



The Prince's  
Responsible  
Business Network

# THE TIMES TOP 50 EMPLOYERS FOR WOMEN AND GENDER EQUALITY AWARD 2020





# Information and Guidance for Entry 2020

This document provides information and guidance for organisations who wish to be recognised as a top employer for women. There are two opportunities to gain recognition through one combined entry process:

- **The Times Top 50 Employers for Women list**  
In partnership with Business in the Community
- **The Business in the Community Gender Equality Award**

## Table of Contents

About Business in the Community's Gender Equality Campaign ..... 3

Entry Criteria..... 3

Funding the Supplement ..... 4

Additional Profile Opportunities ..... 4

Submission Schedule ..... 5

Submission Structure ..... 5

Business in the Community Gender Equality Award ..... 7

A Note on Confidentiality ..... 7

Entry Guidance..... 8

Content Guidance..... 10

Help And Support ..... 11

Check List ..... 11

Frequently Asked Questions ..... 12

The Entry Form (template) ..... 13





## About Business in the Community's Gender Equality Campaign

Business in the Community is The Prince's Responsible Business Network and exists to create healthy communities with successful business at their heart.

The Gender Equality Campaign at Business in the Community is committed to informing, enabling and supporting employers to promote gender equality in the workplace. We work with our partnership of employers from private, public and education sectors to offer tailored, practical and pragmatic advice on workplace gender equality issues.

You can learn more about joining the movement and the significant [benefits of partnership](#) on our website or please contact **Don Cowper**, Business Development Manager, if you prefer to speak to someone: [don.cowper@bitc.org.uk](mailto:don.cowper@bitc.org.uk) 07985 411 117.

## Entry Criteria

There is a single combined entry process for both The Times Top 50 Employers for Women and the Gender Equality Award. Any employer with a presence and activity in the UK is eligible to submit an entry. Organisations with subsidiaries can enter either as a group, or as a separate business, but it is not possible to submit an entry for both. Entries from all sectors are welcome.

Submissions should focus predominantly on **activity in the UK**, although we appreciate that some programmes and initiatives will have a more global reach and that it will be relevant to refer to this.

Business in the Community reserves the right to disqualify submissions from employers found to be in breach of UK Equality legislation.

### Additional Criteria - Gender Equality Award

Only the 50 organisations identified as Top Employers will be eligible to be considered for the *Business in the Community Gender Equality Award*.

If your organisation won a Gender Equality Award in 2019, the winning programme / initiative is **not eligible** to be recognised for an award again in 2020. You are, however, entitled to put forward a new piece of work, and providing that the content is distinct from the 2019 winning entry, your case study may be recognised in 2020.





If your organisation was a Gender Equality award finalist in 2019, you may re-submit the programme / initiative that was shortlisted, but you must be able to demonstrate that significant progress has been achieved since the previous submission i.e. there is a significantly greater impact to report, the programme has been substantially updated and improved upon.

## Funding the Supplement

**It is free to enter *The Times Top 50 Employers for Women*.**

Following assessment and once the highest scoring entries have been identified in February, we will charge organisations that make the list a **promotion fee of £1,250 + VAT**.

There is a considerable cost attached to producing a supplement with a national circulation. The promotion fee allows us to share costs of producing and promoting the list across all of the organisations who can then benefit from the profile associated with being recognised as a top employer.

The promotion fee includes the following profile benefits:

- ✓ Listing as a *Times Top 50 Employer for Women* in the print and tablet supplement published in The Times in April 2019
- ✓ Listing as a *Times Top 50 Employers for Women* on [The Times and Sunday Times website](#)
- ✓ Up to 50 words in the supplement for you to describe what you are most proud of in relation to gender equality in your organisation
- ✓ Eligibility to internally display *The Times Top 50 Employers for Women* logo for the following year, as per terms of the Internal Licensing Package from The Times
- ✓ Consideration for the coveted *Business in the Community Gender Equality Award*

## Additional Profile Opportunities

Should you wish to maximise profile, additional opportunities are available. Full details are in the *Top 50 Logo and Advertising Pricing* document which include:

- ✓ Digital advertising - tablet edition and on *The Times and Sunday Times Appointments* website
- ✓ Advertising opportunities in the print supplement subject to demand
- ✓ Enhanced logo licencing packages - online and social media, recruitment and advertising elements





## Submission Schedule

The entry process is open from 9 October to 17.00 on 22 November 2019.

**Entries will not be accepted after the deadline.**

<b>22 Nov 2019</b>	<b>17.00 - Deadline for entries</b>
<b>Nov 2019 - Jan 2020</b>	Expert review of entries
<b>Feb 2020</b>	Entrants notified of results
<b>Apr 2020</b>	<i>The Times Top 50 Employers for Women 2020 published in The Times supplement</i>
	<u>Celebration Event</u>
<b>May 2019</b>	<i>Gender Equality Award</i> finalist judging panel
<b>Summer</b>	Winner of the Gender Equality Award announced

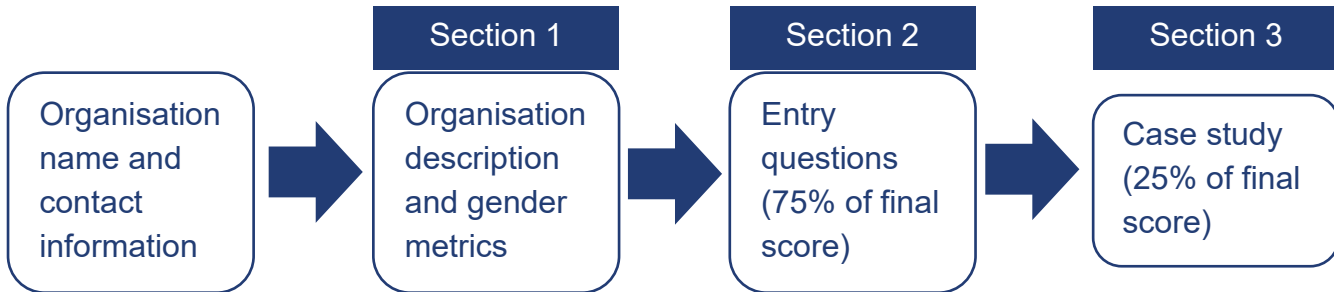
## Submission Structure

Organisations complete one entry form for both *The Times Top 50 Employers for Women* list and the *Business in the Community Gender Equality Award*.





## Entry Form Sections



## End of survey – your logo and checklist

At the end of the survey you are required to upload your organisation logo. The logo must be high resolution. Accepted file formats are **.eps, .ai and/or .svg**. The file size must not exceed 100mb.

Your logo must be supplied for your entry to be complete. Incomplete entries will not be considered for inclusion in The Times Top 50 Employers for Women list.

Before submitting your entry, review the entry checklist in the entry form.

When you are satisfied with your entry, go ahead and submit.

After submitting your entry you will receive an email confirming that we have received it. The email will contain a copy of the entry and a link to download a PDF file of your entry. We recommend downloading and saving your entry for future reference.





## Business in the Community Gender Equality Award

Running for more than 20 years, the Gender Equality Award celebrates outstanding progress and example of best practice, impact and / or innovation.

### Gender Equality Award 2020

Organisations with particularly high performance across the whole entry form will be considered for this prestigious title. Up to five finalists will be selected and invited to a judging panel of external gender equality experts from which a single winner will be chosen.

Assessment criteria for this award will be against additional elements, including strategy and sustainability; impact and transformational change and innovation.

## A Note on Confidentiality

### Sections 1 and 2: organisation description, gender metrics and question set

Information included in sections 1 and 2 will be used for the purposes of assessment and will not be reproduced, either in part or in its entirety, in the public domain. The single exception is a 50-word descriptor you provide in section 1 that is used in The Times Top 50 Employers for Women supplement published in The Times newspaper.

On occasion, content from entry forms may be shared with The Times editorial team to provide background information in the development of the supplement content. You will be contacted in advance should Business in the Community and/or The Times wish to develop a case study of your organisation for publication.

### Sections 3: Case study

Content submitted in these sections should be approved for publication as they may be published in part or in their entirety. Business in the Community reserves the right to edit the case study for the purposes of word count and consistency without prior approval.







## Entry Guidance

The following information is intended to help you respond to the questions on the entry form. If you have any questions at any stage, then please feel free to get in touch by emailing [TimesTop50@bitc.org.uk](mailto:TimesTop50@bitc.org.uk).

### General guidance

- **All questions must be answered.** Try to answer all the questions on the entry form. The questions are designed to be challenging. Each entrant will have areas in which they perform better than in others. Don't let a tough question put you off!
- Be clear and concise in your answers
- Use plain English. Avoid jargon and acronyms or language that is specific to your organisation.
- Explain the obvious. Remember that the assessors will not be familiar with your policies and practices.
- Be sure to include evidence of any impacts and in particular quantitative impact, where relevant. As with the first point, we are not expecting everyone to have an impact against every question.
- Remember that the entry should be anonymous (see below)

### Online entry

**Entries are submitted via an online survey hosted by Qualtrics**

Qualtrics is an easy-to-use web-based survey tool used by businesses and researchers around the world. Qualtrics meets industry best standards, including ISO 27001 Certification. More information is available in [Qualtrics Security Statement](#).

A link to the entry form will be emailed directly to you. Your entry link is unique to you. No username or password is required.

Qualtrics automatically records your work as you progress through the entry form. That way you can leave the entry form and return days or weeks later to pick up where you left off. If you are leaving the entry form before you have completed your entry, be sure to click save and next in the last question on which you worked before exiting.

### Anonymity

**Please ensure that you do not include the name of your organisation in the submission and avoid references that will reveal its identity. In particular, avoid**







- Names of individual employees – particularly if they are senior / high profile
- Association with high profile awards and campaigns – as winners or key sponsors
- Programme / initiative names if they are well known or have been widely publicised externally or in the press

It may well be relevant to reference any of the above in your entry but think about what is most useful for assessors to understand in relation to the answer. Does the assessor really need the name of the work or activity to understand the point? For example, if your organisation won a Working Families award for an initiative that those involved in the diversity field would recognise, an alternative way of framing this could be:

*'The organisation won a prestigious diversity award in 2019 for its maternity returners programme.'*

Similarly, in the description section, we are looking for information that gives the assessors an understanding of the context, sector and scale of your organisation and any challenges that come with your territory. If your organisation is unique, focus on these broad headings (i.e. sector, scale, particular challenges etc.) rather than the detail of your day-to-day business which may confirm its identity,

If your entry is not sufficiently anonymous it will be returned to you for editing or will be edited by the entry processing team before the submission can be accepted.

Please bear in mind that the final deadline for acceptance of entries is **17.00 on Friday 22 November 2020**.

### **Don't Forget the Women!**

We want to hear about how your organisation is engaging with and creating change for women. This may include interventions which focus specifically on your female population, but we are particularly interested in activity which is driving cultural change in order to create an inclusive culture. Please also note that whilst your programmes and activities may have a broader diversity reach, we need to understand their relevance to, and impact on, women. **Focus that gender lens!**





## UK employers

As the list recognises employers in the UK, please ensure that the information you provide is particularly relevant to activity and achievements within this region.

We appreciate that some programmes / initiatives will have a broader more global reach and it will be appropriate to talk about this in the entry. However, please include examples of **UK data** when providing evidence of impact. If the information does not include UK examples, or it is not clear which region the information is relevant to, it may affect your score.

## Word count

The word count is listed by each question. The entry platform will not let you exceed the wordcount and will flag when you have reached your limit.

Bullet points may help you to present information clearly and concisely.

Please note that assessors will be given specific questions to judge, not whole application forms, so it is important to ensure that each answer fully covers each question when viewed independently from the rest of the form.

## Supporting materials

Please note that you are not required to upload supporting evidence at this stage, and additional information supplied will not be taken into account. Please **do not include hyperlinks** to other information or send additional materials. These will not be reviewed or considered.

## Content guidance

When responding to all sections of the submission you should think about:

- Whether your aims and priorities are clear
- Drivers that look beyond recruitment and retention
- How you assess engagement and performance at all levels
- Whether the work challenges the status quo
- How the work is integrated and mainstreamed throughout the organisation
- What your planning processes are and how you embed your strategies





- Is the work exciting / sophisticated, either within your sector or beyond, and how can you impart this in your answer?
- Are you using more than one method or approach? Can you demonstrate impact with qualitative and/or quantitative evidence?

### Consulting with Colleagues

You may find that colleagues in other functions / departments can provide useful information regarding activity focussing on women / gender which would strengthen your entry. You may find it helpful to consult with colleagues in: Human Resources, Talent Management, Women's / Employee Networks, Recruitment and Graduate / Schools Outreach, Training, Procurement, PR and Communications, CSR, IT, or Facilities.

## Help and Support

You can browse case studies from previous year's winners and finalists [on our website](#). If you have a query at any stage of your entry, please contact Delphine Manley at [Timestop50@bitc.org.uk](mailto:Timestop50@bitc.org.uk) T: 020 7566 8668

## Checklist

Before you submit your entry, ensure that you have:

X	Completed all mandatory sections of the entry form including the gender metrics section
X	Completed the contact details form
X	Provided your organisation name as you would want it to appear in print in the supplement
X	Checked that your answers are anonymous - do not include your organisation's name or references that would easily identify it





## Frequently Asked Questions

**Q: *What happens if my organisation enters but is not successful?***

**A:** This information will remain strictly confidential. Business in the Community will not release details of who, or how many entries, are submitted. You will be notified of results in early 2020.

**Q: *Can I enter just The Times Top 50 Employers for Women or the Business in the Community Gender Equality Awards?***

**A:** This is not possible. There is a single entry form and all mandatory sections must be completed in order for the entry to be accepted. The submission will be considered for both *The Times Top 50 Employers for Women* and the Awards.

**Q: *How strict is the deadline?***

**A:** Due to the assessment schedule, the deadline is strict and entries need to be submitted by 17.00 Friday 22 November 2019.

**Q: *Can I include information that I submitted in my entry in 2019?***

**A:** Yes. Although the question set has been reviewed and updated so it's recommended that you revisit the guidance for each question.

We aren't looking to compare your entry against previous submissions - unless you are re-submitting a case study that was a finalist in 2019, in which case, in order to be considered for an award this year, we will need to see evidence of significant progress. However, competition is fierce, and standards are only likely to continue to improve year on year, so we recommend that you review your answers and update your progress as much as possible.

**Q: *How do I access the online entry form?***

**A:** This requires a unique link. Contact Delphine Manley to receive your unique link at [Timestop50@bitc.org.uk](mailto:Timestop50@bitc.org.uk)

You can also share the link with other colleagues contributing to the submission.





## The Form and The Questions

Entry is via an online platform. However, you can see the questions below before applying. Please note this is not the application - it is for you to look at in advance of applying. **To apply you must email [TimesTop50@bitc.org.uk](mailto:TimesTop50@bitc.org.uk) to request a unique link to the online platform.**

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Do you agree to take part in this survey sent to you by Business in the Community? The data collected will be used to assess your organisation's entry to The Times Top 50 Employers for Women list published in April 2020.

- I am happy to take part in this survey sent to me by Business in the Community
- I do not want to take part in this survey

You must accept the Terms and Conditions to proceed with this entry.

The information you provide must relate to the UK portion of your business only.

- I agree to the terms and condition

Tell us the name of your organisation as you would like it to appear printed in The Times Top 50 Employers for Women list.

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Who is the entry contact for this entry?

- Entry contact name \_\_\_\_\_
- Entry contact job title \_\_\_\_\_
- Entry contact telephone \_\_\_\_\_
- Entry contact email \_\_\_\_\_
- Confirm entry contact email \_\_\_\_\_

Who is the press contact?

- Press contact Name \_\_\_\_\_
- Press contact telephone \_\_\_\_\_
- Press contact Email \_\_\_\_\_
- Confirm press contact email \_\_\_\_\_

Who is the senior contact who has approved this entry?

- Senior contact name \_\_\_\_\_
- Senior contact job Title \_\_\_\_\_
- Senior contact telephone \_\_\_\_\_
- Senior contact email \_\_\_\_\_
- Confirm senior contact email \_\_\_\_\_





Who is the invoice contact ?

- Invoice contact name \_\_\_\_\_
- Invoice contact telephone \_\_\_\_\_
- Invoice contact email \_\_\_\_\_
- Confirm invoice contact email \_\_\_\_\_

Does your organisation operate a purchase order system?

- No
- Yes

## Section one: organisation description and gender metrics

This will help the assessors to understand the context and profile of your organisation. The gender profile data will remain strictly confidential to Business in the Community. It will not be scored directly although it will be referred to during assessment.

Where does your organisation operate?

- Local business
- Regional business
- National business
- UK-wide business
- Europe-wide business \_\_\_\_\_
- Global business \_\_\_\_\_







Which regions of England does your organisation operate in? Select all that apply.

- East Midlands
- East of England
- London
- North East
- North West
- South East
- South West
- West Midlands
- Yorkshire & the Humber

Which nations of the UK does your organisation operate in? Select all that apply

- England
- Northern Ireland
- Scotland
- Wales

What sector best describes your business? You must select at least one sector and may select up to two.

Sectors are based on, but not limited to, the Industry Classification Benchmark.

The list of available sectors is as follows:

- Accountants & Management Consultants
- Aerospace & Defence
- Airlines
- Automobiles and Parts
- Chemicals
- Construction
- Education
- Financial - Banks & Building Societies





The Prince's  
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Business Network

Financial Insurance  
Financial – Investment  
Food & Beverage producers  
Gambling  
Health Care  
Hotels  
Household & Personal goods  
Industrials & Engineering  
Legal  
Leisure  
Mining & Basic resources  
Media, Marketing & PR  
Oil & Gas  
Pharmaceuticals & Biotechnology  
Public sector  
Real Estate  
Retail  
Software & Computing services  
Support Services  
Technology (Hardware & Equipment)  
Telecommunications  
Third sector (Charities, NGO's)  
Tobacco  
Transport  
Utilities  
Uniformed and Armed Services

Which sector is the second-best description of your business? You must select one sector.

This sector cannot be the same sector as that selected in the previous question.





**Description of your organisation (200 words)**

Please provide headline information on the nature of your business, in order to set the context for your activities. **Your submission should be anonymous. Please do not refer to your organisation's name and avoid references that would reveal its identity (e.g. names of high-profile individuals, names of high-profile programmes/initiatives or high-profile awards success).**

We reserve the right to return the submission to be edited or to remove or edit submission content ourselves if we feel it necessary to ensure anonymity.

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If your organisation is successful in being listed in The Times Top 50 Employers for Women 2020, you will have 50 words published in the The Times supplement describing what you are most proud of in relation to gender equality in your organisation. Please provide the 50 word descriptor below. Note that this may be subject to editing by The Times editorial team. Please avoid using your organisation's name.

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## Gender Profile

### This section is mandatory

Please provide the following information on the gender profile of the organisation in the UK. (This information provides assessors with context. It does not contribute to your score.)

Please indicate the reporting period for your entry.

	Month	Year
start of period	▼ January ... December	▼ 2017 .. 2020
end of period	▼ January ... December	▼ 2017 .. 2020

In the following questions, the following definitions are used.

**Board** refers to the entity with legal responsibility for the governance of your organisation that is accountable to either itself or voting members (e.g. shareholders). Organisations with other governance structures (e.g. partnerships, charities, alternative business structures) should report on the senior management body that is the closest to a corporate board of directors in responsibilities.

For global organisations, please report on your highest governing body in the UK. If this is not applicable, and the UK employees are under a governance structure where the highest governing body is based in another country, please report on this body. For global organisations, please report on your highest governing body in the UK. If this is not applicable, and the UK employees are under a governance structure where the highest governing body is based in another country, please report on this body.

**Senior managers** means senior employees who are responsible for planning, directing or controlling the activities of the organisation, or a strategically significant part of the organisation. Examples are Division Heads, Regional Directors, Heads of Department, Executive Committee members.





**Managers** means employees below senior level who are responsible for managing people or processes. Examples are line managers or operational supervisors.

**Other employees** means employees who do not have management responsibility of people or processes. If your sector is accounting & management consultants, civil service, higher education, investment banking and financial services, legal, or armed forces, look at [this chart](#) to map seniority in your organisation.

How many people does your organisation employ in the UK ?

\_\_\_\_\_ employees

What is the gender profile of your organisation for the following seniority groups?

	Women (%)	Men (%)
Senior managers		
Managers		
Other employees		
Total		





What is the gender profile of your board members (executive and non-executive directors)?

	Men (%)	Women (%)
Executive directors		
Non-executive directors		

## Section two: entry questions

### Part 1 – Strategy and Accountability

**1. Strategy and Objectives:** *Please tell us about your current strategy, targets and objectives with regard to gender equality. How do you ensure that these are embedded/integrated throughout the organisation? (220-word limit)*

- Are the objectives part of a diversity and inclusion strategy and action plan?
- Can you demonstrate how they align with wider organisational strategy/business objectives?
- Do the objectives include targets and timeframes?
- Does your strategy outline who is responsible for each element/objective?
- Does the strategy have senior management buy in and encourage business heads to promote policy development?
- Do you profile internal examples of the business benefits of a gender balanced workforce?
- Do you appoint diversity managers and/or diversity taskforces who monitor talent management processes and diversity within the organisation?





**2. Senior leaders:** *What role do senior leaders (board, senior executives and senior managers) play in promoting gender equality in your organisation? What kind of activities are they involved in and how are they held accountable? (220-word limit)*

- Are senior leaders responsible for driving the gender equality agenda in your organisation?
- How does your organisation ensure that senior leaders are engaged and take ownership?
- What activities are they involved in / have ownership of? How are they made accountable?
- Do you provide or mandate training / support? How do you measure their success?
- Do you appoint senior executives as diversity champions?

**3. Line managers:** *What role do line managers play in promoting gender equality in your organisation? What kind of activities are they involved in and how are they held accountable? (220-word limit)*

In this question, we would like to understand if/how line managers are responsible for driving the gender equality agenda in your organisation. What kind of activities are they involved in and how are they held accountable?

- How does your organisation ensure that line managers are engaged and take ownership?
- What kinds of activities are they involved in/ have ownership of? How are they made accountable? Do you provide or mandate training / support? How do you measure their success?

## Part 2 – Data Monitoring and Transparency

**4. Data monitoring and measurement:** *What type of gender-related data are you capturing to understand the experiences of your workforce; and how is this information used? (220-word limit)*

Gender data is critical for monitoring progress on gender equality and better understanding the barriers and challenges that women and men face and where there are opportunity gaps.

- What methods do you employ to measure / monitor organisational diversity and inclusion and the experiences of your employees?







- What type of data do you collect?
- Do you gather feedback from your employees on how inclusive the organisation is / managers and leaders are? If so, how and how often?
- Do you collect data for different groups of employees (disaggregate data by, for example, protected characteristics, social mobility indicators, work patterns, caring responsibilities etc.)?
- How do you use this data to inform/review/improve your strategy, policies and initiatives and what has the impact been?

**5. Transparency and Gender Pay Gap Reporting:** *What type of gender-related data are you capturing to understand the experiences of your workforce, and how is this information used? What metrics and information do you report beyond the mandatory gender pay gap reporting figures? (220-word limit)*

Please outline what metrics in addition to reporting gender pay gap figures were included in your report (e.g. do you publish an accompanying narrative, action plan, and/or SMART targets, and where is this information published? Are your targets public or internal?)

Examples of metrics to include

- Gender pay gap by ethnicity
- Pay gaps by working patterns - full-time/part-time,
- Gender pay gap by grades
- Proportion of men and women working part-time/full-time
- Proportion of men and women who have been recruited/promoted
- Qualitative analysis and/or insights from consultations with your employees), and whether your report included an action plan, or cited proposed activities to close the pay gaps. If you have published an action plan, please indicate if you have (time-bound) targets for these actions.
- If your organisation is not required to report publicly under the new legislation, please specify and tell us which metrics you report voluntarily and through which channels (intranet, internet, annual report).





## Part 3 – Policies and Processes

**6. Pay and Rewards:** (a) How do you ensure gender equality/fairness and transparency in your pay and reward processes? (b) Do you monitor the effectiveness and impact, and how? Please provide evidence that your activity has had an impact. **(280-word limit)**

Gender pay gaps are different from unequal pay, but unequal pay issues can contribute to the overall gender pay gap.

- Do you conduct equal / gender pay audits?
- Apart from equal pay audits, tell us what other activities you engage with.
- How do you ensure that pay and reward systems are transparent and free from bias? Examples include encouraging salary negotiation by showing salary ranges, not asking about an applicant's salary and compensation history.
- What kind of evaluation / analysis do you undertake and how often?
- How are the results used to inform your policies/processes/initiatives?
- What kind of evaluation/analysis do you undertake and how often?

**7. Recruitment and Selection:** (a) What are you doing to recruit gender diverse workforce? (b) Do you monitor the effectiveness and impact of your activities, and how do you monitor the impact? Please provide evidence that your activity has had an impact. **(280-word limit)**

This is relevant to all levels from the entry point to senior levels and may include addressing occupational segregation where relevant.

In this context, occupational segregation could refer to: targeting particular levels, departments or job roles / functions in which there is an under- or over representation of women, scrutinising job design or internal recruitment processes to remove bias (such as using structured interviews and/or skill-based assessment tasks in recruitment interviews), exerting influence on external agencies or suppliers.

If you don't have a specific activity in this area because you have gender balance throughout and across the organisation, please flag that here and explain what you are doing to sustain this balance in the long term.





In this question, specify any activities that you are engaged in to ensure fair and equal recruitment processes and to promote gender balance in your organisation, e.g. job ads that are free from gender bias, advertising, specific recruitment initiatives / programmes; working with external organisations / agencies; internal monitoring, training programmes.

**8. Progression and promotion:** *(a) How do your progression and promotion processes, policies and activities support and facilitate a gender diverse workforce? (b) Do you monitor the effectiveness and impact, and how? Please provide evidence that your activity has had an impact. (280-word limit)*

This is relevant to all levels from the entry point to senior levels and may include addressing occupational segregation where relevant. For example, ensuring managers conduct regular career conversations, training and development programmes / initiatives; mentoring; networks, or talent tracking and promotion processes; job design and flexibility.

We are particularly interested in activities that take a more systemic approach, with the aim of making progression accessible to all as opposed to a 'fix the women' approach.

In this context, occupational segregation could refer to: targeting particular levels, departments or job roles / functions in which there is an under- or over representation of women, scrutinising job design, work allocation or internal performance review / development / pipeline processes to remove bias.



**9. Women in Leadership:** (a) How do you support women into leadership at the top and what are you doing to develop a strong female pipeline? (b) Do you monitor the effectiveness and impact, and how is this monitored? Please provide evidence that your activity has had an impact. (280-word limit)

Data that you provided in section 1 will be referenced for this question.

- How has representation at these levels changed in the last three years?
- What activities, processes and interventions is your organisation involved in to increase the number of women at all levels and ensure a strong female talent pipeline, e.g.
  - Have aspirational and/or public targets / SMART goals been set.
  - Is there activity with regard to recruitment e.g. nomination committees / executive search firms; and development – e.g. talent and pipeline development etc.
- If your activity is minimal because you have parity or a high percentage of women at these levels, please flag that here and explain what you are doing to sustain this balance in the long term.

## Part 4 – Inclusive cultures, internally and externally

**10. What policies and initiatives do you have in place for different groups of women in your workforce? (220-word limit)**

Women are not a homogenous group. Tell us about your policies and initiatives addressing women's multiple identities, such as gender identities (LGBTIQ+), neurodiversity and disability, age, race, ethnicity, religion, caring responsibilities, language.

- Do you ensure that women from all backgrounds are represented in / attracted to / supported to progress in your workplace?
- Do you break down data for different groups of women?
- If so, how do you use the information to better support diverse groups of women in your workforce? You may find it useful to consult with / refer to HR / engagement colleagues and / or relevant employee networks when responding to this question.



**11. Flexible working:** (a) Are you promoting flexible/agile working in your organisation? (b) How do you ensure flexible/agile working is accessible to all employees? Do you monitor the effectiveness and impact, and how? Please provide evidence that your activity has had an impact. **(280-word limit)**

- Are flexibility and agile working important to your organisation and if so, how do you embed / communicate this to your employees?
- Do the organisation's infrastructure and culture support flexibility?
- How are leaders and managers involved, held accountable and supported?
- Which departments / functions are responsible for creating a flexible work environment (e.g. diversity / HR / facilities).
- How do you monitor flexible working uptake and its benefits? How do you use the results?
- What else are you doing to encourage flexible/agile working?

**12. Family-friendly policies:** (a) What support and leave provision do you provide to employees who are breastfeeding mothers, parents and / or carers? (b) Do you monitor the effectiveness and impact, and how? Please provide evidence that your activity has had an impact. **(280-word limit)**

Our research around [Equal Lives](#) found that both men and women would be encouraged to take up family-friendly policies if this did not impact their careers.

- What provisions are made for parents and/or carers and what support do you provide?
- What is the take-up for Shared Parental Leave (SPL) in your organisation?
- Do your maternity, paternity and SPL packages go beyond statutory requirements?
- Are there mechanisms / initiatives in place which provide support to employees returning from parental/carers leave?
- How do you ensure that all employees are aware of and understand your policies?
  - Do managers receive any support/guidance/training on supporting parents and/or carers?
  - Are you showcasing role models throughout the organisation?



**13. What are you doing to prevent and tackle inappropriate behaviour** (such as banter), sexual harassment and gender-based harassment? **(220-word limit)**

Business in the Community's research [Project 28-49](#) highlighted a striking gap between organisations' policies on and employees' experiences of bullying and harassment. In particular, we found that 12% of women had experienced sexual harassment in the workplace in the last three years.

- How do you prevent and tackle sexual harassment and inappropriate behaviour?
- Do you have an anti-harassment policy and/or codes of conduct stating expected standards of behaviours? If so, does the policy outline the steps to follow if someone is being harassed?
- How is this policy/code of conduct implemented / how is it communicated and through which channels (e.g. through induction and training)?
- What incidences do you monitor and how often?
- How do you monitor the effectiveness of your policies/codes of conduct (e.g. through staff surveys and focus groups)?
- What are you doing to ensure workplace cultures are free from poor behaviours that make employees feel uncomfortable and/or unsafe?
- What are you doing to ensure that employees feel free to report/ talk about poor behaviour (e.g. providing anonymous reporting tools, training workplace sexual harassment champions, procedures to protect people reporting from victimisation)?
- Do you provide any training to leaders/ senior managers/ line managers and/or employees?
- How do you protect your employees working with clients/third parties from poor behaviours/ sexual harassment? Or if you are not doing much in this area please provide a rationale.

**14. External engagement:** *What are you doing to promote gender equality outside your organisation?* **(220-word limit)**

- How does the organisation ensure that its values and ethos with regard to equality for diverse women / different groups of women at work are reflected in how it engages with external stakeholders such as clients / customers / service users / suppliers / communities? For activity relevant to recruitment see Q7.
- Do you share best practice across your sector or beyond - if so, how?
- Do you use opportunities to influence stakeholders such as clients / customers or suppliers - if so, how?
- Are you engaged in activities which benefit women's empowerment and/or the participation and progression of women in the workforce who are not your direct



employees (e.g. activities that engage with or upskill girls/women in education, women in business, women consumers, women in marginalised or vulnerable groups)?

- How are the organisation and/or its employees involved in the support or delivery of the activity? If you have subsidiaries/ offices/ factories overseas, how do you ensure that your gender-related policies and initiatives benefit your local staff?

## Section three: case study Generic case study guidance and criteria

### Case study

We would like to hear about activity or an initiative that you are currently engaged in with regard to progressing women's equality at work. This case study is mandatory and counts towards your final score for the top 50.

We are particularly interested in activity which incorporates transformational change and does not rely on a 'fix the women' approach. With this in mind, we do not recommend that you submit activities relating to a women's network or leadership development programme unless you can demonstrate innovation with regard to engagement or delivery or substantiated evidence of outstanding impact.

Please note that we require evidence of substantial activity/participation in the UK and evidence of progress/impact specific to UK if the activity has a more global reach.

Similarly, if the activity focuses on engaging with individuals who are not in your workforce, please ensure that you include information on how your employees and your organisational culture and/or business performance is benefitting.







Please note that the content submitted in this case study may be published in part or in its entirety. Business in the Community reserves the right to edit the case study for the purposes of word count and consistency without prior approval.

Tick boxes: Is the activity UK specific:

- Yes.
- No – please provide details of which countries / regions are involved. Please ensure there is clear evidence of substantial activity/participation and evidence of progress/impact specific to UK.

### Case study title

Please provide a short title of no more than 10 words for your case study.

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### Overview (50 words)

Please provide a short description of the activity / initiative e.g.:

'The Gender Equality Initiative is a schools outreach programme which aims to broaden career aspirations for girls in education. A team of employees designed and delivered on open day for 30 girls who participated in activities and whose feedback with regard to their perceptions and experience was collated'.

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## Case study (1000 words)

### Aims & Objectives

Why are you doing this work? What do you hope to achieve or address with this particular activity/initiative? Are there business drivers for undertaking this activity and if so, what are they? Who will benefit? Have you set formal objectives/targets and or a strategy?

Implementation: Accountability, Integration, Engagement

What did you do? How was the activity implemented?

> Accountability & Integration

Which departments or individuals are driving the activity/initiative? Where does ownership and accountability sit and how will performance be measured and recognised?

> Engagement

Who are the stakeholders/beneficiaries? What approach/methods have you employed to solicit their engagement/participation? How have you tailored your approach to the stakeholders involved?

### Impact

Is there any evidence, qualitative or in particular quantitative, that your activity has had positive impact on women or relevant participants/beneficiaries; the organisation's performance; the organisation's culture.





Please consider why you are spotlighting this activity/initiative – which elements or achievements are you most proud of? Did you overcome any obstacles or barriers - if so how? Are there elements that you consider to be innovative or demonstrate new ways of working either within the context of your organisation or your sector or beyond.

## Future Direction

How will you review the activity/initiative? How will you be taking it forward? How will you ensure the sustainability of the activity/initiative?

Please upload your business logo in high resolution (**.ai, .eps, or .svg** under 100mb)

You have reached the end of the entry form.

Click “yes” below to submit your entry. After you submit your answers, you will be emailed a confirmation acknowledging that we have received your entry. The confirmation receipt will include a link to download a PDF copy of your entry for your records. Please check your junk or spam folders in your inbox if you have not received the confirmation receipt.

Do you want to submit your answers for assessment?

Check that you have you completed your entry:

1. Answered all questions in the entry form including the gender metrics section
2. Provided details for entry contact, senior contact, invoice contact and press contact
3. Provided your organisation name as you want it to appear printed in The Times supplement
4. Checked that your answers are anonymous - do not include your organisation's name or references that would easily identify it

Yes, I want to submit my entry for The Times Top 50 Employers for Women 2020

