

Department for
**Communities and
Local Government**

Government Action Plan

Implementing the Women and Work
Commission recommendations

WOMEN & WORK
COMMISSION

September 2006

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Foreword



It is difficult for people – women *and* men – to strike the right balance between work and spending time with their families. Ultimately it is people themselves who need to be able to make the decisions that suit them and their families. But government can play a key role. It must be prepared to take the decisions which support women and enable them to make these difficult choices.

And when women do choose to work, we need to do more to break down the barriers they can face in realising their potential. When women's talents are frustrated by discrimination or lack of choice, it is a personal injustice. But there is also a strong economic case for action: the Women and Work Commission estimated that increasing women's participation in the labour market, and in higher paid occupations and roles, could be worth between £15bn and £23bn a year to the UK economy. In a global economy, where competitive pressures continue to increase, we cannot afford to waste talent or allow discriminatory practices to hold people back.

The Women and Work Commission's report, *Shaping a Fairer Future*, published in February 2006, whilst highlighting the progress that has been made, also provided compelling evidence about the causes of continued injustice. This Government has made tough choices including limiting how long people can be forced to work and introducing the right to request flexible working. But we recognise action is needed on a number of other fronts. That is why this action plan sets out a wide range of robust actions on the Commission's recommendations.

The action plan outlines how we will challenge the assumptions which have in the past limited and skewed girls' aspirations while growing up, including measures to ensure that careers advice is free from outdated gender stereotyping.

And because of the strong evidence that too many women are working below their capabilities, we outline a range of actions including measures to open up more quality jobs to those working part time. Progress has been made: working with employers and trade unions in introducing the right for carers of younger children to ask to work flexibly has been a success. Next year, we will be extending this right to carers of adults. We will examine the case for going further and extending this to the parents of older children.

Since the Women and Work Commission reported, in the Spring, the private and voluntary sectors have done more to promote opportunities to work part time to job seekers. The best employers understand the benefits that flexible working brings, but we need to challenge those who lag behind. There are hard-headed business reasons for opening up opportunities for part-time and flexible working. But we need to do more to achieve a culture shift across all employers. A new network of equality representatives will champion equality at work and a new “equality check” will help employers spot and respond to emerging problems around equal treatment and pay.

We have already been working in partnership with Opportunity Now, to identify employers who have developed good practice. To date, more than 80 employers have signed up and my department plans to encourage others to get involved. To complement this work, we will set up a new fund aimed at promoting part-time working at senior levels within companies and organisations. We will be working with the TUC and CBI on this.

The public sector is in a good position to lead change. The public sector gender duty – which will require all public authorities to tackle discrimination and ensure equality of opportunity – will be a vital step forward. Starting with my department, as from next month, wherever possible, all posts being filled will be open to flexible working arrangements including job share. I will champion this issue of flexible working across Whitehall.

I thank the Commission, its chair and members for the constructive approach they have taken: they can be proud of the outcome and be assured we intend to report on progress, as requested, in Spring 2007.

A handwritten signature in black ink, appearing to read 'Ruth Kelly', written in a cursive style.

Ruth Kelly, Communities Secretary and Minister for Women

Introduction

- 1.1 This action plan sets out how the Government is responding to the Women and Work Commission's report, *Shaping a Fairer Future*. It describes actions we can take to improve the prospects and career options of women in the labour market now, as well as those that will influence the choices of future generations of girls and achieve culture change in workplaces over a longer timeframe.
- 1.2 The Women and Work Commission's report, *Shaping a Fairer Future*, was published in February 2006. The Commission looked in detail at the causes of the pay and opportunities gap between men and women, taking evidence from a wide range of stakeholders and drawing upon the most recent academic work in the field. They found that women are crowded into a narrow range of lower-paying occupations, which do not make the best use of their skills. These patterns of "occupational segregation", plus lower levels of qualification and skills (though younger women have higher levels of qualifications than younger men), time out of the labour market, the greater incidence of part-time working among women, and "unobserved factors", including discrimination, combine to create a pattern of lower pay and fewer job opportunities for women on average. The problem is multi-faceted and deep-rooted and the response must be wide-ranging and aimed at all its drivers.
- 1.3 Despite the efforts of successive Governments and legislation to address them, the pay and opportunities gaps have been persistent over time. The Equal Pay Act of 1970 banned the payment of different wages to men and women for doing the same or a similar job. The Sex Discrimination Act 1975 made it unlawful for an employer to treat a person less favourably on the grounds of their sex. Broader changes in society and the economy might also have contributed to eroding the differences between men and women. Many male-dominated manufacturing and production sectors have declined and service sectors have increased in importance. More women are working and on average women are having fewer children, later in life.
- 1.4 Over the past 30 years, the average difference in hourly pay between men and women employed full time has reduced from around 30 per cent in 1975 to around 17 per cent today but the pace of change has slowed in recent years. Women working part time earn on average 38 per cent less per hour than men working full time. This ratio has reduced slightly since 1997 (when the corresponding figure was 41 per cent) but remains unacceptably high, and is not much lower than when this data was first collected in 1986.

- 1.5 This action plan should be seen in the context of this persistent difference in women's and men's experience of the labour market. We are proposing some actions which will have immediate benefits for the women working today. Others are aimed at cultural change, the impact of which will be felt over the coming years and decades. The central theme of all of the proposed actions is to give women greater power to choose the working patterns and employment that best suit them without resulting in disadvantage in their pay.
- 1.6 We have always been committed to creating an environment in which men and women have the broadest range of options open to them. Women should be able to reach their full potential and not be held back by stereotypical views of women's work, by breaks in their career or by the choices they make because of caring responsibilities. The Women and Work Commission's report has provided us with an opportunity to look again at what the Government has achieved for women and has provided the impetus to go still further in developing policies to tackle women's disadvantage.
- 1.7 The actions we now propose build on the extensive measures we have already taken to enable working women and their families to balance working and other commitments. We extended the period of paid maternity leave from 18 to 26 weeks. We have given all new fathers the right to two weeks paid paternity leave, and new adoptive parents the right to the same period of leave as natural mothers. We have given all parents with children under six or disabled children under 18 the right to require employers to seriously consider their requests to work flexibly. And we have given all parents the further right to take up to 13 weeks of additional unpaid leave during the first five years of their child's life.
- 1.8 We are now extending the right to request flexible work to the carers of adults. We are also extending maternity and adoption pay from 6 months to 9 months from April 2007, towards the goal of one year by the end of this Parliament. At the same time, we will remove the length of service requirement for additional maternity leave so all employed women will be able to take one year's maternity leave. And we are introducing a new right for fathers to take additional paternity leave and pay. This will enable parents to share childcare responsibilities in the child's first year.
- 1.9 The introduction of the public sector duty on gender equality in April 2007 will bring a significant shift by elevating gender equality issues into public sector employment practice and delivery. All public sector organisations will have the duty to positively promote equality between men and women. So sitting alongside all of the specific policies that are outlined in the following pages is the general requirement being placed on the whole of

the public sector from April to carefully assess the impact of all their policies and activities to ensure that these promote equality of opportunity between women and men.

- 1.10 In the following pages, we outline what we are doing to address the most critical issues identified by the Women and Work Commission: in particular, the need to address the gender segregation of jobs, raise girls' aspirations at school, to provide women with the opportunities to undertake quality, part-time work, and develop women's career pathways. The Annex to this report summarises our response to each of the recommendations which the Commission made.

Skills and Training

- 2.1 The Women and Work Commission highlighted some of the difficulties faced by women of all ages in low-skilled jobs, who may have aspirations – but not the means – to change roles or direction. They recommended a number of ways that Government support women who are in work today through improved access to training and promoting career development.

Supporting women in developing their skills and careers

- 2.2 As a direct response to the Women and Work Commission's report, several measures were announced in Budget 2006 which aim to deliver support and training to women who want to change direction or progress in their jobs and careers.

Support for higher-level skills

- 2.3 When the Women and Work Commission reported, the Department for Education and Skills had already announced two pilots to offer Level 3 training (2 'A' Levels and above) flexibly in the workplace through Train to Gain and these started in the North West and the West Midlands in August 2006.

- £20 million has been committed over two years for a third pilot specifically aimed at low-skilled women, including minority ethnic women. The pilot will be in London and will enable women currently under-represented at Level 3 to undertake a Level 3 qualification in the workplace. Training will be free to the individual and funded jointly by employers and Train to Gain. The pilot will run for two years and its results will be evaluated.

Skills coaching

- 2.4 The Learning and Skills Council and Jobcentre Plus trials of the Skills Coaching service began in April 2005 in eight Jobcentre Plus districts.

- The number of existing Skills Coaching pilots will be doubled to 16 with a specific focus on helping low-skilled women return to work. £10 million has been committed over two years for this purpose. The number of trial districts was increased to eleven from July 2006, and further districts will be added in September 2006.
- In addition, the Department for Education and Skills is now looking at ways of providing a route from skills coaching into Train to Gain. Train to Gain is a new Programme, being rolled out this year, consisting of a network of skills brokers to help employers to identify skills needs, match them with training providers and provide funding for some types and levels of training.

Better career development opportunities

2.5 The Women and Work Commission emphasised the importance of career development pathways, for a wide variety of occupations, to allow women to get off the “sticky floor” and into higher-paid roles.

- The ‘Women and Work Sector Pathways Initiative’ will provide £10m over two years for Sector Skills Councils, match funded by employers, to develop and test new recruitment and career pathways, benefiting over 10,000 women. This initiative will develop new ways of recruiting and retaining women in sectors where there is evidence that they are under-represented and where there are skills shortages. Implementation will be led by the Sector Skills Development Agency. Besides entry and retention of women into non-traditional sectors, the initiative aims to increase the number of women progressing in careers in these sectors and others, and their earnings potential.
- In addition, the Department for Education and Skills will be looking for the Sector Skills Councils taking part to deliver a small number of test projects to provide innovative solutions that might be used in other sectors.

The London 2012 Olympics

2.6 The Women and Work Commission emphasised that the Government should promote the job opportunities of the London 2012 Olympic Games to women, and highlighted the potential for women to train in non-traditional occupations, especially those with skills shortages such as construction, transport and communications.

- The Government will consult stakeholders during late 2006 on a number of delivery plans designed to maximise the benefits of hosting the 2012 Games. These include plans for maximising skills and employment opportunities and volunteering opportunities arising from the Games. All the plans will include promoting opportunities to women and minority groups.

Education and careers guidance for girls

- 3.1 The Women and Work Commission also made several recommendations which are designed to impact on the gender pay gap in the longer term. Improvements in educational provision and careers information, advice and guidance are key to breaking down gender stereotypes and changing the gender make-up and culture of workplaces in the longer term.

Making sure early experience is not gender-stereotyped

- 3.2 The Women and Work Commission observed that the gender pay gap has its origins in the first things we learn. It is therefore crucial that in the earliest years of education children do not begin to absorb gender-stereotyped messages about men's and women's capabilities.

- 3.3 The Department for Education and Skills currently produces comprehensive Curriculum Guidance for the Foundation Stage for early-years practitioners to ensure common standards of good professional practice.

■ A new quality framework for services to children, the new Early Years Foundation Stage, will become statutory from September 2008. This will build upon the existing Curriculum Guidance and will support childcare professionals and teachers who work with children between birth and five. It will help to avoid gender stereotyping in all early years settings and will stipulate that practitioners must promote equality of opportunity and a positive attitude to diversity.

Informing girls' career choices

- 3.4 The Government, teachers, parents and carers all have crucial roles in ensuring that girls have the information they need to make an informed career choice and that they do not receive stereotyped messages from teachers, careers advisers and others who influence them.

- 3.5 From April 2008, responsibility for careers information, advice and guidance for young people, currently provided through the national Connexions service, will pass to local authorities. This will ensure that information is tailored to the needs of local areas and several measures will ensure that standards are maintained and improved.

■ National standards are being developed by the Department for Education and Skills to ensure that all young people receive careers information, advice and guidance which is free from gender stereotyping. They will be published in April 2007.

- The Department for Education and Skills is also producing a set of case studies to illustrate effective practice in encouraging young people to consider, and raise their aspirations in pursuing, non-stereotypical pathways. In addition to promoting these case studies, a number of Connexions Partnerships will be identified to take forward specific models, based on the case studies, and will be reporting on the difference it has made.
- A planned programme of Careers Education is required in schools in England from Year 7 to 11, and how this is delivered is decided by the school. The role of the careers co-ordinator involves planning programmes of Careers Education and Guidance, and liaising with work experience placement services. Some schools have a dedicated careers co-ordinator. In others the role is combined with related roles such as the Work Related Education and Learning co-ordinator.
- The UK Resource Centre (UKRC) for Women in Science, Engineering and Technology (SET) takes forward the Government's strategy to improve the position of women in SET, including supporting women as they work or study in SET and helping them move to a SET career. Their activities include support for teachers to promote a wider choice of careers to girls. UKRC have set up a series of "taster days" in the science, engineering and technology industries to inform teachers about working in those sectors and train them in equality practices designed to encourage a wider choice for girls at school.

Good quality work experience for girls

3.6

A Government publication *Work Experience: A Guide for Secondary Schools* already urges schools to ensure that work experience is free from both overt and covert stereotyping. In particular it notes that students should be encouraged and given extra support when choosing non-stereotypical placements – for example, girls choosing engineering. As the Women and Work Commission correctly argue, schools should make particular efforts to secure a broad range of opportunities for all students to learn through work.

- The Department for Education and Skills is currently reviewing its guidance on work experience in liaison with external partners, and subject to consultation, may include revised guidance on avoiding gender stereotyping in work experience. The guidance will be published in early 2007.

“Taster” Visits

More than one hundred Education Business Links organisations across the UK provide opportunities for pupils to undertake “taster” visits to workplaces, and for businesses to come in and talk to pupils at school. For example, the Liverpool Compact Education Business Partnership runs a range of activities including industrial visits (e.g. to research laboratories and food manufacturers) attended by over 1500 pupils this year. In particular, they run the Construction Industry Training Board (CITB) Challenges and Construction visits for female students across Liverpool at the new Grosvenor Paradise Street Development. Last year, for National Construction Week, girls in Year 10 from schools across Liverpool with an interest in design, technology and architecture took part in a challenge to build a model house, to get them involved in an industry that is usually seen as male-dominated.

Occupational Segregation

4.1 The Women and Work Commission found that women are concentrated in relatively few sectors and recommended a number of ways to help boys and girls make informed choices based on their capabilities rather than inaccurate views on what men and women can do.

4.2 Despite outperforming boys at school, young women are still entering jobs and careers that are paid less on average than those done by men. Occupational segregation represents a waste of female talent and lost productivity for the UK economy, and perpetuates workplace cultures which are inflexible and discriminatory to many employees.

Equal Opportunities Commission General Formal Investigation on minority ethnic women

The Equal Opportunities Commission has just published the early findings of their General Formal Investigation *Moving on up? Bangladeshi, Pakistani and Black Caribbean women and work*. Their research shows that despite performing well at school and having high career aspirations, Bangladeshi, Pakistani and Black Caribbean young women feel that discrimination is a factor limiting their choice of career and tend to apply to workplaces where women from a similar background are already represented. This perpetuates occupational segregation and means that employers and the economy are missing out on the talents and skills of ethnic minority women. The full report of the investigation is due next year.

Improving work-related educational provision

4.3 The Women and Work Commission noted that the lack of a coherent framework for vocational qualifications discouraged pupils, and perhaps girls more than boys, from pursuing work-related learning. In line with the Women and Work Commission's recommendations, we are introducing specialised diplomas and changes to Apprenticeships.

Specialised diplomas

4.4 In a significant reform to secondary education, new specialised diplomas will be introduced to offer all students aged 14-19 the chance to undertake a blend of traditional and practical learning related to one of 14 sectors. The Diplomas will be an alternative learning route, equivalent to GCSEs and 'A' Levels, appealing to young people of all backgrounds and abilities who like to learn in a practical setting.

- The first five diplomas – in construction and the built environment, IT, creative and media, social care and engineering – will be introduced in 2008, with five more to follow by 2009 and the final four in 2010. The Diplomas include a minimum of ten days relevant work experience that, where possible, will be carried out in a work place directly relevant to the diploma being studied. These will be promoted to all students, and in particular to students who would be making a non-traditional choice.

Apprenticeships

4.5 Apprenticeships provide the next step for many young people who receive work-based training whilst studying for nationally recognised qualifications such as NVQs. We want to improve take-up of Apprenticeships by young women, particularly in non-traditional subjects.

- The Ministerial Apprenticeships Steering Group is currently considering how to address pay differentials for apprentices between traditionally male and female occupations.

4.6 The Department for Education and Skills is currently using the Young Apprenticeship programme as a test-bed in order to develop good practice for the use of taster days to help inform choices for work-related learning at Key Stage 4. As part of the Young Apprenticeships programme for 14-16 year olds, taster days are organised by some of the programme's local partnerships to help inform the choices of the young people who are considering joining the programme. Partnerships are generally headed up by a training provider or Further Education college, working with a group of schools and other local partners, including employers. Over the two years of the programme, young people spend 50 days with an employer.

- The Department for Education and Skills will establish and disseminate the best practice on taster days through the Young Apprenticeship programme, which aims to help inform work-related educational developments like specialised diplomas.

Young entrepreneurs

4.7 Fewer young women than young men set up their own businesses. We are working with a wide range of external partners to create a more enterprising culture amongst young people, which will help address this imbalance by enabling girls to develop their entrepreneurial capabilities at an early stage.

4.8 The Department for Education and Skills' Enterprise Education Strategy for Key Stage 4 aims to embed enterprise education in schools. Phase 1 has been successfully completed with over 700 secondary schools in 151 Enterprise Pathfinders set up to develop innovative approaches to

enterprise, on which basis the Department for Education and Skills has produced guidance on Enterprise learning, introduced to all secondary schools through a series of around 70 conferences. In Phase 2, new funding of £60 million a year from September 2005 supports a new focus on enterprise education in all English secondary schools.

- In Budget 2006, the Department for Education and Skills announced a new Schools' Enterprise Education Network (S'EEN), a network of business and enterprise colleges providing support and Continuing Professional Development for all secondary schools in England. The aim is for young people to become enterprising learners through increased knowledge, skills and understanding of the workforce. S'EEN is managed by the Specialist Schools and Academies Trust (SSAT), and is based on 51 "hub" schools, more than 160 "spoke" schools which will create and support local networks, and five national network hubs, which will each focus on a key aspect of the project, such as a national website, leadership etc. S'EEN will grow from schools, with support and guidance from the Department for Education and Skills and from key external partners.
- We are supporting Enterprise Insight Ltd to co-ordinate a campaign to leverage and join up enterprise promotion activity across the UK. Building partnerships to promote enterprise to young women is a key element of the campaign, with work being undertaken in collaboration with the Learning and Skills Council, National Council for Graduate Entrepreneurship, Head Teachers in Industry, Association of Colleges and Quality Improvement Agency for Further Education. This includes a designated Women's Enterprise Day on Wednesday 15 November 2006, as part of Enterprise Week 2006. This day will consist of a series of activities and events held nationally, regionally and locally to encourage and inspire young girls to be more enterprising and entrepreneurial.

Labour Market Experience

Supporting women returning to work

- 5.1 The Women and Work Commission found that taking time out of the labour market reduces women's accumulated work experience relative to men, and interrupts or often permanently damages women's prospects for progression or promotion. Women often find it difficult to return to jobs that match their skills, particularly if they want to work more locally or part time. Parents need quality, locally-delivered childcare which fits with the hours they work.

Delivering flexible childcare

- 5.2 *Choice for parents, the best start for children*, the Government's 10 Year Strategy for childcare, was published alongside the 2004 Pre-Budget Report. It recognises the need to improve the availability of flexible childcare services which fit with parents' needs, and it committed to working to meet the particular needs of different groups including families from minority ethnic communities.

- All schools will be offering extended services to all pupils from 8am to 6pm by 2010. These services will be a valuable resource for parents of children aged 3 – 14 who work longer than the traditional 9am to 5pm working day.
- 3,500 Children's Centres will be established by 2010, offering integrated services to all young children and their families. Disadvantaged areas where many minority ethnic families live and work are being given priority in the roll-out of these Centres, and Centres in these areas will offer childcare places.
- The joint Department for Education and Skills, Greater London Assembly and London Development Agency three-year Childcare Affordability Pilot is supporting affordable, full day-care and flexible day-care for lower-income working parents in London, where high childcare costs currently present a barrier to women entering the labour market.

Improving the New Deal

- 5.3 As the Women and Work Commission report identified, the main support for women returners is through the New Deal Programmes delivered by Jobcentre Plus. Several changes to the provision of support were announced in Budget 2006 and the Department for Work and Pensions continue to make improvements to the New Deal offer which recognise the particular issues faced by women returners and promote retention in work.

- The New Deal for Lone Parents and the New Deal for Partners both offer training on a part-time basis if this is more convenient for those taking part.
- Discovery Events, which offer engagement with employers, and the opportunity to explore career paths and enhance confidence, are being piloted as part of the New Deal Plus for Lone Parents.
- Lone parents, or partners of benefit recipients, must attend Work-Focused Interviews which allow them to explore issues around returning to work and to make an informed choice about whether work is appropriate for them at that time or in future.
- Lone parents, or partners of benefit recipients, are offered in-work support from their Personal Adviser, which is usually taken up for six to eight weeks.
- Jobcentre Plus have a new statutory obligation under the Childcare Act to work with local authorities to deliver better outcomes for children through children's centres which should make employment services more accessible and family friendly.

5.4 HM Treasury and the Department for Work and Pensions share a Public Service Agreement target to halve child poverty by 2010, on the way to eradicating child poverty by 2020. The child poverty agenda is closely linked with the women's agenda. For example, many children in poverty live in lone parent households and the overwhelming majority of lone parents are women. Moreover there are now more children in poverty in working households than in workless households, a situation that can be remedied by improving the labour market position of mothers.

- The updated strategy comprising the Department of Work and Pensions' contribution to the target, due to be published in Autumn 2006, will include policies designed to have a positive impact on female employment rates.
- The Department for Work and Pensions are currently evaluating several new initiatives for lone parents: an in-work emergency fund which offers help within the first 60 days of employment to meet the costs of emergencies; in-work credit of £40 a week for up to 52 weeks if a lone parent has been in receipt of qualifying benefits for 12 months; and in 2007, will pilot a work-related activity premium whereby lone parents engaging in work-related activity will receive a financial incentive.

5.5 The Women and Work Commission pointed out that Jobcentre Plus targets measured in terms of points for successful matches into jobs did not provide incentives for Personal Advisers to match women returners into jobs with prospects. Whilst paid employment is the main route out of

poverty for women, the sustainability of jobs should also be considered when placing women returners.

- Jobcentre Plus has revised its targets structure to give stronger incentives to advisers to place lone parents: 16 points compared to 2 points for other jobs seekers. Also, targets are now measured in terms of numbers who start and remain in work rather than numbers of unemployed, giving more emphasis to the quality and sustainability of the job matches made.

Female role models in quality jobs

HM Treasury is supporting a project by QED-UK, a charity focusing on improving the employment opportunities of those of South Asian origin in Yorkshire and Humberside, targeting inactive Asian women. As part of their *Narrowing the Gap* initiative QED-UK are producing a DVD using female role models to demonstrate the range of quality jobs that women locally are doing. This is balanced with work with local employers to increase diversity and break down stereotypes which managers may hold about the employment of Asian women.

Women's enterprise

- 5.6 The Women and Work Commission recommended that more should be done to promote enterprise to women, as running a business can give the entrepreneur greater freedom to find their preferred balance between work and family.
- 5.7 The Small Business Service have been working with providers of business support to ensure that women can access the women-friendly advice they need when starting and running their businesses. The Regional Development Agencies are fully committed to incorporating women-friendly business support into mainstream provision. This reflects the fact that the motivations, experiences and aspirations of women entrepreneurs may differ from those of their male counterparts.
- 5.8 Many women start businesses for different reasons from men and this can impact on the type of businesses they start and the help they require. Women are more likely to be sole traders and to start businesses on their own. They are more likely to have a lower sales turnover, more likely to operate from home, and to be concentrated in sectors traditionally seen as “female” for example retail and consumer businesses. Women are also more likely to have additional part-time employment as they start their businesses.
- 5.9 There is a strong economic imperative to increase the levels of women's entrepreneurship. Although nearly a million UK women are self-employed,

the UK is still some way behind the US, the world leaders. The numbers are on the increase, but the differential between men and women-owned businesses has hardly changed in a decade. It is estimated that if the UK could match the level of women-owned start-ups in the USA, we would have up to 700,000 more businesses with a potentially huge impact on UK productivity, employment and prosperity.

5.10 When we looked at our existing support programmes we found that they were geared, naturally, towards the majority of small businesses and how they work – a male-dominated world. We found issues around the style and content of existing business support that made a significant proportion of women feel that what was on offer was not for them.

■ We are establishing a Women’s Enterprise Task Force to provide high profile leadership to accelerate women’s enterprise development throughout the UK. We are working in partnership with five RDAs in piloting Regional Women’s Enterprise Units to trial different approaches to supporting the start-up and growth of female-owned businesses. The purpose of the Units is to provide female friendly business support from the pre start stage onwards. It is recognised that current provision is patchy across the regions. Evidence from the US indicates that Women’s Enterprise Units could make a significant difference to numbers of women starting or growing their own business.

Encouraging flexible working

Right to Request

5.11 The Women and Work Commission emphasised the difficulties women still face in reducing their working hours to care for their children or other relatives, and in finding a job that matches their skills when they return to work.

5.12 Employers currently have a statutory duty to seriously consider requests for flexible working from parents with children under 6 (or disabled children under 18). Both new mothers and new fathers are increasingly working flexible hours, and data from DTI’s recent Third Work-Life Balance Employees’ Survey shows that 87 per cent of employees were either satisfied or very satisfied with their current working arrangements.

■ The extension of the right to request flexible working to employees who care for adults from April 2007 will be a major advance for women, 58 per cent of carers being women.

■ In addition, maternity pay and adoption pay will be extended, and fathers will gain a new right to additional paternity leave.

- We will continue to monitor the impact of the right to request flexible working and continue to examine the case for extending the right to parents of older children.
- Toward the end of the year, we will be publishing a compendium on flexible working, which will review all the available research on the right to request flexible working.
- We will monitor the take up and impact of these very recent changes before considering any further possible extensions to the right to request flexible working.

Training on flexible working

- 5.13 The Women and Commission highlighted that some firms, particularly smaller ones, have difficulties accommodating flexible and part-time working.
- 5.14 Acas has developed a suite of e-learning packages, free to all firms and their employees, covering a range of topics. Acas also offer a free leaflet on flexible working, and free access to their website. Acas also offer handbooks and tailored advice and workshops.
- Acas will develop their e-learning tool on working parents to include more on how to support flexible working.

Quality, Part-Time Work

- 5.15 The Women and Work Commission found that many women were working below their capabilities because part-time employment is often available only for lower-level jobs and in lower-paying sectors. They recommended that DTI launch a Quality, part-time work change initiative to fund innovative activity aimed at increasing the availability of part-time work.
- 5.16 We agree that opening up more 'quality' jobs to part-time working is a key challenge and could have very positive impacts on opportunities for women. There is much welcome activity in this area and since the Women and Work Commission reported, the private and voluntary sector activity promoting part-time working opportunities to job seekers has increased. For example several specialist services and websites advertising or brokering quality, part-time work have been set up or brought to our attention. However, we recognise that access to some financial support will boost culture change by enabling employers to realise the bottom-line benefits of adopting more part-time working at senior levels, for example in terms of better retention and lower recruitment costs.
- The Department for Communities and Local Government will run a £500,000 initiative to support projects designed to increase the number of senior and quality jobs that are available part time. Employers

will be able to apply for match-funded support for specialist advice embedding quality, part-time work in their organisations. Voluntary groups and flexible working specialists can also get support, for example, for projects setting up job-share services, e-networks for senior and professional women and other initiatives to embed quality, part-time work, spread best practice and achieve culture change. We will work with CBI and TUC in developing how this fund will be used.

- We will continue to work in partnership with Opportunity Now to identify exemplar employer initiatives and spread best practice.
- We will ensure that any additional awareness raising and promotion of quality, part-time work is properly integrated into the existing information provision and best practice promotion activities to business.
- The Minister for Women will champion quality, part-time working in the public sector, and in particular the commitment in the Cabinet Office's 10 point plan on diversity that all Senior Civil Service and "stepping stone" grades are to be available on a flexible work pattern basis, unless robust and objective justification is provided. As from next month, the Department for Communities and Local Government will be opening up all posts being filled to those wishing to work flexible work patterns, including job share, except where the nature of the job makes that impracticable.

Part-time work websites

- www.workingmums.co.uk is a new database that helps women returners find challenging, quality, yet flexible, jobs and helps employers identify suitable candidates from a wide range of industries.
- www.justparttime.co.uk is a 'one-stop shop' for all part-time activities, from employment to education, and in particular support for mothers and more mature workers looking for part-time, term-time, job share or flexible hours roles.
- www.mumandworking.co.uk is a new on-line national job directory of family-friendly part-time jobs.

5.17 Equals One & Encore Recruitment provide a free personalised service to job seekers, helping them to identify quality, part-time and flexible work. They also specialise in helping women returners who are looking to reduce their hours find a job share partner through its National Job Share Register. They provide employers with a more diverse recruitment pool and consultancy services for companies looking to implement flexible working.

Recent Research on part-time work

Research published in July 2006 as part of Sheffield Hallam University's Gender and Employment in Local Labour Markets (GELLM) project, has provided further insight into the lack of good quality, part-time opportunities. 54 per cent of women working part time had previously worked in positions requiring more qualifications, skills or experience, or with more responsibility. The researchers found that many of these women wished to combine working part time with jobs that made good use of their previous experience or qualifications, but that a majority of managers interviewed believed that more senior positions had to be full time.

- 5.18 Working Families, formerly Parents at Work and New Ways to Work, is undertaking a new project to gather case study examples of women and men who have negotiated senior jobs in a range of sectors on a flexible and reduced hours basis. The project aims to identify role models who can champion the spread of best practice among managers and inform them about how such arrangements can work successfully – and also to help employees who are attempting to negotiate quality work with hours to suit.
- 5.19 UK Resource Centre for Women in Science, Engineering and Technology has developed an Employer Innovation Scheme to run within its JIVE project. It aims to support employers in creating and adapting senior roles in areas where there are skills shortages, for working on a part-time, flexible and job share basis. The pilot will be launched this month with a small number of employers, and run until next June.
- 5.20 Work is underway to explore how further promotion of quality, part-time work could be taken forward as a more integrated part of the broader promotion of best business practice and information provision. The benefits of flexible working, together with user-friendly guidance on equal opportunities, already form an important part of the advice and information available to businesses on employing people through the www.businesslink.gov.uk portal. This provides an online information, guidance and action service, particularly aimed at small to medium businesses. The 'Employing People' section is consistently the most visited, with 955,000 page views in June.

Organisational practice

Working in partnership with employers

- 6.1 The Women and Work Commission found that employers in both the public and private sectors could do much to change their practices to make better use of their female employees and ensure that their employment policies and practices are not contributing to the pay and opportunity gaps. We recognise the importance of this finding and have taken a number of steps in response.

Exemplar Employer Initiatives

- 6.2 At the launch of the Women and Work Commission report, eight companies stood as exemplars of best practice regarding the advancement of women in the workplace and addressing the causes of the gender pay gap.

- We are working with Opportunity Now to engage more employers – from both the private and public sectors – who have exemplar initiatives covering a wide range of issues including working in schools to inform girls about careers in their sector, equal pay reviews, women’s networks, support for women returners, and career pathways for part-time workers.
- The exemplar initiatives will be brought together at an event next year to showcase best practice and facilitate discussion on the barriers and solutions to implementing initiatives.

Equality Checks

- 6.3 The Women and Work Commission recommended that “equality checks” should be developed to provide employers with a light-touch tool that identifies where there might be a high risk of a problem on any of the range of issues that cause the gender pay gap, for example in advancing women to senior management positions. An equality check could avoid the need to evaluate pay or other data for the business as a whole and allow targeted action appropriate to the size of the employer and the problem identified.

- The Women and Equality Unit will identify partners such as social enterprises and the Small Business Service with which to develop a light-touch equality check tool.

Procurement

- 6.4 Procurement in the public sector is worth around £100 billion a year and presents significant opportunities to promote gender equality. The Women and Work Commission’s recommendation on using public procurement as

an opportunity to spread best practice on diversity and equal pay matters has been well received by stakeholders including the CBI.

- Guidance on promoting gender equality in public sector procurement was published in February 2006, as one of the issues covered in the Office of Government Commerce note Social Issues in Purchasing. The note provides a general guide for procurement and policy practitioners to show the positive actions they can take to incorporate relevant social issues. The guidance makes it clear that gender equality can encompass a wide sphere of equality issues including equal pay, inflexible working patterns, limited career choices or promotion opportunities and services which have not been designed to take account of the differing needs of women and men.
- The Office of Government Commerce is working with the Equal Opportunities Commission on their Code of Practice for the new gender duty, which sets out positive and proactive steps public authorities should take to comply with the obligations of the gender duty in their procurement functions.
- The Financial Secretary to the Treasury is the champion of public procurement including its relationship to diversity and equal pay matters.

6.5 The Department for Work and Pensions are currently trialling equality terms and conditions in their New Deal contracts and several Departments are taking part in pilots looking at ways to promote race equality.

- The Cabinet Office is reviewing current practice with regard to equality in procurement practice to inform the development of pilots looking at ways to promote gender equality.

Care

6.6 Women workers predominate in the social care sector and the Women and Work Commission recommended that in developing the strategy for the Social Care Workforce through the Options for Excellence Review being carried out jointly by the Department of Health and the Department for Education and Skills, the Government should ensure that issues such as pay, quality of care, qualifications of the workforce, and future demand are considered.

- The Government's Social Care strategy, laid out in the "Our Health, Our Care, Our Say" White paper published in January 2006, sets out our aspiration for a higher-skilled social care sector which is more responsive to the individual needs of those receiving care. As part of this strategy, our aim is that 50 per cent of the staff in all social care facilities should be qualified to NVQ level 2 or above.

Equality Reps

- 6.7 The Women and Work Commission highlighted the valuable role trade union equality reps could bring to the workplace: raising issues related to equality and diversity, tackling discrimination, and seeking solutions with management. In order to be effective, the Women and Work Commission recognised equality reps in the workplace required good quality training, and recommended this be provided via a capacity building programme of £5 million through the Union Modernisation Fund.
- 6.8 The Union Modernisation Fund is a Government grant scheme, created by the Employment Act 2004 and established by DTI to provide financial assistance to independent trade unions in support of innovative projects that will help them adapt to meet the challenges of the modern workplace.
- 6.9 DTI announced the winners of the first call for applications in March this year, which included a number of projects on gender equality. In particular, three projects are currently underway to support the work of equality reps in the workplace. The T&G are running a project supported by the Union Modernisation Fund to develop guidance and support for union equality reps in the workplace and are planning to pilot this with employers in a range of sectors. The National Union of Journalists (NUJ) have set up a pilot project to establish, organise and train a network of equality reps, and to raise the profile of equality issues throughout the union. And Wales TUC plan to promote awareness of equality issues including training their union equality reps and equality officers on diversity issues.

■ Equality Representatives will be a priority theme for the next round of the Union Modernisation Fund. This will be announced by the DTI in due course. In order to make sure that funding for equality representatives is allocated across equality strands and to different sectors, we will be funding a post based at the TUC.

- 6.10 Equality Reps will promote the benefits of flexible working with both employees and management, help facilitate flexible solutions and monitor the implementation of the right to request flexible working.

Best practice in the public sector

- 6.11 The Government has an important role as an employer. It is leading the way in developing innovative best practice and tackling inequality.

Public sector duty on gender equality

- 6.12 The Women and Work Commission were concerned that the new gender duty should ensure that action was taken on all causes of the gender pay gap.

- The incoming public sector duty on gender equality will, from April 2007, oblige public authorities to have due regard to the need to eliminate discrimination and harassment and promote equality of opportunity between men and women. It represents a significant move towards mainstreaming gender equality issues into employment practice and service delivery in the public sector and will require public authorities to produce a gender equality scheme.
- In drawing up their gender equality schemes, public authorities will be under an obligation to consider the need to have objectives that address the causes of the gender pay gap, for example equal pay, occupational segregation, impact of family responsibilities or unequal pay, and how to address them – for example through changing recruiting methods, establishing more flexible working practices, or doing an equal pay review. Public authorities will be obliged to carry out this consideration in consultation with employees and trade unions and on the basis of evidence and data.

Equal Pay Reviews in the Public Sector

6.13 Government is committed to ensuring that pay systems in the public sector are fair and non-discriminatory, reflecting the contribution of the individual. Departments and agencies have carried out equal pay reviews and have taken steps to address any inequalities that have been identified.

- Cabinet Office will continue to encourage Departments and Agencies to review their pay systems on an annual basis following implementation of pay awards and carry out full equality proofing of their reward policies and practices every three years, the latter of which is a requirement of pay delegation. They will also be encouraged to work jointly with their trade union side in undertaking equal pay reviews.

Public Sector Pay Committee Gateway

6.14 The Public Sector Pay Committee was set up in November 2005 to articulate the Government's strategic direction on pay in the public sector as a whole.

- The Public Sector Pay Committee (PSPC) will take an active role in assessing proposals by public sector employers for new pay structures. One of the principles applied will be the need for public sector employers, who wish to implement new pay systems, to provide assurance to the PSPC that equal pay principles have been incorporated into the proposals.
- HM Treasury is currently preparing guidance for Departments on the Comprehensive Spending Review 2007. This will include advice on managing equal pay pressures and an employer assessment of equal pay reforms and their cost, if appropriate.

Public sector exemplar initiatives

6.15 The Women and Work Commission recommended that public sector employers should lead the way in report on how they are putting the recommendations into practice. In many parts of the public sector, great progress has already been made. For example, 38 per cent of the most senior civil servants in the Department for Education and Skills are women, with a target of 40 per cent by 2008. Many new initiatives are underway and the examples given below are from Whitehall Departments and their Agencies. Change is being centrally driven by the Cabinet Office 10-Point Plan, setting out a programme of change aimed at increasing diversity and equality in the Civil Service.

- In the Department for Environment, Food and Rural Affairs, an Elevated Partnership Scheme has been introduced, enabling women to find mentors and access training to develop their skills and self-confidence. Several staff on this scheme have been promoted to senior posts.
- The Home Office and HM Treasury have recently formed women's networks, to enable female staff to share their experiences of operating and progressing within their organisations.
- The Fire and Rescue Service has launched a major campaign to attract more women into the service, informing women of the careers on offer and breaking down stereotypes of what it is like to work in the Fire and Rescue Service.
- The Department for International Development won the Opportunity Now Public Sector Award 2006 for its "Women into Leadership" programme which aims to break down barriers to progression for women.
- Jobcentre Plus has appointed a senior champion for work-life balance to ensure that better flexible working is a key organisational priority.
- The Department of Health has developed, in partnership with stakeholders, a pay system for NHS staff that is designed to provide equal pay for work of equal value and a framework that promotes career development opportunities.
- The Department for Constitutional Affairs launched its Women's Issues Network in 2005. This Network has initiated a public-private co-coaching pilot with PwC (PricewaterhouseCoopers).

Enabling senior part-time work

Helen Ghosh is Permanent Secretary at Defra, the Department's most senior civil servant, and works part time. She says of her career:

"I've worked part time since I had the first of my two children in my early thirties. I came back to work on a 28-hour, four day week. I stuck to this pattern for about 9 years, through promotion into the Senior Civil Service and then to Director. Once my children were in their early teens, I switched to a four and half day week, which I still do now. Like most Senior Civil Servants, in an emergency, I work whatever hours are necessary to do the job. Nonetheless I've hung on to working part time because it is my preferred working pattern, and because of the signal it sends about work-life balance, and the ability of those working part time to rise to the top in the Civil Service.

I believe that working part time can do great things for your effectiveness – you have to build and work with your team, you have to learn to delegate effectively, and you have to focus on the things where you can personally add real value. The Civil Service has been a great employer – I've had a succession of very rewarding and challenging jobs and I've never felt that my working pattern has been any sort of obstacle to my success."

Changing the culture at the Ministry of Defence

Although women are under-represented at all more senior levels in the Ministry of Defence there has been no focal point for action to redress the balance. To address this, the Department produced its Manifesto for Civilian Women. The Manifesto highlights the main issues identified by women in the Department as barriers to achieving greater success and improved representation, and outlines planned and current activities aimed at improving the situation. It provides a statement of commitment which the Department can be judged against.

The Manifesto has focused attention on key issues which, although raised by women, will help change the ways of working in the MOD to the benefit of all staff. For example, women said the process for promotion to the Senior Civil Service was opaque, and a study into a new and more open process is being undertaken. And women found it hard to access part-time jobs, especially at more senior levels. As a result, line managers who try to define posts as only suitable for full-time staff are now more strongly challenged to provide justification.

Timetable

- 7.1 As recommended by the Women and Work Commission, we will report back on progress against the Commission's recommendations and the commitments in this action plan in Spring 2007 – one year on from the publication of *Shaping a Fairer Future*.
- 7.2 But we have several plans in place to maintain momentum before then. Deputy Minister for Women and Equality will continue to Chair the Government's Project Board on implementing the Women and Work Commission recommendations, to co-ordinate action across Whitehall. In particular we will continue to engage with stakeholders, finding and publicising best practice and driving progress forward, at a series of events over the next six months.
- We are hosting a joint event with CBI in the Autumn, supported by Opportunity Now, to discuss how the Government can work in partnership with business to take forward the Women and Work Commission recommendations. This will focus in particular on ways to deliver more quality, part-time work, better career paths, and strong links between business and schools in order to make a cultural change that breaks down occupational segregation.
 - The Ministers for Women and a DTI Minister will embark on a series of visits in the Autumn to promote the work being done to implement the Women and Work Commission's recommendations. Their visits will include Women and Work Commission exemplar employers, training and service providers, schools and Further Education Colleges.
 - We will be launching the Female FTSE publication in the late Autumn to highlight the latest number of women on the boards of the FTSE 100.
 - We will also showcase the achievements of our exemplar employers and share best practice at an event next Spring. The exemplar initiatives will be collated and evaluated by Opportunity Now and will be published in order to promote greater awareness and spread best practice among employers.
- 7.3 Our commitment to tackling the gender pay gap and the agenda set out by the Women and Work Commission will continue beyond these immediate plans. The Government will take up the challenge in a way that makes a real difference to generations of women to come – after all the Prime Minister tasked the Women and Work Commission to identify practical ways to close the gender and opportunities gap within a generation. Whilst some changes in policy may have immediate effects, for example, improvements in support for women returners, many of the measures we are planning to

implement will impact on the gender pay gap over a much longer timescale through contributing to cultural change. Those measures aimed at opening up broader horizons for girls and changing workplace cultures, where long hours and traditional roles are entrenched and glass ceilings firmly intact, will bear fruit over a longer period.

- 7.4 The introduction to the Women and Work Commission's report discussed the creation of 1.3 million new jobs over the next decade, many of which are likely to be taken by women, and 12 million jobs becoming available as workers leave the labour market, giving us huge opportunities for reducing occupational segregation. Our vision is for concerted action by all parties which together will contribute to closing the gender pay gap over the next decade and beyond.

Annex

Government Action Plan: Implementing the Women and Work Commission Recommendations

Summary Grid

	Recommendation	Status
1	DfES and national equivalents to publish strategic documents describing a systemic change in the way education is delivered in order to reduce stereotypical choices, improve take-up of vocational skills training, and improve employment outcomes for young women. These should set out how, meshing with existing initiatives, a World of Work programme can be created which develops the vocational learning offer and improves work experience for children	Accepted – DfES document will be contained within their Gender Equality Scheme
2	Improve vocational skills teaching	Accepted
3	Sector Skills Councils (SSCs) to work with employers on: <ul style="list-style-type: none"> • better provision and promotion of apprenticeships to women in sectors with skills shortages • plan describing how gender segregation will be tackled in every Sector Skills Agreement (SSAs) 	Accepted SSAs are employer-led. Where employers identify gender segregation as an issue, the SSA will set out how it will be tackled
4	Guidance for early years childcare workers which ensures the horizons of children in the 3-5 year age group are not influenced by stereotypes	Accepted
5	Teacher training challenges gender stereotypes including allowing for a placement for all trainee teachers to observe workers in non-traditional occupations	Partially accepted – We will consider how trainee teachers can learn to challenge gender stereotyping in work roles. However there is no room within a teacher training course for all students to observe workers in non-traditional occupations

	Recommendation	Status
6	The DfES and national equivalents to ensure all young people have access to careers information, advice and guidance, with national standards confirming it challenges gender stereotypes and gives young people an accurate idea of the rewards and challenges of different careers	Accepted
7	Single-sex schools should be encouraged to specialise in non-traditional subjects	Accepted
8	Consideration of different methods of teaching for girls and boys e.g. Computer Clubs for Girls	Accepted
9	Careers literature for parents and carers	Accepted
10	Government information campaigns should contain positive gender images, and the Government should set up groups of broadcasters and advertisers to encourage non-stereotypical portrayals of women and men at work	Accepted
11	DTI should establish a UK-wide quality part-time work change initiative of £5m to support new initiatives aimed at achieving a culture change, so that more senior jobs are more open to part-time and flexible working	Partially accepted. The Department for Communities and Local Government will run a £500,000 initiative to increase the number of senior and quality jobs that are available part time. We will work with stakeholders to promote exemplar practice on quality, part-time working
12	Pro-rata treatment for part-time workers from Professional Bodies	Accepted
13	Local job matching by social entrepreneurs: RDAs and national equivalents should provide grant funding for outreach services aimed at women seeking local jobs or training matching their skills and potential. Use “Women Like Us” model to fund pilots in five different areas including London, a rural area, and a BME community	Recommendation is aimed at RDAs and national development agencies

	Recommendation	Status
14	DWP should develop its New Deals for women returners, in particular lone parents, and explore the possibility of offering services to women not currently working where neither they or their partners are receiving benefits	Accepted
	Offering all New Deal programmes on a part-time basis	Accepted – In place
	Better confidence-building measures for women returners	Accepted – In place
	Voluntary session with personal adviser for women who have never worked or not for a long time	Accepted – In place
	Extended support for lone parents	Accepted – In place
15	DWP to set Jobcentre Plus additional targets for recruitment and retention of women in sustainable jobs	Accepted – In place
16	The right to request flexible working to be extended over time to cover a wider group of employees	Partially accepted – already committed to considering case for extending right to request to parents of older children. And extending to carers of adults from April 2007
17	Employers to ensure that managers at all levels are trained on diversity and flexibility issues	Recommendation is aimed at employers. Accepted by Government in respect of its own employment practices. Exemplar employer initiative reinforces this recommendation
18	TU reps trained to promote flexible working	Recommendation is aimed at trades unions
19	DTI and HMT to examine the case for fiscal incentives for small firms to employ flexible workers	Not accepted – using fiscal measures risks adding complexity for some SME employers and could distort decisions about who to employ in a way that is unfair to some workers
20	Acas training package on flexible working free for small firms	Accepted
21	Ten Year Childcare Strategy to be delivered with particular consideration for women working non-traditional hours, and for BME women. Better promotion of childcare line	Accepted

	Recommendation	Status
22	£20m training package to pilot measures aimed at helping women in work and women returners to improve their skills	Accepted – £40 million on various skills and training packages announced in Budget 2006
23	London 2012 Olympics – action is taken to reduce gender segregation of jobs	Accepted
24	Identifying best practice on career development and working with partner employers to create career pathways	Accepted
25	Report on whether training providers provide training flexibly and with childcare on-site	Accepted
26	Promotion of work-life balance possibilities of entrepreneurship	Accepted
27	Strategy for the early years workforce – workers’ pay vs affordability	Accepted
28	Strategy for the social care sector	Accepted
29	Low Pay Commission’s standing terms of reference to include gender impact assessment and enforcement	Accepted
30	Private companies to consider how to address WWC issues Promotion of best practice via business links and business.gov £1m funding for liP <ul style="list-style-type: none"> • liP Standard for small firms • liP Profile for 5 “c” sectors £5m for Union Modernisation Fund to support capacity building for Equality Reps Development and marketing of equality checks	Accepted – In place Partially accepted – no additional £1 million for liP but liP UK promoting to small firms and five ‘c’s will be targeted in a Sector Skills Council initiative Partially accepted – building on the three projects supported in round one, a second round of the UMF is to be launched later this year, with equality reps as a priority theme Accepted
31	A programme of exemplar employer initiatives in partnership with Opportunity Now	Accepted

	Recommendation	Status
32	Public sector employers should report to a Ministerial Committee on how they have put the Commission's recommendations into effect	Accepted
33	Gender Duty – specific duty to ensure action is taken on all the causes of the gender pay gap. Specified action should include action on all causes of the gender pay gap and doing equal pay reviews	Partially accepted – conducting equal pay reviews will be optional
34	Public Sector Pay Committee Gateway to assess how any proposed new pay systems impact on the gender pay gap. Account for progress on equal pay during the Comprehensive Spending Review	Accepted
35	Guidance on procurement should be produced to encourage public sector procurers to promote good practice in diversity and equal pay matters so that it becomes the norm, including through the use of contract documentation	Accepted
36	Amend guidance to the equal pay questionnaire to make clear that the Data Protection Act does not prevent the provision of pay information	Accepted
37	Discrimination Law Review to consider whether or not to extend the hypothetical comparator to equal pay claims and group claims	Accepted
38	Gender equality Public Service Agreement to reflect themes, ambitions and recommendations of the report	Public Service Agreements for next spending period at early stage of development
39	New Cabinet sub-Committee chaired by the Minister for Women	Accepted – DA(C) Committee oversight
40	Government to report on progress against the Women and Work Commission recommendations one year on	Accepted

