

# GENDER PAY GAP REPORT 2019

APRIL 2020



# CONTENTS

***Executive Summary*** 3

***Calculations*** 4

***Our Results*** 4

*Pay Quartiles* 4

*Bonus* 5

*Management Positions* 6

***Our Journey*** 7

# EXECUTIVE SUMMARY

The CBI is committed to being a diverse and inclusive organisation where everyone can thrive and reach their full potential by being their best selves at work. We strive to become a gender balanced workplace which reflects the members and communities we serve, addressing gender representation and supporting women at the CBI.

We implemented our Diversity and Inclusion (D&I) strategy in early 2018, enabling us to review our approach to increasing diversity and building a more inclusive culture. This paper outlines the progress made between April 2018 up to April 2019 with the intention to report more detailed and real-time data in 2020.

At the CBI, we are continually working on new ideas and opportunities to engage and support the employee experience. Everyone is responsible for ensuring we are a diverse and inclusive organisation; helping to support, influence and drive our D&I strategy through our D&I Steering Group, Employee Networks, Executive Sponsor, D&I Advisor and all our teams.

We choose to report our gender pay gap and this will be our third year of voluntarily reporting this for the April to April period (2018 – 2019). Publishing this data allows us to demonstrate our commitment to achieving gender parity, enabling us to understand our challenges around the gender pay gap and measure our progress against our inclusion action plan. Our Executive Committee has already achieved gender balance with a **50:50** gender split at this level, with our Directors split **44:56** male to female ratio. However, we need to ensure better gender balance across all roles at the CBI to help reduce the gender pay gap.

By voluntarily publishing our gender and our BAME pay gaps, we demonstrate our commitment to driving progression and representation for diverse groups and reducing our pay gaps. We will continue to partner with diverse and inclusive organisations to further embed our strategy and make us an employer of choice for all.

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# HOW IS THE GENDER PAY GAP CALCULATED?

Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists.

The **gender pay** gap looks at the difference in the average hourly rate of pay (median and mean) between male and female employees. The data presented is based on our UK based employees.

This is different to **equal pay** which is the difference in pay between men and women who carry out the same jobs, similar jobs or work of equal value.

A **mean gap** is a calculation of the average pay or bonus of male versus female employees in our organisation.

A **median gap** is a calculation of the exact mid-point between the lowest and highest-paid male versus female employees in the organisation.

**Quartiles** are calculated by ranking the pay for each employee from lowest to highest. It has a total sample size of 231 employees and breaks it down to show the equal proportion and percentage of earnings within that quartile of male and female employees.

## OUR RESULTS

### *Gender Representation (out of 231 employees)*

Gender split was **44%** male and **56%** female.

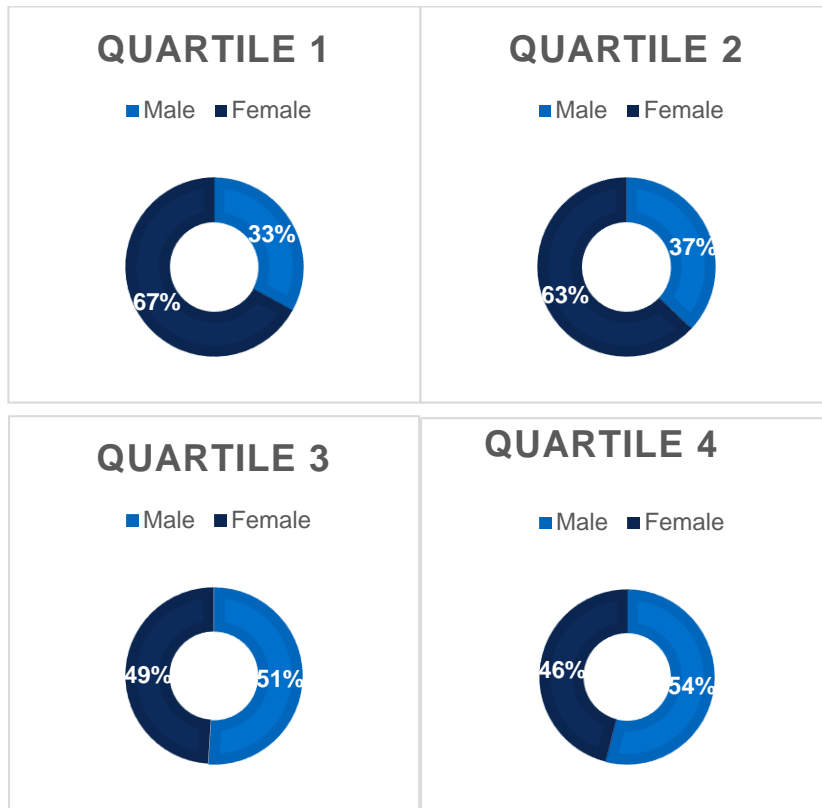
Our mean (average) Gender Pay Gap is **8.7%**, which is lower than the UK national average (at 17.3% for all employees) but at the CBI we want to be better than average. Our median (middle) Gender Pay Gap is **15.9%**.

Our gender pay gap has decreased by **3.9%** and our median gender pay gap has reduced by **3.8%** since 2018.

### *Pay Quartiles*

There is a much higher proportion of female employees than men in non-management roles. This is reflected in the pay quartiles where there remains a significantly higher proportion of female role holders in the lower quartile (Q1), although this has closed by **6%** since April 2018.

In the highest paid quartile (Q4) there has been an increase in female representation as a result of continued progress in female representation at management level.



\* The data is split into 4 equal quartiles showing the pay equality in each quartile. Q1 being the lowest paid and Q4 being the highest paid.

Change since 2018							
Quartile 1		Quartile 2		Quartile 3		Quartile 4	
Male	+6%	Male	-11%	Male	-2%	Male	-8%
Female	-6%	Female	+11%	Female	+2%	Female	+8%

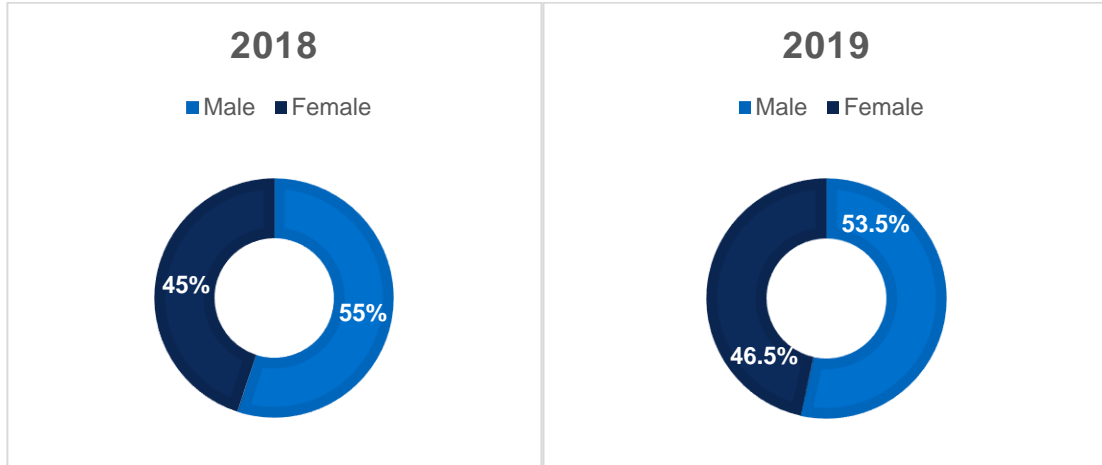
## Bonus

Our average bonus pay gap was **0%** as all staff receive the same amount. **85%** of male employees received a bonus compared to **85.5%** of female employees.

## *Female Representation in Management Positions*

We understand that the gender pay gap is affected by the number of females in senior management positions.

The proportion of management roles being held by females has increased by **1.5%** since April 2018 and it is now just under half.



## OUR JOURNEY

Over the past year we have continued to introduce several initiatives to help improve representation and career progression for all our employees at the CBI.

Following collaboration between our Women employee network, HR, Executive Committee, Diversity and Inclusion Adviser and Diversity and Inclusion Executive Sponsor, we were better able to understand the perceived challenges our female employees experience.

We are creating a more gender balanced organisation by identifying and introducing smarter ways to attract, develop and retain female employees. We will challenge the gender pay gap through insight, analysis and a robust inclusion action plan that will be continually developed and implemented across the CBI.

This gender action plan is structured around our four key pillars which reflects our current Diversity and Inclusion strategy:

<b>Action Plan</b>			
<b><i>Building a diverse and inclusive culture, enabling everyone to reach their full potential</i></b>	<b><i>Attracting more diverse talent to help us to become an employer of choice</i></b>	<b><i>Supporting female development and progression</i></b>	<b><i>Executive commitment to supporting gender in the workplace</i></b>
<b>Action:</b> We are committed to reviewing our internal practices and policies aligned with best practice so that everyone has the same opportunities at the CBI	<b>Action:</b> We are committed to transparency and fairness within our recruitment practices, engaging more diverse and inclusive recruitment agencies and supporting hiring managers with inclusive training to support our efforts in building a diverse talent pool	<b>Action:</b> We are committed to increasing our female talent pipeline within management positions which will help foster positive female role models, raising awareness of the challenges women face in the workplace around career progression and work life balance	<b>Action:</b> We are committed to having more gender balanced teams and reducing our pay gap, we will collaborate closely with our employee networks and wider business to better understand and influence key challenges
<b>2018 - 2019 Progress</b>	<b>2018 - 2019 Progress</b>	<b>2018 - 2019 Progress</b>	<b>2018 – 2019 Progress</b>
Continued to strengthen our people polices and employee benefits offering aligned with best practice; promoting employee wellbeing and an inclusive approach to employment and work life balance	Used pay bands and pay benchmarking data for all roles to ensure we are paying market rate as well as continuing to benchmark against peers in the same or similar roles  Tracked diversity of candidates at	Continued to create female senior role models across the business by building our female talent pipeline to ensure representation of female staff in middle and senior management roles	Executive Committee attended broader Women's network discussions  Executive Committee committed to advertising all roles internally to help drive internal career progression

<p>Ongoing inclusive leadership training for all senior management, building on our existing unconscious bias training</p> <p>We continued to roll out assertiveness and inclusion training to all employees at CBI to increase confidence and awareness around inclusion</p> <p>Our anti-bullying and harassment policy now includes third parties, and we introduced formal training across the business for this</p>	<p>interview and appointment stage for all roles</p> <p>Signed up with a perinatal support agency which offers parental support services such as lactation consultants, sleep coaches and post-natal therapy to help attract parents and carers to the CBI and support them on an ongoing basis</p> <p>Partnered with diverse recruitment agencies for external recruitment to help close our gender pay gap</p> <p>Ensured all CBI roles are advertised inclusively and apply the Rooney rule and balanced short lists to management positions</p>	<p>Launched an internal CBI Working Families Network to help support and promote a healthy work life balance for employees with parental or caring responsibilities to ensure an inclusive workplace for working families balancing the challenges of family and work</p> <p>Created a mentoring programme, one focus of which is to strengthen the female talent pipeline and understanding other diverse groups</p> <p>Continued to raise awareness of cultural and gender differences to managers with a focus on how performance is monitored</p> <p>Reviewed our internal CBI Behaviours framework guidance within our performance review training to support diverse employees</p>	<p>We have embedded diversity and inclusion into the organisation's strategy and objectives</p> <p>All employees have diversity and inclusion targets in their objectives</p> <p>Executive Committee met with the Women's network to discuss progress made in 2018 and next steps for 2019</p>
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***We will continue to influence and share insight around the importance of diversity and inclusion for our members and wider business community to ensure we role model our approach to fostering inclusive workplaces and organisations externally.***





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