

# Men as Change Agents

Achieving gender  
balance in business  
leadership and  
closing the gender  
pay gap

April 2018



The Women's Business Council (WBC) is a government-backed, business-led council which was established in 2012. This document has been produced by the WBC, Men as Change Agents (MACA) action group. We aim to engage CEOs of leading listed and private businesses (and their leadership teams) to help deliver gender balance in business leadership and close the gender pay gap.

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# Introduction

This document is designed for CEOs of FTSE 350 companies and other prominent businesses. We aim to share relevant and practical ideas with the potential to make a real difference. We hope this will form a basis for discussion with CEOs and their leadership teams to help achieve better gender balance at the highest executive level in their businesses and close the gender pay gap.



**Emer Timmons**  
WBC member and  
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Chief Marketing  
Officer and President  
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The latest Hampton-Alexander report issued in November 2017 highlights the continuing progress being made in achieving a gender balance in business leadership. The immediate goal remains to achieve 33% of women on Executive Committees and their Direct Reports by 2020<sup>1</sup>.

However, as our WBC colleagues, Fiona Dawson and Sue Langley OBE point out in their recent WBC report 'The Pipeline Effect'<sup>1</sup>, it will take until 2043 to achieve gender balance in business leadership at the current rate of progress<sup>2</sup>.

Whilst we strongly believe that the current, voluntary, business led approach is working, **we need a substantial step change in pace of achievement if the Hampton-Alexander timeframe is to be met.**

We believe that the next step is to actively engage CEOs (the majority of which are male) and other senior business leaders as 'change agents' in championing and delivering the change required.

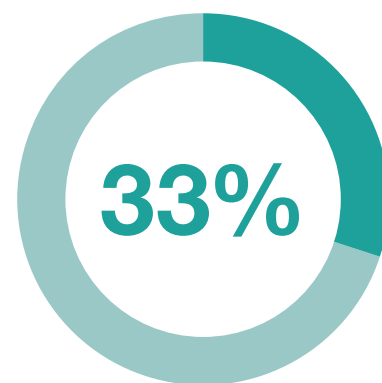
This document is designed for CEOs of FTSE 350 companies and other prominent businesses. We aim to share practical ideas and insights with the potential to make a real difference. We are calling on CEOs to make use of the ideas presented in this document and embrace our 'Three asks of the CEOs' to help deliver the pace of progress required and close the gender pay gap.

<sup>1</sup> Hampton-Alexander Review:  
FTSE Women Leaders, November 2017  
<sup>2</sup> Analysis of managers, directors and senior  
officials; ONS, Labour Force Survey, 2016

**Achieving this will help the UK to become the best environment in the world for the development of future business leaders, regardless of gender or background.**

We hope you find the document valuable and we would welcome any ideas or comments you may have. Please visit [www.womensbusinesscouncil.co.uk](http://www.womensbusinesscouncil.co.uk) for more information and to hear the insights of prominent CEOs who are leading on this.

We would like to thank all of those who give fantastic commitment and hard work in supporting this initiative including the MACA action team and the Government Equalities Office. Details of the people involved are on page 29.



**The immediate goal remains 33% of women on Executive Committees and their Direct Reports by 2020.**

**Three 'asks' of CEOs are as follows:**

- 1.** To take personal responsibility for ensuring **33% of executive-level business leaders are women by 2020.**
- 2.** **To sponsor 1-3 women** from within your organisation who have the potential to secure an executive role within 3 years.
- 3.** To be an active and visible **change agent** by being part of the wider business conversation to achieving gender balance.

We believe that the next step is to actively engage CEOs and other senior business leaders as 'change agents' in championing and delivering the change required.



# 2043

It will take until 2043 to achieve gender balance in business leadership at the current rate of progress.

# Forewords



**Rt Hon  
Amber Rudd MP**  
Home Secretary and  
Minister for Women  
and Equalities

## Achieving gender balance in business leadership remains a key priority for this Government.

Delivering on this challenge is important for everyone in the UK who cares about a fairer society and the opportunity for everyone to succeed, regardless of their background.

Increasing the pool of women at the top of business is important for all women, for society and for UK competitiveness. Having worked in business for many years, and seen some remarkable women, I know just how much untapped talent there is in this country and how critical the business community is to unlocking that potential. Women are an increasingly important part of the UK's continuing success and we want their skills, insight and expertise to shape our future.

Male leaders are still the driving force in decision-making, and they must lead the charge, driving innovation and creating the change that we need to see.

I am delighted that the Women's Business Council is driving this initiative and I would like to thank the Chair, Dame Cilla Snowball and Emer Timmons and Denis Woulfe who co-chair the Council's Men as Change Agents Action Group for their creativity, commitment and hard work in leading this important programme.

I am convinced that CEOs and other business leaders taking a personal and active role will help to accelerate the pace of progress, and make those at the top of the UK's businesses into champions for women everywhere.

Male leaders are still the driving force in decision-making, and they must lead the charge, driving innovation and creating the change that we need to see.



**Sir Philip Hampton**  
Chair, Hampton-  
Alexander Review

*Philip Hampton*

## I am very pleased that the Women's Business Council has focused on the role that men can play in achieving gender balance in business leadership and I thank the team for their hard work.

This paper highlights some important and useful areas for CEOs and their leadership teams to focus on to become effective and active 'change agents'. By doing so, they can accelerate the pace of progress in their organisations and the wider business community.

I particularly welcome the focus on CEOs taking personal responsibility for sponsoring future women business leaders from within their own businesses as I think this will make a real difference in bringing female talent up through the pipeline. It is crucial that we harness the influence of men, especially those who are at the most senior levels of business, to drive forward change. On this agenda, everyone benefits: men, women and business as a whole. The power of CEOs and their teams sharing what has worked for their businesses – and what has not – will increase our collective experience and confidence in making the changes required.

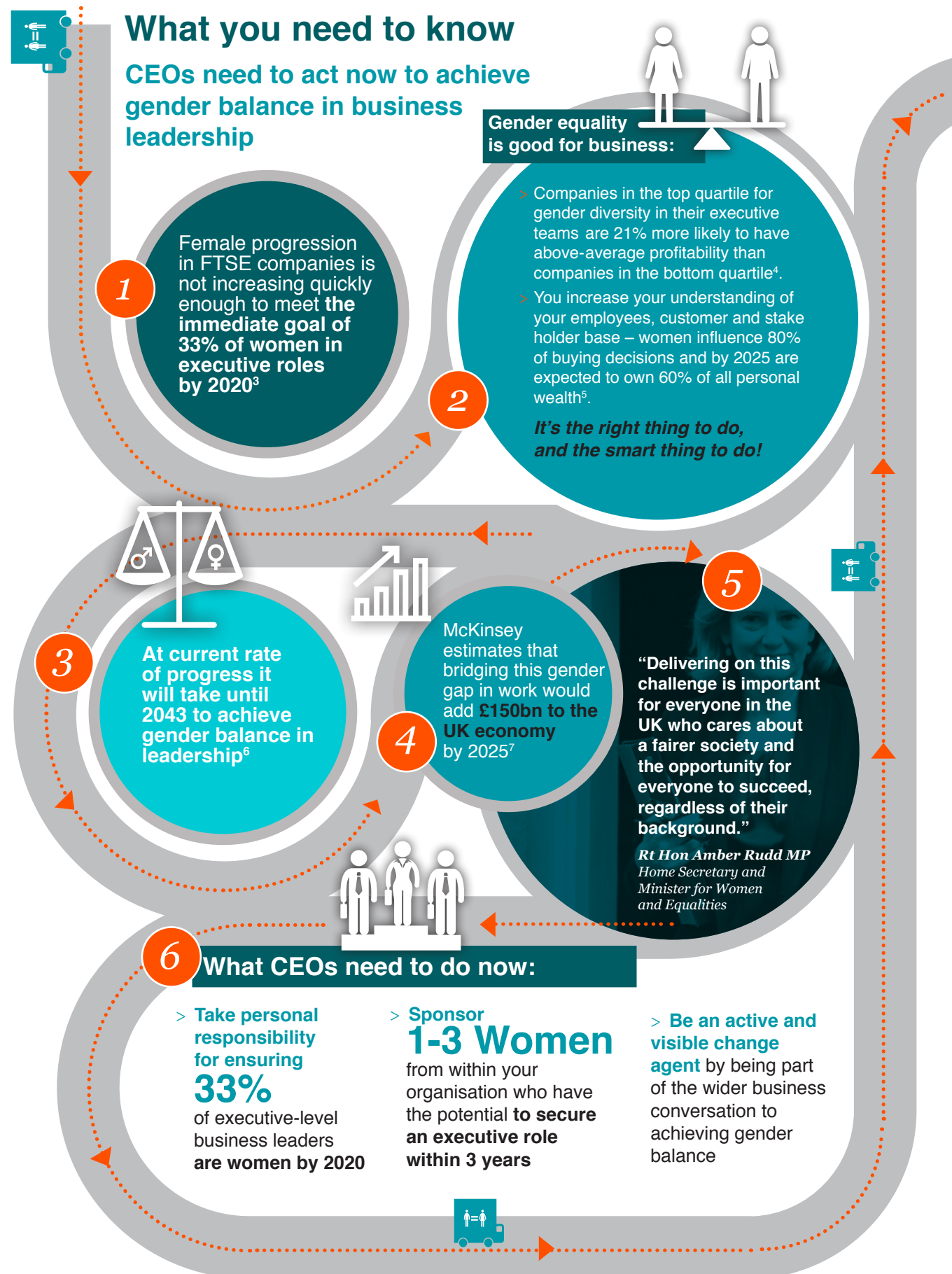
As the Chair of the Hampton-Alexander Review and through my own experiences in business over the years, I know just how much untapped talent there is in this country. Not only because it is the right thing to do, but it is critical for business to unlock that potential, harness different perspectives and the strong skill sets of women in decision-making, for the benefit of British business and the economy.

The recommendations of the Hampton-Alexander Review and our recent report, together with this toolkit produced by the Women's Business Council, should help leaders have robust conversations on improving gender balance throughout their organisations, particularly ensuring talented women make it to the very top.

I will be taking an active role to support this exciting agenda, championing the initiative with the business community and would encourage other business leaders to do the same.

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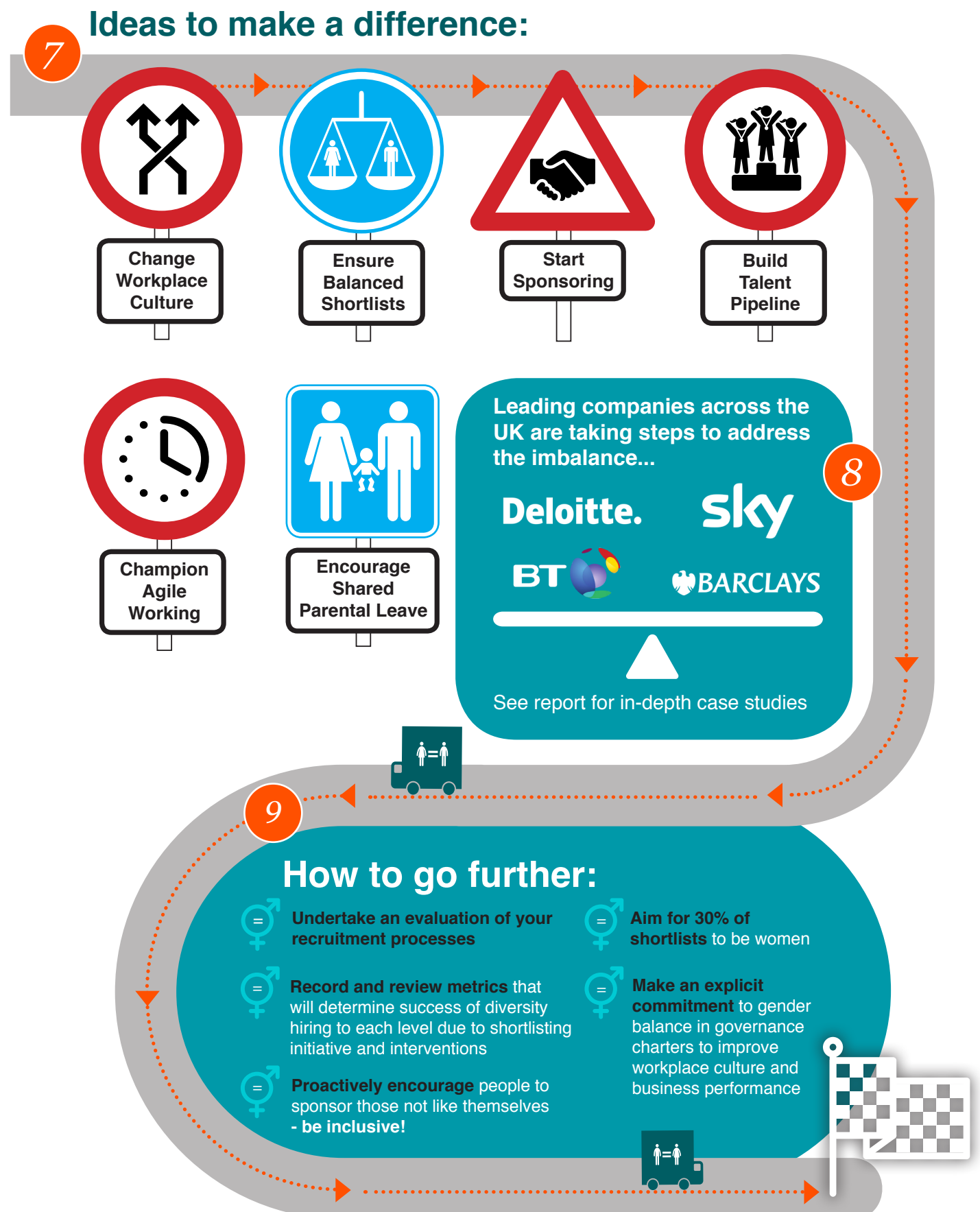
<sup>3</sup> Hampton-Alexander Review: FTSE Women Leaders, 2017

<sup>4</sup> McKinsey 2018, Delivering through Diversity

<sup>5</sup> McKinsey & Company. Women Matter: Moving Corporate Culture, Moving Boundaries 2013

<sup>6</sup> Analysis of managers, directors and senior officials; ONS, Labour Force Survey, 2016

<sup>7</sup> McKinsey, The power of parity: Advancing women's equality in the United Kingdom 2016



# Building the business case

The Women's Business Council devised and published a strategy in 2013 which sought to capitalise on the skills and talents of women everywhere.

McKinsey estimates that bridging the gender gap in work would add £150 billion to the UK economy by 2025. In 2014, the Office of National Statistics found there were some 780,000 women not working that wanted to, and that there were 1.55m women who wanted to work more hours. These figures are consistent with the trend that the WBC reported in its 2013 report and the work that has followed has been designed to address the gender talent gap across the UK.

- Companies in the top quartile for gender diversity in their executive teams are 21% more likely to have above-average profitability than companies in the bottom quartile<sup>8</sup>.
- The UK was rated in the World's Economic Forum's 2016–17 Global Competitiveness Report as fifth in the world for an efficient labour market<sup>9</sup>.
- There is a higher percentage of women on FTSE Boards than ever before and no all-male boards in the FTSE 100, down from 21 in 2011<sup>10</sup>.
- Since 2011 there has been a doubling of the number of women on boards in the FTSE 100 from 12.5% (in February 2011) to 27.7%<sup>10</sup>.
- In the FTSE 350, there are now 24.5% of women on boards<sup>10</sup>.

## 1.6%

The employment level is at a record high for women with 15.15 million women (aged 16+) in employment resulting in a 1.6% growth in women's employment since the same time last year<sup>11</sup>.

## £150bn

McKinsey estimates that bridging the gender gap in work would add £150 billion to the UK economy by 2025.

<sup>8</sup> McKinsey 2018, Delivering through Diversity  
<sup>9</sup> World Economic Forum, The Global Competitiveness Report 2016–17  
<sup>10</sup> Hampton-Alexander Review: FTSE Women Leaders, November 2017  
<sup>11</sup> ONS, UK Labour market: March 2018

The 2017 Hampton-Alexander report called for a combined target for 33% women in Executive Committees and the layer directly below in the FTSE 100 by 2020. As of November 2017, this combined target for Executive Committees and Direct Reports has been extended to cover the full FTSE 350 by 2020.

But there is still more work to be done.

- Only 27.7% of FTSE 100 board members are female (despite there being no all-male boards amongst FTSE 100)<sup>10</sup>.
- Only 15 CEOs and 17 Chairs in the FTSE 350 are female<sup>10</sup>.

## 15

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### Men as Change Agents

The WBC has led the way in bringing together supportive male leaders and generating debate about the role men can play in enabling talented women to progress.

The Men as Change Agents action group, led by co-Chairs Emer Timmons and Denis Woulfe, was created to encourage business leaders to address the outstanding barriers to women's success in business leadership. This document sets out a range of best practice ideas that will improve the talent pipeline for businesses and help to narrow the gender pay gap.

Men, particularly those in positions of power, can be compelling advocates for change and can play an important role in opening up opportunities in the workplace. Whether acting as sponsors or mentors or role modelling family friendly practices, men can be instrumental in driving institutional change.

Men, particularly those in positions of power, can be compelling advocates for change and can play an important role in opening up opportunities in the workplace.

“The Financial Reporting Council's Corporate Governance Code is clear about the positive benefits diversity brings, particularly at senior levels. Proposals for the revised Code, due to be published in Summer 2018, go even further in broadening references to diversity, including proposals to expand the remit of the nomination committee in order to develop a diverse pipeline and succession for the board”.



# Ideas which make a difference

In this section, we highlight the areas we believe provide the biggest opportunities for CEOs and other senior business leaders to drive real change in their organisations. Each section is presented as a case study from business leaders who are generously sharing their experience of implementing the change. The areas covered are:

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# Workplace culture

A view from Emma Codd,  
Managing Partner for Talent at Deloitte

### What is the issue?

Gender diversity has long been a challenge for professional services firms, including our own. The difficulties vary by organisation, but broadly can be categorised into three areas:

- 1. Attracting female staff at entry level
- 2. Retaining women throughout their careers
- 3. Developing and supporting high performers

### What can we do?

At Deloitte, we knew we had to change our approach if we wanted to achieve meaningful and sustainable improvement in our firm’s diversity. In 2014, when we set a target that by 2020, 25% of our partners would be female, the number of women joining us at entry level was falling and the number of women who left the firm after starting a family was rising.

Three years ago, we put in place a Women in Leadership action plan, spanning our recruitment processes to transition coaching. We established an industry-first Return to Work internship programme, created sponsorship programmes for female senior managers and directors, and identified female talent pipelines for our director and partner roles.

While these were important interventions, alone, we knew they would never be enough to make a significant impact. That’s why we also turned our focus to our culture.



We have since been working to create an environment where everyone in our firm can thrive, develop and succeed. This involves ensuring our workplace is inclusive, where our people are judged solely on the value they can bring. This has involved putting 5,000 of our most senior people through inclusive leadership workshops and creating Respect & Inclusion advisors so our people can voice any concerns to a trusted colleague. Our message is clear: diversity is not possible without inclusion.

We have also embedded agile working, which enables our people to balance their work and other interests. From our people working from home or taking advantage of our Time Out scheme (a month’s unpaid leave every year), the success of our agile working comes from focusing on contribution and results, rather than time spent in the office.

Gender diversity is a clear priority for our CEO and our Executive, and such visible leadership has been a major factor in the progress we have made in the past few years. Our leadership regularly review our gender diversity dashboards and were very much behind the decision that Deloitte should be one of the first companies in the UK to publish its gender pay gap in 2015.

5,000

We have also focused on ensuring that our working environment is truly inclusive; this has meant putting some 5,000 of our most senior people through inclusive leadership workshops.

What is the impact?

We have always been clear that there is no quick fix to diversity in business – meaningful change will take many years. But I’m pleased to say that we are starting to see some results of our actions. For example, female representation at partner level has risen from 14% in June 2014 to 19% in June 2017. Key to this is that in June 2014 (before we embarked on our actions) only 16% of our internal partner promotions were female – in each of the subsequent three years this has ranged from between 23% to 30%.

Importantly, we’ve seen a significant decrease in female attrition at manager and senior manager level. And, in response to the changes we’ve made to our recruitment processes, we’re seeing a large increase in the number of women successfully applying to Deloitte through our student hiring schemes.

Deloitte has been recognised externally for our diversity efforts, being listed in the past two years as one of the Top 50 employers for women in the UK and winning the Business in the Community Transparency Award. Working Families gave us an award for best innovation for our Time Out policy in 2015 and our respect and inclusion film ‘Ask Yourself’ has received various accolades, including winning at the 2016 Cannes Film Festival.

Recommended action

Each company has its own unique challenges relating to diversity. But several factors have had a major contribution to our progress in this area.

Firstly, acknowledging the need for cultural change and maintaining a focus on inclusion and agile working.

Secondly, identifying the key problem areas and using targeted interventions, like our Return to Work programme and sponsorship schemes.

Thirdly, having visible leadership support is crucial for success – our people know that diversity is a business imperative.

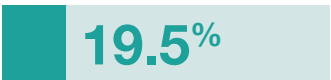
Finally, it’s important to share your experiences externally with others, reinforcing key messages publically. Reporting our gender pay gap was a significant step in this regard.

Impact

Percentage of female representation at partner level.



June 2014



June 2017

# Balanced short lists

A view from Karl Simpson, CEO at Liftstream



Liftstream provides executive search, board advisory, and diversity and inclusion consulting services to companies and organisations in the life sciences industry.

What is the issue?

There are too few women in executive leadership or board positions to be able to generate a sustainable pool of women leaders capable of serving FTSE 100, 250, 350 companies, now or in the future.

Today, shortlists for senior positions are, too often, absent of qualified women candidates with a fair chance of being selected for the post. In part, this is because the current identification, selection and appointment processes are inadequately addressing generations of gender bias.

The source of executive talent often comes from within companies, and so internal approaches to talent management are as important as external recruitment.

What can we do?

Business needs to undertake a re-evaluation of their appointment processes, with attention being paid equally to the internal and external recruitment approaches.

Promote the adoption of new and best practices to increase the level of women’s representation in candidate identification, interviewing and selection. We believe that at least 30% of shortlist candidates should be women, preferably more than one woman, to achieve a reasonable prospect that a woman will be selected for the role.

Businesses could record and review metrics that would determine the success of diversity hiring to each level as a result of shortlisting initiatives and interventions, thereby generating a knowledge base to assist decision making.

It would also be good practice to ensure that there is female representation on the interview panel and decision team for role selection.

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# 30%

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What is the impact?

The effect of the ‘minority’ candidate being appointed, in this case women, must be seen throughout the pipeline.

Participation of women in all processes of selection normalises diverse candidate lists and begins to overturn pervasive perception of ‘minority’ candidate status.

50/50 balanced shortlists for senior positions as adopted by Sky Plc would be ideal but we believe that 30% is a minimum requirement.

Issues to manage

‘Trickle up’ pressure – concerns that women will be pulled into roles for which they lack the skills and experience, at the cost of their legitimacy.

Women considered for too many internal positions owing to low numbers of women employed overall.

Mid to long term effects of women ‘leaning out’ because of previous inclusion in processes which did not work well or because they were included for statistical purposes.

30%

At least 30% of candidates should be women, rising to 50/50 where possible.



Recommended action

1. Shortlists

At least 30% of candidates should be women, rising to 50/50 where possible. Explicit policies should be introduced and consistently applied that begin to institutionalise balanced shortlists for every level and type of hiring.

Shortlists should be expanded to a reasonable level to allow for further opportunity to increase diversity on them (for example, from the traditional 3 candidates to at least 4, or as appropriate and necessary to increase the likelihood of more than one woman being on the shortlist).

Where the aspirational target of 50/50 is not achieved, the minimum level should be 30% in respect of the minority gender, or equal to the proportional population of the minority gender within the company where it is greater than 30%.

For internal hiring, where the 30% target is not possible, the business should use the mid-point between the percentage population of women at the level of hiring and the percentage of women employed by the business.

2. Accountability

Senior leaders should be made accountable for delivering against these requirements over a sustained period. A full and highly developed set of targets and metrics should be designed and communicated throughout the business. These should be recorded and tracked to see how they change the numbers of women, and where they’re participating, but should also assess the cultural change at all levels pertaining to talent management, hiring and succession planning. Where possible, these metrics, or part thereof, should be communicated publicly along with the corresponding performance.

3. Internal promotions

Similar to external hiring processes, internal hiring should be purposefully designed to reduce the influence of individual or group assessments, focusing more on job performance criteria, work assessments and structured interviews. Such processes should be designed with rigorous merit-based evaluation in mind and should exhibit transparency, objectivity, impartiality and independence throughout. Suitable process would limit the influence of conscious bias, unconscious bias and politically and personally motivated hiring decisions. The team of people involved in any evaluation should strive for similar 50/50 balance of gender.

4. Governance

Board of Directors should look to make explicit commitments to balanced gender shortlists in the governance charters where issues of hiring and succession management are referenced. Attention must be paid to ensure the language used is inclusive.

*An Example:*  
“An initial slate of candidates that satisfy the specific criteria in the Position Profile and otherwise qualify for membership on the Board, are identified and presented to the entire Nominations Committee.

*As set forth in the Position Profile, consideration will be given to gender, race, ethnicity, and country of origin of diversity.*

*In order to ensure diverse candidates are considered and/or interviewed in each search, the Nominations Committee will avail itself of a variety of available resources to identify qualified candidates, including candidates from non-executive positions and non-traditional environments.”*



# Sponsoring

A view from Emma Avignon,  
CEO at Mentore Consulting LLP

What's the issue?

There is sufficient evidence now that successful sponsorship programmes can drive the achievement of gender balance in business leadership.

Senior/CEO level sponsors and advocates in positions of influence have significant impact on the opportunities for development, pace of progression and ultimately retention of women at senior levels.

Sponsorship proactively:

- builds the pipeline and develops deeper talent pools from which women can be encouraged to apply for roles.
- develops greater understanding amongst senior leaders of the obstacles and challenges women have to deal with in the workplace.
- increases understanding of womens’ perspectives on their workplace, employer and the key enablers necessary for successful career development.
- engages a broader section of the workforce (not just a select few) to develop and progress, developing a deeper pipeline.
- increases commitment and employee engagement across all participants.
- contributes to building an inclusive culture.

What barriers need to be broken down?

- **Women are less likely to build their profile and network of advocates and sponsors, to gain equal formal and informal access to the CEO.**
- Misconceptions that hard work alone will lead to career advancement.
- Reluctance to accept that having a profile and building key relationships are prerequisites for career success.
- Sponsorship is often less accessible to those who do not look like the majority. Leaders tend to sponsor individuals in their own image.



Mentore provides expert advice and insight into the challenges and success factors that drive culture change. Pragmatic, commercial solutions achieve embedded, sustainable change, enabling clients to emerge as more inclusive and diverse organisations.

Sponsorship and mentoring are critical for success and a key element for the progression of all leaders.

What can we do to ensure sponsorship programmes are effective?

- Make sponsorship more accessible: currently it’s available to all but hard to access.
- Proactively encourage leaders to sponsor those not like themselves.
- Break down myths that sponsorship relationships are built over years – sponsorship relationships can be built over months and established relatively quickly with appropriate guidance and support.
- Raise awareness of preconceptions, stereotypes and biases that can hinder sponsorship programmes.
- Turn to best practice examples (Sky) and those with experience of designing and running sponsorship programmes so they deliver the intended outcomes.

Recommended action for CEOs and senior leaders

1. Use their network and influence to champion their sponsees for career advancing opportunities.
2. Connect their sponsees to influential people, projects and opportunities.
3. Help sponsees to ensure their hard work is recognised and rewarded.
4. Help others overcome the barriers and bias that hold women back by sharing their experiences and learnings with other leaders.

Providing access to senior/CEO level sponsors and advocates can make a significant impact on successfully developing, retaining and accelerating the pace of progression senior level women.





# Sponsoring

A view from Chris Stylianou,  
COO at Sky plc



What is the issue?

Sky is privileged to be chosen by almost 13 million homes in the UK and Republic of Ireland (RoI). We recognise the success of our business, however we understand that the make-up of our organisation needs to better reflect the diversity that exists within the UK and RoI and our customer base.

That is why at Sky, we set ourselves the ambition to achieve a 50/50 gender balance across our entire business, led from the top of our organisation.

In order to achieve this, we conducted an internal survey to identify what women in senior roles at Sky felt were blockers to their progression. Feedback showed there were three key issues:

- Lack of internal sponsors to help with career progression;
- Difference in self-belief attitudes between men and women;
- Difficulty of achieving a work/life balance.

What are we doing about it?

1. We created a bespoke Sponsorship & Development Programme

Initially for women in our top 500 and recently extended to our middle management layer, the programme consists of two principal elements:

- The allocation of an Executive or Director-level sponsor to each participant on the programme, whose role is to advocate on their behalf; help build their network and profile; and identify new career opportunities within the business.
- Giving participants access to a range of development sessions, focusing on areas such as confidence and negotiation. In addition, regular ‘speed networking’ events help participants to build their senior network.

But our work doesn’t stop there. We continue to drive momentum through a ‘Pay It Forward’ scheme. This involves participants becoming sponsors themselves and nominating other high potential females to form the next wave of the Sponsorship & Development Programme.

2. We are embracing upskilling and development

We recognise that STEM subjects have historically been male dominated areas. To address the gender imbalance in our technology and home service divisions, we recently launched women only scholarship and training schemes to encourage female talent to work in these areas.

This isn’t simply a recruitment exercise – the schemes involve paid retraining, supported by longer term mentoring and sponsorship both during and after training.

3. We are championing flexible working

We recognise the importance and benefit of allowing our people to work flexibly. At Sky we believe everyone should be able to manage their work around their home lives and endeavour to enable this across our organisation.

Another example of how we are constantly striving to break down barriers is our provision of emergency childcare and eldercare for all employees.

What has the impact been?

Proof of our success can be seen in our senior leadership layer, where we have increased our level of female representation from 30% to 40%.

Over 450 women have completed or are currently completing our Sponsorship and Development Programme. In the first year, 90% of these women recognise the programme as beneficial to their career. In addition, one third have either been promoted or transitioned into another role that they may not have previously considered.

Amongst participants of the Sponsorship & Development Programme, attrition is five times lower than the Sky average. Our latest People Survey revealed that 98% of our senior women are happy at Sky.

As we look to the future, we will continue our focus on breaking down barriers for all women at Sky, building an environment that allows everyone to thrive personally and professionally.



600

Over 600 people have attended a role model lunch or breakfast since March 2017.



# Talent pipeline

A view from Wendy Papworth,  
Director, Diversity and Inclusion at Barclays

### What is the issue?

Traditionally the financial services sector and finance roles in the economy, have in general, been seen as an all-male preserve. As the war for talent hots up, financial institutions risk losing out on a valuable source of skills if half the available pool self-select away from the sector.

### What can we do?

#### 1. Talk the talk

Businesses and organisations need to send a clear signal to both their existing and potential staff that equality is a desirable business objective. Our CEO, Jes Staley has done this in numerous ways:

- Jes is one of 10 global CEOs that are Corporate Impact Champions for the United Nations’ HeForShe 10X10X10 campaign – a movement to promote gender equality in society, academia and corporate life.
- He has made three public commitments to drive gender equality in Barclays and wider society:
  - a) To create an inclusive culture within the bank;
  - b) To achieve our goal on senior female representation (26% by 2018);
  - c) To enable the financial empowerment of 2.5m women globally.

- Barclays currently has over 7,400 HeForShe supporters, all of whom have made a pledge to actively drive gender equality in very practical and tangible ways within the organisation.
- Jes is also a frequent and passionate speaker on the importance of building and maintaining a diverse and inclusive working environment, with a particular focus on the promotion of gender equality. Examples of these engagements include:
  - **United Nations General Assembly** – in September 2017, Jes spoke to an audience of global political and business leaders on the importance of HeForShe impact champions in addressing the challenge of getting more women in leadership positions in business.
  - **International Women’s Day** – in March 2017, Jes led Barclays’ International Women’s Day (IWD) celebrations in the Americas – celebrating the achievements of talented women across Barclays, and highlighting the importance of driving greater gender equality across our firm. In the lead up to IWD, Jes also hosted a breakfast in London at the Palace of Westminster, for 100 stakeholders including MPs, colleagues, business leaders and Barclays’ partners from the charitable sector to talk about gender diversity.



#### 2. Walk the walk

Of course, talk is only as good as the action that follows it up, and at Barclays we’re proud of the action we’ve taken and the progress we’ve made. This has included:

- In November 2016, we created an ex officio position on the Barclays Group Executive Committee. This involves an individual being appointed to the Committee for a four-month rotation, based on ability to contribute to decisions, as well as future succession potential to more senior roles. Since the inception of the programme the ex-officio post has been filled by a female on three occasions. Following Jes’s lead, this initiative has been replicated in other key decision-making fora throughout the organisation, giving greater visibility to high potential, diverse talent.
- Females have been appointed to a number of key high-profile roles within the business including:
  - CEO Private Bank and Overseas Services
  - Chief Internal Auditor Barclays UK
  - Head of Mortgages

- Chief Controls Officer
- Chief Risk Officer
- CFO Barclays International
- CEO of Wealth and Investments UK
- Chief Data Officer and COO Finance and Risk
- The Barclays Gender Network (Win) also provides targeted development and networking opportunities such as group mentoring, careers fairs, and events helping to connect both junior and senior colleagues from across the organisation.
- The implementation of programmes and supporting events which focus on building capability and capacity. These include the Barclays Global Women in Leadership conference, promoting Dynamic Working and our ‘Encore!’ Return-to-Work Programme.
- Engaging male colleagues through the creation of ‘male allies’ as part of Barclays’ gender network.
- Barclays are a founding signatory of the HM Treasury Women in Finance Charter and supporter of the Hampton-Alexander Review.

### What is the impact?

- 25% of the Group Executive Committee and their direct reports are female as of the end of 2016
- Graduate recruitment intake is 39% female as of 2016

### Recommended action

- Set clear, measurable goals that you commit to internally and publicly
- Be creative in how you develop your female talent pipeline
- Involve the men – they’re likely to have partners, sisters and daughters so have more of a vested interest in equality than you might think.

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25%

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# Agile working

A view from Candice Cross,  
Head of Diversity and Inclusive Culture, BT plc

## What is the issue?

The business case for organisations to build a diverse workforce who perform in an inclusive culture is well established; as is the recognition that businesses have failed to tap into the talent that exists in groups that are traditionally under-represented at work.

The challenges of recruiting, retaining and realising the potential of this talent are many, and again well known. **We firmly believe that part of creating an attractive and effective employment proposition is enabling people to work in harmony with their personal circumstances – i.e. agile working. With a recent poll by Investors in People indicating a third of employees would prefer a more flexible approach to working hours than a 3% pay rise, getting flexible working practices right is a key part of winning the 'war for talent'!**

It is important to remember that flexible working will be attractive to many, if not all, employees for a myriad of reasons. But to highlight the challenge let us consider the following gender considerations that we experience along with all businesses, and which highlight the imperative for variable working practices:

- Gender pay gap – the Women and Equalities (Select) Committee recently concluded that the lack of flexible working opportunities is the main driver of the enduring pay difference between men and women
- Women returners – One in six women return to a different function after a career break and 38% change sector, saying their current job offers more flexibility than their previous one ("Bringing Talent Back to the Workforce: How to make returner programmes work for your organisation" by the Executive Coaching Consultancy)
- Sandwich generation – An increasing number of working age people are caring for elderly parents while supporting their children. And the number of carers is set to increase to 9 million with 58% of carers currently being women (Carers UK)



## What can we do?

We know it's not just about having a laptop, wifi and dining table to work at! Here are some examples of how we support and reinforce flexible working as a viable option for our employees:

Our leadership development emphasises how to get the best out of dispersed teams using different working patterns and it emphasises the importance of coaching in an agile working environment. Our learning and talent programmes are designed from the outset with flexible and remote workers in mind.

The case for flexible working is most often focused around women as parents, but at BT it is definitely not seen as a women-only issue. We clearly communicate our flexible working options, and how to request them, on our intranet. And we supplement this with specific campaigns such as our #2headsbetterthan1 campaign focused on job sharing.

# 1 in 6

One in six women return to a different function after a career break and 38% change sector, saying their current job offers more flexibility than their previous one.





Our Gender Equality employee network has become actively involved in this agenda, supporting members and feeding their insights back into the business. They have created a **Flexible Working employee discussion forum and a job share database place for prospective jobsharers to find a match**. They have created case studies showing how part-time working and job sharing can be done across the business and at all levels and are planning ‘lunch and learn’ sessions showing how part-time working and job sharing can be done.

We monitor the work patterns of our employees such as term time working, part time working, job sharing and home. This enables us to gain insight in to the preferences of our employee demographic, as well as inform job design and recruitment strategies. This is particularly powerful when considered alongside our data on gender diversity and parental leave.

We capitalise on our own BT Conferencing Services and related products to help our employees to achieving a work-life balance instead of travelling. This is a major message and expectation within BT.

What is the impact?

BT regards itself as being at the forefront of flexible working and is benefiting not only from the flexible approach of its own employees but also from selling flexible working solutions to our customers. One of the key elements helping us to sell such solutions is that we are enabling our own people to adopt flexible approaches to work.

Our most recent UK returner statistics shows that over 88% of women return to BT after maternity leave, way above the national average.

BT is in the Times Top 50 employers for women list, due in part to the strong evidence of our flexible working provision.

We have over 200 employees actively engaged in our Flexible Working discussion forum.

It is interesting that whilst we are explicit about the formal flexible working arrangements available to our employees, we haven’t seen an increase in the uptake of formal flexible working. The majority of people have informal local flexible working arrangements that work brilliantly, and where they still deliver business objectives. We see this as a positive reflection of how comfortable and successful people have been in managing their working arrangements between themselves and their manager.



88%

Our most recent UK returner statistics shows that over 88% of women return to BT after maternity leave, way above the national average.

Recommended action

We have learnt that to be an effective tool in overcoming diversity issues such as attracting and retaining female talent, **flexible working is a mindset that needs to be supported by all our HR policies**. For example attendance, performance management, recruitment, talent and leadership...otherwise flexible workers hit barriers and the talent will move to where the flexibility exists.

But great policy documents are not enough. Every people manager needs to have the confidence and skill to understand how a job can be delivered through non-traditional working patterns, and how to manage and support flexible workers who are often not in the same location. To do this you will need to uncover and bust some of the myths that exist in your organisation; we came across mindsets such as ‘Flexible working is always about reducing hours’ or ‘Flexible working is only for people with children or caring responsibilities’

or even the classic ‘People stay in their pyjamas all day when they work from home!’. Making sure the business’s commitment to flexible working is fully supported operationally, across all functions, can only be delivered in practice by line managers.

A culture that supports flexible working needs to operate at all levels of our organisation. Roles that support talent moves and succession planning need to offer agile working options right up the organisational hierarchy, especially if we want to secure a pipeline of female leaders. And it’s important to have successful senior people role modelling non-traditional working approaches.

**If you are as serious as we are about being the employer of choice for diverse talent, then challenge those organisational practices and the individual biases that do not support flexible working as an enabler to inclusion.**

A culture that supports flexible working needs to operate at all levels of our organisation.

# Shared Parental Leave

A view from My Family Care by Ben Black CEO, and Jennifer Liston-Smith Director, Head of Coaching & Consultancy

### What is the issue?

Not every woman has children, but if we want to remove some of the more obvious barriers to female progression to senior leadership positions, then shared parenting is an important building block. It levels the playing field and removes the perceived risk in employing or advancing women mid-career, even for those who do not intend to have children.

In April 2015, Shared Parental Leave (SPL) became available for UK working couples (in the broadest sense) giving birth to, or adopting, a child.

Legislation captured a cultural shift: changing gender roles showed up clearly in the Modern Workplaces consultation (2012). When the right to SPL came in through the Children and Families Act 2014, two drivers were recognised: to aid participation of women in the labour market and enable the sharing of care more equally between parents. Now 50 weeks of the first year of leave are available to share in flexible ways, for parents to take time off at the same time or one after another and even in alternating blocks of leave and work. However, a lot more needs to be done to embed this cultural change in organisations to make it ‘ok’ for men to routinely take parental leave.

### What we can do

This right is still new enough for employers who enhance pay and communicate SPL well to achieve a stronger Employee Value Proposition and assist in achieving better gender balance in senior leadership roles.

In practical terms, female employees might ultimately be back in work sooner and your male employees will be more engaged through knowing this important aspect of life is recognised.

### What is the impact?

- 1. Most data suggests between 2% and 8% take up of SPL, in line with Government estimates prior to launch.
- 2. Across the UK and Germany, 2015 data suggests that nearly one in three mothers in working families with dependent children were breadwinners. This is a figure that has risen in recent years across most European countries. These ‘maternal breadwinners’ are mothers of dependent children who bring in 50 per cent or more of total household earnings.
- 3. Employers that go all out to enable more equal sharing and choice have seen take up of shared parental leave rise to 12%.

## My Family Care™

Making work+family work

2–8%

Most data suggests between 2% and 8% take up of SPL, in line with Government estimates prior to launch.

12%

Employers that go all out to enable more equal sharing and choice have seen take up rise to 12%.

### Recommended action

#### 1. Create a policy and engage senior stakeholders

- Budget for enhanced pay, if possible. Keep in mind the business case (talent retention, diversity, engagement) for enhancing pay to promote choice in how leave is shared and remove barriers

#### 2. Ensure line managers are aware and equipped to respond

- Ensure line managers have accessible information to hand and can discuss leave options in an open-minded way
- Encourage managers to maintain pro-active communication throughout the leave period: there can be concerns about career continuity for individuals pioneering a new type of leave
- Be aware of the flexible options with SPL: the new parent can work up to 20 Shared Parental Leave in Touch (SPLiT) days. Plan these well together: focus on engagement, confidence, meaningful deliverables, and whole team needs

- Remind line managers to acknowledge the transition; offer positive, concrete feedback and be aware of unconscious bias
- As with any similar leave, help managers prepare well ahead for the individual’s return and distinctively with SPL bear in mind there could be repeated shorter periods of leave

#### 3. Communicate the opportunity to employees, in the right places

- Have specialists or a go-to person in HR to make everything accessible and – provide a place to take questions
- Promote role models and positive stories
- Help the individual network with others to exchange tips and advice
- Provide expert coaching or an internal buddy scheme as a place to think, gain perspective and take action





# About us

The Women’s Business Council is a government-backed, business-led council which was established in 2012.

The WBC oversees the implementation of the business recommendations from its reports by engaging with governments and business, and raising the profile of the Council’s priorities and championing best practice. The WBC is currently chaired by Dame Cilla Snowball CBE, Group Chair and CEO of AMV BBDO.

The WBC aims to encourage action within the business community to implement the recommendations outlined in the various reports and toolkits produced by the WBC. Through these recommendations, the WBC believe that we have the opportunity to raise aspirations and allow talented people to reach their long-term potential – ultimately, this will improve the talent pipeline, drive economic growth, positioning the UK economy for success.



**The WBC achievements over the past four years include:**

- Helping to drive legislative changes such as Shared Parental Leave and the right to request flexible working.
- Raising awareness of the need for tax-free childcare and improved provision.
- Promoting best practice within companies to tackle the gender pay gap, and the WBC has helped to develop the gender pay gap reporting regulations.
- Published over 150 topical business case studies. The WBC was expanded in June 2016 to include more men and industries with a traditional under representation of women and to include representatives from the devolved administrations.

The WBC operating model is structured with the action groups that focus on discrete sections of a woman’s career with an aim to increase the opportunities for women and close the gender pay gap.

**Starting Out** – focuses on improving careers advice for girls, particularly to encourage more girls to study science, technology, engineering and mathematics (STEM). This group also seeks to find ways to ensure that women can progress to the very top of STEM industries.

**Getting On** – focuses on ensuring gender parity at middle management level (currently 35%) and to encourage women to progress further.

**Staying On** – focuses on removing barriers in the workplace for mid-life women. This group looks at why women take career breaks, how to juggle caring responsibilities with work and apprenticeships to upskill mid-life women.

**Men as Change Agents** – focuses on increasing the number of male leaders championing gender equality in the workplace, as 'change agents' thus improving the prospect for programmes for men to act as sponsors and mentors to women in leadership and closing the gender gap.

**Enterprise** – with a focus on generating ideas and best practice to help increase the number and scale of women owned businesses.

More information about the WBC and MACA group can be found at [www.womensbusinesscouncil.co.uk](http://www.womensbusinesscouncil.co.uk)

‘The Women’s Business Council understands the benefits of helping women to unlock their talents – bridging the gender gap in work could add £150 billion to the UK’s annual GDP by 2025. Over the last four years, the WBC has advocated the importance of maximising women’s contribution to future economic growth.

To achieve this the WBC has helped to drive more women to choose STEM subjects at school and university, highlighted businesses which are pioneering fantastic returner schemes and promoted initiatives that unblock the talent pipeline.’

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**These are the views of the Women's Business Council  
as an independent body.**