

Achieving Equal Pay in the Workplace

Your Guide to Changing Policy and Practice

Transparency of pay, rewards and promotions

“Transparency creates accountability. Without transparency and accountability, bias is more likely to affect decision-making in ways that potentially disadvantage women or other under-represented groups.”

– UK Government Equalities Office: The Behavioural Insights Team ‘How to improve gender equality’

In short, the more transparent an organisation is about who is paid what, the more likely it is that they are aware of pay equality issues and to be doing something to remedy them.

☐ Does the organisation have a published pay structure that employees have access to?

If not, why not?

☐ Is there more than one pay and grading system?

How does this work?

If there is no published pay structure, how is the pay system structured and why?

Achieving Equal Pay in the Workplace

Your Guide to Changing Policy and Practice

☐ Do managers and employees understand the basics of how pay is determined in the organisation?

☐ Where there is a pay spine, do managers have discretion to determine the grade point in the case of new appointments or when someone is promoted?

Does the organisation's pay policy include a clause on equal pay? If so, what is it and who is responsible for its implementation?

☐ Does the organisation issue any bonuses/benefits/shares to employees? Are these bonuses available to all employees or are there any distinctions between, for example, full time and part time workers, permanently contracted and fixed term/zero hour contracted, or so called 'professional grades' and 'administrative grades'? If so, how does this system work and what does the organisation do to make sure it is transparent and fair? Would any employee understand how these bonuses are allocated?

Achieving Equal Pay in the Workplace

Your Guide to Changing Policy and Practice

☐ Is there a promotion policy? Is there a temporary promotion (acting up) policy? How often are such policies reviewed? Does the promotions policy require a fair and competitive application and selection processes, informal ‘expressions of interest, or something even less formal?

☐ Are managers and employees aware of the promotions policy, including eligibility criteria?

What training do managers receive to support promotions in their workplace?

How are managers monitored to ensure that they are supporting all employees who are eligible for promotion?

How are staff made aware of the opportunities for promotion?

Achieving Equal Pay in the Workplace

Your Guide to Changing Policy and Practice

How long does it take for women, Black, disabled or LGBT+ staff to be promoted compared to others?

What steps does the organisation take to ensure fairness and equality when awarding promotion or allocating bonuses and/or benefits?

When was the pay policy last reviewed?

Achieving Equal Pay in the Workplace

Your Guide to Changing Policy and Practice

☐ Does the organisation use discretionary pay systems (for example, merit pay and performance-related pay)? If so, how are these structured, what criteria are they based on and how are decisions arrived at?

How do employees move from one point/band on the pay spine to another and do they understand how to do this?

☐ Does the organisation use different pay, terms and conditions (for example, attendance allowances, overtime or unsocial hours payments) for different groups of employees? Are men or women dominant in these groups?