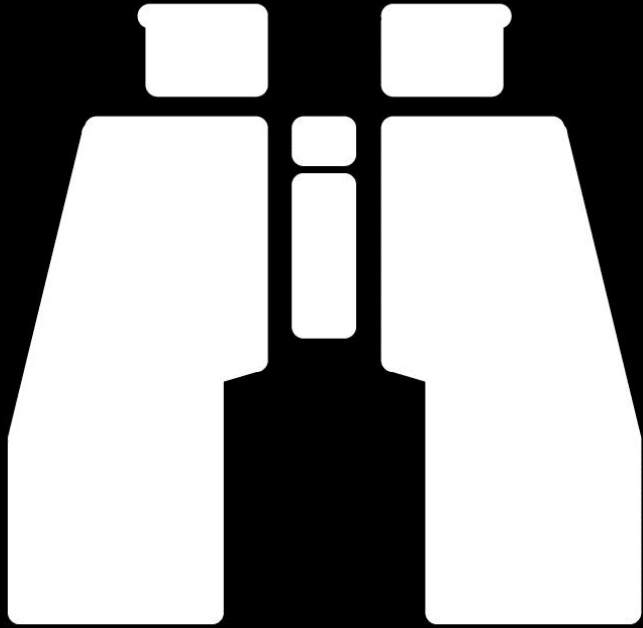


THE EQUALITY IMPERATIVE

**What the problem is, why it matters
– and what you can do about it**

Global Equality & Diversity Broadcast Conference - 23 Nov 2016



CMI AT A GLANCE.

Our Vision:

- › Better led and managed organisations.

Our mission:

- › Increase the number and standard of professional managers.

Key statistics:

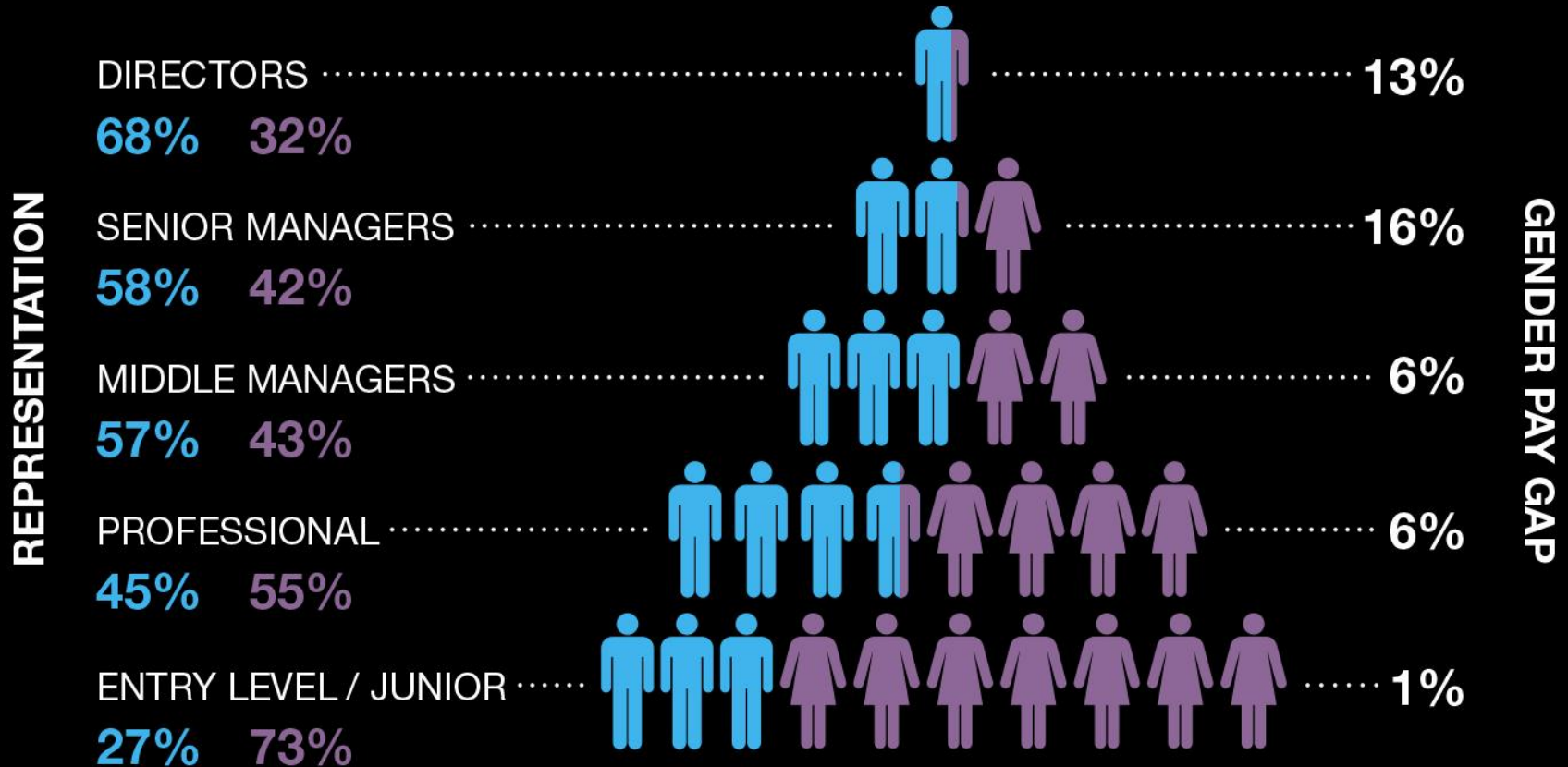
- › 66 years' experience
- › 130k members & 30k learners
- › Boost productivity through Chartered Manager and Trailblazer Apprenticeship standards



COMING UP.

- › What's the problem?
- › Why does it matter?
- › What can we do about it?

TWIN ISSUES: REPRESENTATION & PAY



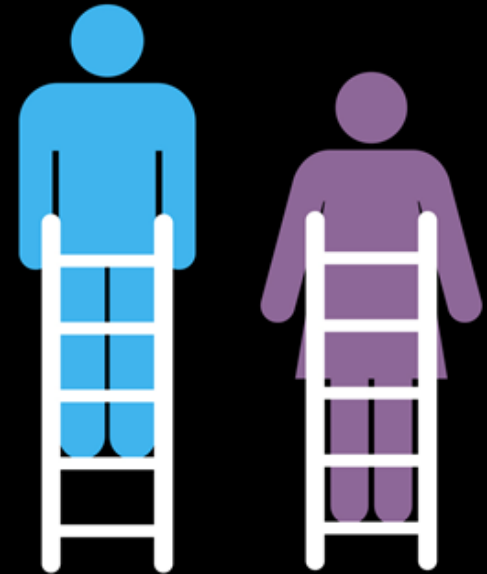
CLIMBING THE CAREER LADDER?



Male managers are

40%

more likely than female
managers to be promoted



Between 2015 – 2016

14% vs **10%**

of men were
promoted

of women

A LONG TERM TREND.

47%

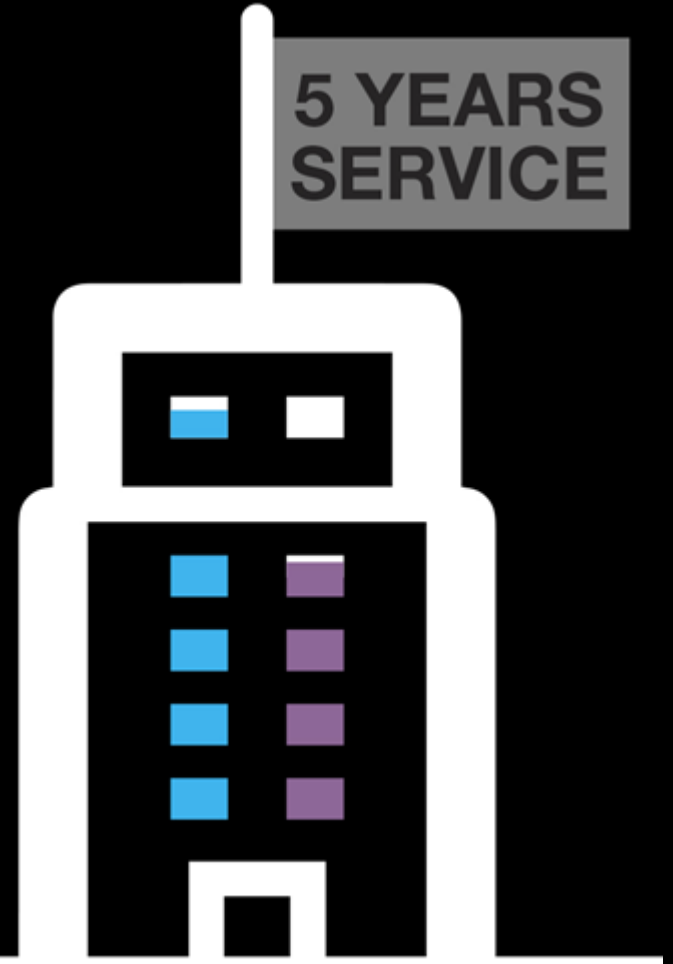
of men were
promoted

vs

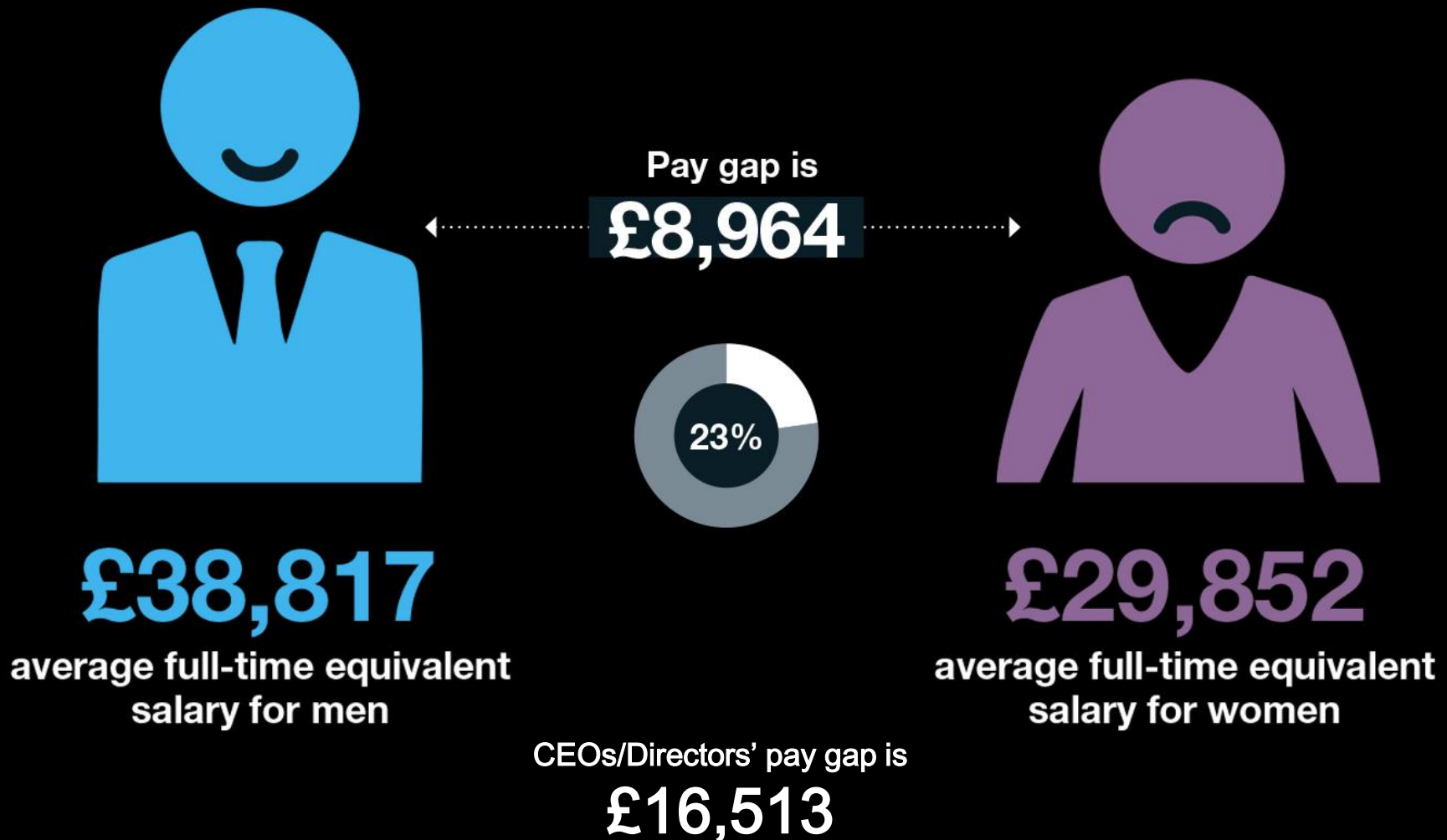
39%

of women

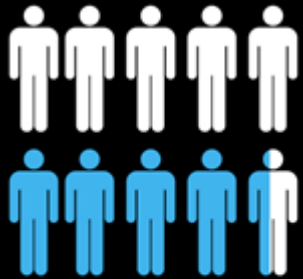
5 YEARS
SERVICE



THE BASIC PAY GAP.



THE BONUS PAY GAP.



43% of men

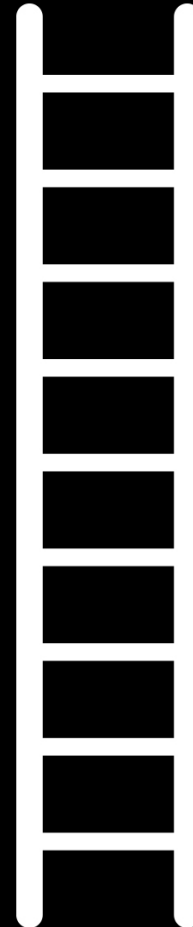


36% of women received a bonus



54%
of male senior
managers received
a bonus

£22,687
average bonus for
senior men



38%
of female senior
managers received
a bonus

£13,699
average bonus for
senior women



AN ECONOMIC IMPERATIVE?

- › Add £150bn to GDP in 2025 – a 5%+ increase
- › Business ROE gains:
 - 19% premium for female CEO
 - 18% for diverse management team
- › 15% more likely to out-perform competitors

Sources: McKinsey, Credit Suisse

- › Employee engagement
 - Sodexo +4% index score
- › Ethics: +5% ethic of care
- › Better serve customers
 - Women – 80% consumer spending decisions
- › Improve reputation
- › Attract and retain talent

*Sources: Sodexo, CMI-MoralDNA,
Korn Ferry, Weber Shandwick/KRC/Economist
Intelligence Unit*



CULTURE & ENGAGEMENT



DE-RISK

- › Improve decision making
- › Avoid groupthink

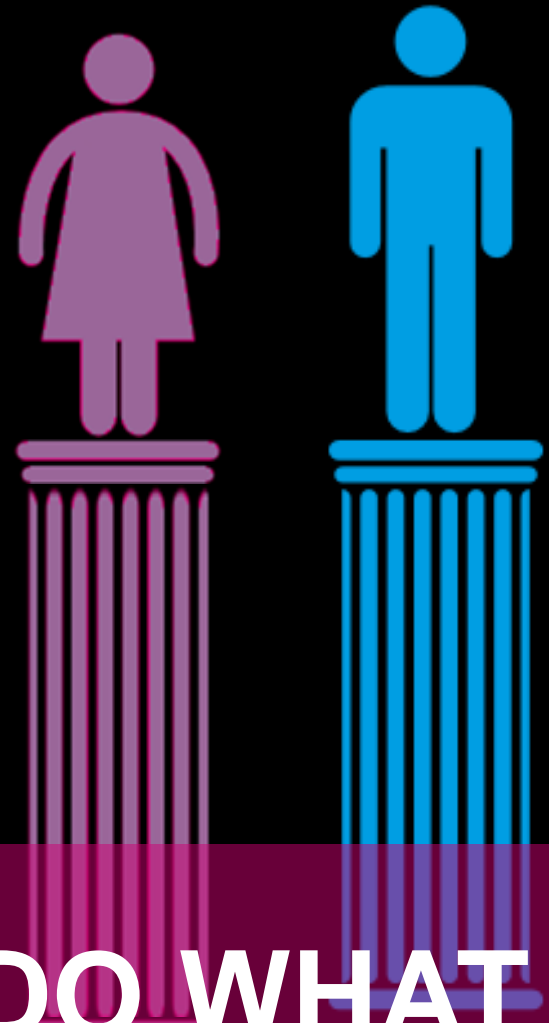
Source: Airmic/Cass



PAY GAP: ACT NOW

- › Audit performance
- › Set targets
- › Publish results
- › Have a plan to fix your problem – and tell people about it

- › Celebrate role models
- › Make men part of it
- › Agile working – advertise it
- › Call out bad behaviour



**DO WHAT
WORKS**

- › Latest research, insights, guidance:

[www.managers.org.uk/
mindthepaygap](http://www.managers.org.uk/mindthepaygap)

- › CMI Women launches 23 November

[www.managers.org.uk/CMIWo
menlaunch](http://www.managers.org.uk/CMIWomenlaunch)



THANK YOU