

A woman with curly hair, wearing a grey blazer and a gold necklace, is sitting at a table outdoors, working on a laptop. The background shows green foliage and a building. The scene is lit with natural light, creating a professional and focused atmosphere.

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2017 | GENDER PAY GAP
REPORT



**PATRICK
WEHRMANN**
CEO

FOREWORD

At Totaljobs Group our people are our best asset, and one of our greatest strengths is the diversity of our people. A key driver to our future growth is ensuring that it's a great place to work for everyone, and a place where everyone can be themselves. We recognise the value of having an inclusive working environment, and we know that having a diverse team at every level of our organisation will offer a range of experiences and perspectives that will foster the creativity and innovation we need to be the UK's leading E-recruiting company.

Under new legislation, all UK companies with 250 or more employees need to report on their gender pay gap. We think it's important to define what gender pay gap means, and how it differs from equal pay. Equal pay means that a man and a woman performing equal work receive equal pay. Gender pay gap refers to the difference in the gross hourly earnings of men and women, calculated as an average across an organisation as a whole.

Our data does not indicate a pattern of paying one gender more than the other for the equal work, but it does indicate that women are underrepresented in senior and management roles.

Our mean hourly pay gap at the snapshot date of 5th April 2017 was 16.25%. In accounting for this gap, we've identified that this is largely due to the gender imbalance at management level and in senior positions. While women represented 37% of our workforce in April 2017, they only held 31% of management roles and 19% of senior roles. As women hold fewer management and senior positions at Totaljobs Group than men, they are therefore more likely to have lower salaries. Our bonus pay gap tells a similar story. The proportion of men and women in receipt of a bonus is fairly equal – 73% of women and 70% of men. However, we have fewer women in senior positions where higher bonuses are paid, resulting in a mean bonus pay gap of 25.51%.

We want everyone at Totaljobs Group to be able to build and develop a successful career, and for us that means focused efforts on diversity and inclusion. To enhance our gender balance and overall inclusivity we've identified three key areas where we will work hard to become industry leaders. We also summarise a few of the fantastic initiatives we've already started to roll out to tackle these key areas, and some of the exciting plans we look forward to launching in the months to come.

(1) 'Senior' roles are defined as Director level and above.

THE NUMBERS

THIS TABLE BELOW SHOWS OUR MEAN AND MEDIAN GENDER PAY GAP BASED ON HOURLY RATES OF PAY AT THE SNAPSHOT DATE OF 5TH APRIL 2017. IT ALSO SHOWS OUR MEAN AND MEDIAN BONUS PAY DATA FOR BONUS PAID IN THE 12 MONTHS UP TO APRIL 2017.

PAY	GAP
MEAN HOURLY PAY	16.25%
MEDIAN HOURLY PAY	15.64%
MEAN BONUS PAY	25.51%
MEDIAN BONUS PAY	52.73%

PAY PROPORTIONS	 MALE	 FEMALE
PROPORTION IN RECEIPT OF A BONUS	69.84%	73.08%
PROPORTION IN UPPER QUARTILE (HOURLY PAY)	76.52%	23.48%
PROPORTION IN UPPER MIDDLE QUARTILE (HOURLY PAY)	66.09%	33.91%
PROPORTION IN LOWER MIDDLE QUARTILE (HOURLY PAY)	66.09%	33.91%
PROPORTION IN LOWER QUARTILE (HOURLY PAY)	56.03%	43.97%

THREE KEY AREAS

WE'VE IDENTIFIED THREE KEY AREAS WHERE WE WANT TO DRIVE SUSTAINED EFFORTS TO ENHANCE OUR DIVERSE AND INCLUSIVE WORKING ENVIRONMENT.

GENDER IMBALANCE IN MANAGEMENT AND SENIOR POSITIONS

We're looking to build our talent pipeline by identifying key female talent within our business; working with their managers to develop structured progression plans; and providing L&D initiatives to equip them with the knowledge and skills needed to enable their progression into management and senior positions.

We also recognise that barriers to career progression can often be unseen and unconscious, so in the next few months we will be introducing Unconscious Bias training. By understanding the implicit assumptions we make based on our own personal experiences and by achieving greater self-awareness, we can ensure that our recruitment and hiring process provides equal opportunities for everyone.

DIVERSITY IN TECHNOLOGY

At the snapshot date, women represented 19% of our technology function. We are working on the way we recruit to identify and remove any barriers that prevent or discourage women from applying and being hired for technology roles. We are also investing in the development and retention of the exceptional talent we already have.

MATERNITY AND FAMILY LEAVE

Taking maternity and other forms of family leave should not be an obstacle to career progression. We want to ensure that all employees are fully supported and set up for success in their return to work, and that they continue to be encouraged and equipped to pursue career progression. We are working on a program to improve our maternity and family leave process to ensure equal opportunity for everyone.

OUR SUCCESS SO FAR

WOMEN IN TECH (WIT)

Technology is a sector widely hampered by a lack of diversity. The recognition that our own Technology department was no different motivated a team of our colleagues in technology to understand why this is the case and what we can do to rectify it. Using feedback from focus groups and from key female talent in the department, the WIT group have identified common obstacles that can prevent women from entering and progressing in the field of technology, and have formulated goals around candidate attraction, increased women in management, and a reduced turnover rate.

GENDER BIAS DECODER

We launched the Gender Bias Decoder on one of our websites (totaljobs.com) last year. The Gender Bias Decoder⁽²⁾ analyses pieces of text to identify words with hidden gender bias that can influence how people respond. Research has shown that using certain gender biased language in job advertisements can discourage people from the opposite gender from applying for roles.⁽³⁾ Our in-house Recruitment team have started to use the Gender Bias Decoder to review some of our own job adverts to ensure they are gender neutral before advertising them. To test the tool, we posted two adverts for the same role in technology - one which had been through the Gender Bias Decoder and one which hadn't. We saw an estimated 6.5% increase in the number of females applying through the decoded listing⁽⁴⁾. We will continue to develop our candidate attraction strategies using technologies such as this to help counter unnecessary obstructions women face when applying for our roles.

⁽²⁾ totaljobs.com/insidejob/gender-bias-decoder/

⁽³⁾ blog.totaljobs.com/gender-bias

⁽⁴⁾ We do not ask for applicants' gender during our recruitment process, so these figures are an estimate based on the names of the applicants.

WOMEN'S BUSINESS NETWORK

Following an initial focus group to understand what women in our workplace would want from a Women's Business Network, the feedback we received supported a network where likeminded women could meet on a regular basis to discuss common issues they face in workplace, and to formulate ideas and solutions for them. We envision it also as a platform to have women in our business and guest speakers talk of their experiences of building their career, the challenges they've faced, and how they've overcome them. We hope this network will help to encourage all the women in our workplace to pursue the career they want, and we look forward to launching more events in the next few months.





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