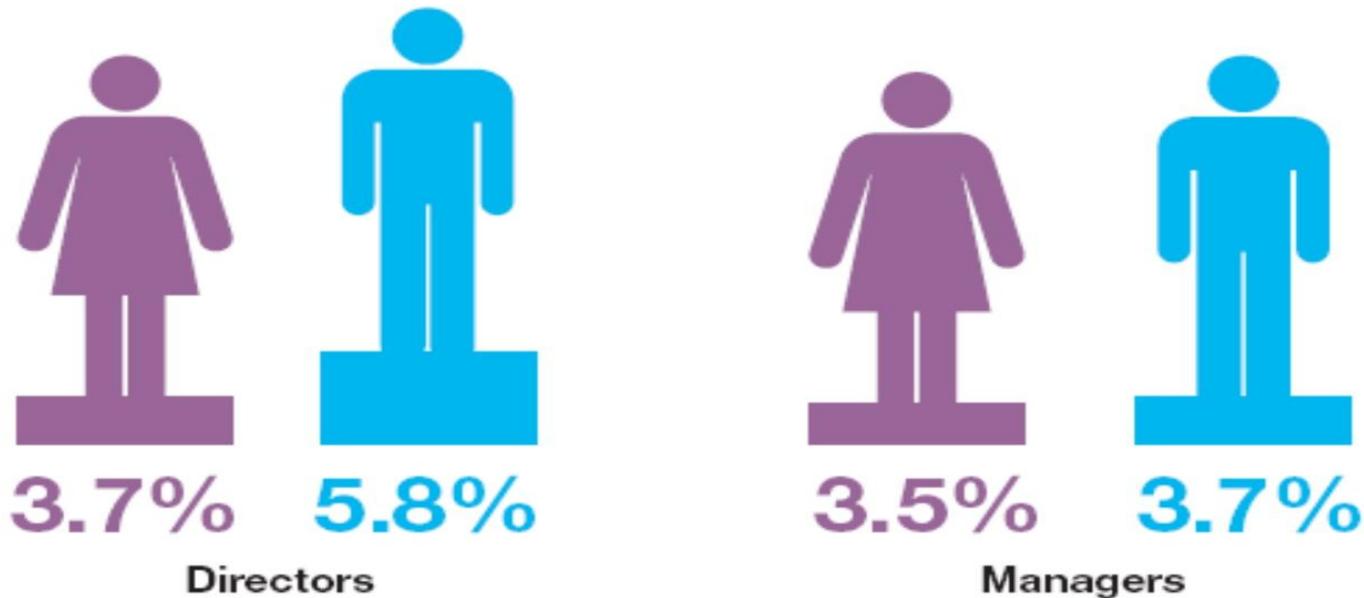


**£43,243**

Average men's total pay

# PAY AND BONUSES

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



# EXECUTIVE REWARDS

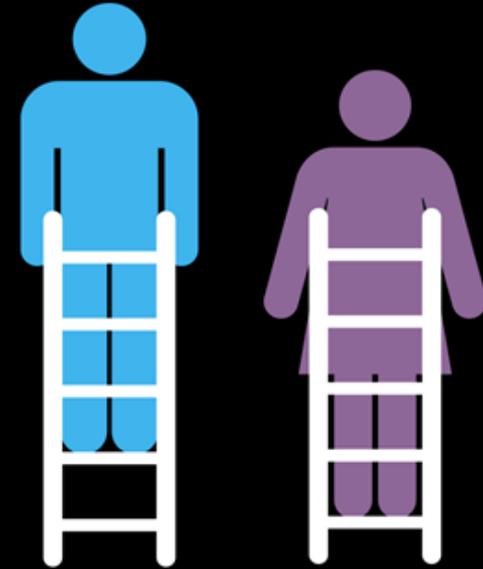
Executive rewards are not shared equally.



# 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%**

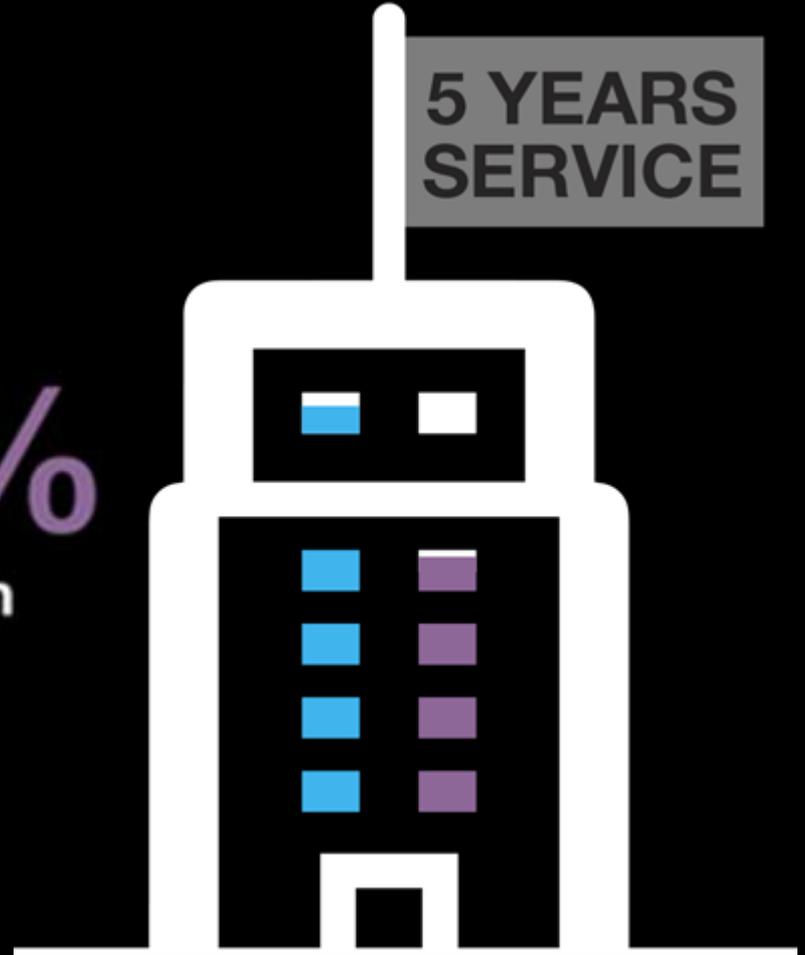
of men were promoted

vs

**39%**

of women

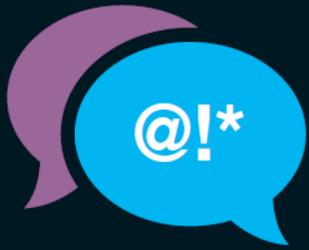
5 YEARS SERVICE



# 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

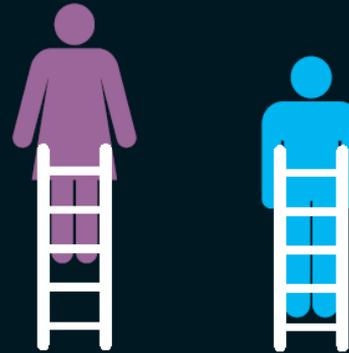
have witnessed  
inappropriate remarks



**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

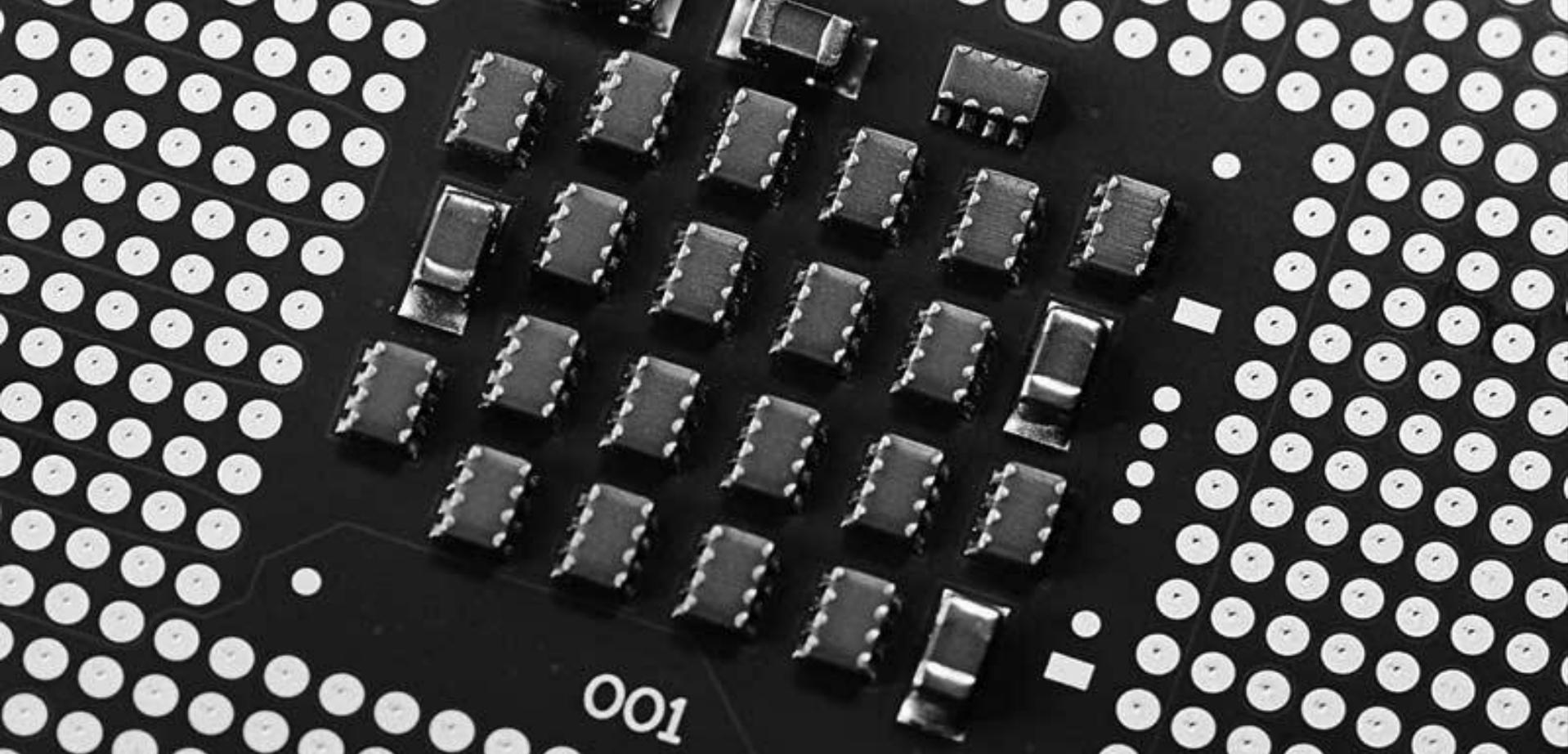


**61%**  
of women

**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

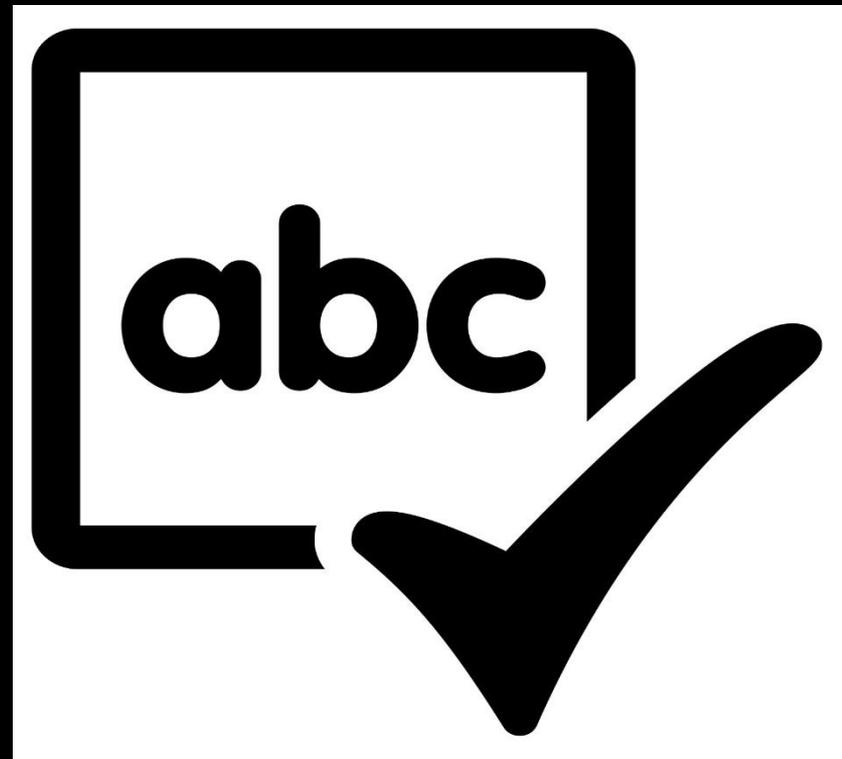
*Source: Airmic/Cass*



**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 ?





# PAY GAP: ACT NOW

- › 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](http://www.managers.org.uk)



**THANK YOU**