



# **GENDER PAY GAP REPORTING** MITIGATING REPUTATIONAL RISK WITH EFFECTIVE COMMUNICATION

Presented by  
Bibi Hilton, MD

**GOLIN**

# WHAT IS THE COMMUNICATIONS CHALLENGE?

Reporting the GPG is a significant and positive step forward for equality in the workplace

With most companies expecting to report an 18% gender pay gap\* sharing this data opens up questions, concerns, confusion and potential legal and reputational attacks....

Organisations (particularly large ones) who share their data but are not actively making change to address it will be vulnerable to reputational attack

A robust plan to address your GPG and a well planned communication can mitigate these risks and result in positive reputational impact

\*Source: Institute for Fiscal Studies

# WOMEN

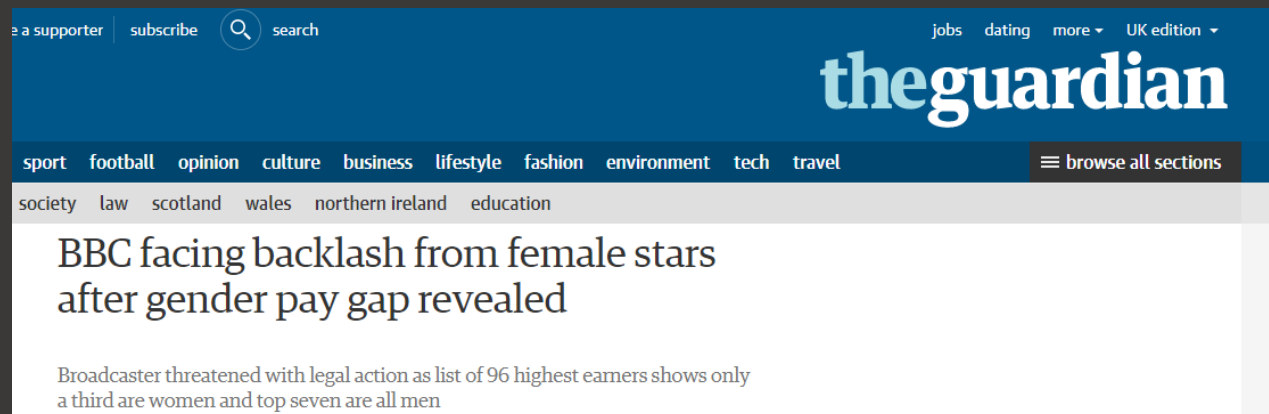
Like men,  
only cheaper.



# MINISTER WELCOMES SSE'S EFFORTS ON GENDER PAY GAP REPORTING

"It is fantastic to see employers like SSE taking this important step in tackling the gender pay gap. They are setting an excellent example for other employers as we build a stronger, fairer country where success is defined by work and talent, not gender or circumstance."

**Anne Milton, Minister of State for Apprenticeships, Skills and Women**



"I think what has happened today is we have seen the way the BBC is paying women less for doing the same job as the men. I want to see women paid equally with men,"  
**Theresa May, accused the BBC of paying women less than men for doing the same job.**



A group of people are gathered around a wooden table, working together. A laptop is open on the table, and several documents and papers are spread out. There are also some drinks on the table. The scene is dimly lit, with a warm, slightly blurred background. The text "DEVELOPING A COMMUNICATIONS PLAN" is overlaid in the center in a bold, white, sans-serif font.

# DEVELOPING A COMMUNICATIONS PLAN



A woman with dark hair is seen in profile, looking at a computer monitor in an office. The image is dimly lit and has a grainy, textured appearance. The text is overlaid on the left side of the image.

# UNDERSTANDING THE CAUSES

The first step should be for your leadership and HR team to conduct a full analysis on why your GPG exists and what factors have specifically contributed to it – examples could be:

- Cultural Unconscious bias
- The impact of flexible working
  - Negotiation skills
- High proportion of female employees taking maternity leave
- Weak return to work programme



# EXTERNAL AUDIENCES: RISK & IMPACT

---

## **Institutional stakeholders**

- Scrutiny of corporate governance

## **Regulators and Government**

- Criticism of leadership

## **Procurement**

- Exclusion from tenders

## **Media**

- Actively searching for “worst” offenders

## **Legal Claims**

- Threat of class actions

# INTERNAL AUDIENCES: RISK & IMPACT

---

## **Employees**

- Anger
- Disaffection
- Legal claims

## **Leaders & Managers**

- Risk of inconsistent, mixed messaging
- Inertia / “head in sand” approach
- Reputational risk from poor management / communication



## DEVELOPING A COMMUNICATIONS PLAN

---

To date only 107 companies have reported their GPG data

If you have not yet reported you should consider first mover advantage as SSE did in becoming the first FTSE 100 company to report

First you need to consider:

- Your data and it's context
- Your audiences / stakeholders
- Your wider company reputation with the media, consumers, customers and shareholders
- Who will lead this programme internally



Sunshine is the best disinfectant

— *Louis D. Brandeis* —

AZ QUOTES

## HOW TO ACE YOUR GENDER PAY GAP COMMUNICATIONS

---

1. ADDRESS

2. CONTEXTUALISE

3. EVALUATE



# OUR 2017 GENDER PAY GAP REPORT

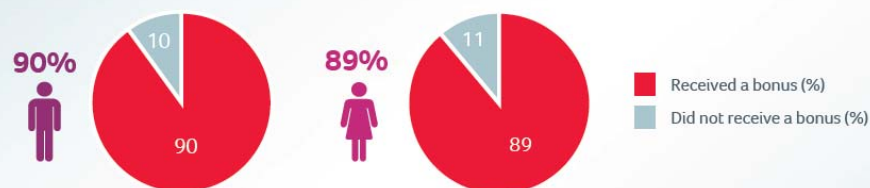
We are passionate about fairness, equality and inclusion and are committed to reducing our gender pay gap.

## Pay & Bonus Gap

	Difference between men and women	
	Mean	Median
Hourly fixed pay	32.5%	38.4%
Bonus paid	45.3%	40.7%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2017). It also captures the mean and median difference between bonuses paid to men and women at Virgin Money in the year up to 5 April 2017, i.e. for the 2016 performance year.

## Proportion of colleagues awarded a bonus for 2016



This shows a 1% difference between the number of men and women being paid a bonus for their performance in 2016.

## 1. ADDRESS

Establish what your gender pay gap is, who it affects most directly and why it exists.

Ensure you have detailed, in-depth information

Do not bury your head in the sand or hope the issue will go away.

Establish what your numbers are, own the problem, and develop a credible plan to improve the situation.

Make it an organisation-wide effort and see this as an opportunity to unite everybody behind a shared goal of improving workplace equality

Put in place a plan that is deliverable, realistic and consistently communicated to everybody.



## 2. CONTEXTUALISE

Communicate clearly and consistently with your own teams and external audiences

Be clear on what your gender pay gap is and most importantly frame that information within the context of what you are doing to improve it.

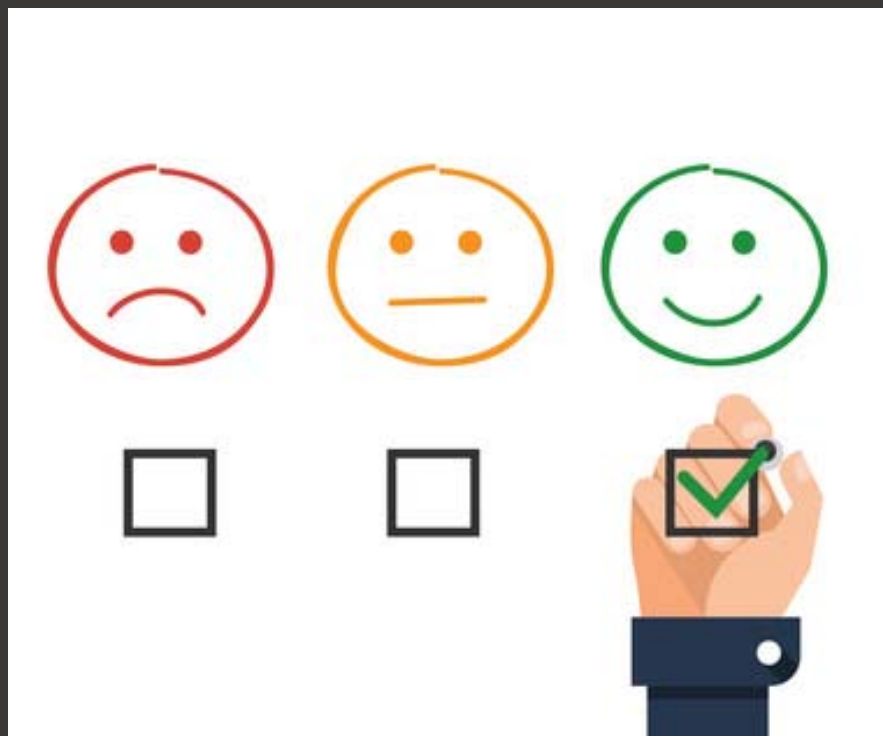
Own the conversation – don't let others shape it for you

All communications must be honest and underpinned by a firm plan to meaningfully improve the gender pay gap - do not try to 'spin' your way out of trouble

Similarly, do not try to justify it, explain it away or bury the issue in business speak.

Organisations who appear evasive will invite further reputational damage upon themselves.





### 3. EVALUATE

Organisations cannot turn around a gender pay gap overnight but they will be judged on how well they show meaningful progress, however modest it may be at first.

Organisations must ensure ongoing evaluation and share proactive updates with employees.

Ongoing evaluation will also help organisations determine if initiatives are working or if they need to be changed

If changes are required, ensure they are communicated clearly and the reasons for the change explained

Ensure you are monitoring conversations around your gender pay gap and ensure internal feedback channels are open and effective

Be prepared to listen to all feedback and respond as appropriate



# COMMUNICATING TO YOUR AUDIENCE

AUDIENCE	LEADERSHIP /MANAGERS	EMPLOYEES	MEDIA	INSTITUTIONAL STAKEHOLDERS
Type of communication	Proactive	Proactive	Proactive / Reactive	Proactive
Who communicates?	<ul style="list-style-type: none"> <li>- CEO / MD / Business Leader</li> <li>- HR Leader</li> </ul>	<ul style="list-style-type: none"> <li>- CEO / MD / Business Leader</li> <li>- HR Leader</li> <li>- Leadership Managers</li> </ul>	<ul style="list-style-type: none"> <li>- Head of communications / PR</li> <li>- GPG spokesperson</li> </ul>	<ul style="list-style-type: none"> <li>- CEO / MD / Business Leader</li> <li>- Head of investor relations</li> <li>- Use appropriate channels</li> </ul>
Key messages	<ul style="list-style-type: none"> <li>- Explain GPG</li> <li>- Explain causes</li> <li>- Training provision</li> <li>- Engage in the problem and secure their support for a long-term plan</li> </ul>	<ul style="list-style-type: none"> <li>- Explain GPG</li> <li>- Explain causes</li> <li>- Training provision</li> <li>- Existing initiatives</li> <li>- Topline long-term plan to address</li> </ul>	<p>Pre-drafted media quotes that cover:</p> <ul style="list-style-type: none"> <li>- Explanation of GPG and causes</li> <li>- Existing initiatives</li> <li>- Topline long-term plan to address</li> </ul>	<ul style="list-style-type: none"> <li>- Explain GPG</li> <li>- Explain causes</li> <li>- Existing initiatives</li> <li>- Topline long-term plan to address</li> <li>- Share risk mitigation</li> </ul>
Tone of communication	<ul style="list-style-type: none"> <li>- Collaborative and soliciting support</li> <li>- Open</li> <li>- Action-oriented</li> </ul>	<ul style="list-style-type: none"> <li>- Human</li> <li>- Open</li> <li>- Action-oriented</li> <li>- Positive about reduction</li> </ul>	<ul style="list-style-type: none"> <li>- Transparent</li> <li>- Clear</li> <li>- Open about need to improve</li> <li>- Contextualise within industry</li> </ul>	<ul style="list-style-type: none"> <li>- Reassure by demonstrating control</li> <li>- Contextualise within industry</li> </ul>
When to start communicating?	<ul style="list-style-type: none"> <li>- From now</li> </ul>	<ul style="list-style-type: none"> <li>- Prior to April 2018 reporting and once there is leadership commitment to a long-term plan or topline plan is drafted</li> </ul>	<p>Tailored to each company depending on their GPG communications strategy – can be some first mover advantage</p>	<ul style="list-style-type: none"> <li>- Prior to April 2018 reporting and once there is leadership commitment to a long-term plan or topline plan is drafted</li> </ul>
Regularity of ongoing communication	<ul style="list-style-type: none"> <li>- Included on ongoing board meeting agendas</li> </ul>	<ul style="list-style-type: none"> <li>- GPG reporting data shared prior to publishing</li> <li>- Regular quarterly updates on progress to reduce</li> </ul>	<p>Once announced, as needed in response to media questioning and then annually to show progress</p>	<ul style="list-style-type: none"> <li>- GPG reporting data shared prior to publishing</li> <li>- Regular quarterly updates on progress to reduce</li> </ul>





# COMMUNICATIONS TOOLKIT

**Leadership / managers communications guidelines**

**Timeline for communication to different audiences**

**Key messaging document to include:**

- Publicly available GPG report
- Explanation of the causes behind your GPG
- Summary of your robust, long-term plan to address your GPG
- Existing or short-term measures already in place
- Proof points

**A strong and credible GPG spokesperson/people:**

- Female
- Senior / leadership level
- Relevant life experience
- Good communicator
- Professionally media trained



**GOLIN**  
**THANK  
YOU**



# STARTING TO CHANGE YOUR CULTURE

At Golin, we implemented policies and procedures over the last two years to ensure we help any eliminate any GPG:

## Salary Reviews

We standardised the process eliminating random salary increase requests. This helped remove any advantage men may have by entering into salary negotiation. We based it on performance, with 360 feedback and reviewed every role against internal and external benchmarking.

**Parental policies** - Ease in Ease Out, Enhanced Shared Parental Leave, 6 weeks paternity leave, Maternity Mentors

Flexible working- Unlimited Leave, Work From Anywhere, all jobs advertised as flexible

Returnships

