

Channel Islands Women in Work Index 2019

Boosting diversity, prosperity and growth
March 2019



Boosting diversity, prosperity and growth in the Channel Islands

Creating opportunities for women would boost the Channel Islands' economy – matching female employment rates in Sweden could increase GDP in Jersey and Guernsey by 6%. How can policymakers, educators and businesses realise this untapped potential? How can women who want to work, earn more and advance their careers, seize the opportunity?

“The world will never realise **100%** of its goals if **50%** of its people cannot realise their full potential. When we unleash the power of women, we can secure the future for all. ”

Ban Ki Moon

Former UN Director-General

Statement published for International Women's Day 2015



Becky Houzé
4th Generation Dairy Farmer, Jersey

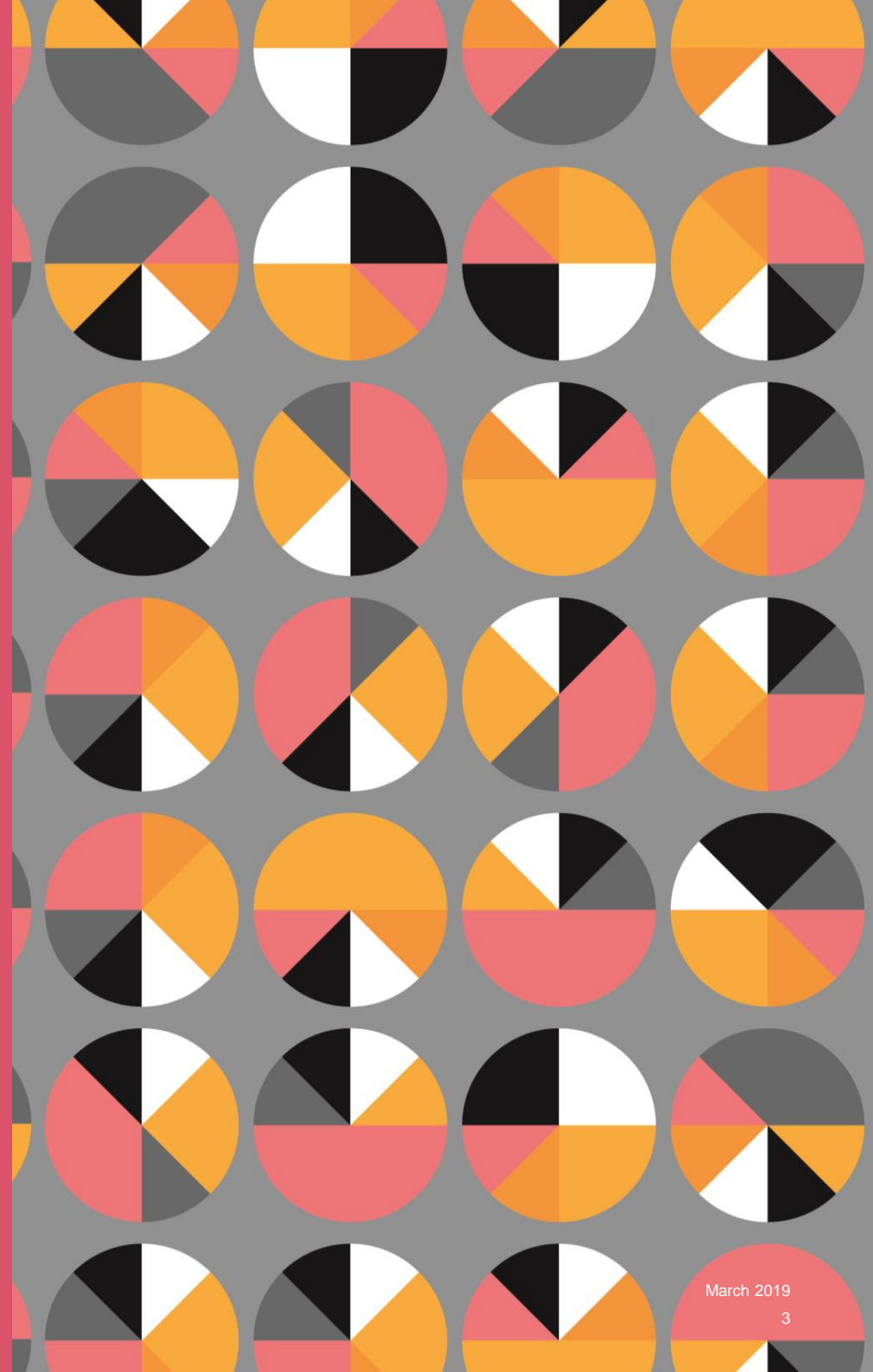


Contents

1. Introduction: Realising the untapped potential	3
2. Sizing the prize: Participation, pay and potential	7
3. The big differentiator: Why women are critical to the future of work	12
4. The way forward: Making gender equality a reality	16
5. Conclusion: Promoting and strengthening Channel Islands PLC	22
Appendix 1: How the Women in Work Index is calculated	24

1

Introduction: Realising the untapped potential



Introduction: Realising the untapped potential

Women are a critical but still under-utilised source of talent and economic dynamism

The Channel Islands' continued competitiveness as an International Finance Centre is essential if we are to continue attracting global business. In a rapidly changing world, we have a greater need for talent and key skills than ever to deal with disruption and to capitalise on new opportunities for growth, particularly in [Asset and Wealth Management \(AWM\)](#) – a sector that has been one of the architects of our success to date.

As use of automation and artificial intelligence gather pace, it's often the skills that can't be replicated by machines such as creativity, empathy and adaptability that are the most prized.

The need to reflect, understand and engage with broader business challenges demands greater diversity of people and skills within our workforce and our leadership teams, if we are to cement our position as the leading jurisdiction in the AWM industry.

As well as our public and commercial sectors demanding new types of skills and expertise, the competition for key talent is intensifying. This is not just a local challenge, nearly 80% of the CEOs taking part in [PwC's 22nd Annual Global CEO Survey](#) see skills shortages as a threat to their growth prospects. Among AWM CEOs, nearly 70% are concerned. Around half of the CEOs who are extremely concerned believe that they're unable to innovate effectively and customer experience is suffering as a result of these skills' shortages.

Women can give us the edge

How can Channel Islands' educators, governments and businesses bridge the skills gap and boost diversity, prosperity and growth? In our view, the Islands have an under-utilised pool of female talent.

More women participating in work, more women leading local businesses, more women creating new businesses, and closing the gender pay gap, would give a significant boost to our economies and further build our reputation globally as a great place to do business.

To find out just how much the economy could benefit were we to ignite this opportunity, we asked PwC economists to rate Jersey and Guernsey against other leading economies in PwC's [Women in Work Index](#), which measures female participation in Organisation for Economic Co-operation and Development (OECD) economies and how pay compares with men. Our findings reveal that if we were to improve female employment participation in the Islands, the economic impact would be significant.

The five indicators that make up the Women in Work Index are:

- 1 The gender pay gap
- 2 Female labour force participation
- 3 The gap between male/female labour force participation
- 4 Female unemployment
- 5 Female full-time employment

Having analysed the data for Jersey and Guernsey, the key findings are:

Jersey

Jersey would benefit from a 6% boost to GDP equivalent to £239 million by matching female employment rates to Sweden's (note 1)

Closing the gender pay gap would bring a further £212m boost (note 2)

Guernsey

Guernsey would benefit from a 6% boost to GDP equivalent to £168 million by matching female employment rates to Sweden's (note 1)

Closing the gender pay gap would bring a further £108m boost (note 2)

Note 1 GDP boost: GDP boost is calculated by analysing the impact of increasing full time female employment rate (FFTE) to match that of Sweden's rates. We have made the following simplifying assumptions: • Total employment in the economy is equal to employment within the 15-64 age group. • A full-time (FT) worker is twice as productive on average as a part-time (PT) worker (see page 25 for methodology details).

Note 2 Gender Pay Gap boost: In our analysis, we assume that the counteracting effects of the wage and employment effects broadly cancel out, meaning that an increase in wages does not lead to a net employment effect. This takes into account the counteracting effects of labour supply and demand elasticities: an increase in wages makes it more expensive for employers to hire more workers, however higher earnings also incentivise potential workers to seek employment (see page 25 for methodology details for calculating gender pay gap boost).

6% boost to
GDP in Jersey
and Guernsey



Turning nice-to-have into must-have

Why is this potential untapped? Gender equality is now on the government and business agenda in the Channel Islands. Yet progress has been slow. The Women in Work Index ratings for Jersey and Guernsey are below the UK as a whole and considerably behind Luxembourg (ranked 6th), a major competitor for AWM business and one of the fastest rising economies in the Index. At 21%, the gender pay gap is especially wide within the Channel Islands, reflecting the lack of representation of women within the most senior and highest paid posts. In Luxembourg, it's only 4% - having reduced significantly since 2000, when the first Women in Work Index ranked Luxembourg in 23rd place.

What the Index rating suggests is that for all the economic potential, gender equality is still seen as a nice-to-have rather than a top line competitive priority like winning new business or enhancing customer satisfaction. It will take more than good intentions within government and business to overcome the barriers that are holding women back. For example, do many of the top jobs still go to men when there are, many would argue, equally qualified women? Why do so many professional women go into lower-paid roles or work fewer hours when they go back to work after a career break? Why do so many women, and men, believe that taking up flexible options would

harm their careers? If we don't overcome these barriers, it could take generations to achieve gender equality.

So, how can we accelerate progress? From the broadening of opportunities for girls in education to more inclusive recruitment, career progression and working environments, we at PwC believe that moving the dial requires a real shift in attitudes. Rather than sitting on the side-lines, gender equality should be built into policymaking and business fundamentals including objectives, performance measurement and incentives.

In this report, we look at how Jersey and Guernsey are performing on gender equality, the diversity dividend from boosting participation and pay, and how businesses, government, educators, women and men can make the most of the potential.

We would like to thank the States of Guernsey, States of Jersey, our clients and PwC colleagues around the world who've contributed their ideas, data and insight – your engagement and input throughout this process has been significant and valued. We welcome ongoing discussion about this important topic from all the key stakeholder groups across the Channel Islands, but most importantly we want to see commitment turned to action.

21%

CI gender pay gap is high at 21%

In Luxembourg, gender pay gap is only 4%

4%

2

Sizing the prize: Participation, pay and potential



Jon Terry
Global Financial Services People Leader, PwC

If included in the Women in Work Index, Guernsey would rank in 14th position and Jersey would rank in 20th position



Guernsey – 14th position



Jersey – 20th position

PwC Women in Work Index, 2017 vs. 2016

Rank (2016)		Rank (2017)	
1	=	1	Iceland
2	=	2	Sweden
4	↑	3	New Zealand
5	↑	4	Slovenia
3	↓	5	Norway
7	↑	6	Luxembourg
6	↓	7	Denmark
9	↑	8	Poland
8	↓	9	Finland
12	↑	10	Belgium
11	=	11	Canada
10	↓	12	Switzerland
14	↑	13	United Kingdom
13	↓	14	Hungary
15	=	15	Australia
17	↑	16	Portugal
24	↑	17	Ireland
16	↓	18	Germany
23	↑	19	Netherlands
20	=	20	Estonia
19	↓	21	Israel
18	↓	22	France
21	↓	23	United States
25	↑	24	Czech Republic
22	↓	25	Austria
26	=	26	Slovak Republic
27	=	27	Japan
28	=	28	Spain
29	=	29	Italy
30	=	30	Chile
31	=	31	Greece
33	↑	32	Mexico
32	↑	33	Korea

Source: PwC analysis.

Sizing the prize: Participation, pay and potential

A combination of the gender pay gap and high numbers of women deterred from joining the labour force, working fewer hours or at lower levels than they might like, or giving up their careers altogether, is impacting the economy.

Indicator	Female labour force participation rate	Gap between male and female labour force participation rate	Female unemployment rate	Gender pay gap	Female full-time employment rate
Guernsey rank (out of 35 countries)	16	22	1	30	25
Jersey rank (out of 35 countries)	4	27	9	30	25
Guernsey	72%	11%	1%	21%	72%
Jersey	76%	13%	4%	21%	72%
OCED average	70%	11%	7%	16%	75%
Top performance	Iceland (86%)	Sweden (4%)	Guernsey (1%)	Luxembourg (4%)	Hungary (95%)



Jersey

If included in the Women in Work Index, Jersey would rank in 20th position, in between Germany and the Netherlands.

At 76%, the participation rate of women who want to work in Jersey is one of the highest in the OECD (average 70%). This reflects the low unemployment rate among women (4%) and close to full employment on the Island. However, there is a significant 13% gap between the participation of men and women, which is reflected in Jersey's relatively low position in the Index overall (20th compared to Guernsey in 14th and the UK in 13th).

Jersey has a relatively high proportion of women working part-time, which pushes its full-time equivalent female employment rate down to 61%. Bringing this up to the 69% achieved in Sweden could boost Jersey's GDP by 6%, equivalent to a £239 million economic boost. This would have to be achieved combining flexibility with full time working.

The high number of women in low-paid and part-time positions and lack of women in the best paid and most senior roles mean that Jersey's gender pay gap (21%) is some way above the OECD average (16%). In the public sector, for example, less than 15% of directors are female, despite women making up more than 60% of the workforce in the public sector. With AWM accounting for a large proportion of the highest paid employment on the Island, the gender pay gap also reflects the gulf in male and female earnings within the sector (although the gender pay gap is worse at 30% for investment management in the UK as a whole). Closing the gender pay gap in Jersey could generate a 27% increase in women's earnings, equivalent to a £212 million economic boost.

Although lower than Guernsey, Jersey has a relatively high proportion of women choosing not to work. How much of this is a genuine choice and how much is it due to other factors? For example, the limitations of industry choice could be a key issue for migrant couples to the Channel Islands, where the male partner works in financial services. Do these women feel their career choices are too limited? Are there qualification recognition issues, lack of flexibility at work or high childcare costs that make switching sectors seem too difficult? Although rising, paid maternity leave is significantly lower than the UK, there is no substantive shared parental leave and average childcare costs are in many cases up to 50% higher than the UK as a whole. If childcare costs are prohibitive, or the work-life balance required to progress to senior levels is deemed unacceptable, many women will simply opt for lower paid or part-time positions. They may even drop out of the labour force altogether. These challenges can be compounded by the lack of support from family networks for people who've migrated to Jersey. Many women, and men, also face outdated stereotypes and assumptions such as some roles can't be performed flexibly or even that a woman's place is at home once she has children. Research carried out by PwC among women globally highlighted both a lack of senior female role models that women could relate to and a noticeable reduction in opportunities for advancement once women became mothers.



Jersey =
20th position



Guernsey

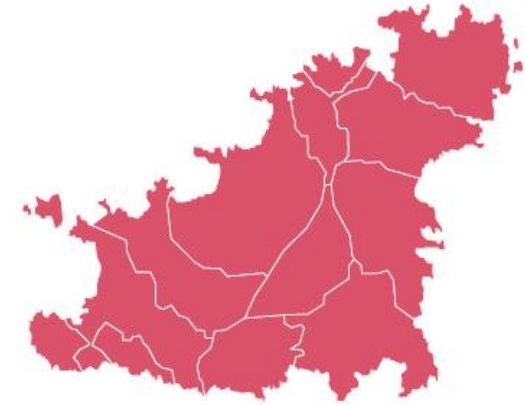
If included in the Women in Work Index, Guernsey would rank in 14th position, in between the UK and Hungary.

At 72%, the participation rate of women who want to work in Guernsey is above the OECD (average 70%). At 1%, the Island's female unemployment rate is the lowest in the OECD. While the participation rate is lower than Jersey (76%), the gap between men and women is lower (11%), which helps to boost Guernsey's Index ranking.

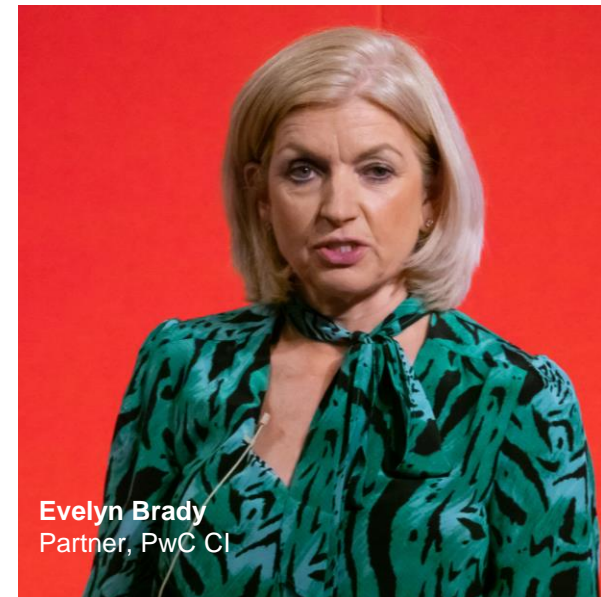
Bringing Guernsey's 61% employment rate up to the 69% achieved in Sweden could boost GDP by 6%, equivalent to a £168 million economic boost.

Guernsey's gender pay gap (21%) is some way above the OECD average (16%) and is one of the worst on the Index list in 30th place. Closing the gender pay gap could generate a 27% increase in women's earnings, equivalent to a £108 million economic boost. We know that the proportion of women choosing not to work in Guernsey is higher than Jersey, and Jersey is already higher than the average across OECD countries. Again, how much of this is a genuine choice and how much is based on factors ranging from cultural barriers to challenges with childcare, including costs and glass ceilings at work? Tight population management policies and dominance of financial services in the economy may also put off females with skills and experience in other fields.

On the positive side, Guernsey's government is monitoring and publishing the Island's gender pay gap, indicating a desire to understand the scale of the issue. But this needs to be matched with action to address how to reduce the gap.



Guernsey =
14th position



Evelyn Brady
Partner, PwC CI

3

The big differentiator: Why women are critical to the future of work



Greater participation of women at all levels and in all functions could not only help to bridge skills gaps, but also sharpen customer engagement and competitive differentiation

The skills and perspectives that businesses and public sector organisations need are changing, as they grapple with the impact of new technology and changing customer expectations. Enabling women to increase their participation in the Channel Islands' economy, move up through organisations and start new businesses are a critical part of meeting these new talent demands.

The benefits include a broader talent pool at a time when the high level of open vacancies is holding back our economic performance. Guernsey recruitment firm Situations Recruitment did some analysis last year and claimed that the Island had around 1,000 unfilled roles. This is a significant skills gap for a population of 63,000 people. Even if the actual number of vacancies were half this number, this is surely another compelling reason to better leverage our local talent pool. The ageing workforce on the Island is another reason to encourage everyone of employable age, who is fit for work, to actually be in work.

Greater participation of women would also bring in fresh ideas and experience. Workforces would better reflect, understand and engage with the increasingly diverse set of stakeholders they deal with. PwC research also shows that the generations coming into the workforce and moving up the career ladder [want to work for inclusive organisations](#).

In turn, greater gender balance can lay the foundations for bringing in more talent from other under-represented groups such as people with disabilities and people from Black, Asian and Minority Ethnic (BAME) communities. [Research consistently shows that diverse and inclusive businesses are stronger businesses](#), gaining in motivation, innovation, talent appeal and customer reputation.

Increasingly, a broad range of stakeholders are scrutinising gender diversity in the businesses they invest in, work with and work for. Getting this wrong could have significant reputational risk issues for a brand, not to mention the impact on attracting customers, investors and talent. As International Finance Centres, it needs to be obvious that Jersey and Guernsey are modern, forward-thinking and progressive places in which to do business.



“

The ageing workforce on the Island is another reason to encourage everyone of employable age, who is fit for work, to actually be in work.”

Tech She Can

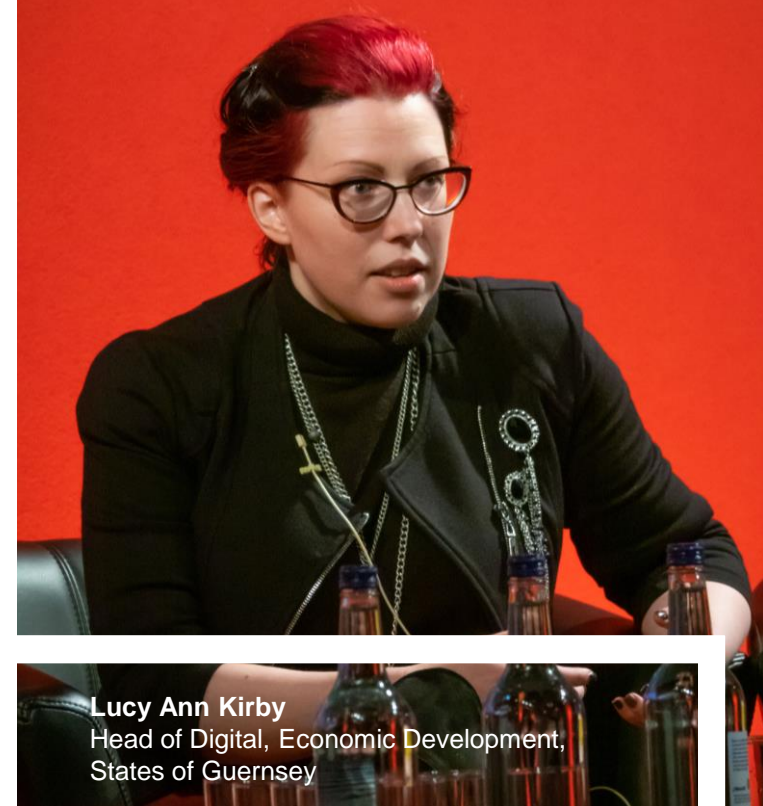
If we look at the specific skills' needs within our evolving economy, the shortage of data analysts provides a clear case in point as to why encouraging more women into these and other tech-orientated roles is critical. PwC's 22nd Annual Global CEO Survey highlighted severe concerns among business leaders about the adequacy of the customer and client data they use in their decisions.

The number one reason is the lack of analytical talent. With less than a quarter of people working in STEM (Science, Technology, Engineering and Mathematics) roles in the UK being female, women are the untapped talent of the future. Yet, PwC research shows that only 27% of female students in the UK would consider a career in technology, compared to 61% of males, and only 3% say it's their first choice. Reversing this would require concerted action to overcome the biases, stereotypes and lack of female role models that begin in schools and continue throughout the world of work.

It's also important to recognise that all industries are being transformed by technology and to use this as a way to help attract more women into a field that has traditionally been seen as dominated by male 'techies'.

EQ more prized than ever

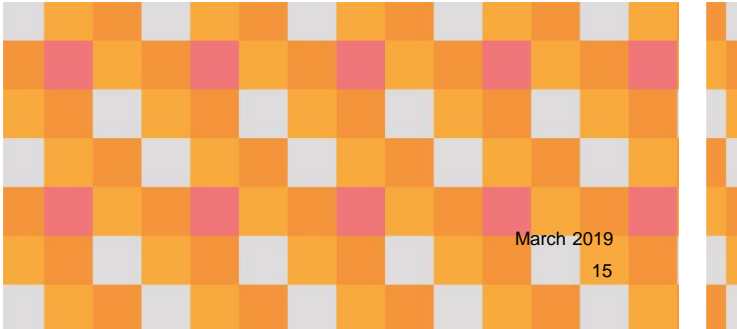
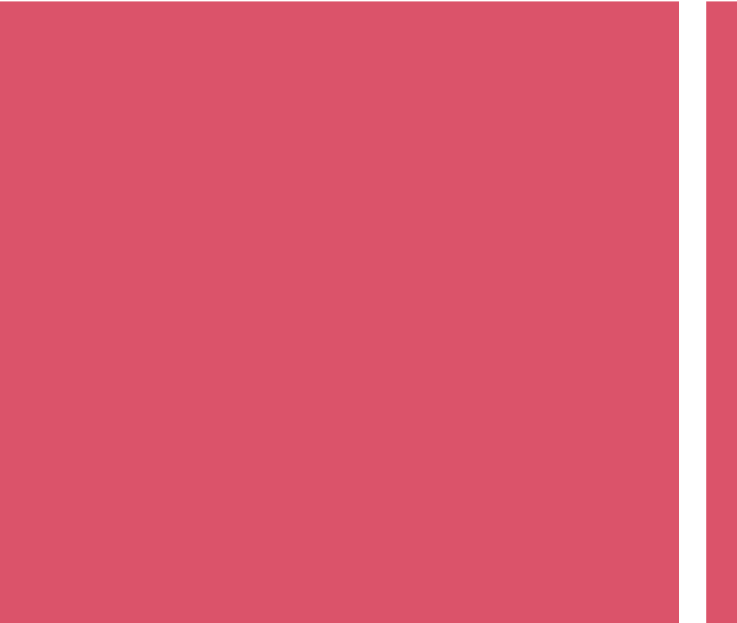
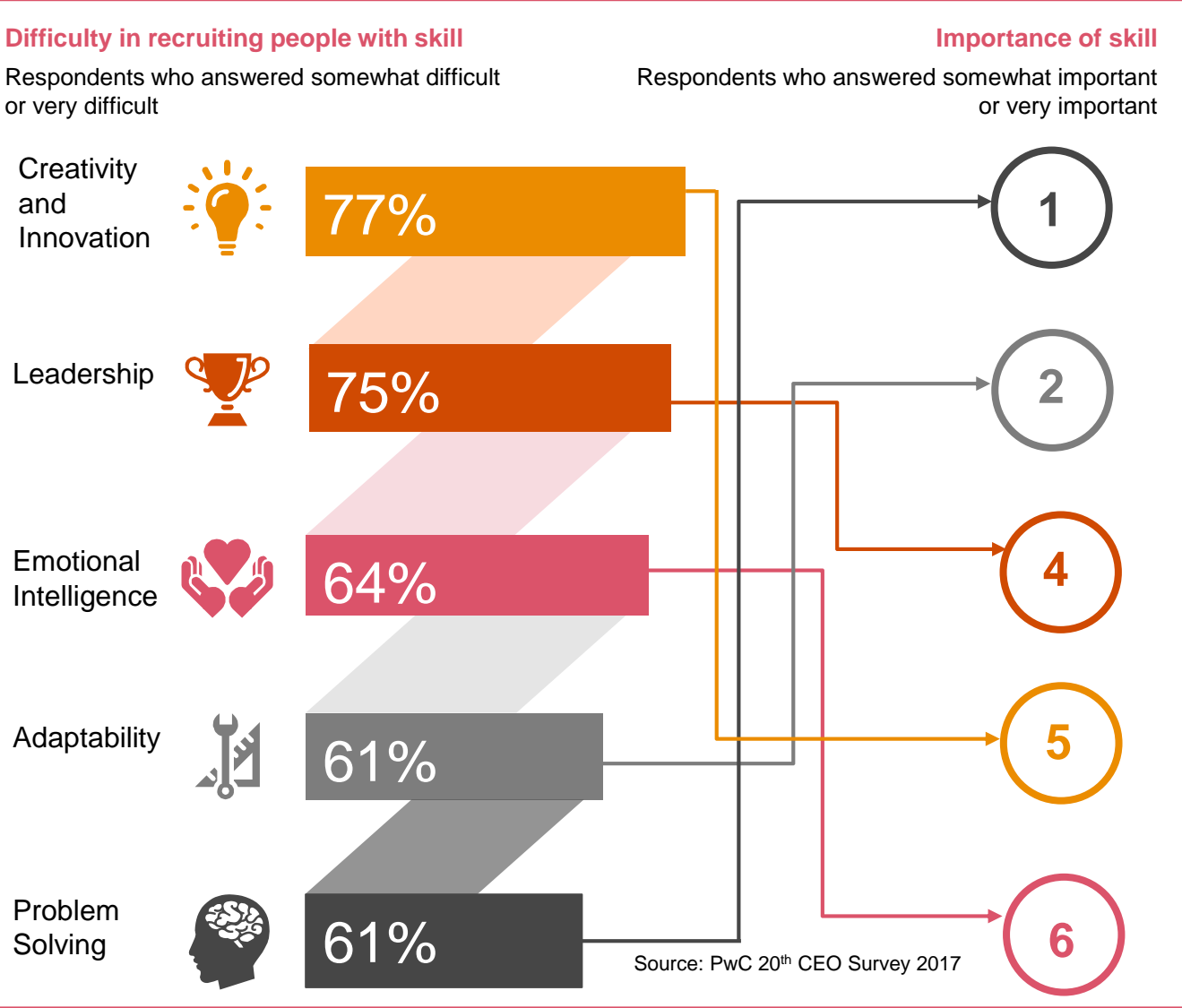
Yet it isn't just digital and technical skills that are in demand, but also the creativity and emotional intelligence (EQ) needed to innovate and connect with customers (see Figure 1). Indeed, as automation and artificial intelligence become more prevalent, the skills that can't be replicated by machines will become the biggest differentiators. Arguably, many of these skills and capabilities are associated much more with women than men. Digital Creatives will be especially prized. Does this therefore position women much more strongly for the future world of work?



Lucy Ann Kirby
Head of Digital, Economic Development,
States of Guernsey

Figure 1: The hardest skills to find are those that can't be performed by machines

Q: How difficult, if at all, is it for your organisation to recruit people with these skills or characteristics?
Q: In addition to technical business expertise, how important are the following skills to your organisation?



These “power strengths” are the most prized by employers and many would argue are more prevalent in women.

4

The way forward: Making gender equality a reality

Everyone can play their part in boosting gender equality and realising the opportunities. The first step is recognising this as an imperative rather than just a nice-to-have.



How educators can make a difference

1. Break down barriers

Consciously or unconsciously, there are still 'girls subjects' and career paths within our education systems. At schools, many girls find themselves steered away from STEM subjects or encouraged towards a narrow set of A-Level and degree choices. Schools can therefore play a key role in broadening opportunities and choices by encouraging girls to think about different A Level options and presenting role models that don't fit the traditional mould.

Women don't need to be 'techies' to take up tech careers. Indeed, the ability to build relationships, lead and manage projects and turn data analytics into innovation and better customer outcomes, are core skills highly valued by business. This broader set of 'power' strengths, overlaid with an understanding of technology and its potential uses, offers a formula for success for our future workforce.

2. Embrace disruption within teaching

New, innovative teaching methods use tech to appeal to young students in a fresh way. This includes looking beyond specific curriculum time dedicated to 'technology' by embedding tech in every subject. For example, using apps to study languages, using tech in art and design, building simulations and bringing gaming ideas into humanities subjects.

A number of local schools have adopted this approach and it almost always results in significantly higher engagement from students in subjects that would otherwise have been less appealing. Embedding tech throughout the whole school curriculum in all Channel Islands' schools would dramatically accelerate the upskilling of our young people, making them fit and ready for the future of work and highly attractive to employers.

3. Work with businesses to create a relevant curriculum

Educators should work with businesses to help highlight opportunities for women, offer a taste of career options they might not have previously considered and provide role models they can aspire to be.

It's also important for schools and businesses to sustain dialogue and co-invest in the development of a 'work-ready' student population with relevant skills. Businesses should be much clearer about the skills they are looking for and work with schools to build them into their curricula. Ideally, there should also be

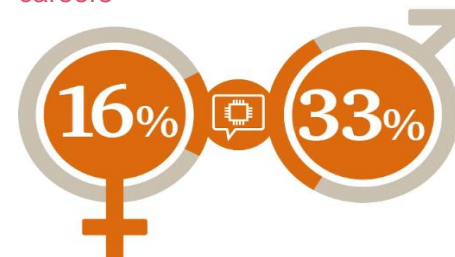
sufficient flexibility in what's studied and how to keep pace with tech development, though the long-lead times required to make substantive curriculum changes can make this challenging.

At PwC, we work with schools and specifically in the UK we provide tech tool kits through our Tech She Can programme. We have also introduced apprenticeships and are a strong supporter of digital internships. At the heart of our approach is applying more objective capabilities' tests and steps to tackle unconscious bias to encourage a more diverse intake.

4. Promote lifelong learning

People come out of education with a set of skills that are supposed to equip them for 50-year careers. Yet the pace of change now requires a continuous upskilling cycle of work/study/work. Globally, nearly half of CEOs are investing heavily in upskilling their staff to help bridge talent shortages. We don't have specific data on how much is being invested by employers to upskill staff in the Channel Islands, anecdotally there are indications that this isn't enough. Not enough priority is being given to reviewing existing jobs that might be replaced or augmented by technology and, consequently, how workers in those jobs can be redeployed into higher value adding roles. Financial services is one of the industries most impacted by tech disruption and we believe there is a significant opportunity for educators to capitalise on the extensive upskilling that will be required to keep pace. More investment in upskilling would boost skills and employability, while making the Channel Islands more attractive to investors.

Girls are less likely to study STEM subjects at school and this continues through university and into their careers



of females have had technology suggested to them as a career, compared to males

Source: PwC Women in Tech

How governments can make a difference

1. Lead by example

Publishing and managing our public sector pay gap data would be a good start. We need the States of Guernsey and Jersey to lead by example in sharing this and in seeking to address issues over time. The States of both Islands can also promote examples of family-friendly working (e.g. flexible hours, job-sharing) in the public sector to the rest of the community.

2. Spotlight inequality and good practice

In the UK, gender pay gap reporting is required by employers with more than 250 employees to aid transparency and act as a lever to drive change. We understand that in the UK proposals are being considered to broaden gender pay gap reporting to companies with over 50 employees. For Jersey and Guernsey, we should consider a similar approach. This would shine a light on companies with significant gaps and act as an incentive to address the issue, while also highlighting the organisations that are making strong progress, so others can learn from best practice.

On its own, gender pay gap reporting is not a silver bullet, but alongside a broader focus on gender equality across multiple areas it can be highly effective as a lever for change. It's also important to report gender pay gaps across the economy on a regular basis as part of labour market and earnings' bulletins – Guernsey currently does this, but Jersey does not.

3. The question of female quotas or targets on all boards of regulated companies

We don't have definitive data on board level diversity for Jersey and Guernsey, but believe it's likely to be far lower than the 33% female representation across boards and executive committees' targets advocated by the Hampton-Alexander Review. In Luxembourg, the gender pay gap is 4%, one of the lowest in Europe, reflecting the high proportion of women in well-paid and senior positions. Luxembourg has also met its target of 40% of women representing the state in the boards of directors of public institutions.

4. Create incentives

Government incentives can play a key role in accelerating progress on female participation. Could employers be offered tax breaks to hire currently non-working women? Should women be encouraged to come back to work after maternity leave through tax benefits?

Could childcare costs be tax deductible or subsidised in a more meaningful way and sooner than pre-school age (e.g. from six months old)? Also, what incentives could be created to encourage fathers to share parental leave allowances?

Mandatory female quotas continue to be a contentious issue, with many women and men arguing both for and against. In the UK, voluntary charters such as Women in Finance and the 30% Club encourage companies to sign up to the aim of getting more women onto boards. This is a public way of encouraging companies to take measures to improve board diversity on a voluntary, but transparent basis. A number of other countries, including France and Germany, have adopted the mandatory quota approach. This may be the fastest way to achieve change on the face of it, but whether it's meaningful change is another question. Jersey and Guernsey should seek to assess and understand the current state and consider setting a desired target as a minimum objective in the short-term.

5. Improve family support

Statutory maternity provision in both Jersey and Guernsey has been behind the curve when compared to more progressive economies. Paternity and shared parental leave also lag. These are areas where governments can play a decisive role.

We await with interest the outcomes of Jersey's Gender Pay Gap Scrutiny Panel Review. It's important to implement recommended improvements and make further changes as far as possible within financial resources.

Clearly, there may also be those that say that it's hard to compare Jersey and Guernsey to Sweden, as the Islands are low tax jurisdictions and therefore have less ability to invest than Sweden. However, we believe that Government must play a lead role to provide both carrots through policies and incentives, and sticks through regulation. Without meaningful action from Guernsey and Jersey governments, it won't be possible to move the needle on gender equality anytime soon.

How businesses can make a difference

Putting the fundamentals in place

1. Ensure alignment with business strategy – talent should be the driver

If Jersey and Guernsey businesses believe that talent is key to their ongoing success, then they should have a fundamental interest in accessing all the available talent in the Islands. Gender equality is an opportunity for differentiation and growth and should thus be treated like any other strategic priority.

There are some great local examples of companies who are trying to improve, promote and support women in their own business and in the Islands. These efforts are well-intentioned but are not getting to the root of the issues and tackling the ingrained biases that exist. Women's events and networks, mentoring and sponsorship schemes have their place but won't be enough to drive real change on their own.

To accelerate progress and promote buy-in across the organisation, it's important to articulate how gender equality can meet specific business priorities like customer engagement. Set targets, track progress and build the results into performance objectives and incentives across the organisation.

2. Clear direction, ownership and tone from the top

Executive teams set the tone for the organisation and ensure diversity and inclusion are recognised as business priorities. This requires more than just statements of intent. Someone in the leadership team needs to make this happen and be accountable for its results. Having the most senior people in the business as advocates for, and visible champions of, diversity sets a great tone. Set targets and adopt a robust governance process and accountability framework to challenge or intervene if necessary. Promoting gender

equality is not the job of the HR function. Rather, the whole business needs to subscribe to and commit to creating an inclusive environment.

3. Rethink recruitment, progression and succession

It's important to create structures that enable women to thrive, including a universal definition of leadership, re-think of talent assessment and re-evaluation of the leadership development infrastructure. A key part of this is identifying and tackling unconscious bias across every facet of the organisation:

Recruitment processes – from job description to interview, are you making your organisation attractive to the broadest pool of talent? Is the wording of your advertising and job description off-putting to women? Do you unconsciously dismiss candidates who have had career breaks or who you think are at a life stage of potentially having children?

Promotion and progression – is your reward and recognition approach aligned with your diversity objectives? Are you inadvertently promoting more men who appear 'hungrier' for new opportunities? Have you made some assumptions about whether female staff want to take on stretch assignments or cycles of experience? Comparing promotion rates between men and women can help to pinpoint biases.

Succession planning – do you have an objective process for appointing senior leaders in the business or is your process more prone to replacing like-for-like?

Conducting robust data analytics in all these areas is critical. Most businesses believe they operate a meritocracy, but it's only by firstly shining a light on the data around progression, pay, promotion and the whole employee life cycle that we gain a true insight into the facts and then we can seek to address issues.

Simon Perry
Senior Partner, PwC CI



“

I want to change the mentality around flexible working completely. There's no definition of flexible working I won't consider. ”

Simon Perry

4. Provide role models and guidance

The onus on employers is to help talented people, be they men or women, reach their potential. For that to happen, everybody must be clear on the criteria for advancement.

Women also need role models they can aspire to and sponsors who can advise on career development and open up opportunities to gain key experience.

5. Take the stigma out of flexible working for men and women

Policies aren't enough. It's important to tackle the attitudes that make many employees reluctant to take up opportunities to work flexibly. A key part of this is challenging the assumption that 'flexibility' simply means reduced hours, by seeking to promote 'agile' ways of working, which may be part-time or full-time. Employers must also be flexible in where and when work is carried out.

Business leaders also need to demonstrate that working part time or flexibly is not a barrier to progression and advancement as many employees (especially women) fear the part-time penalty holds back their careers.

6. What gets measured, gets done

Just like other strategic priorities, there should be appropriate data, analytics and tracking to gauge progress, target intervention and drive accountability.

7. Tell it how it is

Ensure transparent communications that don't just publicise strengths but focus on plans for addressing deficiencies and improvements too.

8. Make it part of the brand

It's important to ensure that the external brand supports diversity. So, if your organisation is planning an event, make sure there is a diverse panel of speakers and delegates. Too often in the Channel Islands, we see all white, male panels of a certain age. Should it always be females passing the microphone around during the Q&A sessions and looking after registration, rather than taking the lead at these events?



How women, and men, can make a difference

1. Reboot your career

As we've seen, the Channel Islands have a high number of women not in work, but would these women be enticed into work if the right openings became available and accessible to them? How can we encourage these women to bring their talents into the world of work?

With so many of the openings coming from financial services, many women may think that skills and experience gained elsewhere won't be applicable. Yet, as industry boundaries blur, skills learned in one sector are becoming more applicable and prized in another – tech proficiency, customer engagement or project/change management, for example.

Where there are gaps, there is no shortage of e-learning tools available to upskill or refresh your skills online. Encourage companies to consider 'return to work' schemes. Work with local recruitment teams to re-evaluate your skills and how to reposition yourself for opportunities on the Islands.

2. Share data on social media

Gender pay gap reporting provides valuable information on what companies are making a commitment to gender equality. Find companies that have a strong employer brand and commitment to flexible working and family/carer friendly policies.

3. Be role models for other women

Women are more likely to put themselves forward and succeed where they have role models that they can relate to.

4. Seek out mentors and sponsors

Everybody must be clear on the criteria for advancement. Women also need mentors who will guide them and sponsors, both male and female, who will push them when they are ready.

5. Engage men as allies and advocates

Men can play a decisive role in creating an inclusive environment for everyone, irrespective of gender. It's important to challenge decisions about hires, promotions and the make-up of teams to ensure strong female representation. If asked to speak at events, it's also important to ask who else is on the platform and if it's not diverse, consider declining. After all, this could affect your company's and your personal brand. Also, think about how childcare and other responsibilities at home are shared.

As part of PwC's support for the UN HeForShe programme, we've launched an innovative new curriculum to educate and engage men as gender equality advocates. By learning and understanding the issues surrounding gender equality, men can actively make a difference and support women.



#HeForShe #GenderIQ

5

Conclusion: Promoting and strengthening Channel Islands PLC



The reputation of the Channel Islands, our ability to attract investment and the prosperity we enjoy are all built around the exceptional skills of our people

To attract and retain great talent and project ourselves as a skilled, dynamic and forward-looking magnet for investment, it's vital that we boost opportunities for women and create a genuinely inclusive working environment. Individually and in collaboration, governments, businesses, educators, men and women can all play their part. This is absolutely key to our positioning as a progressive International Finance Centre and place to do business.

The big question is, how can we accelerate change and make a real difference? In this report, we have outlined a number of priorities. But like every issue where progress has proved slow despite a lot of commitment and effort, it's important to think about what could provide an injection of urgency and impetus. We at PwC believe there are three key steps that could fast-track change:

1 Move as one

A shared commitment from government, educators and businesses to put gender equality at the top of the agenda and work together to share ideas on what policies, incentives and behaviours can take us forward and make change happen.

2 Create a target and bring the issue out in the open

Government, in consultation with business and other stakeholders, to consider gender pay reporting for companies in Jersey and Guernsey and also consider having targets for female representation on boards for regulated companies as an option. This, combined with creating the right regulatory frameworks to promote equality, should be considered. Ideally, the States of Jersey and Guernsey could share resources and tackle this on a joint basis.

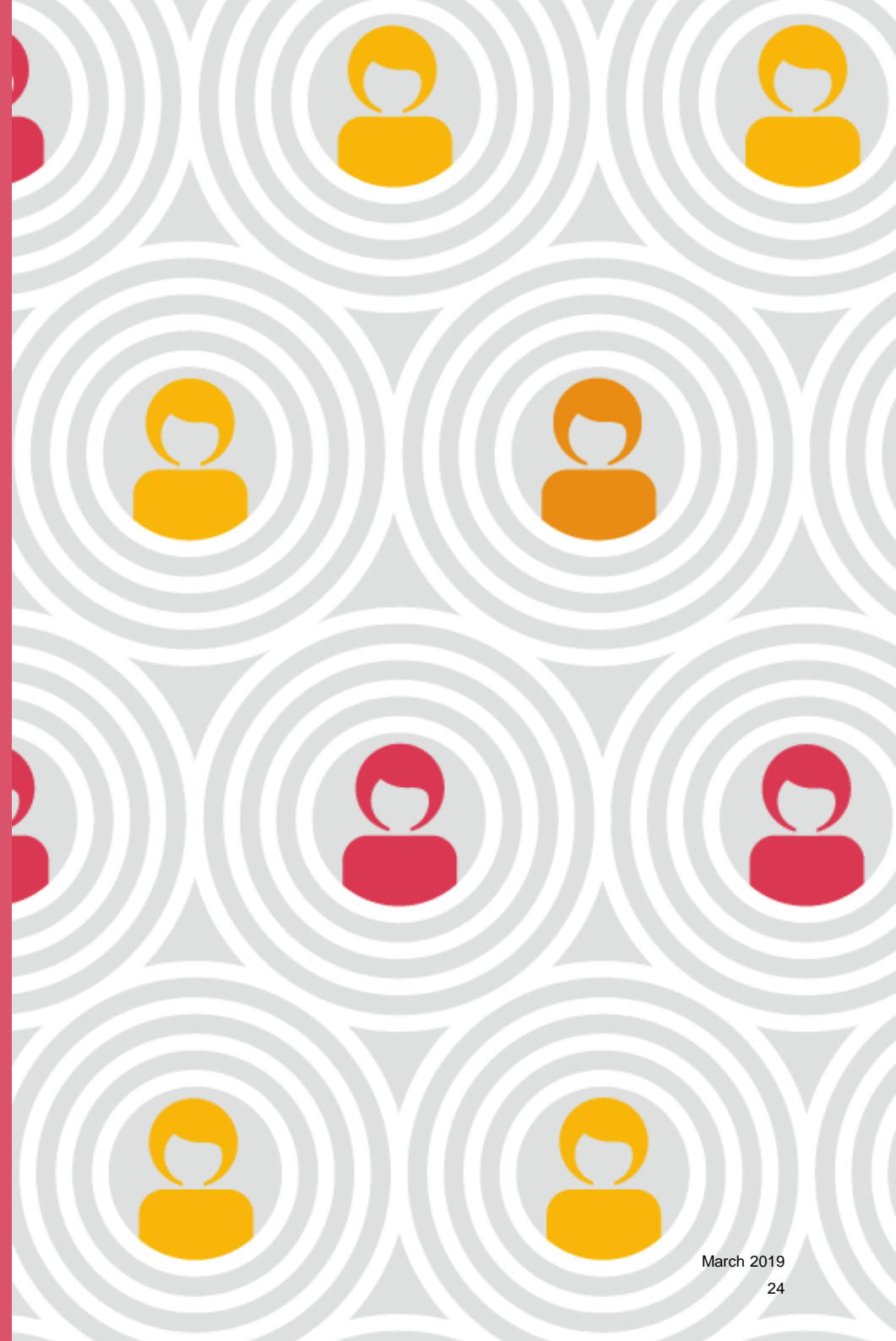
3 Treat it like any other strategic imperative

If gender equality can deliver such a big boost to talent appeal, competitive differentiation and growth, as well as negating a potential business risk in not being able to demonstrate equality, then we must make sure it gets full board support, with proper accountability, targets, tracking and incentives to meet objectives and deliver success.



A1

How the Women in
Work Index is
calculated



As the basis for the Channel Islands' analysis, PwC used source data made available by government officers in both Guernsey and Jersey. Some data was unavailable (e.g. gender pay gap in Jersey and part-time working in Guernsey), so some figures are projected. Data is from 2017 on both Islands (either directly or via projections) – 2017 is the year used for all the Index data – so directly comparable with other countries.

PwC Women in Work Index methodology

Variables included in scoring

Variable	Weight %	Factor	Rationale
Gap between female and male earnings	25	Wider pay gap penalised	Earnings equality underpins the fundamental principle of equal pay for equal work.
Female labour force participation rate	25	Higher participation rates given higher score	Female economic participation is the cornerstone of economic empowerment, which is a factor of the level of skills and education of women, conducive workplace conditions, and broader cultural attitudes outside the workplace (e.g. towards shared childcare and distribution of labour at home).
Gap between female and male labour force participation rates	20	Higher female participation rate relative to male participation rate given higher score	Equality in participation rates reflect equal opportunities to seek and access employment opportunities in the workplace.
Female unemployment rate	20	Higher unemployment penalised	The female unemployment rate reflects the economic vulnerability of women. Being unemployed can have longer-term impacts in the form of skills erosion, declining pension contributions and increased reliance on benefits.
Share of female employees in full-time employment	10	Higher share of full-time employment given higher score	The tendency for part-time employment may adversely affect earnings, pensions and job security. However, this factor is given a lower weight in the Index, since some women may prefer part-time jobs to fit flexibly with caring roles.

For more information about this report, please contact members of our team



Evelyn Brady
Partner, PwC CI
evelyn.brady@pwc.com



Alison Cambray
Advisory Senior Manager, PwC CI
alison.cambray@pwc.com



Lisa McClure
Partner, PwC CI
lisa.mcclure@pwc.com



Simon Perry
Senior Partner, PwC CI
simon.p.perry@pwc.com



Jon Terry
Global Financial Services People
Leader, PwC
jon.p.terry@pwc.com



Leyla Yildirim
Chief Strategy Officer, PwC CI
leyla.yildirim@pwc.com

Acknowledgement of thanks for their contribution to this report:

John Ashworth, Ashworth Associates

Saloni Goel, Economist, PwC UK

Abigail McDermott, Head of Marketing, PwC CI

Jing Teow, Senior Economist, PwC UK

States of Jersey

States of Guernsey

www.pwc.com/jg

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