

2018

Gender pay gap report

This report provides TPR's gender pay gap data as at 31 March 2018, together with an analysis of the data, and an update on progress towards our gender pay gap action plan.



What is the gender pay gap?

The gender pay gap shows the difference in the average pay between men and women. If a workplace has a particularly high gender pay gap, this can indicate there may be a number of issues to address, and the individual calculations may help to identify what those issues are.

The gender pay gap is different from equal pay. Equal pay looks at whether there are any pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.



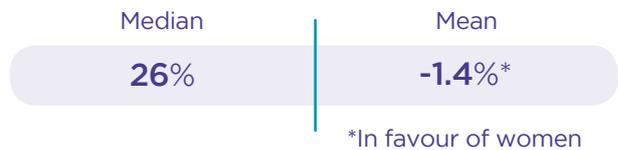
Our gender pay gap data

The gender composition of our workforce that were in scope for reporting shows the organisation is made up of an equal proportion of men (49%) and women (51%). The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay and bonus as at 31 March 2018.

Gender pay gap



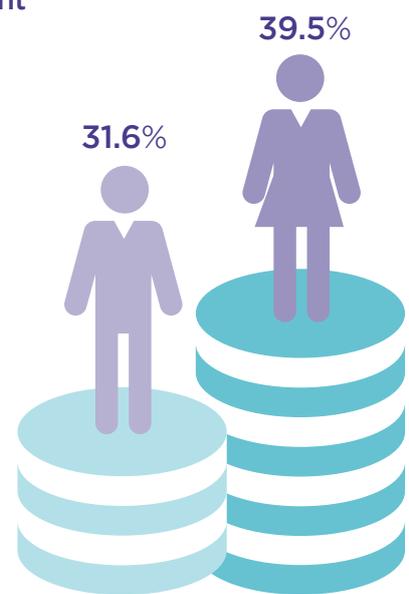
Gender bonus pay gap



Proportion of males and females receiving a bonus payment¹

A slightly higher percentage of women than men received a bonus (7.9%), and the mean bonus was marginally in favour of women.

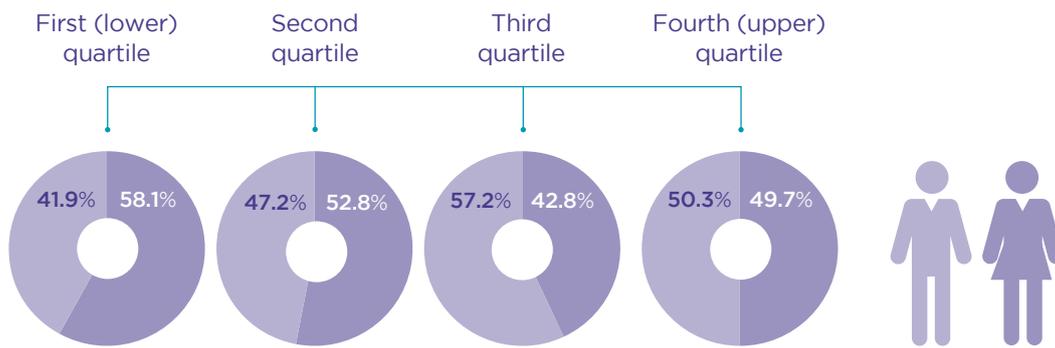
The variance between the mean and median bonus gap can be explained by examining the spread of individual bonus payments. Here we can see that for women, there are a greater number of bonuses at the top and bottom end of the scale, whereas for men, a greater number of mid-range bonuses.



¹ The gender pay gap with respect to bonus at TPR includes two elements:

- Annual non-consolidated discretionary bonus scheme which awards eligible staff a performance bonus at one of two levels, calculated as a percentage of the individual's salary, and
- Small thank yous, which are discretionary rewards up to £100 in value.

Proportion of males and females in each quartile



The male/female differential in each quartile has decreased since last year, with the most significant improvement being in the fourth (upper) quartile where the gender balance is almost equal. This is one factor in the decrease in the gender pay gap.

Understanding the data

- Analysis of our gender pay data tells us that our median pay gap has reduced by **3.7%** from 10.8 % to **7.1%** since last year.
- The mean pay gap also reduced from 11.5% to **7.9%**.
- While women make up 51% of the overall workforce, only 9% of women work in technical and financial roles which attract a higher salary.
- This under-representation is partially driven by a shortage of women with the skill requirements for these jobs, with the NAO citing a consistent participation gap in terms of gender in 2017 into STEM (science, technology, engineering and mathematics) courses and apprenticeships. This continues into the UK workplace with only 14.4% of women represented in STEM occupations.
- The skills shortage can also be evidenced by fewer female applications received in these STEM areas for TPR.

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Taking action to close the gap

Last year we prioritised three areas for action to reduce our gender pay gap. Here we report on our progress for each area and how we plan to encourage further progress.

Continuing to ensure our recruitment processes are fair and transparent



Our existing recruitment process is aligned to the Civil Service recruitment principles as this ensures the recruitment and selection of staff is based on merit, as well as fair and open competition.



We consistently review our recruitment guidance, practices and training to ensure diversity considerations are embedded and promoted.



We plan to roll out face to face recruitment training for all of our people managers to ensure that good practice is being applied across the organisation when hiring decisions are being made.

Encouraging internships and apprenticeships in areas with a larger gender pay gap



We introduced an annual process to recruit interns from two local universities and we continue to work hard with them to attract female interns into traditionally male dominated technical and financial areas of the business.



We have started building relationships with local sixth forms to offer career talks, with a specific focus on data and actuarial. We plan to develop our partnerships with the local universities and sixth form colleges, by focusing on the relationship between STEM subjects and regulation.



We are exploring apprenticeship options in STEM subjects, including the Economist apprenticeship standard. When advertising this we will state our aim to encourage female applicants. We continue to offer apprenticeship opportunities to all staff and consider applications for apprenticeships from part-time workers to enable women to develop their careers and reach their full potential.

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Taking action to close the gap continued...

Ensuring our entire workforce receives education around unconscious bias and other principles around diversity and inclusion



We recognise that improving our gender pay gap will only succeed with the right culture and working environment. To this end, we work towards equality objectives focused on providing a working environment that is truly inclusive, underpinned by respect at all times, and on agile and flexible working.



Unconscious bias and equality and diversity essentials e-learning is mandatory for all staff and we have further plans to promote and monitor completion.



We continue to use moderation meetings to guard against discrimination or favouritism to ensure performance ratings and bonus decisions are fair and consistent.



We support our staff diversity networks to deliver initiatives to promote diversity and inclusion. This year our Women's Network were part of the Suffrage Centenary Volunteer Team, who achieved the 'Championing Gender Equality' award at the Civil Service Diversity and Inclusion Awards.



We will continue to embed the above initiatives and to closely monitor the impact of the new job and evaluation approach.



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