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The Times Top 50 Employers for Women insights report 2020

DOING BETTER

Showcasing learning and examples from The Times Top 50 Employers for Women 2020

THE TIMES
TOP 50
EMPLOYERS FOR WOMEN
2020
In partnership with
The Prince's Responsible Business Network

INTRODUCTION

This is the tenth year Business in the Community (BITC) has run the Times Top 50 Employers for Women project, the UK's most established and respected award assessing organisations' efforts to promote gender equality at work. The process gives us unrivalled insight into what some of the UK's biggest employers are doing to champion women and, crucially, what works.

2020's cycle is particularly timely. COVID-19 and ensuing economic challenges mean much of the progress made in recent years around inclusion and diversity in the workplace is at risk, with some groups – women in particular – expected to find securing and retaining quality paid work that much harder.

But, as 'Doing Better' shows, decisive and committed action on the part of businesses can make all the difference. Those organisations that champion gender equality as a core business goal rather than a nice to have, that develop public and time bound targets not just fine words, and that recognise women are not one, homogenous group but made up of myriad identities can point to significant progress. And this is not just good news for women: the business benefits of diversity are, by this point, beyond dispute. At a time of rapid and unprecedented disruption, employers that seek to preserve and foster inclusive cultures will ensure greater business resilience in the years ahead.

As we face the future, we hope the learnings and recommendations outlined in this report will help your organisation build back responsibly and safeguard the progression of gender equality within your workplace. Lessons learned 'pre-pandemic' can and must be applied to this new context, one which for all its challenges also offers unprecedented opportunities to accelerate progress around, for example, better job design.

Whether you successfully appeared in the Top 50 this year or not, we wish you well as you move forward on the road towards a more gender equal future.

CHARLOTTE WOODWORTH
GENDER EQUALITY CAMPAIGN DIRECTOR
BUSINESS IN THE COMMUNITY

The TT50 process

Business in the Community's *Times Top 50 Employers for Women* is open to all employers based in the UK. Entry is free (although a fee is charged to appear in the supplement showcasing the Top 50) and applicants span a wide range of sectors, locations and sizes. The online application form is divided into three sections:

1. Organisation description and gender metrics (unmarked)
2. Question Set (assessed)
3. Mandatory case study (assessed)

The question set is divided into four key categories, with 14 questions overall. These categories were:

- Strategy and accountability
- Data monitoring and transparency
- Policies and procedures
- Workplace culture and wider reach

Expert assessors, many of whom have worked on this project since its inception, give hundreds of hours to scoring applications which are anonymised to ensure unbiased assessment. The rigorous application process and the prestige attached to making the list ensures a competitive process. Once the final list has been established, those applicants with BITC memberships are offered more detailed feedback on how they can continue to improve, alongside an expanded version of this report including case studies.

EXECUTIVE SUMMARY

The applicants

Inclusion in *The Times Top 50 Employers for Women* (TT50) continues to be highly desirable, with this year's cycle drawing one of the highest numbers of applications in the list's history.

The quality of applications has also improved, with an increase in overall performance and greater consistency in scoring compared to previous years. Overall, median scores increased by 0.7 percentage points from last year, a bigger jump in progress than from 2018 to 2019. This upward trend is also consistent in overall performance for organisations who did not make the Top 50, demonstrating the positive impact the process of entering the list can have, alongside receiving support and feedback on applications. Median scores were higher for those with a BITC Gender Equality partnership.

The issue areas

The highest scoring questions were for: **External Engagement** in driving the gender equality agenda with clients, customers and communities; **Policies and Initiatives** to support different groups of women in the workforce; and the mechanisms in place to address **Inappropriate Behaviour** in the workplace.

Times Top 50 Employers for Women 2020: Highest Scoring Questions

1. External Engagement
2. Policies and Initiatives
3. Inappropriate Behaviour

Pay and Reward - considering what organisations are doing to ensure fairness and transparency in their pay and reward processes - was the lowest scoring question across applicants this year. This was followed by **Transparency and Gender Pay Gap Reporting**, which assesses what employers are doing to compile and publish data that paint a statistical picture around diversity and inclusion, with gender pay gap reporting a minimum expectation. **Family**

Friendly Policies was the third lowest scoring area with an average question score of 50%.[i]

Times Top 50 Employers for Women 2020: Lowest Scoring Questions

1. Pay and Reward
2. Transparency and pay gap reporting
3. Family Friendly Policies

Change from 2019

Year on Year Change, 2019-20 (All applicants)

Increase in mean score from 2019	Decrease in mean score from 2019
↑ Inappropriate Behaviour	↓ Transparency and Pay Gap Reporting
↑ Policies and Initiatives	↓ Pay and Reward
↑ External Engagement	↓ Recruitment and Selection
	↓ Line Managers

Regarding year on year change, the areas in which we have seen the biggest improvement in overall scores correspond with the highest scoring questions for this cycle: Inappropriate Behaviour, Policies and Initiatives and External Engagement. Increases in these scores were consistent across both the Top 50 and all applicants. Action to tackle inappropriate behaviour has seen on average a 20-percentage point increase in scoring since 2017.

There has been a decrease in overall performance from last year's cycle on Transparency and Pay Gap Reporting and Pay and Reward – the two lowest scoring questions across the board – but also on Recruitment and the role of Line Managers. This drop is between 7 to 9 percentage points and is seen in both Top 50 and overall scores. For organisations within the Top 50, average scores for Pay and Reward dropped 17% and for Recruitment, by 12% - a greater rate than those not in the list.

Impact measurement

An analysis of the 6 questions, for which applicants are asked to provide evidence of both action and impact, revealed scores were lower for

the measurement of impact without exception. Organisations can better evidence the changes they have made, rather than the impact of these changes. This can be because of a lag in data from waiting to see the result of an intervention (i.e. a change in recruitment policy), but also suggests that organisations might not yet have the mechanisms in place to measure the results of their efforts.

Impact measurement: Lowest scoring areas

1. Pay and Reward
2. Family Friendly Policies
3. Flexible Working

Each of these areas creates quantifiable workforce data, but findings from this year's cycle suggest that organisations are yet to use this data to measure the impact of their activities. The biggest difference between action and impact scores was for Family Friendly Policies, showing that despite some progressive policies on this front, organisations are not measuring the impact of their interventions at the same level.

When impact scores are separated out from the data set, a decline in 'real' scores for action on Recruitment and Selection, Progression and Promotion and Data Monitoring and Measurement is also evident.

'Working women in 2020'

COVID-19, and the actions taken by business and policy makers in response, has impacted on working women across the UK in various ways. Official statistics, academic survey data, and learnings from previous economic crises show:

- The sectors most affected by lockdown and ongoing restrictions disproportionately employ women.
- Reduced access to both formal and informal childcare, including schools, pre-school settings and family support, have seen mothers pick up a greater proportion of 'extra' caring responsibilities than fathers. Survey data has found mothers are more likely to have requested furloughing because of childcare than

fathers[ii], are more likely to have lost jobs than fathers and are experiencing a greater degree of 'interruption' while working than fathers.[iii]
- These changes are not being experienced equally, with different starting points and other wider factors informing individual experiences; for example BAME women are more likely to report a drop in support than white women (48.3% BAME women compared to 34.0% white women.[iv])
- There has also been a sharp rise in domestic violence[v], and – anecdotally –an increase in employers' preparedness to address this.
- Going forward, as the government's job retention scheme draws to a close, many expect women to be disproportionately affected by firms downsizing. This is because they are overrepresented in the sectors most affected, for example retail and hospitality, and are more likely to hold less secure, lower paid, part time work, which experience tells us is often most significantly affected by economic downturns.

However, at the time of writing, there is a stark correlation between women's caring responsibilities and their experience of the pandemic thus far; this means employers' approach to enabling workers to combine paid work with caring responsibilities is vitally important. Yet, year on year, this is one of the lowest scoring questions we assess.

This report considers each section, and within that each question, in turn. For each question, the report notes an average of high, medium or low score amongst the Top 50, as well as amongst all applicants. In this way we demonstrate the 'gap' on certain issues between those organisations that have successfully appeared on the list and those that have not. This report also notes any change on the Top 50 scores from 2019. Best practice is highlighted, alongside areas for improvement and recommendations for employers to consider to be industry-leading on gender equality.

PART 1: STRATEGY AND ACCOUNTABILITY

This section considers how gender equality is embedded into an organisation's strategy and business plan, and the engagement of senior leaders and line managers to reach these objectives.

Strategy and Objectives

Average TT50 Score: High
Overall Score: Medium
Progress from TT50 2019: No change

This question explores an organisation's current strategy, targets and objectives with regard to gender equality, and how embedded and integrated this is throughout the organisation. In a period of economic uncertainty, it is critical that organisations do not disregard their workplace equality strategies. It becomes even more important to consider the impact of key decisions such as furlough and redundancy on gender equality.

Best Practice

- A strategy and action plan are in place to address gender equality, which is both comprehensive and sustainable.
- Evidence of clear and challenging SMART targets and objectives, integrated across the business, and made publicly available.
- Engagement and buy-in from senior leadership.

Areas of Improvement

- Better embed strategies on gender equality into the organisational culture.
- Set SMART targets that drive strategy forward.
- Encourage ownership from senior leaders across the board, particularly those outside of HR.
- Ensure that the strategy and objectives are better integrated throughout departments.

Recommendations

- Ensure targets and objectives are in-line with business objectives following COVID-19.
- Conduct equality impact assessments in cost cutting measures, restructuring, or making redundancies to staff.
- Demonstrate integration of your strategy across your organisation and its culture through clear communication routes.

CASE STUDY – CREDIT SUISSE

Gender equality strategy and objectives at Credit Suisse are captured through the banks UK Gender Project, which aims to increase gender diversity across the organisation and provide a sustainable pipeline to fulfil its commitment to the Women in Finance Charter.

Led by the Strategic Change Team, part of the UK's CEO Office, in partnership with the D&I team within the HR function an analysis was undertaken to uncover where gender differences existed across the organisation, with a targeted action plan formed to remove potential bias from internal processes. Targets were also set to achieve female representation at each corporate title. This data driven approach to understanding and tackling gender diversity has continued with the creation of a gender metrics dashboard assessed by the Business heads and CEO every quarter.

The monthly Gender Project Working Group comprises of senior representatives from every Business and Function and is used to showcase external insights and examples of best practice internally to drive collaboration and change. The UK Gender Project is also aligned with EMEA Women's Network which delivers on specific actions from the Gender Project plan. Briefings were delivered to over 500 Managing Directors and Senior Directors, to engage leaders by explaining the business case for gender diversity and actions required.

The Gender Project has had a tangible impact, with the ratio of women having increased at every corporate title since the start of 2018 with improvements in underlying progression metrics. There has been an increase in ratio of female applicants, females shortlisted and female hiring rate. At most titles there has been an increase in the number of Business/Functions with gender proportionate promotions and ratings, with there being no noticeable difference in the proportion of female leavers compared to men.

Senior leaders

Average TT50 Score: High
Overall Score: Medium
Progress from TT50 2019: No change

Inclusive leadership is critical to both business success and gender equality at work. Empathetic and compassionate senior leaders tend to manage gender balanced workforces of the future and create the diverse cultures needed for change.

Best Practice

- Senior leaders have ownership of driving the gender equality agenda within their organisation, with appropriate training and support.
- Progress on gender strategy and objectives is linked to performance and/or renumeration.

Areas of Improvement

- Secure more active senior management support across multiple business areas. Involvement should be embedded across the senior management team, rather than with a few strategic stakeholders.
- This support should reflect genuine, long-term strategic desire for the organisation to change (rather than endorsement at face value).

Recommendations

- Evidence commitment to gender equality from a variety of senior managers and leaders.
- Ensure accountability is apparent across senior management, the board and CEO level.
- Link gender equality targets to performance pay for all senior leaders.

CASE STUDY – NATWEST GROUP

Les Matheson, CEO for Personal Banking at Natwest Group, leads with visible advocacy to improve gender balance at all levels, always acknowledging "we've still got more to do".

Responsible for the organisation's progress towards gender targets – with senior leader renumeration linked to such – Les has turned his attention to workplace behaviours, introducing mandatory unconscious bias training and aiming to 'lift the lid' on the micro-aggressions and accepted cultural norms that can signal a women's career progression matters less than a man's. This has also included a focus on breaking the silence around sexual harassment and creating a culture of psychological safety that supports equality for everyone through communication and support channels.

Taking a positive-action, systemic approach to gender diversity, Les has also introduced targets and male only development where needed to increase the proportion of men in certain functions alongside an active male allies programme (2500 male allies) Within his own team, a gender and ethnicity lens is considered in all talent and restructuring plans tracked through a 'report and explain' approach, with his leadership team being fully balanced.

Les also sponsors the Women in Business initiative (WIB) alongside 400 specialists who nurture and support the businesswomen of tomorrow. This has

helped to inspire more women than ever to open new business accounts, with WIB customers now representing 16.36% of the Group's customer base. Les has also overseen the investment of £1.9m into women's enterprise, reaching 25,000 women with 932 new businesses created. A great ambassador for gender equality externally, Les regularly speaks at external events being a keynote speaker at Whitehall's Women's Forum the Global Banking Alliance (GBA) Women Summit.

Line managers

Average TT50 Score: Medium
Overall Score: Medium
Progress from TT50 2019: Decrease from 2019

Line managers are crucial to the culture and tone of an organisation and play an important role in policy delivery and implementation. Line managers should not just promote, but also be held accountable for progress on gender equality within their teams as a sustainable way to drive change across the business. This year we saw a 7% decline in scores for this question within the Top 50 organisations.

Best Practice

- Line managers are engaged and responsible for implementing the gender equality strategy outlined by their organisation, and have been given appropriate training and support to take ownership of this.
- The performance of line managers is assessed against internal action plans and targets.

Areas of Improvement

- Ensure that training for line managers on gender equality is more consistent and engaging, rather than one-off events.
- Engage line managers to improve gender equality because they want to rather than because they must (to meet targets set in performance reviews, for example). Outline why gender equality is critical to your organisation's strategy, and why line

managers are being measured on their contribution to workplace gender equality in this way.

Recommendations

- Deliver consistent and on-going mandatory training and support on diversity and inclusion to all line managers.
- Embed objectives into performance reviews for line managers, holding them to account where necessary through mechanisms such as monitoring the diversity of their teams, progression and recruitment rates and conducting 360-degree feedback.
- Link targets on gender equality to performance pay.

CASE STUDY: ATOS

Atos recognises the crucial role line managers play in creating a diverse culture and supporting them to do so.

Training is provided for all managers on inclusive leadership, removing bias from feedback, interviewing without bias, leading diverse teams and leading differently abled employees. Mandated unconscious bias training is also delivered to all hiring managers. A HR portal is in place to support managers and employees to access gender policies & an advice line is available for expert, confidential support on gender queries.

Employee experience, including gender diversity, was a theme at this year's middle manager conferences (c500 managers). Action sets enabled managers to share ideas and reflect on actions they can take with their teams, with the sharing of best practice encouraged through post-conference follow ups.

Measurement of Line Manager accountability and success include six-monthly performance reviews, regular 1-1 discussions and results from an annual employee engagement survey.

Line manager performance rating and renumeration are linked to the following factors addressed in their performance review:

- **Completion of expected standards (including D&I learning)**
- **Achievement of SMART objectives and behaviours which include D&I**
- **Progress towards ambition of hiring 50% female graduates**
- **Personal & team involvement in D&I activity eg joining the Gender Network or being a Menopause Ambassador.**

PART 2: DATA MONITORING AND TRANSPARENCY

The monitoring, measurement and analysis of your organisation's gender-related data is essential to measure the impact of any interventions. This should not be done across a single metric, but across multiple intersections and personas to give the most accurate picture of the barriers that women (and men) in your organisation face. This data should be communicated internally and externally with action plans and targets set to address any discrepancies. Data monitoring can be a powerful source of accountability to drive organisational buy-in and action.

Data monitoring and measurement

Average TT50 Score: High
Overall Score: Medium
Progress from TT50 2019: Increase on 2019

This question seeks to understand the types of gender-related data that organisations are capturing, evidence (qualitative or quantitative) that actions taken to date have had a positive impact, and how workforce data has been used to inform, review and improve gender equality strategy. This cycle has seen a modest improvement in overall scores on Data Monitoring and Measurement, indicating that organisations are using a variety of methods to collect workplace diversity data and applying intersectional lenses to its analysis.

Best Practice

- Multiple methods are used to collect data on organisational diversity and inclusion, with results analysed by gender and other intersecting identities.
- Progress on gender equality is monitored on an ongoing basis.
- There are mechanisms in place to capture the views and experiences of female employees and use these to influence policy and practice.

Areas of improvement

- The measurement of gender-related data should directly inform further policy and programme development, and any issues identified need to be addressed.
- Organisations should consistently apply intersectional lenses to the analysis of workforce data.
- Better measurement of impact to discern whether the approach of an organisation is working.

Recommendations

- Collect and analyse intersectional gender data, including data on multiple identities.
- Ensure there is an evidence-based approach to policies and processes by measuring impact.
- Apply these principles to monitoring the COVID-19 experience in your organisation – such as the take up of extra leave or support, severance packages, furlough or cost cutting measures – to understand the impact on your female workers. BITC recommends carrying out equality impact assessments when undergoing restructure, furlough, or staff redundancies to safeguard your organisation's diversity and inclusion.

CASE STUDY: MCKINSEY

At McKinsey data has been utilised through a variety of sources to monitor and inform actions taken to progress gender equality. Employee data is monitored though a Diversity dashboard which tracks recruitment, representation, utilisation, performance, progression and attrition.

Trends in this data directly informs strategy, for example through a women referral scheme for certain roles. Qualitative data is also collected through quarterly diverse talent reviews, the findings from which have led to targeted actions to improve sponsorship and change to parental support programmes.

Employee experience is further collected and analysed through the following mechanisms:

- **A firm-wide people survey with results analysed by gender and role, with specific issues for women further discussed in focus groups**
- **Employee reviews with ratings and promotions by seniority analysed by gender**
- **Themes and data from exit interviews**
- **A Bi-weekly experience survey, in which colleagues score their team experience across various areas**
- **Those working flexibly, and their gender and role. Further insights gathered through one on one check ins with individuals to monitor experience**
- **Parental leave, the numbers, duration and experience collected through a parental survey and bespoke transition meetings**
- **Recruitment statistics are being monitored at each stage of process in terms of female representation as well as female participation in events**

The impact this has had on the organisation includes:

- **A redesign of the women's network**
- **A continuous improvement programme on unconscious bias**
- **New policies on maternity leave**
- **Bespoke improvement in interactions with leaders**
- **A best practice guide to flexible working**
- **Gender representation at entry level close to parity**

Transparency and Gender Pay Gap Reporting

Average TT50 Score: Medium
Overall Score: Medium
Progress from TT50 2019: Decrease from 2019

The external reporting of diversity metrics, targets and strategy not only demonstrates a commitment to the issue of workplace equality, but also helps establish accountability for change. This includes mandatory UK Gender Pay Gap reporting, as well as the voluntary publication of other workplace pay gaps (eg ethnicity, disability, LGBT+) and supporting narratives, action plans or targets.

Following the suspension of enforced Gender Pay Gap reporting in March 2020, it is critical that businesses continue to publish their data for continuity and to demonstrate commitment and leadership on this issue. In May, BITC analysis revealed that 50% of organisations had yet to report their 2019-20 Gender Pay Gap data to the Government Equalities Office after enforcements were lifted[vi] .We also saw a drop in average score within the Top 50 on this question.

Best Practice

- Organisations to publicly report their gender pay gap on time, accompanied with a narrative and action plan, to include time-bound targets to close the gap.
- Report voluntary data such as partnership figures, ethnicity pay gaps etc.

Areas of improvement

- Include time-bound and stretching targets if not already.
- Go above and beyond the mandatory requirements and publish additional data, such as gender pay gap by pay grade or ethnicity.

Recommendations

- Publish a narrative and an action plan with gender pay gap figures, showing commitment to tackling the gap with SMART and challenging targets. Review progress against targets.
- Include additional data, including intersectional figures, to demonstrate awareness of all women. For example, the gender pay gap figures by ethnicity or the pay gap between partners.
- Consider your pay gap when making big business decisions. Model the impacts to

your pay gap data when making decisions to restructure or make redundancies

CASE STUDY - SODEXO

By 2025 Sodexo aims to have 100% of employees working in gender-balanced teams, 40% female representation in senior roles (43% in the UK) and to reduce its Gender Pay Gap (GPG) to a maximum of 10%. These commitments have been communicated internally and externally to promote transparency and accountability.

Sodexo first published its gender pay gap in 2016 – a year ahead of legislation – and is committed to reporting its GPG data and narrative ahead of the annual official reporting deadline.

The organisation's GPG reduction strategy is owned by the Regional Chair and Regional Leadership Committee (RLC) who are responsible for increasing representation of women in senior positions across every business function – a known key driver of the gender pay gap.

Key initiatives introduced in achieving this goal include:

- **The introduction of year-on-year GPG reduction targets to help achieve overall target**

- **Creating senior leadership objectives for gender balanced succession plans**

- **The introduction of a global pay policy to ensure male/female pay equity**

- **Educating hiring managers on fair reward principles particularly focusing on gender biases that can occur and the long-term impact this can have on pay inequity**

- **The creation of a strategic demographic taskforce to focus on gender and ethnicity**

- **Developing connections with non-Russell Group universities for talent pipeline particularly to widen access and opportunities for women**

- **The implementation of returnship programmes, helping people return to work following an extended period out of the workplace.**

- **The use of anonymised CVs to remove the ability of hiring managers to form subconscious judgements about applicants**

PART 3: POLICIES AND PROCESSES

Policies and processes provide the framework to achieve gender equality goals, as outlined by overarching strategy and objectives. They provide key data points upon which to measure the impact of initiatives to address gender equality within your organisation and to show an awareness of, and commitment to, tackling any gender bias or inequality that may exist.

Pay and Rewards

Average TT50 Score: Low
Overall Score: Low
Progress from TT50 2019: Decrease from 2019

This question considers what an organisation is doing to ensure fairness and transparency in their pay and reward processes. This was the lowest scored question across applicants this year. Unequal pay issues can contribute to the overall gender pay gap within an organisation. Employees who know and understand how their pay is set and are confident they are paid fairly are more likely to perform better. Ensuring pay and reward processes are equitable is especially critical going forward, when assessing staff who have been furloughed or women who have had to manage full time work with childcare.

Best Practice

- Have multiple mechanisms in place to assess and address pay disparity, such as equal pay and gender pay audits.
- Systems are assessed and policies put in place to address bias and lack of transparency, eg salary ranges shown to encourage negotiation and not asking about an applicant's salary and compensation history.
- The results of equal pay audits are used to inform future policies and processes.

Areas of improvement

- Equal pay audits should be conducted on a more regular basis, rather than a one-off, ad hoc activity.

- Ensure that pay and reward systems are transparent and free from bias.
- Provide evidence of the impact that regular evaluation and analysis of policies has on an organisation's pay and reward processes.

Recommendations

- Conduct regular equal pay and gender pay audits, preferably on an annual basis, and use the results to inform future policies and processes.
- Assess pay and reward systems for bias and a lack of transparency, introducing measures to mitigate this where necessary.

CASE STUDY – SHELL UK

Shell's pay policies and processes are robust, transparent, non-discriminatory, and consistent globally. Since 2011, Shell's UK pay equity reports have consistently shown very little gap. This has been achieved by:

- **Objective job evaluation underpinned by Hay methodology**
- **A strong culture of pay process fairness and no negotiations**
- **Salary progression through a consistently applied annual merit process, determined by an employee's Performance Rating, position in salary range, and UK merit budget using a salary progression matrix**
- **Promotion increases are standardised and non-negotiable**
- **The publication of all pay policies internally for full transparency**

Bias in the performance rating process is mitigated by monitoring quarterly diversity and inclusion dashboards and asking managers for performance evidence during calibration sessions. This ensures any potential diversity skews (including gender, seniority, full/part-time worker) are taken account of.

Recognising that bias can also be present at the point of recruitment is key. Recruiters and hiring managers receive training and guidance on writing job advertisements, inclusive visuals in recruitment marketing, and

ensuring diverse assessor pools. The total package offered to a candidate is also compared to that of existing equivalent employees with similar roles, experience and qualifications. The starting salaries of new joiners are analysed annually to monitor equity, with no material difference between men and women.

To ensure fairness in pay and reward processes pay equity is monitored annually and globally and validated by the Institute for Compensation Studies at Cornell University. The university applies a 'gender swapping' method to assess if there is still a pay gap between individuals with the same characteristics once the impact of factors that can legitimately influence pay are neutralised. A gender-neutral approach is also applied to one-off bonuses.

Recruitment and Selection

**Average TT50 Score: Medium
Overall Score: Medium
Progress from TT50 2019: Decrease from 2019**

Fair and equal recruitment processes are critical to addressing gender equality in your organisation. Getting women into the organisation at all levels is essential to address vertical segregation and ensure a healthy pipeline of female talent to develop and progress in the future. The outcomes of your recruitment process should be monitored at every level, with the system assessed and measures introduced to mitigate bias. This was an area which saw a decline in overall Top 50 scores from 2019. The impact element of this question was 10% lower on average compared with the action element of the scores.

Best practice

- Had an approach that ensured fair and equal recruitment processes internally and externally, promoting gender balance across the organisation.
- Addressed bias within recruitment processes and introduced targeted interventions to support female

recruitment where necessary (both for attraction/recruitment and progression).
- Collected and analysed workforce data to demonstrate the measurable impact of these activities.

Areas of Improvement

- More focus on job design, accessibility and working with recruiters and agencies to ensure a fair recruitment process for women.
- More focus on organisational culture, and the importance of this in attracting and retaining the best talent.
- Provide evidence of meaningful impact and whether your organisation's approach is working.

Recommendations

- Look for female talent outside the standard recruitment pool, for example through a returners programme.
- Scrutinise job design and whether it is fair and accessible, for example by offering flexible working from day one.
- De-bias the recruitment process, for example through removing gendered language and using structured interviews and/or skill-based assessment tasks in recruitment interviews.
- Showcase your workplace culture as part of your recruitment process to help attract and retain employees.

CASE STUDY: ACCENTURE

Accenture aims to achieve a gender-balanced global workforce by 2025 and to have the percentage of female managing directors globally to 25% by 2020. To achieve this, a UK recruitment stretch target has been set of 51.5% women to address the existing inequality in the representation of women in technology.

The Global Gender Monitoring and Reporting Team works with UK HR and leadership to define gender targets by career level for recruitment, retention and

progression for each business area, with all UK Executive Board members being responsible forming part of their annual performance review and resulting discretionary bonus. Scorecards are produced for each country, which are discussed at monthly meetings for each business area as well as at board levels to ensure accountability.

To achieve these targets the candidate assessment process was amended to ensure a frictionless, automated journey based on immersive assessments, creating a level playing field for all candidates. As a result, recruitment of BAME women into Technology was one percent higher than non-BAME recruits, which was supported by hosting dedicated Black Women in STEM insight events, widening the talent pool by reducing entry requirements and targeting the 70% of universities with high BAME populations.

Female recruitment is also supported by several targeted programmes to diversity Accenture's talent pool. Tech Visionaries, a four-day learning and development event, allows candidates from non-technology backgrounds to explore their capacity to develop new skills. Attracting up to 50% more female applicants than other programmes, since launching in September 2017 UK female entry-level hiring in Technology has increased from 25% to 54%. Females recruited to The Technology Apprenticeship Programme has increased to 58% in London and 50% across all regions against an industry average of 10% for female technology apprentices.

Accenture also supports managers retuning to the workplace though its 10-week paid internship programme. Since its launch in 2017, female intake has been more than 50% and conversion to permanent roles has increased from 40% in 2018 to 92% in 2019, with women responsible for 58% of those conversions.

Progression and Promotion

Average TT50 Score: Medium
Overall Score: Medium
Progress from TT50 2019: No change

Tackling workplace gender inequality requires action to progress women at all levels. Across all sectors, men outweigh women in the most senior levels, while women dominate the lower end of the pay scale. Employers must give men and women the same access to well-paid work and development opportunities, with progression and promotion decisions based on merit and processes to ensure these decisions are bias-proof and transparent.

Best Practice

- Develop an approach characterised by progression and promotion processes which are fair and equal, and help to promote gender balance throughout the organisation.
- Take a systemic approach, monitoring pipeline employee data to identify and close gaps.
- Progression and development are available to all.
- Address bias in internal reviews and work allocation processes.

Areas of Improvement

- There is a lot of activity around the training and upskilling of women, but as with recruitment there is less focus on job design, accessibility and addressing bias in the promotion processes – this should be addressed.
- Activity should be more targeted to particular levels, departments, job roles and functions in which there is an under or overrepresentation of women (through talent mapping and fair work allocation, for example).

Recommendations

- Analyse and monitor the Gender diversity of your pipeline and set targets on what you would like to achieve. Include different groups of women.

- Address occupational segregation where relevant, for example by reviewing job design.
- Implement interventions which aim to change the culture of your organisation, such as role modelling flexible working to make progression more accessible and desirable for all.

CASE STUDY: GSK

GSK launched its female manager empowerment programme in 2013 to address progression of women in manager and senior manager roles. This 12-month programme takes a systemic approach to accelerate female leaders through the talent pipeline, using coaching, dialogues and sponsorship. GSK aims to have 37% women in senior management roles by 2022.

The programme has undergone continuous refinement to increase effectiveness and respond to changing business needs. Rather than being designed to 'fix' women's behaviour for a male-centric workplace, the programme is driven by key design principles:

- **To understand and convey skills women can bring in leadership roles**
- **Build 'social capital'- the tacit power and authority that comes with being known, accepted and feeling connected a key factor in promotion decisions**
- **Address habits, norms and biases that may have historically inhibited women's development**

Since launch successful business-wide engagement can be evidenced, with 706 female leaders going through the programme to date. As a result:

- **Women in management positions have increased from 40% (2013) to 45% (2018)**
- **Women in senior management positions increased from 27% (2013) to 33% (2018)**

- **84% of 2016 participants were successfully retained compared to 69% men, and 69% women at the same grade levels not participating.**
- **42% of 2016 participants have been promoted, versus 13% men and 15% non-participating women.**

Surveys are conducted and feedback continuously integrated into the programme, with the development of a new social learning programme to improve operational management and accessibility. Recognising the impact of the programme so far in achieving GSK's ambition to improve gender balance in senior roles, the number of places has been doubled in 2020.

Women at the top

Average TT50 Score: High
Overall Score: Medium
Progress from TT50 2019: No Change

In 2016 the Hampton-Alexander Review set a target to increase the number of women on FTSE boards and leadership teams to 33% by 2020. As of February, 57 FTSE 100 companies had achieved female representation on their leadership teams of 33.3% or more, with 29.6% on FTSE 250 boards and 30.6% on the FTSE 350.

44% of 2020 Times Top 50 applicants also met this target, with an average of 52% of non-executive directors also being female. Securing women in senior positions is essential to creating change from the top and ensuring female role models for future generations. With the numbers going in the right direction, organisations must now shift their focus to not only achieving the target but sustaining and building upon it.

Best Practice

- Met or exceeded the targets outlined by the Hampton-Alexander Review: 33% women on FTSE 350 Boards and 33% women in FTSE 100 Leadership Teams.

- The setting of aspirational goals and targets alongside recruitment and development activities, to hold nomination committees, executive search firms and internal stakeholders to account in driving women at the top.

Areas of Improvement

- For those yet to reach the Hampton-Alexander targets, more ambitious internal targets need to be set, and supported with genuine activity around pipeline development and de-biasing nomination processes.
- Alongside aspirational targets, there is a need to focus on fostering an inclusive culture which enables women to progress.
- For those who have met the Hampton-Alexander targets, focus needs to be shifted to the distribution of women in senior roles (Non-Executive Directors on boards, HR or Comms focus within leadership teams).

Recommendations

- Develop your pipeline by supporting women internally for board positions.
- Ensure female representation on recruitment and board nomination panels.
- Determine gender-related board targets.

CASE STUDY: ROYAL MAIL

Committed to ensuring a healthy pipeline of women at the top, board membership at Royal Mail is agreed through a robust governance process managed by the company Chair and Nominations Committee. Annual Board effectiveness reviews are conducted in line with Diversity Policy, which has led to 22% of Executive Board members and 60% of non-executive board members being women.

Women also comprised 40% of the Global Leadership Programme aimed to upskill existing executives. A bespoke Inclusive Leadership intervention was also recently piloted with the Top 100 population, to be

incorporated into the GLP programme next year.

Level 2-4 leaders receive 121 coaching, soon to be rolled out to the succession pipeline. Leadership capability of senior managers is supported through regional and national events, including bi-annual senior women's events. Royal Mail also leverage opportunities to work with external parties to support female executives, for example through Deloitte's Women on Boards programme.

Tapping into the Apprenticeship Levy, Royal Mail recently invested in further two Executive Development Programmes aimed at supporting our Transformation agenda and leadership capability. Of the 5 cohorts to participate on these programmes, 31% were women.

They also co-designed the Aspiring Senior Leader MSc Apprenticeship with Warwick University to target newly appointed senior leaders and rising stars. All learners have a company mentor who is a senior stakeholder and a Warwick mentor. 38% of the successful applicants were women, with Warwick using this successful model of supporting the succession pipeline with other employers.

PART 4: WORKPLACE CULTURE AND WIDER REACH

The culture of an organisation is the limit to which strategies, policies and measurements will support equality. An organisation's approach to inclusivity – employees feeling they belong, have a voice, are valued and can be their true selves – plays a significant role in your organisation's progress towards achieving true workplace equality. It is encouraging to see intersectional issues finally get the attention they deserve (the debate around trans-rights and Black Lives Matter, for example) but sadly, workplace culture continues to be overlooked as critical to achieving diversity and inclusion goals.

Policies and Initiatives

Average TT50 Score: High
Overall Score: High
Progress from TT50 2019: Increase from 2019

This question explores to what extent an organisation's approach to gender equality is intersectional – from policies and initiatives to address women who identify with multiple characteristics, to joint mentoring, network or sponsorship activity, and how data for these different groups of women is stored and analysed.

This is critical as it helps organisations to understand the barriers to equality that all women face. Taking an intersectional approach considers how everyone's experiences at work and in life are influenced by multiple aspects of their identity, such as race, age, sexual orientation, class, gender identity, disability, income, culture, religion, and health. While this question was the highest scoring question in this year's cycle, unfortunately, there is still a lot of confusion about what intersectionality is and how to measure this within businesses. The experiences of many women remain unheard because of this. Understanding the specific challenges facing

different groups of multiple identities is essential for overcoming them and making real progress on gender equality.

Best Practice

- Organisations take an intersectional approach to Diversity and Inclusion, by ensuring that their approach to gender equality is inclusive of all women.
- Provide a focus on women who identify with multiple characteristics in attraction, recruitment, progression, and retention activities.
- Embed an understanding of multiple identities, with a variety of mechanisms in place to consider and respond to the different needs and aspirations of diverse groups.
- Apply intersectional lenses to the analysis of workforce data.

Areas of improvement

- Ensure activity is not limited to one-off events or initiatives.
- Undertake more dialogue and engagement with employees, networks and communities, to best consider and respond to the different needs and aspirations of diverse women.

Recommendations

- Understand the differences between people with multiple identities by collecting and analysing data from employees.
- Implement initiatives and policies to ensure having multiple identities does not disadvantage people in the workplace.
- Drive an intersectional focus through the strategy towards gender equality. Discuss specific groups where additional support around change is needed, indicating that it is a priority – not an afterthought.

> **CASE STUDY – MORGAN STANLEY**
>
> **Morgan Stanley has focused on intersectionality through various ways. For example, through hosting a 'Success Talks' conference that welcomed, among others,**

ethnic-minority women across financial services and had Carla Harris, Morgan Stanley's black female Vice Chairman of Global Wealth Management, give the keynote speech. The bank's Race to Action Group is chaired by Tosin Akinluyi, a black female Managing Director in Macro Research, ensuring the firm's race-inclusion strategy is inclusive across intersections.

A key strategic employee network at the bank, the Women's Business Alliance, is co-chaired by two ethnic-minority women, ensuring intersectional perspectives for the network's initiatives. As a result, celebrations like International Women's Day include intersectional speakers, such as entrepreneur Ade Hassan MBE, to share diverse experiences.

Working with its Pride & Ally employee network, Morgan Stanley refreshed its gender transition policy and has run regular networking events with senior lesbian leaders. The bank also sponsored the 'Lesbians Who Tech' conference and a senior lesbian leader of the bank gave the keynote address.

Morgan Stanley's three faith forums (Christian, Jewish and Muslim) have a 50/50 gender split across its members and co-chairs. The two female co-chairs of the Muslim faith forum shared why they run the forum: "It helps bring to life opportunities and challenges facing Muslim women in the workplace, from a physical and spiritual perspective. We talk about breaking glass ceilings, but many have lived within glass walls for so long, and this forum is a great platform to create awareness."

A 'Keeping in Touch' newsletter ensures regular communication with employees on parental leave. Coaching for expectant/adoptive parents supports them through the transition into parenthood and when returning to work. The bank, together with its Family Network, has hosted internal events on understanding fertility and

raising multi-cultural children, and the Wellbeing Team hosts events on topics such as menopause in the workplace and getting ready for retirement.

Flexible working

Average TT50 Score: Medium
Overall Score: Medium
Progress from TT50 2019: No change

Flexible working is an agreed way of working that meets the individual requirements of the employee and empowers them to work in a way which suits both the business and their own needs. It is highly beneficial for organisations in retaining talent and promoting wellbeing at work. According to BITC's Equal Lives research, in partnership with Santander UK, both men and women with caring responsibilities stated that the ability to work flexibly is the most important policy for them to balance work and home life.[vii]

However, flexible working policies only flourish in flexible working cultures, which need to be reinforced through the right technology, training, and line manager support. In response to the COVID-19 pandemic, it is encouraging to see many sectors and roles embrace the need for flexible working where this has previously not been the case.

Best Practice

- Flexible working is available to all employees, with strong communication and support through infrastructure and workplace culture.
- Offer a range of flexible working options, supported by the right technology, training and approach.
- Flexibility is encouraged and monitored, with managers being held accountable.

Areas of Improvement

- Offer a variety of flexible working options.
- Although offered, an active effort needs to be made to promote, encourage, and enable employees to work flexibly. Training was provided but often this was

not mandatory and the option to work flexibly was not promoted or communicated well to everyone. Role modelling flexible working with a variety of employees can help address issues of low uptake.

Recommendations

- Offer flexible working from day one so that all employees can request flexible working from the start of the job.
- Implement flexible working into all job roles, at all levels, unless there is a clear reason why a job cannot be done flexibly, with regulation across the organisation.
- Address cultural issues which prevent people from working flexibly, monitor and track uptake, and use findings to implement changes.

CASE STUDY: SCS RAILWAY

SCS Railways, a joint venture between Skanska, Costain and STRABAG working to deliver the main works programme of HS2 in London, recognise that construction sector has more to do on flexible work as one of the ways to enable greater gender equality. To instigate systemic transformation, the organisation committed to offering 100% of staff flexible work and training all line managers to support this.

Achieved through the Flex40 programme, this empowers employees to design their own schedule – starting as late as 10am and finishing as early as 3pm – without needing to seek permission. The Head of People is accountable for ensuring the scheme's success, with targets embedded into the business strategy and linked to their performance pay.

To ensure Flex40 was implemented across the HS2 contract, all line managers were trained on how to manage flexible working teams and evaluate performance on output not presenteeism. All staff also received training on Flex40, including how to work flexibly and be productive.

Steering group members were assigned to each team to facilitate implementation barriers, such as concerns around productivity and accountability, ingrained habits and finding innovative ways to avoid

work on site being disrupted. Measures that were introduced include the mandatory daily briefing being filmed for people to watch if they started later in the day, and a site worker buddy system to facilitate employees connecting in small groups to arrange how best to cover each other.

A robust evaluation survey was conducted both before and after the launch, including a series of focus groups and an in-depth log by a group of volunteers to detail how Flex40 had been for them. Data analysis of timesheets, absenteeism and sick leave demonstrates that Flex40 has transformed the culture at SCS Railway and is a tremendous tool to enable gender equality. 41% of colleagues said it improved their productivity, with 82% of weekly objectives being met compared to 62% before Flex40. Scores on work life balance improved and the overwhelming majority of employees said that Flex40 had contributed positively to their wellbeing.

SCS railways is currently working in partnership with BuildUk and TimeWise to influence their large supply chain of over 100 companies working on HS2 to also introduce Flex40 for their staff.

Family-friendly and Carers policies

Average TT50 Score: Medium
Overall Score: Low
Progress from TT50 2019: No change

Creating workplaces to support parents and carers is as much about culture as it is about policies, as without the right environment, employees will not feel comfortable utilising such initiatives. Our Equal Lives research found that both men and women would be more encouraged to take up family-friendly policies if they thought it would not impact their careers. The difference between action and impact scores was the largest for this question (a 25% drop), suggesting that organisations are not measuring the impact of family friendly and carers policies on their workforce.

Best Practice

- Organisations to provide enhanced leave for parents and paid leave for carers, within an organisational culture that

encourages take-up of these policies and initiatives.

- Offer the provision of support and training to employees such as line managers and returners.

Areas of Improvement

- Paternity provisions should be enhanced to the same level as maternity leave, to improve take up of this and Shared Parental Leave.
- More must be done to support carers in the workplace, although we have seen organisations introduce/increase paid Carers Leave in response to the Coronavirus pandemic.

Recommendations

- Publish parental and carers leave and display policies on your website, in a simple and easily accessible format.
- Enhance leave and pay provisions for mothers, fathers and carers to increase take-up.
- Communicate your approach to families clearly and frequently so employees know what is available to them and that they are supported.
- Track the take-up of these policies – who is using them and what is their experience? Use this information to role model the parents in your organisation and create a culture where the key responsibilities outside of work are discussed.

CASE STUDY – HOGAN LOVELLS

Hogan Lovells offers a range of services to support families. Following feedback from their Working Families Network that people were not always aware of the wide range of support available, the HR team created maternity checklists and infographics for those going on, and returning from, family leave to explain the broad range of family support available and to signpost people to the Family Support hub for further information.

Hogan Lovells introduced further support in two areas to help parents in returning from family leave. The first was the introduction of parental transition coaching and the second was to reduce the targets required for bonus awards to reflect a ramp up period in transitioning back to work. The Parental Transition Coaching programme aims to help parents navigate the challenges and journey of parenthood in the context of their professional lives, ensuring a smooth return to the workplace. Support is available for men, women and is also inclusive of same sex couples. It was clear that particular focus was needed to support women with more female talent leaving the firm after maternity leave. Alongside the parental transitioning, maternity mentoring is also available which is open to all expectant mothers and pairs mentees with other maternity returners to provide support and share experiences.

The reduced target for bonuses was introduced after feedback from women lawyers that there needed to be greater recognition of the fact that it can take time to get back up to speed following a return from a period of family leave. This took effect in September 2019 and was also applied to those who had returned from a period of family leave in the current bonus year. This offering sits alongside "Emergency Backup Care" which provides up to 10 sessions each year of emergency childcare, adult, and eldercare solutions when usual care arrangements breakdown, or when last-minute support is needed.

Inappropriate behaviour, banter and sexual harassment

Average TT50 Score: High
Overall Score: High
Progress from TT50 2019: Increase

A zero-tolerance policy to bullying, sexual harassment and inappropriate behaviour within your organisation helps create a workplace culture where your employees feel they belong and have a voice. BITC research[viii,] sponsored by Deloitte, found that 44% of UK employees experience non-inclusive behaviour at work – the problem becoming particularly acute for younger workers, BAME employees and women. If employees do not feel as though they are in an environment in which they are safe and will be supported, they will not thrive and will ultimately 'vote with their feet' – undermining efforts to attract, recruit, promote and retain women.

There has been an increase in the overall and Top 50 scores for this question in the 2020 cycle, with the introduction of more comprehensive training for line managers across the board.

Best Practice

- Take an active approach to preventing and tackling sexual and gender-based harassment, offensive banter, and non-inclusive behaviour in the workplace. Such behaviours are monitored, with a zero-tolerance approach to the protection of individuals.
- Efforts are focused on the impact to individuals, rather than the intent of the action.
- There is a variety of reporting and support mechanisms available to employees, which are clearly communicated, and evidence-based training is mandatory for all staff.

Areas of Improvement

- Address workplace culture as the root cause of poor behaviour – alongside training, policies and reporting mechanisms to enforce this.

Recommendations

- Monitor and measure data on inappropriate workplace behaviour over time, through reporting mechanisms and collecting employee feedback. Position this research through an intersectional

lens to gauge how comfortable people feel calling out inappropriate behaviour.
- Train all employees regularly on acceptable workplace behaviour and monitor effectiveness.
- Improve reporting channels around bullying, harassment, and sexual harassment by offering options to report anonymously and confidentially.

CASE STUDY – CAPGEMINI

Capgemini is committed to creating a truly inclusive culture and workplace that attracts and retains the best talent with respect at its heart. Despite increasing awareness of inappropriate behaviour in the workplace, there had been little increase in the number of employees coming forward to report it. Informal employee feedback suggested that this was often due to actions being subtle micro-behaviours, and therefore not feeling serious enough to report. For those who did want to report the behaviour, there were further concerns about losing control of the outcome. To overcome this challenge, Capgemini committed to change in the following ways: to build a culture of support for anyone to speak up, and to focus on resolution rather than further conflict or lengthy grievance processes.

In 2019, the UK Executive Leadership committed to leading an internal programme that would create change called "Respectfully Us". A video was created to be used in team meetings to facilitate meaningful conversations. Demonstrating seven scenarios of inappropriate behaviour, it asked employees to consider what they would do in similar situations. To equip leaders for these meetings, training was created to "Call it out" and provide a "Truth Talk Framework".

Input into the programme has been gathered from leadership teams across the business, with over 30 Respect and Inclusion Ambassadors now trained as a senior contact to speak to about

inappropriate behaviours. Capgemini has challenged managers to ensure the Respectfully Us video lands with maximum impact and makes lasting change, and leaders have been trained on how to identify and resolve inappropriate behaviours.

Respectfully Us reaches colleagues in an innovative way, bringing the topic directly into local team meetings and opening conversations. Feedback on the campaign was positive, with 79% of employees confident that the company would take action to rectify the situation if they experienced serious misconduct at work. As a result, Respectfully Us is now going beyond internal Capgemini meetings with facilitated video sessions offered to clients.

External engagement

Average TT50 Score: High
Overall Score: High
Progress from TT50 2019: Increase

This question assesses how organisations are promoting gender equality externally to facilitate the progress of men and women more holistically. Engagement with external stakeholders to drive the equality agenda can come in the form of influencing clients, customers, service users, suppliers and communities by sharing best practice, upskilling beyond its typical reach and pioneering change across the globe.

Best Practice

- An organisation's values and ethos regarding gender equality at work are reflected in how they engage with external stakeholders.
- Leverage influence to challenge negative stereotypes across multiple platforms, sharing best practice to benefit women's empowerment, participation and progress more widely.

- Make a significant and sustainable commitment to challenge gender inequality.

Areas of Improvement

- To take a more systematic, rather than purely financial, approach – for example by upskilling women and girls in education, women in business, women consumers and women in marginalised or vulnerable groups.
- More can be done to influence gender equality with stakeholders and supply chain. This could include adding a commitment to gender equality/diversity in a Supplier Code of Conduct, including questions around gender diversity in supplier pre-qualification questionnaires and/or tenders, or adding objectives to achieve gender diversity in supplier contacts and taking the opportunity to upskill suppliers on diversity issues and share best practice.
- Provide evidence of the meaningful impact around whether the approach of an organisation is working.

Recommendations

- Maximise your influence to actively challenge negative stereotypes across multiple platforms, particularly your supply chains.
- Use platforms to share good practice and engage and influence external stakeholders.
- Ensure activities apply to a diverse range of women.
- Track and measure progress of external engagement, including how it is benefiting women within your organisation (through mentoring opportunities, for example).

CASE STUDY – SURREY AND SUSSEX POLICE

Although female representation in policing is progressing, this is still at a slower rate than men. To create a workforce reflective of the communities it serves and accelerate

change, Surrey Police and Sussex Police have made a commitment to the UN Women's HeForShe movement for gender equality, focusing on engaging males to commit to gender equality.

This was launched at a national event in May 2018, with senior males representing the 45 organisations that make up the UK police sector invited. It introduced the HeForShe movement with personal stories shared on how gender inequality impacts both workforces and communities. Attendees were invited to make three commitments on behalf of their organisation: to address gender imbalances at senior levels; combat domestic abuse; and to report annually on gender information. With 30 organisations signing up after the event, it was announced on International Women's Day 2019 that every organisation in the sector had made a commitment to HeForShe.

A follow up event was held in late 2019 to share best practice, acknowledge the progress made so far and launch the first annual report for gender equality in the sector. The report brings together data looking at the gender balance of each organisation, with each police force providing a best practice example of an initiative they employ that supports gender equality. The example from Surrey Police and Sussex Police shows how HeForShe workshops are challenging culture, with a local University helping to monitor the impact of these sessions. As a result, the report provides a toolkit for police organisations globally to work together to progress gender equality. Now produced annually, the report ensures best practice is shared and progress is promoted, highlighting ongoing drive and engagement.

ENDNOTES

i This data was analysed combining actions and impact scores.

ii Abi Adams-Prassl, Teodora Boneva, Marta Golin, and Christopher Rauh (2020); Furloughing; available at drive.google.com: "Mothers were 10 percentage points more likely than fathers to initiate the decision to be furloughed, as opposed to it being fully or mostly the employer's decision)… Women have been significantly more likely to be furloughed than men doing the same type of job. There is evidence that childcare responsibilities play an important role in explaining this gender gap. Mothers are 10 percentage points more likely than fathers to have initiated the decision to be furloughed as opposed to the decision being 'fully' or 'mostly' the employers when controlling for a rich set of job characteristics. However, we find no gender gap in the furlough decision amongst childless workers."

iii Andrew et al. (2020); How are mothers and fathers balancing work and family under lockdown?; available at ifs.org.uk: "Mothers are more likely to have quit or lost their job, or to have been furloughed, since the start of the lockdown. Of parents who were in paid work prior to the lockdown, mothers are one-and-a-half times more likely than fathers to have either lost their job or quit since the lockdown began. They are also more likely to have been furloughed. In all, mothers who were in paid work in February are 9 percentage points less likely to be currently working for pay (either remotely or on-site) than fathers."

iv Women's Budget Group (2020); BAME women and Covid-19; available at wbg.org.uk.

v Mark Townsend (April 2020); Revealed: surge in domestic violence during Covid-19 crisis; The Guardian; available at theguardian.com: "The UK's largest domestic abuse charity, Refuge, has reported a 700% increase in calls to its helpline in a single day, while a separate helpline for perpetrators of domestic abuse seeking help to change their behavior received 25% more calls after the start of the Covid-19 lockdown"

vi Business in the Community (2020); Half of businesses choose not to report 2019-2020 gender pay gap; available at bitc.org.uk.

vii Business in the Community (2019); Equal Lives: Parenthood and Caring In The Workplace; available at bitc.org.uk.

viii Business in the Community (2019); Non-Inclusive Behaviours research; available on request. Research was conducted online among 2,004 GB employees through YouGov's Employee Omnibus, between 11 and 19 October 2019, on behalf of Business in the Community.