Remedying the Gender Pay Gap

Writing a good report

From April 2018, all UK companies with 250 or more employees are required to publish their gender pay gap. A company's gender pay gap report is so much more than the quantitative data. It is a statement of a company's commitment to its workforce and diversity.

For our SME members, who are not currently legally required to report, this guide should be used as a best practice document to ensure diversity is embedded in your company's culture for when you will have to report in future. For our larger members, please use this guide as a series of steps you can take to improve pay disparities in your organisation.

What makes a good report?

Whilst the numbers stated in your report are obviously important, to have a truly effective report you should take the opportunity to create a narrative. Explain your business and what has contributed to your pay disparities. Take a moment to also explain other extenuating factors which may impact your final numbers, for example the demographic of the pipeline of talent into your sector and what you're doing to remedy this.

Here are some simple steps to consider when compiling your report. techUK named best practices are:

1. **Explaining, not listing |** Your report is not just about the numbers, it is a platform to justify, explain and showcase your commitment to improving your own pay gap. It is also an opportunity to recognise the long-term problem with female participation in tech and STEM more broadly. Do not assume the reader knows your internal processes; there are many different variations of unconscious bias training, flexible parental leave, and support networks. Explain to the reader how you are addressing your challenges and their likely impact.

    techUK member best practice: Microsoft have both broken down their contributing factors to their results and then explained their approach to improving gender representation. When an initiative, such as the Tech Talent Charter or Future Decoded, is mentioned it is then fully explained which makes it easy for individuals with no prior knowledge to understand Microsoft's commitments in full. Find the full Microsoft report here.

2. **Create a narrative |** Having a holistic approach that ties all the programmes and initiatives you support into a common theme or timeline shows that you have thought about your company's gaps in female representation and the broader problem with female participation in STEM and tech. For example, the techUK Skills & Diversity Council frames our initiatives against a 'classroom to boardroom' narrative; ensuring the programmes we support start when girls in school first interact with STEM careers through to supporting women in boardroom.

    techUK member best practice: Vodafone states is it seeking 'to become the world's best employer for women by 2025'. Whilst this is ambitious, they support this with a series of supporting evidence broken down into headings including 'youth', 'family', 'prime', 'women in management and leadership roles', 'networks', 'unconscious bias' and 'flexible working options'. Find the Vodafone report here.

3. **Leadership matters |** Having a foreword or comment from the Chair of the Board or CEO of a company is a powerful statement and demonstrates the seriousness with which the company regards its gender pay gap.

   techUK member best practice: One example of this is from FDM Group, where CEO Rod Flavell pens a foreword at the beginning of the report showcasing the senior commitments to diversity and inclusion from the company. Not only that, in the government's [Gender Pay Gap portal](#), the company lists Mr Flavell as the person responsible for the report whilst many other companies have listed senior HR staff. [Find FDM Group's full report here](#).

4. **Keep it personal |** It is important to acknowledge the women who are being supported by your company's programmes and initiatives. Use your report as an opportunity to showcase the female talent that exists in your organisation and their experiences of working in your company, either through short case studies, quotes or brief interview.

   techUK member best practice: Deloitte end their report with, a series of short case studies of women at various stages of their career on what it's like to work at Deloitte. These short testimonials provide evidence of Deloitte's commitments to these women as individuals. [Find Deloitte's full report here](#).

5. **Wider diversity |** Whilst not gender specific, taking a moment at the end of your report to flag your other commitments to diversity demonstrates to readers that diversity and inclusion is embedded in your company's culture.

   techUK member best practice: Amazon links their report to their page on diversity beyond gender, and describes the numerous commitments Amazon makes to diversity through both upskilling initiatives and support groups to various different groups. Similarly, Amazon's diversity page goes beyond the UK Gender Pay Gap reporting and also flags the company's global gender demographic. [Find Amazon's diversity webpage here](#).

What actions can your company take?

Consider the actions your company should take to evidence your commitment to remedying your own Gender Pay Gap. Here are some steps to improve your gender pay gap and the address the wider challenge of lack of female representation in tech:

People Like Me | People Like Me (PLM) aims to support the recruitment of girls into STEM subjects post-16, particularly girls who do not choose subjects such as physics and engineering. Currently physics is the 3rd most popular A-level for boys but only the 19th for girls, and of 14,000 engineering apprentices, in 2017 only 450 were girls. People Like Me maps a girl's personality traits and skills with a skillset needed for a career in STEM. By providing girls with role models, PLM is demystifying girls' assumptions about what a career in STEM looks like. **Find out more**.

Tech Talent Charter | The Tech Talent Charter (TTC) is a commitment by organisations to a set of undertakings that aim to deliver greater diversity in the UK's tech workforce. Signatories of the charter commit to a number of pledges in relation to their approach to recruitment and retention. Although it is very much an employer-led initiative, in March 2017 the TTC was supported in the government's policy paper on the UK Digital Strategy. By July 2018, the TTC had 250 signatories from across sectors. **Find out more**.

Returners programmes | There is a challenge in the tech industry with attracting and retaining women. More needs to be done to encourage them to return to the workplace following a career break. Returner programmes tend to centre around development at both soft and technical skills. It is common for returners to suffer from severe lack of confidence when re-entering the workforce and this needs to be addressed during the program. Please refer to our Returners Hub to gain an insight into the returners programs that are available in the tech sector. **Find out more**.

The Ten Steps to improve women's retention and progression | The WISE campaign's Ten Step framework helps organisations to retain and develop women. Become a WISE member and Ten Steps signatory. The WISE campaign also has a focussed approach for recruitment. WISE sets out a series of practical measures that companies can take to ensure they are fully benefitting from the potential of women scientists and engineers. **Find out more**.

Unconscious bias training | Instituting unconscious bias training will provide you with a better understanding of how to attract, retain and progress women fairly in your organisation. **Find out more**.

To find out more go to www.techuk.org/focus/programmes/skills-talent-and-diversity

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