



The Prince's
Responsible
Business Network



The Times Top 50 Employers for Women 2021

LEADING THE WAY

Celebrating The Times Top 50
Employers for Women 2021



THE  TIMES

TOP 50
EMPLOYERS FOR
WOMEN
2021

In partnership with



The Prince's
Responsible
Business Network

REPORT

LEADING THE WAY – THE TIMES TOP 50 EMPLOYERS FOR WOMEN 2021

CONTENTS

	PAGE
1. THE TIMES TOP 50 EMPLOYERS FOR WOMEN 2021	2
2. 2021 CONTEXT AND ABOUT THIS REPORT	3
3. SUMMARY	4
4. SECTION 1: TRENDS	5
5. SECTION 2: RECOGNISING AND SUPPORTING THE DIFFERENT EXPERIENCES AND NEEDS OF DIVERSE WOMEN	11
6. SECTION 3: WIDER FINDINGS	13
FURTHER RESOURCES	14

BUSINESS IN THE COMMUNITY MEMBERS REFERENCED IN THIS REPORT

- Aviva
- bp
- Capgemini
- CMS
- Deloitte
- Department for Transport
- DWF
- Eversheds Sutherland
- Hachette
- KPMG
- Linklaters
- Morgan Stanley
- Network Rail
- PepsiCo UK and Ireland
- Pinsent Masons
- PwC LLP
- Santander
- Shell
- Tesco
- Thames Water



THE TIMES TOP 50 EMPLOYERS FOR WOMEN

- Accenture
- Addleshaw Goddard LLP
- Allen & Overy
- AstraZeneca UK
- Atkins, a member of the SNC-Lavalin Group
- Atos
- AVIVA
- AXA UK & Ireland
- Bain & Company
- Bank of America
- bp
- Burges Salmon LLP
- Capgemini UK
- CityFibre Holdings Limited
- CMS
- Costain
- Credit Suisse
- Deloitte
- Department for Transport
- Department for Work and Pensions
- Deutsche Bank
- DWF
- Enterprise Rent-A-Car
- Eversheds Sutherland
- EY
- Financial Services Compensation Scheme
- Fujitsu
- GlaxoSmithKline
- Goldman Sachs
- Hachette UK
- Jacobs
- KPMG LLP UK
- Linklaters LLP
- Lloyds Banking Group
- Morgan Stanley
- NatWest Group
- Network Rail
- Norton Rose Fulbright LLP
- Ofcom
- PepsiCo UK & Ireland
- Pinsent Masons LLP
- Post Office Limited
- PwC LLP
- Royal Mail Group
- Shell
- Tesco
- Thames Water Utilities Ltd
- West Midlands Combined Authority (WMCA)
- Willmott Dixon

The Times Top 50 Employers for Women

Now in its 11th year, *The Times Top 50 Employers for Women* in partnership with Business in the Community (BITC) is the largest and most comprehensive assessment of UK employers' approach to championing gender equality at work.

The assessment is free to enter^d and open to any employer, public or private, with a UK based presence.

Applicants must answer a series of questions about their approach to a range of areas known to impact on gender equality at work, including; where accountability for the gender equality agenda lies, how their efforts support diverse groups of women, policies to enable work life balance, levels of transparency around remuneration, approach to recruitment and the use of data in assessing progress. Questions also address organisational culture, seeking insight into how applicants foster a working culture that enables everyone to feel

included at work, for example their approach to managing incidents of bullying and harassment.

The criteria have been developed by BITC's in-house experts, in conjunction with academics, and are updated annually to reflect changing best practice. Particular attention is paid to impact – how employers' various policies and approaches translate into meaningful change.

Applications are subject to a minimum of four rounds of assessment, one to remove any identifying criteria to ensure a truly anonymous approach, two independent assessments, and one final moderation discussion between assessors.

The 2021 context

This year's listing fell after a period of extraordinary change – applications first opened some seven months after the UK's first lockdown, following a summer where anti-racism protests had shone a welcome spotlight on issues of racial inequality, including at work.

This change in context has been shown to have profound implications on gender equality at work, particularly for specific groups of women:

- More women than men have been furloughedⁱⁱ, with women in some industries, or from some socio-economic groups particularly affected.ⁱⁱⁱ
- Those with caring responsibilities were acutely impacted by closure of schools and childcare settings – mothers are more likely to have quit or lost their jobs, or to have been furloughed, than fathers – and have also had less uninterrupted time to do paid work.^{iv}
- Young women have been in the frontline: around one-in-five young people, and more than one-in-five Black, Asian and ethnic minority workers who were furloughed during lockdown have since lost their jobs.^v
- Unemployment has increased disproportionately for Black, Asian and ethnic minority women in the UK, from 6.1% in 2019 to 10.6% in 2020. Within this group, Black women and those with Indian heritage have been the worst affected.^{vi}
- Polling has also found that Black, Asian and ethnic minority women in the UK are suffering greater financial and psychological consequences from the Coronavirus pandemic than their White counterparts.^{vii}
- In the first month of lockdown within the UK, there was a rise of 49% in the number of calls to domestic abuse services.^{viii}

Considering this context, the criteria were adapted to i) understand how organisations had considered gender equality in the midst of a pandemic known to have dramatically gendered impacts and ii) seek further insight into how organisations considered *all* women, with a particular focus on Black women, who are known to face a larger pay gap on average than White women.

About this report

This report showcases analysis of the information shared by all applicants to the list who between them employ several million UK workers; considering i) trends around addressing the gendered impacts of the Coronavirus pandemic ii) efforts to support diverse groups of women iii) areas of focus where applicants were found to be doing well and areas where they were found to be doing less well.

Throughout, we have sought to highlight lessons learned, asking 'what if' many of the policies and approaches adopted during the crisis were carried forward into the new normal.

The pace, innovation and creativity shown by this years' list is awe-inspiring. This report aims to share the lessons learned from those actions in times of crisis and apply them in building towards a more gender equal future.

A note on language: Throughout this document we use the term women, we take this to include all people who self-identify as women and engage with their current or prospective employers as such; when we use the term gender equality, we take this to mean equality for all genders and those who do not identify as a gender, i.e. non-gender-conforming.

SUMMARY

The Times Top 50 Employers for Women 2021 saw a record number of applicants. Analysis of the largest and most comprehensive assessment of UK employers' approach to championing gender equality at work finds six key trends in employers' efforts to champion gender equality in the context of COVID-19 :

- Supporting employees with caring responsibilities.
- Addressing domestic abuse.
- Championing mental health and wellbeing.
- Maintaining and building an inclusive community at a time of disruption.
- A changed approach to performance management.
- Learning lessons for the future.

Three key areas of challenge:

- Ensuring those with caring responsibilities are able to flourish at work.
- Making flexible working a part of the mainstream.
- Taking a transparent and robust approach to setting pay and reward.

Areas of progress:

- 49 of those that made the list chose to report their gender pay gap to the government voluntarily, despite the legal requirement being lifted.
- While many employers are taking an inclusive and intersectional approach to championing gender equality, there are mixed areas of focus and it is notable that only a third of those that achieved top 50 status were able to cite efforts to champion Black women's equality specifically – this group are known to face extra barriers at work, for example they typically face a larger pay gap at work.^{ix}

SECTION 1: TRENDS

Supporting employees with caring responsibilities

There are 13 million working parents in the UK, and countless more workers with caring responsibilities for other dependants.^x One of the most immediate challenges faced by organisations in the light of the pandemic was care – parents needing to care for children when schools were shut, family members who had to care for relatives who had become unwell and a duty to care for employees who needed to isolate.

Employers responded in a myriad of ways: introducing significantly greater flexibility around hours, on occasion using the government's Coronavirus Job Retention Scheme (furlough), offering additional leave (often paid) through for example extra annual leave allowances, voluntarily reduced hours schemes, short-term sabbaticals and more. Many also sought to provide practical tips and support for employees managing home schooling.

CASE STUDY | TESCO

Tesco introduced paid absence for COVID-19 sickness, isolation, test and trace and holiday quarantine. They also introduced school closure leave and parental leave to support working parents, and paid absence for employees with caring responsibilities. Those clinically vulnerable and extremely clinically vulnerable were also entitled to paid absence for up to 18 weeks, which included all pregnant colleagues to protect them from the risks of contracting the virus when working. These policies were complemented by more flexible ways of working generally, such as shift swaps, department changes and changes in working patterns.

CASE STUDY | DELOITTE

Deloitte offered employees the option to voluntarily reduce their working week by 20%, 40% or 50% between May and August and took steps to address the impact on take-home pay e.g. those who reduced their hours by 50% would take home 60% of pay. They also introduced a 12-week unpaid sabbatical specifically for child/dependent care which had no continuous service requirement for employees to be eligible.

CASE STUDY | CMS

CMS promoted the use of their Carers Passport scheme as a tool to help employees seek support from their line managers. By outlining an individual's caring responsibilities, the challenges they face and the best way they can be supported, the Carers Passport also served as a useful tool for the firm's Wellbeing Ambassadors to support employees with their mental health.

CASE STUDY | ACCENTURE

In collaboration with their Family Network, **Accenture** arranged one to one parenting coaching sessions to be delivered by educational consultancy Educating Matters. More than 100 parents completed a session in July 2020, with the scheme expanded in response to overwhelmingly positive feedback.

What if?

The experiences of the past year have highlighted the challenges of combining paid work with other responsibilities, particularly for women who still do the lion's share of caring in the home. **What if employers continued to prioritise supporting employees with caring responsibilities?** BITC's Route Map to Gender Equality includes a number of recommendations, such as enabling people of all genders who are able to, to care (e.g. upgrading policies that support fathers to play a full role in the home), topping up state payments for parental leave (such as Shared Parental Leave), and mainstreaming flexible working policies at all levels of an organisation – being mindful to do this in an inclusive way e.g. avoiding a gender split in office versus remote workers.

Addressing domestic abuse

From the moment the UK entered its first national lockdown, the threat and reality of domestic abuse within British society came to the forefront. Nearly one-in-three women aged 16-59 will experience domestic abuse in their lifetime in normal times.^{xi} The increased stress many families experienced as a result of the pandemic and the way in which lockdown limited people's ability to leave difficult situations, saw levels of abuse escalate^{xii}

Employers responded to this 'shadow pandemic' in different ways; many applicants talked of acknowledging their responsibilities in this area and wanting to seize the potentially vital role they could play in supporting employees who may be isolated with their abuser.

CASE STUDY | AVIVA

Aviva introduced a UK Domestic Violence Policy and partnered with charity SafeLives to create training and leaders support guidance which was cascaded to all staff. More than 1,000 colleagues have since trained with SafeLives – including 70 vulnerable customer champions and 85 health champions, addressing the risk to both customers and staff.

CASE STUDY | KPMG

In updating their practical support documents for managers, and advice and guidance for staff, **KPMG** ensured their resources also covered those who had perpetrated, or were concerned that they may perpetrate domestic abuse, to support them to stop. These resources are gender neutral and include details of support for male and LGBTQ+ victims. Performance Leaders were also trained to help recognise the signs of domestic abuse and support survivors accordingly.

CASE STUDY | THAMES WATER

Thames Water, in partnership with the Employers Initiative on Domestic Abuse (EIDA), hosted virtual events to help engage hundreds of organisations across the country to act on this issue. They also launched a dedicated domestic abuse portal with access to helplines and information on Hestia's 'UK SAYS NO MORE' safe spaces scheme in partnership with pharmacies.^{xiii} As well as providing support for employees, Thames Water wanted to do something to support their 15 million customers; they worked with Hestia and Royal Mail to develop and embed an online 'safe space' app onto their website, offering immediate discreet services for victims of domestic abuse without placing them at further risk. The app features a quick exit button and leaves no internet history ensuring the safety of those who use it when they need it the most. Beyond embedding the app, Thames Water offered it free of charge for other organisations to use on their website.

What if?

Prior to the pandemic it was estimated that just 5% of employers had a domestic abuse policy in place^{xiv}; even though we know many of those experiencing domestic abuse are targeted at work. With the advent of widespread remote working, the boundaries between work and home life have become even more blurred. Employers have a legal responsibility to provide safe and effective work environments, and they have a duty of care to employees. **What if from now on all employers recognised their responsibilities around domestic abuse?**

Championing mental health and wellbeing

Every applicant this year cited a renewed focus on employee wellbeing and mental health, sparked variously by general awareness of rising anxiety across society, data from employee 'pulse' surveys and concerns about the pitfalls of remote working.

This typically included giving mental health and wellbeing a greater focus in internal communications and events – for example more frequent 'check in' surveys, expanding access to support e.g., Employee Assistance Helplines and mental health support applications such as Headspace. Managers were often given extra guidance on supporting colleagues at this time, encouraged to hold more frequent one to ones and to make mental health a part of the conversation.

CASE STUDY | CAPGEMINI

Capgemini worked to boost their community of more than 100 Mental Health Champions by virtually training an additional cohort of 70 to listen, support and signpost fellow colleagues. Resource Managers and representatives from employee networks were actively included in this group to support those facing uncertain roles/assignments and to ensure a connection with marginalised groups. To help employees take the first step in seeking help and support, a 'Chat with a Champ' app was developed internally to make initial contact with a Mental Health Champion easier.

What if?

When we are at work, we do not expect to be physically injured and nor should we expect our mental health to be negatively impacted. But BITC research has found nearly half of UK employees had experienced poor mental health related to work in the past year. **What if employers' extra focus on this issue was maintained, with mental health and wellbeing considered on a par with physical health and safety?**

CASE STUDY | DELOITTE

Deloitte built on information gathered from their monthly engagement and wellbeing pulse surveys to introduce a firmwide, peer support Buddy Network, to provide informal companionship and conversation to those struggling with loneliness and isolation. They also developed a series of scenario-based interactive conversation guides to better equip team leaders to have conversations with team members about their wellbeing. Finally, to help people stay connected whilst working from home, a virtual Coffee Club was launched, where each week participants are paired with someone new from across the firm to connect with over a virtual coffee. The Club has almost 2,000 participants (including the CEO) with an average 500 coffee meetings every week.

Maintaining and building an inclusive community at a time of disruption

Few applicants had not been affected by the pandemic, or it's wider impacts, in some way. Changed operating models of some kind were common, from moving many colleagues to remote working, needing to restructure, downsize or reduce working hours. Fostering a sense of community and ensuring an inclusive culture in this context was a key priority for many.

Commonly this took the form of increased attention to internal communications (happening more frequently, across more channels, and showcasing more voices), extra effort to hear what employees were feeling and experiencing e.g. a big rise in 'listening circles' or similar and greater promotion

EMBRACING EMPATHETIC, INCLUSIVE AND COMPASSIONATE LEADERSHIP STYLES

Many applicants talked about supporting leadership, at all levels, to take an empathetic and compassionate approach to leading organisations during the pandemic.

Atos provided line managers with updated guidance on supporting employees including how to manage remote teams when working flexibly. A COVID-19 HR hotline was set up to allow managers to easily speak to HR if they needed support to help a member of their team.

PepsiCo pivoted their approach to senior leadership development, creating an online learning solution on compassionate leadership tailored to the challenges that leaders faced during the crisis.

Morgan Stanley created the 'Staying Connected Series' providing manager resources and toolkits to support meaningful conversations with working parents. They also updated line-manager training to include remote, inclusive leadership involving gender scenarios, how to better host inclusive meetings and how to reduce gender bias in feedback for year-end reviews.

and engagement of networks supporting particular groups e.g. family and carer networks. Some also cited extra effort to be transparent and fair in their approach to managing difficult financial decisions.

CASE STUDY | BP

in conjunction with their Women's Network and other employee resource groups, **BP** set up informal weekly 'listening lounges' for colleagues to share how lockdown was affecting them. These became an important source of employee voices (with senior leaders regularly in attendance) that highlighted areas of focus, opportunities to test ideas and inform new policies and processes. For employees, the weekly sessions helped them interact and connect with co-workers to curb social isolation.

CASE STUDY | EVERSHEDES SUTHERLAND

Eversheds Sutherland launched its internal app 'Open House' to help engage employees during the pandemic. The aim of the app was to help maintain the everyday social connections that can be lost by working remotely – creating a forum for employees to talk informally or share ideas on non-work-related topics. Built by the in-house technology team within the first three weeks of lockdown, the app supports the firm's wider Wellbeing programme with links to key resources and activities.

CASE STUDY | HACHETTE

Hachette focused on mitigating the impact on women's financial wellbeing as a result from the pandemic. Employees were furloughed on a rotational basis to ensure greater fairness and topped up to full pay. Any furlough data was analysed by gender and ethnicity to monitor for any disparities. The organisation's Head of Reward partnered with the Gender Balance Network to run pension awareness seminars across the year and hosted a number of gender pension gap events. Hachette also made their bonus process fully **transparent** to employees and made public the pay ranges for the different roles within their **organisation** – adding greater transparency to their **pay** and reward processes.

What if?

Considering culture at work, the lived day-to-day experience is vital for any employer wanting to ensure employees feel included at work and can play a powerful role in supporting, or undermining, wider diversity and inclusion efforts. **What if employers' renewed focus on inclusion was continued, with consideration given to how policies impact different demographic groups as a core part of developing plans?**

A changed approach to performance management

Many applicants reported that, in response to the disruption of the past year, they had reviewed their approach to appraisals and other performance management tools. Some cited awareness that women, in particular, were known to have been juggling additional caring responsibilities which could have had an adverse impact on performance, particularly in pay-per-hour industries; others referred to a desire to alleviate any unnecessary stress on an already under pressure workforce. In keeping with other trends noted, there was also a sense that employers wanted to ensure they were recognising how the roles sometimes overlooked or undervalued attributes contributed to an organisation, especially during times of crisis e.g. empathetic styles of leadership.

CASE STUDY | PWC

PwC took an alternate approach in deferring all performance management reviews until 2021. This allowed employees to focus on their health and wellbeing during the start of the pandemic, removing the potential stress of juggling the uncertainty of the situation with the pressure of performance reviews. Now that they are back on track, the performance management process is being reviewed and streamlined for future ease.

CASE STUDY | CMS

Through dialogue with their Family and Carers network, the leadership at **CMS** learned that anxiety around individual performance and how the challenges presented by COVID-19 would impact appraisal or progression was a primary concern amongst members. To address this in the lead up to summer performance reviews, the firm reinforced an emphasis on output and quality of work (rather than hours worked), and for people to work flexibly at their own hours which suited them. They also introduced an informal relaxation of normal fee earner targets.

What if?

A greater focus on the quality of work delivered, rather than when, where and how it's produced will support broader diversity and inclusion goals. **What if all employers ensured their approach to reviewing staff performance considered a wide range of indicators including diversity and inclusion goals?** Could a different style or structure work better to support the progression of diverse groups?

Learning lessons for the future

Many applicants shared how they were considering gender equality in their plans for a changed future, indicating that their experiences of the past year were informing their approach. Early data suggests there could be both significant opportunities to progress gender goals (notably flexible working) but also risks (for example, some members have shared with BITC a concern that the past year has increased the risk of bias towards mothers).

Examples of how employers are considering plans with gender equality in mind include the following:

CASE STUDY | KPMG

KPMG are examining how the future of work can support communities, analysing their Return to Work survey by all protected characteristics to get a better understanding of how their people wanted to work in the future. Senior leadership considered these findings and have created a flexible and personal approach to working arrangements which allows employees to remain working from home or be office based. They are also reimagining their Employee Value Proposition to better reward and support their employees.

CASE STUDY | SANTANDER

Santander have used the method of 'Keep, Evolve, Retire' to assess their policies, applying a gender lens to ensure that they build back from the pandemic responsibly and sustainably. Going forward, they intend to continue to embed a culture of flexibility into the way they work.

What if?

The past year has highlighted the barriers many women face when it comes to securing and retaining a role and progressing within an organisation; **what if every employer applied a gender lens to plans for the future – and ensured their approach helped rather than hindered?**

CASE STUDY | EVERSHERDS SUTHERLAND

Eversheds Sutherland have taken the opportunity to help furloughed employees (i.e. client support and administrative support) gain new experience and upskill into other roles that will help with their development and future career opportunities.

In addition to the trends highlighted above, some additional examples of innovative work in support of gender equality included **ensuring any shift to remote working did not undermine a focus on diversity and inclusion initiatives**. For example, **KPMG** adapted their Women in Technology and other work experience programmes, aimed at first year undergraduates, to be delivered virtually. 56 interns joined the three-day virtual programmes with 80% of them offered 2021 Vacation roles. KPMG also adapted their internal development programme for diverse colleagues to be delivered online – attracting the firm's largest ever cohort.

Considering female physical health at this time: In response to the pandemic, **Morgan Stanley** decided to pivot all health services, normally delivered on-site, to a virtual setting and extended this service to employees' family members. Targeted "How to..." wellbeing campaigns on topics including breast cancer, menopause, sleep and mindfulness were delivered virtually to continue to encourage positive mental and physical health awareness.

SECTION 2: RECOGNISING AND SUPPORTING THE DIFFERENT EXPERIENCES AND NEEDS OF DIVERSE WOMEN.

Women are not one homogenous group. Age, race, caring status and more can all have a profound impact on women's experiences, and Employers wishing to champion gender equality must recognise that different groups can have different and changing needs. The experiences of 2020 – from COVID-19 to widespread anti-racism protests – highlighted afresh the need for an intersectional approach. Some of the most impressive examples we saw around this are below:

CASE STUDY | NETWORK RAIL

Network Rail condensed their diversity impact assessment process – where policies and plans are assessed for how they might affect different groups – to make it more accessible to colleagues during the pandemic. This helped shape their approach to supporting colleagues internally during this past year (for example, assessing the impact of long-term home working on different groups, with support of employee networks) but also helped them plan and mitigate the risks for different passenger groups. Considering the disproportionate impact of COVID-19 on Black, Asian and ethnic minority employees, guidance and a short film were issued to line managers to assist them in supporting team members from ethnic minority backgrounds.

CASE STUDY | DWF

COVID-19 and lockdown gave **DWF** an opportunity to reflect and embed a more intersectional approach to their gender balance work. The business held 17 online roundtables and listening sessions focusing on women, men and ethnic minority employees, engaging more than 1,000 colleagues in total to identify the barriers to recruitment and progression within the business, and outline the role of leadership in improving the gender and ethnicity balance. As a result, they have launched an ethnic minority access scheme for aspiring lawyers, implementation of inclusive leadership training for all people managers, a reverse mentoring programme with more than 100 colleagues and a review of current promotion metrics to ensure they account for other skills and responsibilities.

CASE STUDY | SANTANDER

Mindful that 20% of their workforce could be experiencing menopause at any one time, **Santander** now offer female colleagues' access to confident support and guidance specialising in menopause treatment through an external healthcare provider. Currently, more than 100 employees are actively engaged in this, with the scheme receiving very positive feedback.

CASE STUDY | PINSENT MASONS

Pinsent Mason's Race Equality film and Real Role Models publication shared the stories of Black and ethnic minority women from across the organisation, including feedback from the firm's recent consultation on racial stereotypes.

CASE STUDY | LINKLATERS

Linklaters provided additional mental health and wellbeing support for its ethnic minority employees. The organisation also ensured diversity within their team of in-house psychologists. They also regularly held expert webinars on the mental health challenges faced by Black and ethnic minority communities, signposting to help and guidance to help overcome some of the barriers to seeking help.

CASE STUDY | SHELL

Shell launched a reciprocal mentoring programme for senior leaders with 54% Black female mentees, and sponsored a Black, Asian and Ethnic Minority Development Programme with 29% Black female participants. They also looked to engage employees on issues including microaggressions, bystander intervention and allyship.

Initiatives to champion Black women's equality

This year we asked organisations to share information about any initiatives in place to champion Black women's equality specifically; of the 50 organisations that made the list, 17 were able to cite specific policies or programmes:

CASE STUDY | DEPARTMENT OF TRANSPORT

The **Department for Transport** launched their Black Staff and Allies Network (BSAN) to improve the experience of Black employees. The network discusses key issues such as promotion, pay and reward and ways to increase Black senior leadership in the organisation. The network has developed a mentoring scheme for Black women in conjunction with the Gender Equality Network, which connect employees to Black Staff Allies across DfT.

BITC recommends that those organisations committed to diversity and inclusion for all,

- Sign and act on our Race at Work Charter.
- Appoint an executive sponsor for Race.
- Capture and publish ethnicity pay gap data.

SECTION 3: WIDER FINDINGS

Of the areas assessed, on some issues we saw consistently better or worse performance across applicants.

The highest performing areas in this year's submissions were **Data Monitoring and Measurement, Senior Leadership and Strategy and Objectives**. This suggests; efforts to embed gender equality into their core business strategy, ensuring senior level accountability for results and drawing on data to inform their approach are areas where employers are doing comparatively better.

Areas that emerged in need of the most development include **Family Friendly Policies and Flexible Working**. This suggests employers continue to struggle with ensuring an approach that supports employers with work life balance; many of the policies relating to this are in a state of flux as the UK continues to respond to COVID-19. BITC is urging organisations to take this opportunity to upgrade policies in this space to reflect modern, 21st century attitudes and expectations.

For the 5th year running, **Pay and Reward** - an organisation's approach to setting remuneration, how robust and transparent the process is and how

gender bias risks are addressed, has been amongst the lowest performing questions since 2018, with anecdotal evidence from BITC's network revealing that many organisations are unsure where to start on the journey to greater pay transparency.

However, of the 50 listed businesses, 49 submitted their 2019/20 Gender Pay Gap report despite enforcement being lifted, which shows commitment to closing the gender pay gap and achieving more equal pay.

As with previous years, an analysis of the six questions for which applicants are asked to provide evidence of both action and impact, revealed scores were lower for the measurement of impact. The questions which had the lowest scores for impact measurement, and the biggest difference between scores on action and impact, correlate with the three lowest scoring questions on this year's cycle (Flexible working, Family Friendly Policies, Pay and Reward). This suggests that, despite better methods of data monitoring and measurement, organisations have not got the mechanisms in place to measure the impact from these areas.

FURTHER RESOURCES

BITC'S Gender Equality Campaign is here to help your organisation achieve gender equality at work; we can offer support and guidance around a range of different areas – including digital resources, hands on training, strategy development and more.

Specific guidance and advisory sessions that may be of interest are linked to below; please email our [Advisory Services team](#) for more information on how BITC can help, or our [Membership Team](#) to find out more about joining the largest network for responsible business in the UK.

Reports

[Routemap to a more Gender Equal Future](#)
[Mental Health at Work 2020: Key Findings Report](#)
[Time to Fix Up: Our big chance for businesses to Build Back Responsibly Report](#)
[Equal lives: Parenthood and Caring in the Workplace Report](#)

Toolkits

[Responsible Restructures Toolkit](#)
[Mental Health for Employers Toolkit](#)
[Quality work placements in the new normal Toolkit](#)
[Covid-19: COVID-19: Domestic Abuse and Employees Toolkit](#)

Factsheets

[Inclusive Leadership Factsheet](#)
[Gender and Mental Health at Work Factsheet](#)
[Black, Asian and Ethnic Minority Women and Mental Health Factsheet](#)
[Leading with Empathy, Compassion, and Inclusion Factsheet](#)

BITC Advisory Services

- Building a Responsible Business Strategy workshop.
- Bystander Intervention training.
- Everyday Advocacy and Allyship.
- Exploring Inclusive Leadership.
- Health and Wellbeing for Line Managers training.
- Managing Multigenerational Teams training.
- Navigating Pay Gap Reporting workshop.
- Conscious Inclusion training.

BITC Advisory available on a consultancy basis

- D&I Strategy Creation or Review.
- Design and Delivery of Development Programmes Such as Mentoring and Reverse Mentoring.
- Diagnosing Your Culture and Recommendations for Action.
- Listening Circles.
- Policy Review and Recommendations.
- Review of Recruitment Process and Recommendations.
- Support with Increasing Data Declaration Rates.
- One to one Senior Executive and Sponsor Coaching.

ENJOYED THIS CONTENT?

You might also like to find out more about our work:

- [learn more about our advisory services](#)
- [join us for one of our upcoming events](#)



Talk to one of our expert team today to learn how membership of BITC can help you take your responsible business journey further and drive lasting global change.

REFERENCES

ⁱ Although a promotional fee is required to feature in *The Times* newspaper and digital supplement.

ⁱⁱ HM Revenue & Customs (2021) *Coronavirus Job Retention Scheme statistics: February 2021*, 25th February. Available at: <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-february-2021/coronavirus-job-retention-scheme-statistics-february-2021#:~:text=1.90%20million%20employments%20were%20furloughed%20in%20England%20at%2031%20October.&text=This%20figure%20increased%20to%20288%2C900,was%20125%2C000%20at%2030%20November>

ⁱⁱⁱ Warren, T. & Lyonette, C. (2020) 'Carrying the work burden of the Covid-19 pandemic: working class women in the UK: Briefing note 1 – Employment and Mental Health', *University of Nottingham and Institute of Employment Research, University of Warwick*, 13th October. Available at: <https://bit.ly/3sSMVum>

^{iv} Andrew, A. et. al (2020) 'How are mothers and fathers balancing work and family under lockdown?' *Institute of Fiscal Studies*, 27th May. Available at:

<https://www.ifs.org.uk/publications/14860>

^v <https://www.resolutionfoundation.org/press-releases/one-in-five-young-people-and-over-one-in-five-bame-workers-who-were-furloughed-during-lockdown-have-since-lost-their-jobs/#:~:text=Around%20one%2Din%2Dfive%20young,major%20new%20Resolution%20Foundation%20report>

^{vi} Office of National Statistics (2021) *Employment in the UK: February 2021*, 23rd February. Available at <https://www.ons.gov.uk/releases/uklabourmarketfebruary2021>

^{vii} Women's Budget Group, Fawcett Society, London School of Economics and Political Science, Queen Mary

University (2020) 'BAME women and Covid-19 – Research evidence'. 8th June. Available here: <https://wbg.org.uk/wp-content/uploads/2020/06/BAME-women-and-Covid-FINAL.pdf>

^{viii} Sherif, D. (2020) 'Covid-19 And The Surge In Domestic Abuse In The UK', *Centre for Women's Justice*, 10th November. Available at:

<https://www.centreforwomensjustice.org.uk/new-blog-1/2020/11/10/covid-19-and-surge-in-domestic-abuse-in-uk>

^{ix} London School of Economics (2021) 'Black women are least likely to be among UK's top earners', 3rd March. Available at: <https://www.lse.ac.uk/News/Latest-news-from-LSE/2021/c-March-21/Black-women-are-least-likely-to-be-among-UKs-top-earners>

^x Working Families (2019) *2019 Modern Families Index – Full Report*. Available at:

https://workingfamilies.org.uk/publications/mfi2019_full/

^{xi} Office for National Statistics (2019) 'Domestic abuse in England and Wales overview: November 2019', 25th November. Available at:

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwalesoverview/november2019>

^{xii} Sherif, D. (2020) 'Covid-19 And The Surge In Domestic Abuse In The UK', *Centre for Women's Justice*, 10th November. Available at:

<https://www.centreforwomensjustice.org.uk/new-blog-1/2020/11/10/covid-19-and-surge-in-domestic-abuse-in-uk>

^{xiii} <https://www.hestia.org/uksaysnomore>

^{xiv} Pillinger, J. (2019) 'Toolkit on domestic violence and abuse at work: Recognise, respond and refer', The Vodafone Foundation, 4th March. Available at:

https://www.vodafone.com/content/dam/vodcom/files/vodafone_domestic_violence_toolkit_2020.pdf