

every  
woman

# WORKPLACE EQUALITY: HOW YOU CAN MAKE A DIFFERENCE

WORKBOOK

[www.everywoman.com](http://www.everywoman.com)

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# About this workbook

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. For those women starting out or looking to progress their professions, or build and develop their own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges faced at key stages in business. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your life's work, at a time and place that suits you.

Welcome to our new workbook, *Workplace Equality: how you can make a difference*.

This year we celebrate the centenary of women getting the vote - well the 6 million women who could prove they were householders and over the age of 30; it took another 10 years for women over 21 to be given their voice at the ballot box. Our predecessors, who had to throw themselves in front of horses and chain themselves to railings to set us on the road to equality, would no doubt be shocked if they knew that, 100 years later, we were still having to fight for equal rights. The gender pay gap in Britain may be the lowest for 20 years but it is still 18.2 per cent - women on average still earn £100 less than men every week.

Emma Watson, in 2014 speech to the UN, stated starkly:

"The reality is that if we do nothing it will take 75 years, or for me to be nearly 100, before women can expect to be paid the same as men for the same work."

And this is a global problem: in 2016 Oprah Winfrey, Mary J. Blige, Charlize Theron and Meryl Streep wrote an open letter to world leaders calling on them to fight for gender equality across the globe, "Nowhere on earth do women have as many opportunities as men. Nowhere. The fight for gender equality is global," the letter stated.

However, we can speed up the process if we all commit to making small changes and in this workbook, we arm you with information about gender equality - the stats, facts and the law. You'll learn how to discover the situation in your company and, if there is a gap, what you can do about it. We will help you hone your negotiating skills and suggest ideas to introduce into your workplace to help nurture a culture of equality. Finally, we will help you understand unconscious bias and help you use your voice to bring about change.

By undertaking this workbook, you're learning how to bring about small changes that will move us closer to a more equal society and ensure you are being valued. We'd love to know how you get on - email us at [karenmax@everywoman.com](mailto:karenmax@everywoman.com) or tweet us @everywomanuk.

Maxine & Karen

and the everywoman team

Men have to demand that their wives, daughters, mothers and sisters earn more. Equality will be achieved when men and women are granted equal pay and equal respect.”

BEYONCE <sup>1</sup>



# Know the facts

It's well documented that, in this day and age, men are still being paid more than women for doing the same job in many sectors. But what can you do if it's you or someone you know who is affected? Here, we've armed you with some facts and figures to help you think about and tackle sex discrimination in the workplace.

## Gender equality: not only right but also beneficial, economically and socially.

Gender inequality in the workforce, as well as having no place in a modern, fair society, hurts economic growth, according to research. A 2013 report by the International Finance Corporation<sup>ii</sup> – *Investing in Women's Employment* – showed that employment opportunities for women contributed to increased profitability and productivity in the private sector. The International Monetary Fund's 2013 report, *Women, Work, and the Economy*,<sup>iii</sup> highlighted how gender equality would raise GDP in the US by 5% and by 12% in the United Arab Emirates.

UN Women, the UN organisation dedicated to gender equality and the empowerment of women, concurs, stating,<sup>iv</sup> "When more women work, economies grow. An increase in female labour

force participation results in faster economic growth." Others, such as World Bank Group President Jim Yong Kim, have also emphasised how gender equality can help drive economic growth and deliver social justice, "Creating a level playing field is always good for business and it's especially good for women," he noted in 2015 at the Third International Conference on Financing for Development, in Addis Ababa, Ethiopia. "When women earn more, public finances will improve and commercial profits increase because of increased demand and productivity."

Meanwhile, a 2016 study by the McKinsey Global Institute<sup>v</sup> found that full gender equality in the workplace could boost the US economy by \$4.3 trillion in a decade.

## The women fighting for gender equality

"We need to open our eyes to the inequality that remains. We won't unlock the full potential of the workplace until we see how far from equality we really are."

**SHERYL  
SANDBERG<sup>VI</sup>**

"I can't bear it when people say, 'I'm not a feminist but,' because if there's a 'but' in the sentence then something's not going well. To be a feminist means to stand up for yourself and to fight for equality and I think it's one of the things I'm proudest of being."

**SANDI  
TOKSVIG<sup>VII</sup>**

"I really do not want to die before closing the pay gap."

**EMMA  
THOMPSON<sup>VIII</sup>**

"Products, services and ideas that are not founded on diverse thinking will never be as competitive as those created by gender-balanced teams."

**MARTHA  
LANE FOX<sup>IX</sup>**

"Women need a seat at the table, they need an invitation to be seated there and, in some cases, where this is not available, well, then you know what, they need to create their own table."

**MEGHAN  
MARKLE<sup>X</sup>**

"I feel gender equality is as important as any of the other goals that we are here to discuss. And actually, if anything, it is more important, because it intersects with every single other issue that we face."

**EMMA  
WATSON<sup>XI</sup>**

The typical woman working full-time in 2014 was paid 79% of what men were paid. But when you break it down, for African-American women, that number is 60%, for Latinas it's 55%. And the last time I checked, there's no discount for being a woman — groceries don't cost us less.”

HILLARY CLINTON<sup>XII</sup>

## KNOW YOUR NUMBERS

Facts and stats strengthen any argument. We've used the UK here but if you're from another country, please go to Appendix 1 for local information.

**Unequal pay for men & women has been illegal for 47 years in the UK. Nevertheless, 2015 government research<sup>xiii</sup> showed that:**

**women in full-time work  
were paid less than men in  
90% of sectors.**

**(Perhaps unsurprisingly, sex discrimination is the most frequent type of discrimination claim received by tribunals.)**

**Britain registered the biggest increase in the EU's gender pay gap in 2015, according to the European Commission.<sup>xiv</sup> Jumping from 19.7% in 2014 to 20.8%, it was the steepest increase among the main European economies and the fifth worst in the European Union as a whole at that time.**

**This is the equivalent of  
women working for free for  
two months of the year.**



In 2017, the UK gender pay gap is the lowest it has been for 20 years, at 9%<sup>xv</sup> full-time.

**The combined part-time and full-time gender pay gap is 18.2%.**

**The median gross annual earnings for male full-time employees for the tax year ending 5 April 2012 was £28,700, and for women, £23,100.<sup>xvi</sup>**

Those women working in financial and insurance sectors are among the worst affected, earning 55% less annual average gross salary than their male colleagues.

**Male graduates can expect to earn 20% more on average than a female graduate<sup>xvii</sup>**

...and the gap is even wider for non-degree holders at 23%. Progress is underway, however.

Under a new government initiative, all voluntary, private and public sector employers with 250 or more employees are obliged to publish their gender pay gaps.<sup>xviii</sup>



#### TAKE AWAY

Despite being illegal in the UK, many employers still pay men more than women for the same role. The statistics vary depending on country. It's good to educate yourself on how your country fares when it comes to pay between men and women.

# Equality in your workplace

According to the Women's Equality Party, we won't reach gender pay parity until 2117 – a whopping 99 years from now.

However, there are many things that we can do to speed up the process – and it starts with knowing the law and your rights.

## The law, your rights and duties

European Union law states that women and men are entitled to equal pay for doing equal work. In Britain the Equality Act 2010 <sup>xix</sup> gives women (and men) a right to equal pay for equal work; that work is defined as:

'Like work' - work that is the same or broadly similar.

Work rated as equivalent under a job evaluation study.

Work found to be of equal value in terms of effort, skill or decision making.

## Not in the UK?

We have used the UK as our example for the information you need to know about. If you are not in the UK please turn to Appendix 1 to discover where you can get information on your country's laws and rights.

**An employer may defend a claim if they are able to show that the reason for the difference is due to a genuine factor - not based on the sex of the employee. In addition, employees are entitled to know how their pay (including bonuses) is made up.**

Under the law, employees can write to their employer for further information to establish whether they are receiving equal pay and if not, the reasons for this. If this doesn't resolve the issue, the Equality Act 2010 states that employees can complain to an employment tribunal whilst still holding their job - or up to six months after leaving the employment to which the claim relates (longer for High Court claims).

In its defence, the employer must show that the claimant and her (or his) chosen male (or female) comparator (an employee of the opposite sex working for the same employer, doing like work of equal value) are not doing equal work. Further, that the jobs undertaken by both sexes have been evaluated and rated differently under an analytical job evaluation scheme, free from gender bias and that the pay difference is due to one or more material factors which are not gender-related.

*“It’s time businesses looked after their talented women employees to ensure they reap the returns in terms of loyalty, experience and success.”*

KATHRYN JACOB,  
CEO PEARL & DEAN <sup>xx</sup>

### **The employer’s duties and responsibilities**

It is the employers’ responsibility not to discriminate against employees or make employment decisions because of sex, race, colour, religion, national origin, age, disability or genetic information.

Since April 2017, new rules, enforced by the Equality and Human Rights Commission, force employers to reveal the gender pay gap in their workforce - demanding they publish their figures before April 2018. Companies employing more than 250 people will now have to provide information about their pay gap including the proportion of males and females who fall into different

pay bands, their gender bonus gap, and a breakdown of how many women and men receive a bonus annually. The new law will affect around 9,000 UK organisations which employ more than 15 million people between them.

### **Your rights as an employee**

The Equality Act 2010 <sup>xxi</sup> also protects employees (and anyone who assists them), from being victimised for complaining about equal pay or sex discrimination, or for giving evidence about such a complaint. The protection also lasts after the employment has come to an end - if the victimisation is connected to the employment relationship.

# EQUALITY IN YOUR OWN WORKPLACE

You're making less than a man - now what?

"We need a real commitment to diversity. When companies recognise that if you have diverse voices at the table you're going to outperform, that's when real commitment comes."

SHERYL SANDBERG<sup>xxii</sup>

## Here are the steps you can take

1

First of all get as much info as possible about what you should be earning. Some salaries for certain sectors and roles may have been made public, so do some online digging around.



2

Identify who you are comparing yourself to. This is important - they don't have to be employed at the same time - they could be a predecessor or successor.



3

Next, gather evidence to support your claim - take into account just how rigorous the work is. Employers might want to defend their argument by showing the difference is due to factors not based on sex.



4

Your subsequent step is then to arrange a talk with your manager and/or HR department. Take a colleague if you want to and remember to take detailed notes.



If these initial conversations don't lead to a satisfactory resolution employees can submit a written grievance, following the ACAS Code of Practice on Disciplinary and Grievance Procedures.<sup>xxiii</sup> If legal action is pursued, advice should be sought at an early stage. Employment tribunal claims can be made while employees are still with the company, within six months of the termination of employment, or if taken to the High Court or county court, within six years of the employment ending.

# RAISING THE PROFILE OF THE GENDER PAY GAP

Sometimes the only way to effect change is to challenge the status quo. Here are 4 examples of people making a stand for equality:

“As women, we must stand up for each other.”

MICHELLE OBAMA<sup>xxiv</sup>

In 2016, on 10 November – aka Equal Pay Day – staff at *Stylist* magazine downed tools at 3.34pm<sup>xxv</sup> – in other words, 18% of the day early, to raise awareness of the UK’s 18.2% pay gap – based on the traditional working 9-to-5 day. (It’s even higher for part-time workers and minority ethnic females). They encouraged readers to ask their employers to join in.

**Oprah Winfrey revealed to *Time* magazine that, while the Emmy-award winning shows became more successful, its team of “young women in their 30s trying to figure it out”, (her producers) were not getting a cut of the profits. When her boss said, “They’re a bunch of girls – what do they need more money for?”, Winfrey threatened to walk away from the programme that made her name. They were subsequently paid.**

Meanwhile, over in Melbourne, Australia, owner of the Handsome Her vegan café, Alex O’Brien, has started charging male (and only male) customers a non-compulsory 18% “man tax”,<sup>xxvi</sup> one week per month, to reflect the gender pay gap. The extra surcharge is donated to a women’s service.

**Men are getting in on the action too: in 2015 and 2017 Salesforce chairman and CEO Marc Benioff spent \$6m to close the company’s pay gap<sup>xxvii</sup> after a salary study showed it to be unequal. He was named as a ‘global champion of women in business’ by the *Financial Times* HERoes ranking earlier this year.**

## Ideas to suggest to your HR department

Media agency Maxus has implemented some practical tactics and specific programmes to help improve equality at their business. They include: gathering data on the number of women in senior and executive roles, instilling a culture of transparency with regards to equal pay, coaching and mentoring to instil self-belief, and challenging barriers that prevent women progressing.

The Nordic model, for example, illustrates how to implement policies that ensure equality of choice for parents, doing much to support families and the most to close the gender pay gap too. Onsite daycare, flexible hours and

more understanding family-leave policies can all help.

Depressingly, the Women's Equality Party estimates it will take until 2069 to close the gap. Says leader Sophie Walker, "The UK's 18.2% pay gap is so entrenched because it's matched by a productivity gap of 20% compared with other G7 countries, and the most expensive childcare in the Western world." Walker suggests a 'Triple Whammy' solution: insisting companies publish their pay data, ensuring that girls get an equal education and promoting role models that challenge gender stereotypes as well as investing in childcare – to the benefit of both sexes.



### EXERCISE

**Gather a group of colleagues together and brainstorm 5 ideas that would help promote gender equality in your place of work:**

1.

2.

3.

4.

5.



# INVOLVING MEN IN THE QUEST FOR EQUALITY

The onus for redressing the balance shouldn't just fall on women; men can do their bit too.

In 2014, Emma Watson's speech at the United Nations called for men to step up and join the battle for gender equality. "It is time that we all perceive gender on a spectrum, not as two opposing sets of ideals," she said. Her *HeForShe* campaign asks men to commit to speaking out against violence and discrimination. This in an era where more than 95% of *Fortune 500* CEOs are male, 40% of agricultural workers around the globe are female, 58% of men in a US survey believed there were no more obstacles for women in the workplace, and where violence

against women is routinely ignored.<sup>xxviii</sup>

Gender equality, argued Watson, and being open to women's issues, benefits men too – and the Global Leadership Forecast, which surveyed 13,124 leaders worldwide, agreed. It found that companies performing in the top 20% financially had nearly twice the number of women in leadership roles, compared with those in the bottom 20%. According to entrepreneur.com, a McKinsey January 2015 report,<sup>xxix</sup> "found gender-diverse companies are 15% more likely to outperform companies rated in the bottom

quartile of diversity".

Senior male leaders can help women progress in a company, through sponsorship, allowing full parental leave for all parents and, if possible, allowing more flexible working patterns. Men could also take gender bias training within their businesses. Publicly calling out misogyny bolsters such positive action as does participating in a balanced division of labour at home. As Richard Branson says, "Give people the freedom to work whether they are at their desk or in their kitchen. Yours truly has never worked out of an office and never will."



## EXERCISE

**Write down three male colleagues you can approach to commit to helping promote gender equality in your workplace:**

1.

2.

3.



## TAKE AWAY

Closing the gender pay gap is not easy but if we all start coming up with ideas, and making small changes, we can make a big difference. Involving men is also crucial in the fight for equality as it will take longer to achieve it if they are not on board.

# Negotiating your worth

Negotiating for anything in life can be difficult. Even if you are a confident, outspoken person, some situations may still prove challenging. In the workplace you may have to deal with very different (and sometimes difficult) characters and will need to learn to negotiate your way through every interaction – the most important ones being about working conditions and pay. Luckily, there are some concrete things that can be done to close the wage gap and get us one step closer to achieving gender equality. Encouraging women to develop their negotiating skills is one of them.

## What's holding you back from negotiating?

- **Many people don't like asking for things because they are afraid they'll be perceived as rude and pushy. Top of the list is, of course, asking for money!**
  - Often people prefer not to talk about money and to be discreet about how much they earn. There are certain questions that we find embarrassing in this world and asking for money is one of them.
  - **It's normal to be afraid of confrontation and rejection, particularly in a work environment and it can be particularly intimidating if you have an unapproachable boss.**
- You may, in fact, fear you are not considered worthy of the money – don't ever under value yourself!
- **Fear of negotiation is totally understandable – unless you are a lawyer or salesman haggling for money, negotiating may not be a common occurrence in your daily life.**
- Often your upbringing may well have a part to play – attempts to negotiate with your parents as a child may have backfired and had a knock-on effect on your confidence.
- **There can be a real fear of losing your job although it is very unlikely you will be fired for asking for a raise.**
- Conflict averse? That's normal.

## 7 WAYS TO DEVELOP YOUR NEGOTIATION SKILLS

As with many things, preparation is the key. The more prepared you are, the more confident you'll feel and the less fearful you'll be of the negotiation.

### 1 **Make sure you are armed with tools and techniques to help you.**

**This means having anything from a full-blown business plan, to a list demonstrating your value, or evidence of other people's salaries. You may firmly believe you deserve or need a pay rise, but having the evidence to prove why will give you the confidence and strength to negotiate. Whether you're asking for a higher salary or flexible working hours, it helps to know what you're talking about. (Use a salary checker or check other job adverts to see what the going rate is).**

### 2 **Keep your emotions in check.**

Even though it is a stressful time and you may well be out of your comfort zone, an emotional employee is unlikely to achieve a positive result.

### 3 **Be sure to sell yourself well.**

**Make a list all your achievements and consider what you've done to meet the objectives of your job.**

### 4 **Demonstrate how your requests will benefit the business.**

These days more companies are creating more flexible working environments so if you are asking to spend, say, one day a week working from home rather than in the office, be prepared to talk about how you can be productive in this way.

### 5 **Stay professional and keep to the subject.**

Pleading about your financial woes will not help your cause.

### 6 **Be aware of body language.**

**It's not just the verbal communication that is important; body language matters too. Be relaxed, but sit up straight so you look like you're ready to talk business. And remember not to shy away from eye contact.**

### 7 **Stay calm and confident.**

Speak confidently, take a deep breath and remain calm, firm and assertive.



### TAKE AWAY

It's important to negotiate for what is fair. Remembering that equality is beneficial both socially and economically is a great starting point when you begin to fight your corner. Arming yourself with facts and proving you work just as hard as your male colleagues will help strengthen your case.

# Unconscious bias

Now you know your rights and stats and have honed your negotiating skills, it's time to be aware of another enemy of equality – unconscious bias.

**U**nconscious bias occurs when people favour others who look

like them or share their characteristics or values.<sup>xxx</sup>

This can include background, gender and ethnicity. In the workplace, unconscious bias can influence decisions made around recruitment, promotion, staff development and recognition, and can lead to a less diverse workforce.<sup>xxxi</sup>

Employers can overlook talented workers in favour of those who share their own characteristics or views.

If unconscious bias is used against a protected characteristic, it can be considered discriminatory. For example, if during recruitment an employer ignores the skills and experience of a candidate

who is of a different race to them and appoints another candidate who is of the same race, this could be considered discriminatory.

Conscious thoughts are controlled and well reasoned while unconscious thoughts can be based on stereotypes and prejudices that we may not even realise we hold.<sup>xxxii</sup>

For example, because of stereotypes surrounding tattoos, an employer could subconsciously assume a tattooed person is not likely to conform and follow rules. Alternatively, stereotypes surrounding women with children and their lack of availability may lead an employer to hold an unconscious bias against a mother who applies for a role which involves regular travel away from home.



### EXERCISE 1

**If you were at a party or a networking event who would you approach first and who wouldn't you feel comfortable approaching? Think about gender, age, ethnicity and ability:**

A large, empty white rectangular box with rounded corners, intended for the user to write their responses to the exercise question.



## EXERCISE 2

**Do you have gender bias? BBC Three <sup>xxxiii</sup> put the following question to a group of people:**

“Father and son are driving a car and they get into a car accident. The dad dies, the son gets rushed into A&E. The surgeon says, 'I cannot operate, this is my son'. Who's the surgeon?”

Write down your answer below.

**Then watch the clip below to reveal the answers people gave and the right answer.  
No cheating!**





## It's natural

All human beings are biased.<sup>xxxiv</sup> It's a natural state of the brain that evolved from the days when we needed to be able to calculate very quickly if something was like us and thus friendly, or unlike us and possibly dangerous.

Biases are part of what keeps us sane and able to process the enormous amount of information with which we are constantly bombarded. Therefore, it is nothing to feel ashamed of.

In Google's unconscious bias training presentation,<sup>xxxv</sup> they estimate that at any point in time our brain is processing around 11 million bits of information and we can only consciously process 40 bits, which makes us 99.999996% unconscious. The rest gets handled

by our other-than-conscious mind.

That part of us has learned which unconscious biases to delete (ignore some information and not make it conscious), distort (emphasise or fade out other information) and generalise (that switch looks just like the switch I used to turn on the lights in the other room – so it too is a light switch).

## Unconscious bias in the workplace

The first step towards addressing unconscious bias in the workplace is to acknowledge that everyone makes judgements without realising it.<sup>xxxvi</sup> Educating business leaders and employees around the issue should help them realise when they're being biased and they can then take appropriate action.

**According to Harvard Business Review<sup>xxxvii</sup> three main strategies can be implemented in the workplace to tackle unconscious bias:**

1

### Priming

Educating employees about particular biases that they may exhibit results in them being able to consider these during decision-making processes.

2

### Reorganising structures and systems

Process consistency throughout the business, from recruitment to performance reviews, will help to reduce biases.

3

### Accountability

Where potential biases are identified within a business they should be investigated to ensure that the decisions made were valid.

# HOW TO AVOID UNCONSCIOUS BIAS AT WORK

## Recognise your own biases

You need to be honest with yourself about the stereotypes that affect you. For example, you may consciously think that men and women are equally effective leaders but, as a woman, you might believe that perhaps men don't have the same level of empathy and people skills that women have. That subconscious bias could influence your actions so that you exclude male candidates from certain roles or positions.



### EXERCISE

**Have a think about your own biases and write them down:**

### EXERCISE

**Now discover your own unconscious biases by taking the Implicit Association Test (IAT).<sup>xxxviii</sup> This is a globally used exercise created by researchers from Harvard, Virginia and Washington universities. This measures the strength of links you make between concepts, such as race or sexuality, and evaluation of stereotypes such as whether those concepts are good or bad:**

**Press the link below  
to take you to the  
Implicit Association Test:**



# HOW TO MANAGE YOUR OWN BIASES

Now you understand unconscious bias, it's worth taking steps to help remedy it:

## Your team

It's important that you establish expectations, communicate plans and give and receive feedback with everyone in your team.

Set consistent, SMART objectives that are fair across the team. These are goals that are Specific, Measurable, Attainable, Relevant and Time Bound. Focus on individuals' strengths and successes, rather than faults and weaknesses, when discussing performance issues.

## Increase exposure to biases

**Declare your intentions about valuing a diverse workforce. Saying words out loud, or writing them down, sends a clear message to everyone you work with, as well as to your own subconscious.**

## Take care when recruiting

**As we have seen, recruiters may unwittingly tend to favour applicants from their own familiar backgrounds. But you can take practical steps to reduce this bias. For example, ensure the wording of your job advert does not favour one group of people or another (use words that appeal equally to men and to women). And when looking at CVs read several side by side rather than one at a time. That way you focus more on the performance and skills mentioned than on issues such as gender.**

## Be alert about imagery

Remember, exposure to negative stereotypes can reinforce their influence on your behaviour, even if you don't consciously agree with them. Consider using positive and diverse images in the workplace in your posters, newsletters, reports, videos and podcasts. If you see, for example, a brochure about your company with an image of white men only, speak up! Chances are the people who created it just didn't think it through.



EXERCISE

Create balance

Take a look at your workplace and make a list of all your internal communications, committees, panels, boards etc:

By each one make a note on the diversity displayed. For example: Do you have a panel? How many men and women are on this panel? Does one outweigh the other? Internal communications: does your newsletter have more pictures of men than women? Once the list is complete you can see what changes need to be made.




TAKE AWAY

Everyone has unconscious biases so any tendencies to discriminate against a group or individual may not be intentional but can be changed. The more you expose yourself to things that challenge you, the less discriminatory you will be.

# Getting involved and using your voice

Now, more than ever, you have the chance to speak up about what matters to you. Whether through blogging, going on protests or using social media, share facts and ideas with your audience.

“No country can ever truly flourish if it stifles the potential of its women and deprives itself of the contributions of half of its citizens.”

MICHELLE OBAMA <sup>xxxix</sup>

## Understanding why speaking up will help gender equality on a larger scale

The good news in Britain is that the gender wage gap is shrinking, albeit slowly. Women have never been more educated and experienced, and society in general is more aware of the gender gap than ever before. However, it does still exist so speaking up remains crucial – the only way to help make change happen is to talk about the issue.

If you feel strongly enough about gender equality then it's important to get your voice heard, especially if you are concerned about it in your own workplace.

Social media platforms, such as Facebook and Twitter, are great ways to discuss these issues and educating people about them is key to achieving gender equality. They are also good platforms for learning about how other people have dealt with inequalities and overcome obstacles and challenges in their workplace.

By speaking up we are standing together in a show of solidarity with those who may be suffering in silence. While you may think speaking out could make you a potential target for victimisation, it's important to remember that the law does offer protection against victimisation. And it may be that employers are not even conscious of the problem because it was never brought to their attention.

Kumi Naidoo, Executive Director of Greenpeace International, said that, “Change depends on ordinary people with the courage to say enough is enough and no more.” You can take up Kumi's advice by not remaining silent when you experience or see gender inequality. It's a bit like seeing a child in a playground being bullied; you would speak up to protect them. Now is the time to speak out and create a more equal society.

Don't underestimate the impact of raising your voice on instances of gender inequality, even if it helps just one person. Simply sharing your experience may impact on someone else who may be experiencing the same injustice. You might even choose to confront it together.

Of course gender equality needs all sectors of society to commit. Business has come on in leaps and bounds but government commitment is also essential. Here are the main parties and their views on gender equality:

### Conservative Party

**In 2017 the Conservative Party pledged to continue a global campaign for the education of women and girls and help women into the workplace. In order to close the gender pay gap they will call for companies with more**

**than 250 employees to publish more data on the pay gap between men and women, continue to work for parity in the number of public appointments going to women and push for an increase in the number of women sitting on**

**boards of companies. They also promised to take steps to improve take-up of shared parental leave and assist companies provide more flexible work environments that help mothers and fathers share parenting.**

<https://www.conservatives.com>

@Conservatives

### Labour Party

The Labour Party addresses the issues surrounding gender equality within their manifesto, suggesting the topic continues as one of their main objectives to push forward. Having already helped bring in the Equal Pay Act, the Sex Discrimination Act and the

Equality Act, the Labour Party continues to fight for the rights of women. It also has the Labour Women's Network which aims to secure the election of more women to public office at every level and to support them in playing a full part in the Party.

<http://www.lwn.org.uk>

@LabourWomensNet



## SNP

The SNP aims to ensure a 50/50 gender balance in public sector boardrooms in Scotland by 2020 and are leading a 50/50 campaign to encourage third and private sector organisations to do the same. They have funding of £120,000 for the Investing Women social enterprise to support

businesses run by women. They have established a women returners' scheme for women to re-enter employment and launched a £300,000 Sports Equality Fund to increase women's engagement in sport. Their own women's group is open for voters to join for updates and events.

<https://www.snp.org/women>  
[https://www.snp.org/gender\\_equality\\_our\\_action\\_scotland](https://www.snp.org/gender_equality_our_action_scotland)  
@theSNP

## Women's Equality Party

The Women's Equality Party aims to unite all genders, ages, backgrounds, ethnicities and beliefs, in the determination to gain rights for women which are equal to those accorded to men. Pushing for equal representation and opportunities in areas such as politics, business and industry is one of their

main aims, alongside achieving equal pay and work conditions. The Party highlights the importance that the education system plays in creating equal opportunities for all children and ensuring they gain an understanding of equality between men and women. Its key concerns include ending violence against

women, closing the gender pay gap, achieving equality in healthcare and medical research, and equal media treatment. They aim to bring about this change by winning support, votes and seats in Parliament, focusing on the mainstream issues that are relevant to bringing us a step closer to gender equality.

<http://www.womensequality.org.uk>  
@WEP\_UK

## Liberal Democrats

Liberal Democrat Women is a network across regions and local parties that works to eliminate all discrimination based on gender. They focus on issues that voters raise as important via regular

surveys. Training and mentoring of female candidates is part of their commitment to delivering their belief in equality and justice for all and they welcome both men and women to their membership.

<http://www.libdemwomen.org.uk/about>  
@LibDemWomen

## The Green Party

In the 2017 General Election the Green Party had a manifesto for gender equality that covered safety, healthcare, and equality for women. They aim to end age discrimination in pay, create green jobs for more women

in STEM, introduce fair pay for parents and protect the right to return to work. They also want to increase diversity with a 50/50 government, review anti-discrimination laws and defend the Human Rights Act.

<https://www.greenparty.org.uk/assets/files/green-party-womens-manifesto.pdf>  
@TheGreenParty

## Plaid Cymru

**Plaid Cymru pushes for legal protection for human rights and guarantees that whatever your race, gender or sexual orientation you will be treated equally.**

<http://www2.partyof.wales>  
@Plaid\_Cymru

## DUP

A spokesperson for the DUP said they are, “working at bridging the gender pay gap.”

<http://www.mydup.com>  
@duponline



## TAKE AWAY

A good place to start using your voice is through social media – follow accounts that promote equality, share and post things that are interesting to raise awareness. Look too for events in your area to do with equality – there could be talks in your local book shop, networking groups and speaking events. All are great ways to meet like-minded women and join the fight for equality.

# Your personal action plan

- 1 Inform yourself about your country, your rights and the situation in your workplace. What's your personal situation?



- 2 How does your company fare? If it's not doing everything it can to promote gender equality, think about any small steps you can suggest to your HR department.

- 3 Get men on board - find the male feminists in your workplace and discuss equality with them. Listen to their views and ask how they could help.

- 4 If negotiating for equal pay at your workplace, make a list of all the benefits that will accrue from an equitable pay rise: motivation, a good example for staff, enhanced reputation for the company, improved bottom line etc.

- 5 Think about unconscious bias. What are your own and how can you better manage them?

# Equality laws and rights in your country

## United States

<https://www.congress.gov/bill/114th-congress/house-bill/3185>

<https://www.usnews.com/news/the-report/articles/2017-01-20/timeline-the-womens-rights-movement-in-the-us>

## India

[http://www.legalserviceindia.com/helpline/woman\\_rights.htm](http://www.legalserviceindia.com/helpline/woman_rights.htm)

<https://www.cfr.org/background/governance-india-womens-rights>

<https://yourstory.com/2016/06/laws-that-protect-women-rights/>

## Australia

<https://www.humanrights.gov.au/our-work/legal/legislation>

<http://www.humanrightSACTIONPLAN.org.au/nhrap/focus-area/womens-rights>

## Netherlands

<https://www.hollandalumni.nl/communities/emancipation-community/gender-equality-in-the-netherlands>

<http://www.equalitylaw.eu/country/netherlands>

## Ireland

[http://www.citizensinformation.ie/en/justice/law\\_and\\_rights/irish\\_human\\_rights\\_commission.html](http://www.citizensinformation.ie/en/justice/law_and_rights/irish_human_rights_commission.html)

[http://www.citizensinformation.ie/en/employment/equality\\_in\\_work/equality\\_in\\_the\\_workplace.html](http://www.citizensinformation.ie/en/employment/equality_in_work/equality_in_the_workplace.html)

[http://www.nwci.ie/?/discover/what\\_we\\_do/building\\_the\\_womens\\_movement/convening\\_and\\_chairing\\_womens\\_rights\\_groups/womens\\_human\\_rights\\_alliance](http://www.nwci.ie/?/discover/what_we_do/building_the_womens_movement/convening_and_chairing_womens_rights_groups/womens_human_rights_alliance)

## Ghana

<http://www.ghana.gov.gh/index.php/117-chieftaincy-trad-affairs/1119-gender-equality-in-ghana-s-local-governance-system-abantu-calls-for-review-of-draft-local-government-bill>

<http://www.un.org/press/en/2006/wom1573.doc.htm>

## Malaysia

<https://berkeleycenter.georgetown.edu/quotes/constitution-of-malaysia-article-8-equality-before-the-law-and-non-discrimination>

## Germany

[http://www.europarl.europa.eu/RegData/etudes/IDAN/2015/510025/IPOL\\_IDA\(2015\)510025\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/IDAN/2015/510025/IPOL_IDA(2015)510025_EN.pdf)

<http://eige.europa.eu/gender-mainstreaming/countries/germany/laws-and-policies>

<http://www.equalitylaw.eu/country/germany>

## Italy

<https://www.employmentlawalliance.com/firms/grimaldi/articles/discrimination-and-equality-law-overview-in-italy>

[http://www.europarl.europa.eu/RegData/etudes/note/join/2014/493052/IPOL-FEMM\\_NT\(2014\)493052\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/note/join/2014/493052/IPOL-FEMM_NT(2014)493052_EN.pdf)

<http://www.equalitylaw.eu/country/italy>

## Poland

<http://www.equalitylaw.eu/country/poland>

<http://www.europarl.europa.eu/document/activities/cont/201107/20110725ATT24649/20110725ATT24649EN.pdf>

## South Africa

<http://www.justice.gov.za/legislation/acts/2000-004.pdf>

<https://www.sahrc.org.za/index.php/focus-areas/immigration-equality/equality>

<http://www.sahistory.org.za/article/womens-rights-and-representation>

## United Arab Emirates

[https://www.fidh.org/IMG/pdf/UAE\\_summaryreport\\_for\\_CEDAW.pdf](https://www.fidh.org/IMG/pdf/UAE_summaryreport_for_CEDAW.pdf)

<https://www.unicef.org/gender/files/UAE-Gender-Eqaulity-Profile-2011.pdf>

<https://www.uae-embassy.org/about-uae/women-uae>

<https://www.fidh.org/en/issues/women-s-rights/Women-s-Rights-in-the-United-Arab>

## Singapore

<https://www.supremecourt.gov.sg/news/events/magna/the-rule-of-law-and-the-singapore-constitution>

<http://www.aware.org.sg/>

<http://www.scwo.org.sg/resources/womens-charter/>

# everywoman Experts

everywoman creates resources on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily working lives.



## MAXINE BENSON, MBE & KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, launched in 2013, serves as a truly global tool to enable members the world over to propel their careers through online membership.

### EVERYWOMAN WORKBOOK TEAM

Lysanne Currie, Editor

Kate Farrow, Head of Partnerships

Denise McQuaid, Commercial and Strategy Director

Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: [contact@everywoman.com](mailto:contact@everywoman.com)

# Further reading

## Everywoman network resources

<https://www.everywoman.com/news-insight/equal-pay-vs-gender-pay-gap>

## External sources

**TED Talk:** Michael Kimmel - Why gender equality is good for everyone

**TED Talk:** Sandi Toksvig – a political party for women’s equality

**Video:** Refinery 29 Gender Pay gap

## Books

*The Value of Difference: Eliminating Bias in Organisations*, Binna Kandola (Pearn Kandola)

*Attack of the 50 Ft. Women: How Gender Equality Can Save The World!* Catherine Mayer (HQ)

*Know Your Worth, Get Your Worth: Salary Negotiation for Women*, Olivia Jaras (CreateSpace)

*Inclusion Nudges Guidebook: Practical Techniques for Changing Behaviour, Culture & Systems to Mitigate Unconscious Bias and Create Inclusive Organisations*, Tinna C. Nielsen and Lisa Kepinski (CreateSpace)

*The Glass Wall: Success strategies for women at work and businesses that mean business*, Sue Unerman and Kathryn Jacob (Profile Books)

*Making Gender Equality Happen: Knowledge, Change and Resistance in EU Gender Mainstreaming (Gender and Comparative Politics)*, Rosalind Cavaghan (Routledge)

*Gender Equality and Sustainable Development: A Pathways Approach*, Melissa Leach, Lyla Mehta, Preetha Prabhakaran and UN Women (Routledge)

*Framed by Gender: How Gender Inequality Persists in the Modern World*, Cecilia L. Ridgeway (Oxford Scholarship Online)

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## Endnotes

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- iv <http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures>
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- viii <http://www.telegraph.co.uk/women/work/emma-thompson-i-dont-want-to-die-before-closing-the-gender-pay-g/>
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- xv <https://www.theguardian.com/business/2017/oct/26/uk-gender-pay-gap-narrows-to-lowest-for-20-years-but-is-still-91>
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- xxvi <http://www.stylist.co.uk/life/cafe-feminism-gender-pay-gap-man-tax-coffee-shop-misogynists-twitter>
- xxvii <http://uk.businessinsider.com/salesforce-ceo-mark-benioff-is-trying-to-close-the-gender-pay-gap-2017-9>
- xxviii <https://www.fastcompany.com/3036289/yes-gender-equality-is-a-mens-issue>
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