



# GENDER MA **ERS**

Dr Valerie Stead  
Professor Claire Leitch  
Lesley Giles

This information was produced for our 2018 **Gender Matters** think-tank event hosted by the **Academy for Gender, Work and Leadership**, Lancaster University Management School and the Work Foundation.

**The impetus for this event was fuelled by recent UK legislation on gender and pay, and media interest in gender issues as well as the continuing under-representation of women in positions of power in organisations.**

Our research at Lancaster and the Work Foundation reveals the need to examine not only what gender issues are prevalent for organisations but also how these issues arise and the underpinning reasons for their persistence.

We identify three pressing gender and inclusion challenges for organisations: the gender pay gap, the leadership pipeline and family-based policies. In this brochure we provide illustrations drawn from a range of sources to demonstrate the scope and range of these challenges.

Our research highlights that a major reason for the persistence of these gender inequalities at work is the policy-practice gap. This term explains how the development of fair and equitable 'gender neutral' policies within organisations fail to account for gendered social assumptions that can (dis)advantage women's and men's everyday practice at work.

In making the policy-practice gap explicit, we illuminate the divide between the good intentions of 'neutral' policy and the reality of our own practice, behaviours and perceptions that are influenced by social expectations and cultural norms. This gap results in ineffective impact of policy and limited take-up.

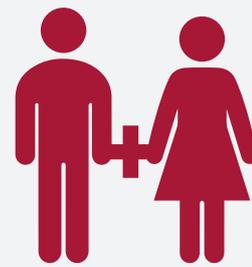
To progress our understanding we need **insight** from organisations, policy and from research. This think-tank is an opportunity to **inspire** action for change and to influence **impact** that will help organisations to work towards more inclusive practice.

We look forward to exchanging ideas and sharing best practices through the development of this network in order to shape more inclusive and diverse businesses.



# GENDER PAY GAP

Women's pay continues to lag behind that of men and this is a global phenomenon. The UK figures reveal a **widening gap** affected by age, by status and by family responsibilities.



1

**Overall Gender Pay Gap**  
A global phenomenon.

**GLOBAL AVERAGE ANNUAL EARNINGS**  
**2016**

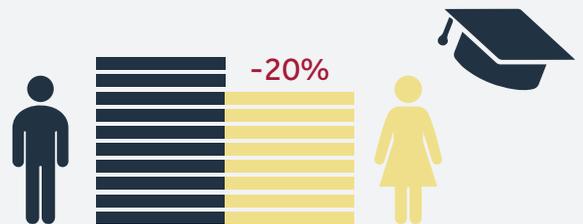


Source: Global Gender Gap Index (2016). World Economic Forum.

2

**Gender Pay Gap**  
Persists regardless of education level.

**WOMEN EARN 20% LESS THAN MEN**



Source: Institute for Fiscal Studies (2017). Earnings and the Labour Market.

3

**UK Gender Pay Gap**  
Demonstrates a gap between women and men managers' average full-time earnings of 23%.

**PAY GAP**

**£8,964**



**£38,817**

average full time equivalent salary for men

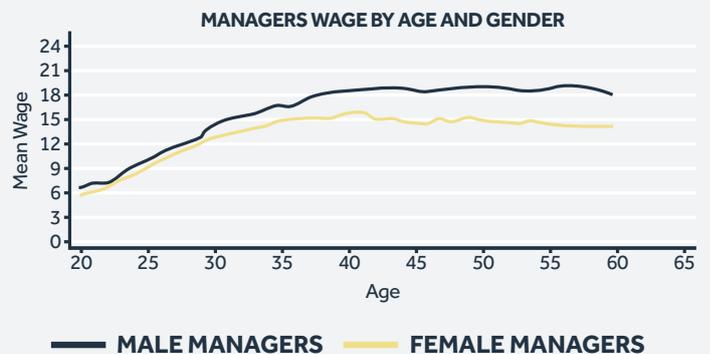
**£29,852**

average full time equivalent salary for women

Source: Gender Salary Survey (2016). Chartered Management Institute (CMI).

4

**UK Managerial Pay Gap (Age and Gender)**  
The gender wage differential widens significantly with age: the turning point is somewhere near the age of 35 years.



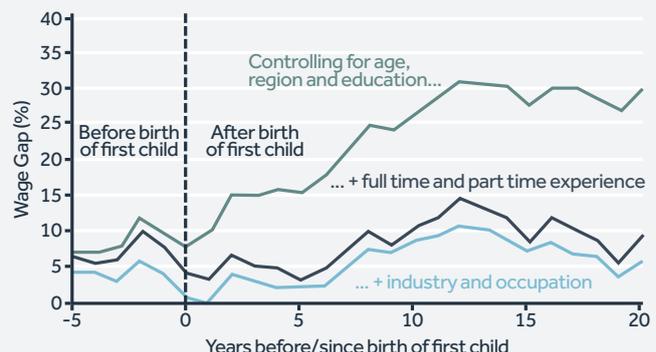
Source: Quarterly Labour Force Survey (1993-2017).

5

**Women, Pay and Family**  
The arrival of children accounts for the gradual widening of the gender wage gap with age; not working full-time tends to shut down wage progression.



Source: Institute for Fiscal Studies (2017).



# THE LEADERSHIP PIPELINE

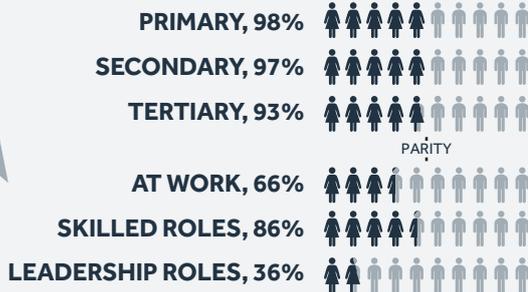
Women's progression in the workplace to leadership positions is persistently problematic. The figures below demonstrate a **status gap** between women and men: women are more prevalent in junior roles and men are more prevalent in senior roles.

6

## Women's Educational Attainment and Work-Place Roles

A global view of the leaky leadership pipeline.

### SAME QUALIFICATIONS, DIFFERENT OUTCOMES

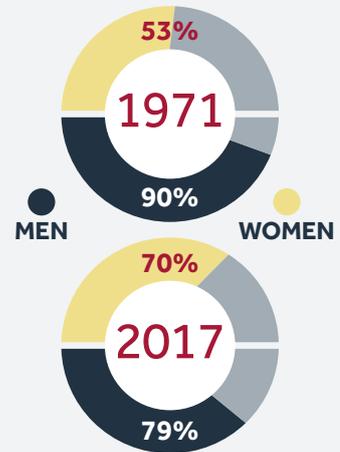


Source: Global Gender Gap Index (2016). World Economic Forum.

7

## Women's Participation in the Labour Force (UK)

Women's participation in the labour force has risen while men's participation has fallen.

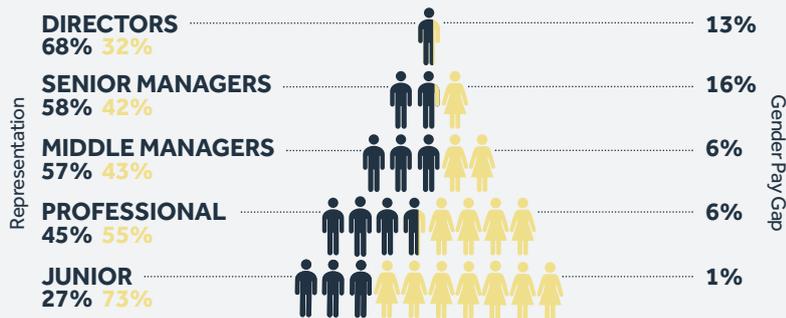


Office of National Statistics (2016).

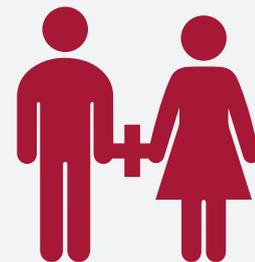
8

## The 'Glass Pyramid'

Highlights women's over-representation in junior roles and under-representation in senior roles and a progressive gender pay gap.



Source: Gender Salary Survey (2016). Chartered Management Institute (CMI).



9

## Number of Women and Men on the boards of FTSE 100 companies (2007 to 2017)

The slow progress of women's representation on boards.

Source: Vinnicombe, Sealy, Humbert (2017). The Female FTSE Board Report.



# FAMILY-BASED POLICIES

Family responsibilities affect women and men. The UK figures reflect a **policy-practice gap** where well-intentioned policy fails to be realised in practice.

10

## Women, Recruitment and Family

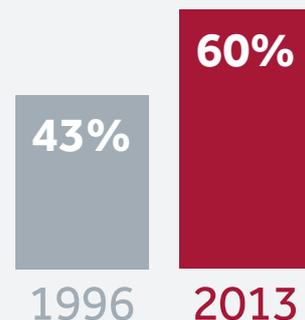
Research reveals that senior decision-makers in business believe it is reasonable to question women about family and their family plans.



Source: Equalities and Human Rights Commission (February 2018).

11

## Rates of Lone Working Mothers Have Increased



Source: Office of National Statistics (2014).

12

## Gender and Caring Responsibilities

Women are more likely to have given up work to fulfill caring responsibilities with 1 in 7 taking a less qualified job or turning down promotions.

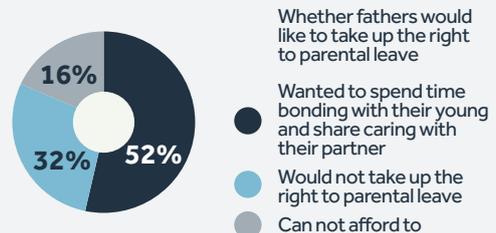
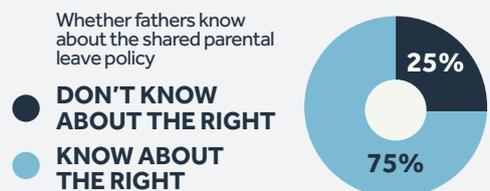
**COMPARED TO MEN, WOMEN ARE 4x MORE LIKELY TO HAVE GIVEN UP WORK BECAUSE OF MULTIPLE CARING RESPONSIBILITIES**

Source: Carers UK (November 2012).

13

## Men and Parental Leave

Fathers' knowledge of parental leave and take-up.



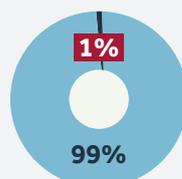
Source: Working Families Fathers' Survey (2017).

14

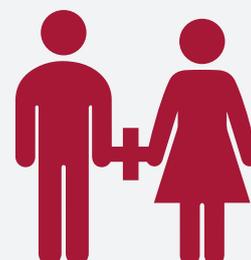
## Parental Leave Take-Up

Despite the introduction of family-based policies men's take-up rates are poor.

● TAKE UP ● NOT TAKING UP



Source: My Family Care and the Women's Business Council Shared Parental Leave; Where are we now? (April 2016).





Lancaster University Management School  
Bailrigg, Lancaster, LA1 4YX

**01524 510752**

**[www.lancaster.ac.uk/lums](http://www.lancaster.ac.uk/lums)**



We would like to thank Professor Geraint Johnes and Ke Qiao  
for their assistance in the development of the brochure.

