



GETTING FIT FOR THE FUTURE

A BOOTCAMP FOR REWARD
PROFESSIONALS

DEBORAH REES | DIRECTOR OF CONSULTING

INNECTO
REWARD CONSULTING



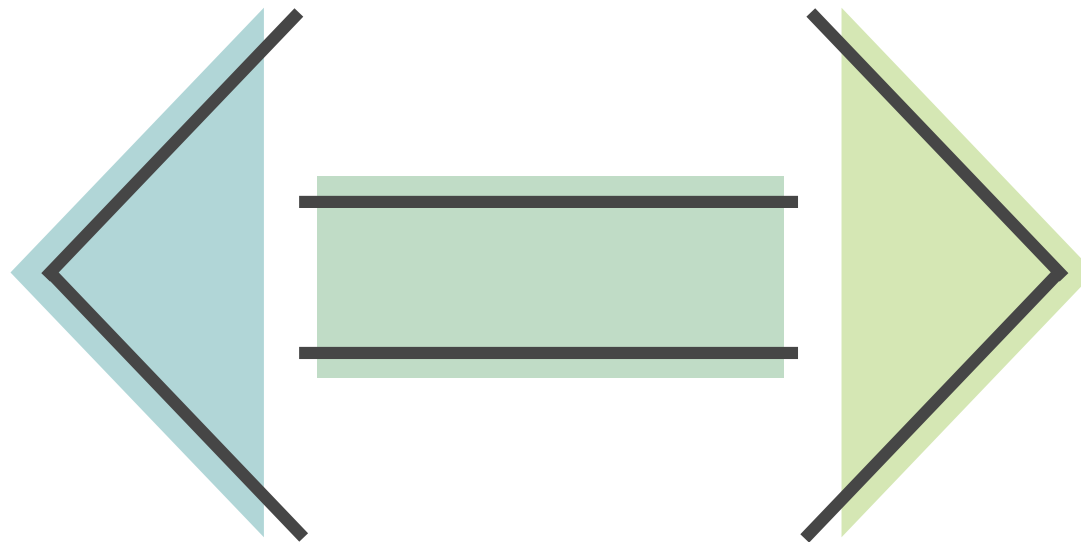
FOCUS ON FIT



fitbit®



LESS IS MORE





GOAL

DEVELOPING A CURATED REWARD STRATEGY TO ATTRACT, RETAIN & ENGAGE TALENT

CREATE A **JOINED-UP** FOCUS ON **LONG-TERM, MEANINGFUL** CHANGES

IMPROVE TRANSPARENCY AND MANAGER ENGAGEMENT WITH REWARD TO **DRIVE EMPLOYEE RETENTION & CONNECTION**

LEADING TO **LESS DISTRACTION & NOISE** AND MORE TIME TO **FOCUS ON THE IMPORTANT STUFF**

IMPORTANT STUFF

EXTERNAL LENS

EQUALITY &
FAIRNESS

TRANSPARENCY =
REPUTATION

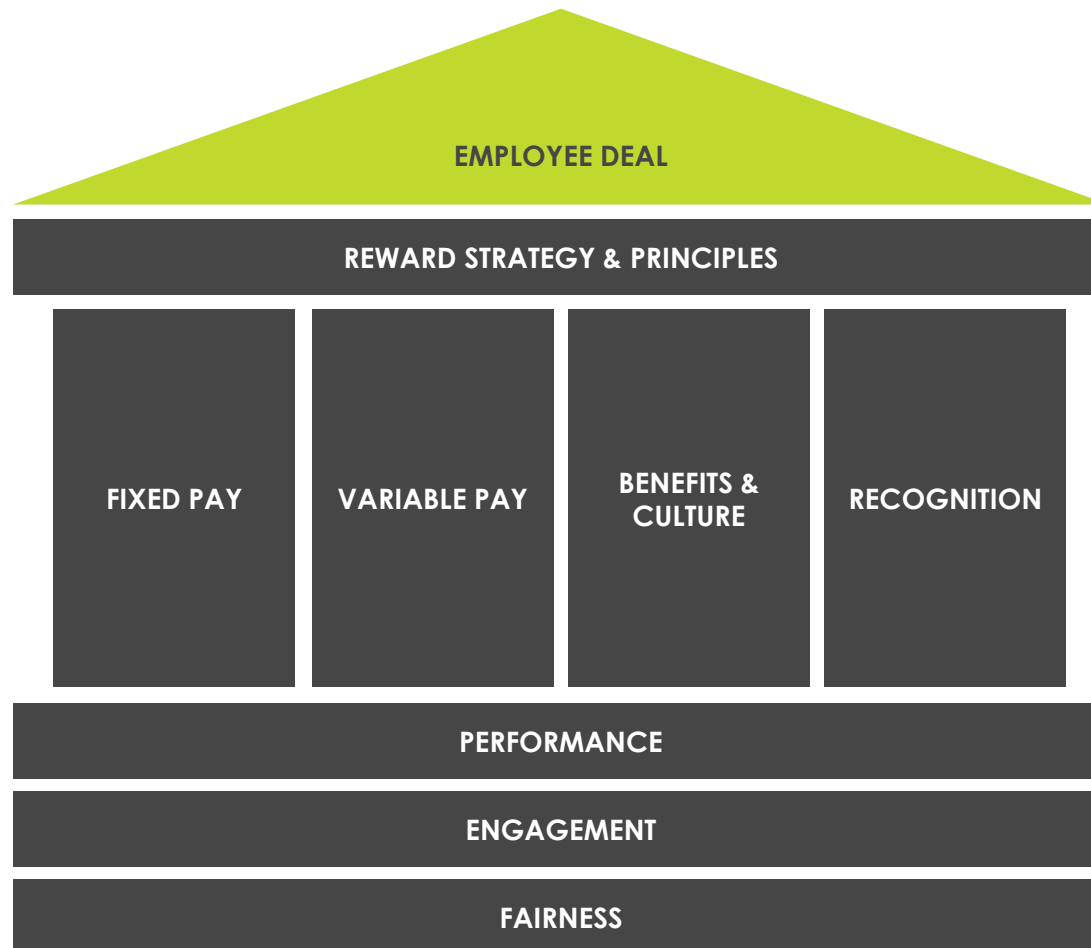
INTERNAL LENS

FIT WITH THE
BUSINESS PURPOSE
WALKING THE TALK

AUTHENTICITY =
CREDIBLE



BASICS IN ACTION



TRANSPARENCY



SUPPORTING **LEADERSHIP**



SUPPORTING **MANAGEMENT**



SUPPORTING **RECRUITMENT**

“MARKET DATA FOR THE WHOLE BUSINESS”

INSIGHT

OVERALL MARKET POSITION **99.34%**

BELOW RANGE

24.82%

INCUMBENTS WHO FALL MORE THAN 10% BELOW THE
MEDIAN

WITHIN RANGE

57.45%

INCUMBENTS WHO FALL WITHIN 10% OF THE MEDIAN RANGE

ABOVE RANGE

17.73%

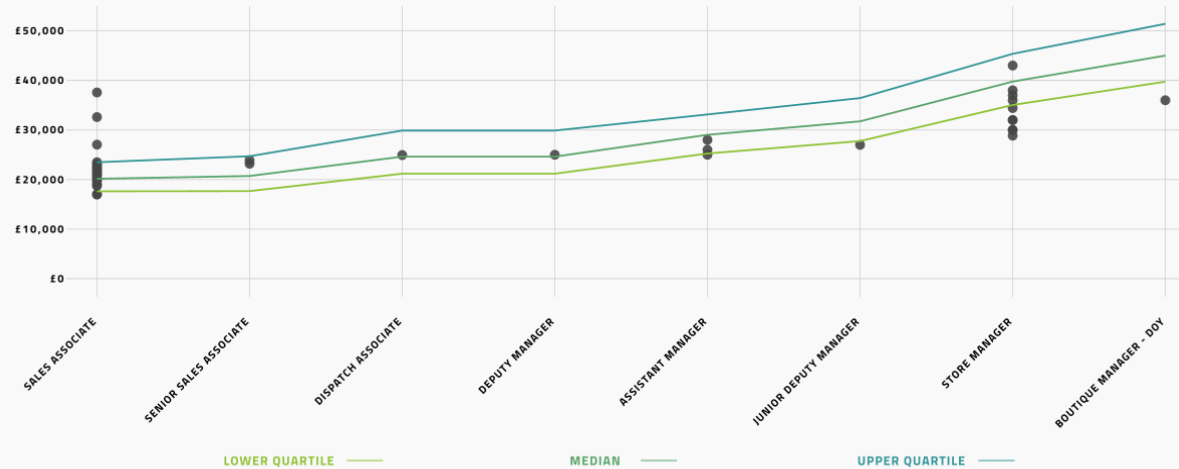
INCUMBENTS WHO EXCEED MORE THAN 10% ABOVE THE
MEDIAN

MACRO VS. MICRO REPORTING

SWITCH BETWEEN MACRO AND MICRO VIEWS OF DATA,
FROM OVERALL COMPANY POSITION...

INSIGHT

BASE PAY BY DEPARTMENT RETAIL Average against median: 3.01%



JOB TITLE	COUNT	YOUR MEDIAN	BENCHMARK LQ	BENCHMARK MEDIAN	BENCHMARK UQ	COMPA / RATIO
Sales Associate	32	£21,250	£17,626	£20,153	£23,495	1.05
Senior Sales Associate	2	£23,556	£17,672	£20,721	£24,703	1.14
Dispatch Associate	1	£24,940	£21,186	£24,623	£29,883	1.01
Deputy Manager	1	£25,000	£21,186	£24,623	£29,883	1.02
Assistant Manager	3	£26,000	£25,253	£29,024	£33,133	0.90
Junior Deputy Manager	1	£27,000	£27,760	£31,742	£36,432	0.85
Store Manager	10	£33,210	£35,044	£39,765	£45,364	0.84
Boutique Manager - DOY	1	£36,000	£39,746	£45,000	£51,412	0.80

...TO INDIVIDUAL INCUMBENTS



GENDER PAY AS A LEVER

**USING GENDER PAY AS 'THE IMPORTANT STUFF'
EXAMPLE**

MORE THAN CREATING THE NUMBERS

HOW CAN YOU ADD INSIGHT?

**WHAT ARE THE QUESTIONS YOU SHOULD BE
ASKING?**

CONTEXT

HOW CAN WE USE THIS TO ADD VALUE?

WHAT COULD WE DO TO MAXIMISE IMPACT?

FINDINGS RIGHT NOW

**IF WE HAD TO PUBLISH TOMORROW WHAT WOULD
WE BE SAYING?**



PHASED PLAN

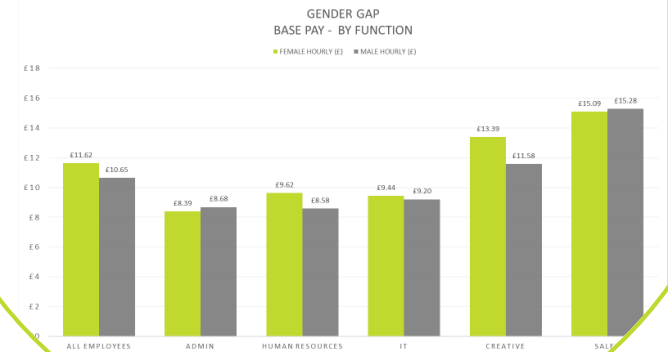
- 1. UNDERSTAND HOW THE NUMBERS WOULD LOOK IF YOU WERE TO PUBLISH TOMORROW**
- 2. IDENTIFY AREAS OF RISK BY JOB & DEPARTMENT AND PLAN TO REDUCE EXPOSURE**
- 3. PINPOINT KEY PRACTICES WHICH MAY BE DRIVING MALE | FEMALE PAY DIFFERENCES**
- 4. BUILD A STRAIGHTFORWARD NARRATIVE & ACTION PLAN TO EXPLAIN YOUR PAY POSITION AND COMMITMENT TO FAIRNESS**
- 5. PREPARE FINAL REPORTING AFTER 30 APRIL 2017 READY FOR PUBLICATION**

UNCOVERING RISK

ANALYSIS OF DATA
AND DRILLING
DOWN TO
UNDERSTAND LIKELY
RISK YOU FACE AS
AN ORGANISATION

PRIORITISING
YOUR AREAS OF
EQUAL PAY RISK
ACTION

Function	By: Mean	Business Line/Subsidiary	Location	Function	Comp Level
		Line 1	Birmingham	Human Resource	3
REPORTING GROUP	FEMALE HOURLY (£)	MALE HOURLY (£)	TOTAL NUMBER OF EMPLOYEES	GENDER RATIO (F:M)	BASE SALARY GENDER GAP
All Employees	11.62	10.65	513	65:35	-9.1% (F)
Admin	8.39	8.68	106	64:36	3.3% (M)
Human Resources	9.62	8.58	18	67:33	-12.2% (F)
IT	9.44	9.20	184	60:40	-2.6% (F)
Creative	13.39	11.58	104	68:32	-15.7% (F)
Sales	15.09	15.28	101	73:27	1.3% (M)

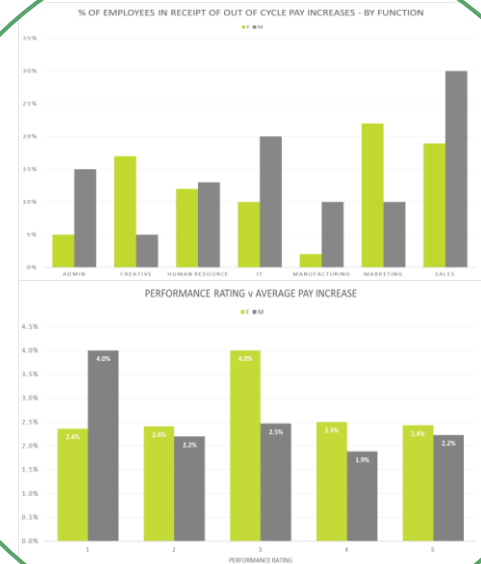


TAKING CONTROL

**LARGE GENDER PAY GAP
= HISTORICAL POLICIES &
PRACTICES THAT FAVOUR
MEN**

**DEVELOP METRICS TO
TRACK SUCCESS OF
CHANGES**

- **HOW MUCH IS SPENT OUT OF CYCLE AND WHAT'S THE GENDER SPLIT?**
- **THE GENDER SPLIT AND STARTING SALARY OF ALL NEWLY HIRED/PROMOTED EMPLOYEES OVER THE LAST YEAR**
- **PERFORMANCE SCORES MALE | FEMALE DOMINATED DEPARTMENTS**



RUNNING FOR REAL

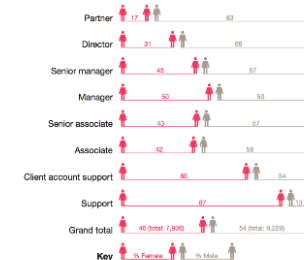


BANK OF ENGLAND

	Male	Female	Pay Gap
Mean	£60,940	£48,945	-19.7%
Median	£54,588	£39,508	-27.6%
Quartile 1	401 (43.9%)	513 (56.1%)	
Quartile 2	485 (53.1%)	429 (46.9%)	
Quartile 3	577 (63.1%)	337 (36.9%)	
Quartile 4	629 (69.0%)	282 (31.0%)	
March-15			
Mean	£61,807	£50,278	-18.7%
Median	£55,828	£41,082	-26.4%
Quartile 1	418 (44.6%)	520 (55.4%)	
Quartile 2	476 (50.7%)	462 (49.3%)	
Quartile 3	577 (61.5%)	361 (38.5%)	
Quartile 4	638 (68.0%)	300 (32.0%)	
March-16			

PwC workforce profile

Gender mix by grade - 1 July 2015



1 Source: ONS Annual Survey of Hours and Earnings (Released November 2014)

We have a firm-wide bonus scheme. Bonuses are determined by individual performance and the company's performance.

We have conducted Equal Pay reviews for all employees in the last 10 years. Last year we published our first gender pay gap report, which was the first in our sector and one of only a few private companies to do so. This is one of many activities we undertake to ensure our employment policies and practices are fair. We review pay and bonus by gender, ethnicity and different working patterns (full time to part time).

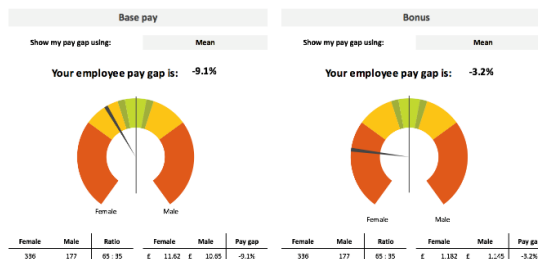
In FY15 our single figure gender pay gap is 15.3% (FY14: 15.1%). This compares favourably with 19.1% for the UK economy. Our single figure gender pay gap does not take into account objective reasons for pay difference such as grade, location or performance level. In line with good practice, we therefore adjust this figure for the different gender demographic across the grades, as we have more men than women at our most senior grades; this adjusted pay gap figure is 2.8% (FY14: 2.5%).

pwc

easyJet

HEADLINE GENDER PAY GAP OF 35%

HEADLINE PAY GAPS



This pay gap compares the basic hourly pay of all employees, allowing a direct comparison of part-time and full-time earnings. This analysis has shown an apparent significant pay gap in favour of female employees. We recommend you take action to identify and put in place plans to address this gap.

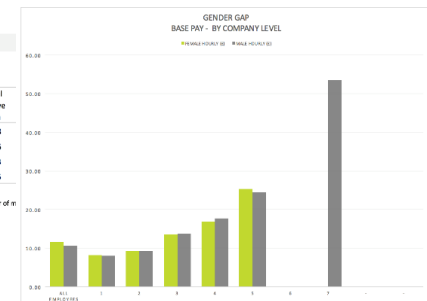
This pay gap compares the average bonus pay of all employees who were awarded one. This analysis has shown an apparent slight pay gap in favour of female employees. We recommend you take action to identify and put in place plans to address this gap.

SALARY QUANTILES

QUARTILE	FEMALE		MALE		Total Employees in
	Number of females in quartile	% of females in quartile	Number of males in quartile	% of males in quartile	
QUARTILE 1	69	23%	59	38%	128
QUARTILE 2	67	22%	49	31%	116
QUARTILE 3	82	27%	21	13%	103
QUARTILE 4	86	28%	29	18%	115

Employees are required to divide their overall pay range into four 'quartiles' or pay bands and report the number of men and women in each of these bands.

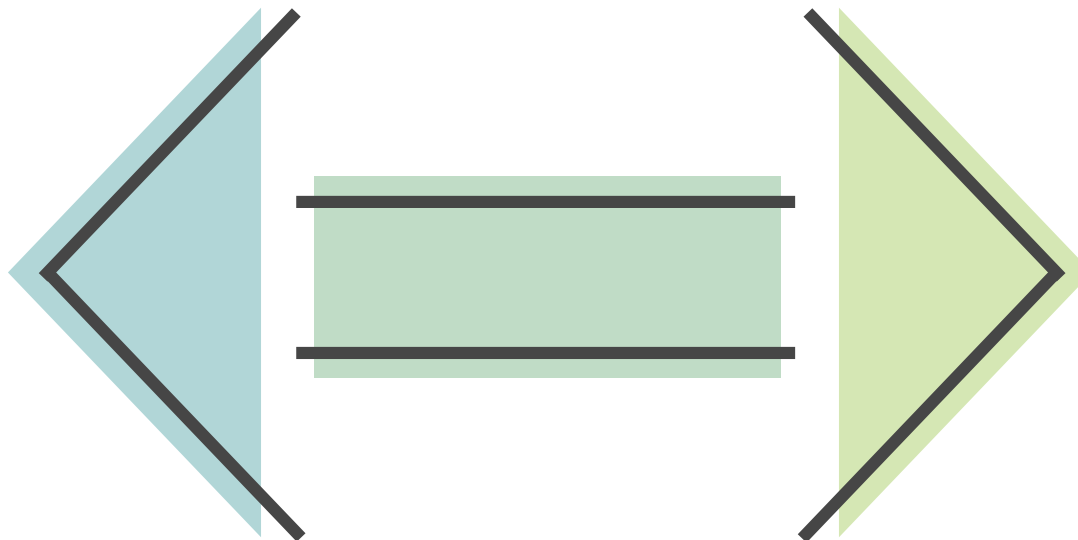
The four bands need to span the entire range of salaries paid to employees.



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