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Business Network



Information and Guidance for Entry 2023

THE TIMES TOP 50 EMPLOYERS FOR GENDER EQUALITY 2023





Information and Guidance for Entry 2023

This document provides information and guidance for organisations who wish to be recognised as a **Times Top Employer for Gender Equality**.

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About Business in the Community's Gender Equality Campaign

Formed in 1982, with His Majesty King Charles III as our Royal Founding Patron, Business in the Community (BITC) is the largest and longest-established membership organisation dedicated to responsible business. We work and campaign with more than 600 members to continually grow their responsible business practices, uniting our efforts for greater social and environmental impact in our communities.

The Gender Equality Campaign at BITC exists to accelerate progress towards a truly equal working world, where everyone regardless of gender can flourish. By enacting change on four key inequality indicators of **pay, power, job security** and the **risk of harassment and discrimination**, we run challenging campaigns and work directly with members and the Government to shape the wider operating environment and ensure that women from all walks of life have equal opportunity to succeed at work, and society on the whole can benefit.

BITC has led the Top 50 Employers for Women for over a decade, each year adapting to reflect leading practice and to continue to strive for workplaces in which all genders can thrive. Through the Top 50 listing we aim to promote and recognise an inclusive and intersectional understanding and approach to gender equality – we use the term woman 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. gender non-conforming, gender fluid or non-binary individuals. In order to align with this aspiration, we have changed the name to **The Times Top 50 Employers for Gender Equality**.

Contact Gender Equality Campaign Director Katy Neep (Katy.Neep@bitc.org.uk) or Campaign Manager Emily Rona-Roper (Emily.Rona-Roper@bitc.org.uk) for more information.

Entry criteria and eligibility

Any employer with a presence and activity in the UK is eligible to submit an entry. Organisations with subsidiaries can enter **either** as a group, **or** as a separate business, but it is not possible to submit an entry for both. Entries from all sectors and size of organisation are welcome.

Eligibility

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





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

Business in the Community reserves the right to disqualify submissions from employers found to be in breach of UK Equality legislation or employers we judge not to be operating to the highest ethical standards.

Cost associated with the project

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

Following assessment and once the highest scoring entries have been identified, we will charge organisations that make the list a **listing fee of £2,000 + VAT**.

The listing fee includes the following profile benefits:

- ✓ Recognition as a Times Top 50 Employer for Gender Equality in The Times, across multi-channel platforms in June 2023.
- ✓ Alongside featuring in The Times organisations will have the opportunity to appear at a number of events showcasing best practice, feature as ‘case studies’ in the accompanying insights report, and take part in a multi-channel marketing campaign highlighting those that appear in the Top 50 list.
- ✓ Eligibility to **internally** display The Times Top 50 Employers for Gender Equality logo for the following year, as per terms of the Internal Licensing Package from The Times.

Submission schedule

The entry process is open from Tuesday 3rd January 2023 to 18:00 on Friday 17th February 2023. Entries will not be accepted after the deadline.

Date	Activity
3 rd January 2023	Open for applications
17 th January 2023	2023 Launch event and guidance webinar (Online)
17 th February 2023	Deadline for entries





February to April 2023	Expert review of entries
Late April 2023	Entrants notified of results
June 2023	The Times Top 50 Employers for Gender Equality list published in The Times and in person celebration event

Changes to this year's award

This year's award comes at a pivotal time for gender equality at work. The cost-of-living crisis following hot off the heels of the pandemic means that we need employers to be bolder, braver, and faster in their action or risk rolling back progress. We know that women act as 'shock absorbers' during times of economic disruption and that certain groups of women are disproportionately impacted.

As such, this year's Top 50 will seek to understand how employers are taking an intersectional approach to achieving gender equality and how this is being delivered in the context of a cost-of-living crisis which is the focus of the case study. Additions to last year's criteria, a question on supporting women on low pay and the introduction of unmarked, spot check phone calls to better understand lived experience will remain.

Submission structure

You can view the structure and the questions at the end of this document.

End of survey: Your logo and checklist

- At the end of the survey you are required to upload your organisation logo. The logo must be high resolution. Accepted file formats are .eps, .ai and/or .svg. The file size must not exceed 100mb.
- Your logo must be supplied for your entry to be complete. Incomplete entries will not be considered for inclusion in The Times Top 50 Employers for Gender Equality.
- Before submitting your entry, review the entry checklist in the entry form.
- When you are satisfied with your entry, please go ahead and submit.
- After submitting your entry, you will receive an email confirming that we have received it 48 hours after submission.





A note on confidentiality

All aspects of your application are treated as highly confidential. BITC adheres to the highest information governance standards. We may share anonymised applicant answers with external bodies e.g. academic researchers for the purposes of research into trends and actions.

Should we wish to cite material included in your application in public material in some way (for example in media coverage around the Times Top 50 or in our Insights Report showcasing learning from the awards) we will seek your explicit permission to do so.

Entry guidance

The following information is intended to help you answer the questions in the entry form. If you have any questions at any stage, then please feel free to get in touch by emailing TimesTop50@bitc.org.uk.

General guidance

- Section 2 (entry questions) will be 75% of the final score and Section 3 (case study) will be 25% of the final score.
- **All questions must be answered.** The questions are designed to be challenging. Each entrant will have areas in which they perform better than in others. Don't let a tough question put you off!
- Be clear and concise in your answers. Use plain English. Avoid jargon and acronyms or language that is specific to your organisation.
- Explain the obvious. Remember that the assessors will not be familiar with your policies and practices.
- Be sure to include evidence of any impacts and in particular quantitative impact, where relevant. As with the first point, we are not expecting everyone to have an impact against every question.
- Remember that the entry should be anonymous (see below).
- Assessors will be reviewing on a question-by-question basis. This means you should assume that the person scoring your question may not have read other aspects of your application so include all relevant detail in each question.





How to enter

- Entries are submitted through an online survey via the Survey Monkey platform.
- Survey Monkey is an easy-to-use web-based survey tool used by businesses and researchers around the world. Survey Monkey meets industry best standards on [security and data compliance](#).
- A link to the entry form will be emailed directly to you. Your entry link is unique to you. You do not require a username or password to access your entry form. You can share your entry link with colleagues (for example, you may wish to collaborate on your entry) but only one person from your organisation should request an entry link. This will help ensure your organisation is working on a single-entry form.
- Survey Monkey automatically records your work as you progress through the entry form. That way you can leave the entry form and return days or weeks later to pick up where you left off. If you are leaving the entry form before you have completed your entry, be sure to click “save and next” in the last question on which you worked before exiting. The platform does not support multiple people working at the same time on different parts of the entry form as this may cause problems with entry autosave. We suggest working on a collaborative document offline, with the person who requested the entry link having final responsibility to upload answers and submit the application form.
- You may find that colleagues in other functions / departments can provide useful information regarding activity focussing on women / gender which would strengthen your entry. You may find it helpful to consult with colleagues in: Human Resources, Talent Management, Women's / Employee Networks, Recruitment and Graduate / Schools Outreach, Training, Procurement, PR and Communications, CSR, IT, or Facilities.

Anonymity

Please ensure that you DO NOT include the name of your organisation in the submission and avoid references that will reveal its identity, except where specifically asked for this information. In particular please avoid:

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





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

'The organisation won a prestigious diversity award in 2021 for its maternity returners programme.'

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

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

Please bear in mind that the final deadline for acceptance of entries is **18:00 on Friday 17th February 2023**.

Word count

- The word count is listed by each question. Please be aware that if you exceed the word count, this may prevent your entry from being assessed.
- Bullet points may help you to present information clearly and concisely.
- **Please note that assessors will be given specific questions to judge**, not whole entry forms, so it is important that each answer fully addresses each question when viewed independently from the rest of the form.

Supporting materials

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





Help and support

- Read a copy of the 2022 [Insights Report](#) which includes case studies of employers who performed well against particular questions.
- Read our [Route Map to a More Gender Equal Future](#), where we outline the approach businesses should take to protect and, where possible, accelerate gender equality at work.
- If you have a query at any stage of your entry, please contact TimesTop50@bitc.org.uk.

Checklist

Before you submit your entry, ensure that you have:

- ✘ Completed all mandatory sections of the entry form including the gender metrics section.
- ✘ Completed the contact details form.
- ✘ Provided your organisation name as you would want it to appear in promotions around the Top 50 list with The Times.
- ✘ Checked that your answers are anonymous – do not include your organisation's name or references that would easily identify it.

The form and questions

Entry is via an online platform. However, you can see the questions below before applying. **Please note this is not the application.** It is for you to look at in advance of applying.

To apply you must register your details on the [Top 50 Employers for Gender Equality application page](#) OR email TimesTop50@bitc.org.uk to request your unique link to the online entry form.

The Times Top 50 Employers for Gender Equality

Do you agree to take part in this survey sent to you by Business in the Community? The data collected will be used to assess your organisation's entry to The Times Top 50 Employers for Gender Equality list published in June 2023.





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

You must accept the Terms and Conditions to proceed with this entry. The information you provide must relate to the UK portion of your business only.

- I agree to the terms and conditions.

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

Who is the entry contact for this entry?

- Entry contact name:
- Entry contact job title:
- Entry contact telephone:
- Entry contact email:
- Confirm entry contact email:

Who is the senior contact who has approved this entry?

- Senior contact name:
- Senior contact job title:
- Senior contact telephone:
- Senior contact email:
- Confirm senior contact email:

Who is the press contact?

- Press contact name:
- Press contact telephone:
- Press contact email:
- Confirm press contact email:

Who is the invoice contact ?

- Invoice contact name:
- Invoice contact telephone:
- Invoice contact email:
- Confirm invoice contact email:





Does your organisation operate a purchase order system?

- No
- Yes

Section one: Organisation description

Description of your organisation (200 words)

Please provide headline information on the nature of your business, in order to set the context for your activities.

Your submission should be anonymous. Please do not refer to your organisation's name and avoid references that would reveal its identity (e.g. names of high-profile individuals, names of high-profile programmes / initiatives or high-profile awards success).

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

Please provide 50 words descriptor of why achieving gender equality in the workplace is important to your organisation. Please avoid using your organisation's name. This could be used in promotional work with The Times should you appear in the Top 50.

Section two: Entry questions

Part 1: Strategy and accountability

1. Strategy and objectives

1.1 Tell us about your strategy to address gender equality in your organisation. What targets have you put in place to measure progress, and who is accountable for achieving this? How have you ensured that the strategy is integrated across all functions and levels of the organisation? (500 words).





Outlining and implementing a gender equality strategy in line with business objectives, and ensuring accountability for progress, is shown to drive positive diversity outcomes.¹ In answering this question, we would like to understand:

- *The specifics of your strategy (e.g. your targets for addressing gender equality, are they stretching and time-bound).*
- *How progress against your strategy is measured and monitored.*
- *How you ensure there is senior-level responsibility, accountability and oversight around the agenda (e.g. is it part of the senior team's KPIs? How are they supported to deliver on this agenda? How do they keep track of progress? In what way are they held accountable e.g. reporting to the board, performance-related pay?).*
- *How you ensure the wider business is working to deliver the strategy (e.g. embedding your strategy in different functions, ensuring function heads have clear plans to deliver against organisational targets).*
- *How you continue to refine and assess your plan (i.e. feedback from employee networks, pulse surveys).*

We are also keen to hear how your strategy recognises that effective championing of gender equality means taking an intersectional approach, for example, reflecting the different experiences of older and younger women when it comes to gender inequality at work.

2. Line managers

2.1 How do you mobilise and support line managers to achieve greater gender equality? How are they held accountable for achieving your gender equality strategy? (500 words).

Line managers play a powerful role in individual employees' experiences at work, from perceptions of organisational culture to access and individual use of specific policies, such as flexible working or parental leave. In answering this question, we would like to understand:

- *How do you ensure that line managers are engaged and take ownership of this issue?*
- *What support is offered to line managers to embed your gender equality strategy and/or address known challenges for gender equality at work generally?*
- *How line managers are held accountable for progress and assessed against delivery of this.*
- *Any additional support offered to this group to reflect current business/social challenges (i.e. hybrid working, cost of living crisis, mental health & wellbeing, domestic abuse).*

¹ Business in the Community (2020) 'What really works: Ensuring inclusive workplaces', 5th November. Available at: <https://www.bitc.org.uk/report/everyday-inclusion-what-is-it-and-what-really-works/>





Part 2: Policies and processes

3. Pay and rewards

3.1. What action have you taken to ensure your pay and reward processes are fair and transparent? How are you addressing your organisation's gender pay gap? (500 words).

3.2. Please provide evidence that your activity has had an impact.

The gender pay gap is one of the most stubborn, entrenched inequalities at work. Many women spend a lifetime earning less than men, which has a knock-on effect on their financial security (when working and retired), life choices and even basic safety.² Addressing an organisation's gender pay gaps requires the monitoring of pay and reward for any discrepancies and targeted action to remove bias from the performance process whilst addressing the cause of any gender pay gap in the long-term through reporting and action planning. In answering this question, we would like to understand:

- *How you monitor equal pay. Do you conduct gender/equal pay audits? How often and how are the results used to inform your policies/processes/initiatives?*
- *The action you have taken to ensure that your pay and reward processes are transparent and free from bias.*
- *What you have done to understand the causes of your gender pay gap, and any action plan or time-bound targets you have introduced to address this.*
- *Any additional analysis you have undertaken to identify and understand intersectional pay gaps (i.e. gender and ethnicity, gender and working pattern, gender, and age), including action taken off the back of this.*
- *The impact your approach is having, ideally backed up with qualitative and quantitative evidence.*

4. Recruitment and selection

4.1 What are you doing to recruit a gender diverse workforce? Please consider activities across different levels, functions and for internal and external applicants including any longer-term initiatives with your communities. (500 words).

4.2 Please provide evidence that your activity has had an impact.

² Centre for Aging Better (2019) 'What does the gender pay gap mean for women in later life', Blog, 8th November. Available at <https://ageing-better.org.uk/blogs/what-does-gender-pay-gap-mean-women-later-life>





In this question, specify any activities that you are engaged in to ensure fair and equal recruitment processes throughout your organisation. This is relevant to all levels from the entry point to senior levels and may include addressing occupational segregation where relevant. In answering this question, we would like to understand:

- *How do you ensure that job adverts and the advertising of roles are free from Gender bias?*
- *Action taken to scrutinise job design and/or recruitment processes to remove bias (such as using blind CVs, structured interviews and/or skill-based assessment tasks in recruitment interviews).*
- *How you have targeted particular levels, departments, or job roles/functions in which there is an under- or over-representation of women in your organisation.*
- *Any specific recruitment initiatives/programmes that you have in place.*
- *Work with external organisations, agencies, and communities.*
- *If you have changed your standard operating model in response to restrictions enforced by the Covid-19 pandemic (i.e. shift to more remote working, use of online recruitment), how this has been used to further your gender equality goals?*

5. Progression and promotion

5.1 How are you fostering an inclusive organisational culture that allows all women to progress and flourish? What processes, policies and activities do you have in place to support this? What action are you taking to increase female representation in senior leadership? (500 words).

5.2 Please provide evidence that your activity has had an impact.

Everyday experience at work impacts employee engagement, performance, wellbeing, and retention.³ In this question, we want to understand how you take a 360 approach to the progression and promotion of women through both the policies and initiatives you have in place and the development and maintenance of an inclusive organisational culture. For example:

- *How performance is assessed and managed – is this done in a way that is fair and challenges bias.*
- *Action taken to address occupational segregation and create a diverse and robust pipeline for senior leadership positions, especially in functional roles i.e. targeting particular levels, departments, or job roles/functions in which there is an under- or over-representation of women, scrutinising job design and flexibility, formal training, and development programmes.*

³ Business in the Community (2020) 'What really works: Ensuring inclusive workplaces', 5th November. Available at: <https://www.bitc.org.uk/report/everyday-inclusion-what-is-it-and-what-really-works/>





- *The involvement of senior leaders and line managers in role modelling inclusive behaviours and creating an environment where employees feel safe to challenge and be authentic.*
- *Capturing and monitoring employee experience and taking action when necessary to address what you have heard.*
- *Providing employees with the tools to challenge unwanted workplace behaviours and create a culture of belonging (e.g. through training, the use of networks, allies).*
- *The impact your approach is having, ideally backed up with qualitative and quantitative evidence.*

6. Flexible working

6.1 How do you enable employees to work flexibly within your organisation and address the barriers to greater flexible working for all? (500 words).

6.2 Please provide evidence that your activity has had an impact.

Adopting flexible ways of working is proven to increase gender equality – and equality, diversity and inclusion more generally – in the workplace.⁴ How do you enable your employees to work flexibly – from supporting different working patterns to taking an employee-centric approach to job design, and overcome challenges to flexible working so that all employees can access it (i.e. long hours culture, embedding flexibility into senior and non-office based roles) How do you role model this behaviour and support line managers to co-create good jobs for all? In answering this question, we would like to understand:

- *How does the organisation's infrastructure enable and supports flexible ways of working?*
- *How the organisation's culture enables and supports flexible ways of working, including any action you have taken to ensure that everyone who can benefit from flexible working can access it (i.e. addressing working hours, performance management, promoting flexible working practices to all genders).*
- *The internal communication of flexible working practices and support offered to employees.*
- *The involvement and support offered to leaders and line managers to enable good job design and flexible working practices, including how they are held accountable.*
- *How are you measuring your flexible working policies and practices for success and to ensure that there is no bias to those who are using them.*

⁴ European Institute of Gender Equality (2019) 'Gender Equality Index 2019 - Work-life balance'. Available at: <https://eige.europa.eu/publications/gender-equality-index-2019-report/flexible-working-arrangements#:~:text=Flexible%20working%20arrangements%20can%20increase,working%20schedules%20in%20Member%20States>.





- *The impact your approach is having, ideally backed up with qualitative and quantitative evidence.*

7. Policies to support parents and carers

7.1 How do you ensure parents and carers are able to flourish and progress at work at the same rate as those without caring responsibilities? (500 words)

7.2 Please provide evidence that your activity has had an impact.

Caring is the norm and not the exception, with 44% of the workforce currently combining paid work with caring responsibilities.⁵ Individuals with caring responsibilities can find it harder to attain, retain and progress into good work, with women (who continue to carry out the majority of informal caring) and individuals from Black, Asian, Mixed Race and other ethnically diverse groups disproportionately affected.⁶ This year has seen the first increase in 30 years in the number of women leaving the workplace due to caring responsibilities as the legacy of the pandemic continues to be felt and issues such as childcare costs come to the fore.⁷

Explain how your policies and culture support working carers so that they are able to flourish and progress at work. In answering this question, we would like to understand:

- *The support you have in place to help employees combine work and home life.*
- *Actions you have taken to ensure that working carers do not face stereotypes or bias at work.*
- *Any efforts you are making to ensure people of all genders are able to care.*
- *Line-managers are equipped to support parents and carers.*
- *The impact your approach is having, ideally backed up with qualitative and quantitative evidence.*

8. Low paid women

8.1 How is your organisation supporting and developing your lowest paid women? Do you work with your supply chain to encourage and enable them to support and develop their lowest paid women? (500 words).

⁵ Business in the Community (2022) 'Who Cares? Transforming how we combine paid work with caring responsibilities', Report. Available at: <https://www.bitc.org.uk/report/who-cares/>

⁶ Business in the Community (2022) 'Who Cares? Transforming how we combine paid work with caring responsibilities', Report. Available at: <https://www.bitc.org.uk/report/who-cares/>

⁷ Donegan, M. (2021) 'Part of the 'Great Resignation' is actually just mothers forced to leave their jobs', The Guardian, 19th November. Available at: <https://www.theguardian.com/commentisfree/2021/nov/19/great-resignation-mothers-forced-to-leave-jobs>





Women make up the majority of those earning low wages, can find themselves ‘trapped’ in lower paid roles, and still tend to dominate in functions that are often lower valued, such as caring, cashiering, catering, cleaning and clerical work.⁸ Some groups of women, those from Black, Asian, Mixed Race or other ethnically diverse backgrounds – or lower socio-economic backgrounds – are at a further increased risk of low pay.⁹ Low paid workers can often find themselves locked out of progression opportunities, not able to access many of the workplace benefits more highly paid colleagues can experience. In part this can be due to the nature of their employment – many low paid workers will be classified as ‘agency’ or ‘temp’ staff in some way.

We are interested to learn more about what you are doing to attract, support and develop the lowest paid women in your organisation, including any action taken to address women at risk of low pay within your supply chain. In answering this question, we would like to understand:

- How you identify your lowest paid women and potential barriers to progression they may face i.e. do they dominate certain job groups, experience levels or working patterns?*
- Action taken to develop and support this group to access training and progression opportunities.*
- Inclusive job design or specific recruitment initiatives that benefit your lowest paid women.*
- Action you are taking with your agency, contract, or wider supply chain network to ensure that the women working for them are supported to progress, for example, by asking for D&I statements when appointing an agency to deliver certain functions.*

Part 3: Inclusive cultures

9. Embracing and celebrating difference

9.1 How do you capture employee voice and understand the diverse experiences of women in your workforce? What action have you taken to attract, support and represent different intersectional groups of women? (500 words).

Women are all different and cannot be represented as one homogenous group. We are interested to learn how you embrace and celebrate difference within your workforce, and how you ensure that

⁸ Women’s Budget Group (2020) ‘Women, employment and earnings: A pre-budget briefing from the UK Women’s Budget Group’. Available at: <https://wbg.org.uk/wp-content/uploads/2020/02/final-employment-2020.pdf>

⁹ Khan, A. J. (2022) ‘Gender pay gap wider for ethnic minority women, labour finds’, The Guardian, 12th October. Available at: <https://www.theguardian.com/world/2022/oct/12/gender-pay-gap-widest-for-ethnic-minority-women-labour-finds>





women from all backgrounds, life stages and identities are represented in, attracted to, and supported to progress in your workplace. In answering this question, we would like to understand:

- *How you capture and understand employee voice, and what it tells you about the different aspirations and barriers faced and needs required by intersectional groups of women.*
- *Specific initiatives developed and implemented in response to this (i.e. support for women experiencing the menopause, trans women, neurodiverse women).*
- *How this activity is measured and monitored and feeds back into your gender equality strategy and/or action plan.*

10. Psychological safety

10.1 What are you doing to ensure women feel safe to speak up in your workplace? What action are you taking to prevent, identify, address, and support all employees experiencing or witnessing non-inclusive behaviours at work, including bullying and sexual harassment? (500 words).

44% of the workforce have experienced non-inclusive behaviours at work, which range from inappropriate jokes and remarks to bullying and sexual harassment.¹⁰ Perpetrators can be colleagues, customers or clients with research showing that certain groups: women, Black, Asian, Mixed Race or other ethnically diverse employees, workers under 35 and those with a disability to be more likely to experience this kind of behaviour at work.¹¹ Impacting productivity, engagement and mental health and wellbeing, non-inclusive behaviour in the workplace has the potential to seriously impede gender equality and EDI goals, as research suggests that both bystanders and individuals towards which the behaviour is directed are equally impacted.¹²

Ensuring that employees feel safe and able to speak up relies on leadership, role modelling and empowering employees to identify, challenge and report poor behaviour. In answering this question, we would like to understand:

- *The action you are taking to prevent, identify and respond to allegations of non-inclusive behaviour in your workplace.*
- *How you ensure that employees feel safe to report incidents without fear of reprisal and what additional support is offered to them.*

¹⁰ Business in the Community (2021) 'Employee experiences of non-inclusive behaviours at work', 26th January. Available at: <https://www.bitc.org.uk/fact-sheet/employee-experiences-of-non-inclusive-behaviours-at-work/>

¹¹ Business in the Community (2021) 'Employee experiences of non-inclusive behaviours at work', 26th January. Available at: <https://www.bitc.org.uk/fact-sheet/employee-experiences-of-non-inclusive-behaviours-at-work/>

¹² Porath, C. & Erez, A. (2009) 'Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks', Organizational Behaviour and Human Decision Processes, 2009, vol. 109, issue 1, 29-44. Available at: https://econpapers.repec.org/article/eeejobhdp/v_3a109_3ay_3a2009_3ai_3a1_3ap_3a29-44.htm





- *Examples of how you are taking leadership on this issue.*
- *Examples of how you are taking a preventative approach to limit non-inclusive behaviours in the workplace i.e. code of conduct, training, support offered to employees to speak up, monitoring and addressing this issue in hybrid working patterns.*

Section three: Case study

11.1 What action have you taken in the short and long term to address the current cost of living crisis and its impact on gender equality? (500 words)

11.2 Please provide evidence that your activity has had an impact.

The cost of living crisis is affecting many employees in the UK with rising inflation and food prices pushing working people into poverty and financial stress.¹³ Women tend to act as ‘shock absorbers’ at times of economic hardship as they start off poorer and have fewer savings than men, are responsible for a disproportionate share of household shopping, and are more reliant on social security.¹⁴ Women are also more likely to take the sole or lion’s share of caring responsibilities, making them less able to increase their hours of paid work as childcare and eldercare costs have risen above the rate of inflation for many years.¹⁵

If organisations do not take action to mitigate the cost of living crisis, recognising the disproportionate impact this will have on working women, we face the risk of further rolling back of gender equality in the workplace, with the current crisis further exacerbating many of the issues surfaced during the pandemic (i.e. caring burden, amount of women in low paid and insecure work) Indeed, women are leaving the workforce at the highest rate in 30 years.¹⁶ In answering this question, we would like to understand:

- *The action you have taken to address the current cost of living crisis and its impact on your employees. What have you done and how did you determine where support would be best targeted?*

¹³ Business in the Community (2022) ‘How can businesses respond to the cost of living crisis’, 15th June. Available at: <https://www.bitc.org.uk/fact-sheet/how-businesses-can-respond-to-the-cost-of-living-crisis/>

¹⁴ Women’s Budget Group (2022) ‘Women’s Budget Group Input into Just Fair’s submission to UN Committee on Economic, Social and Cultural Rights (CESCR)’. Available at: <https://justfair.org.uk/wp-content/uploads/2022/10/2.-Womens-Budget-Group-Submission.pdf>

¹⁵ Topping, A. (2022) ‘Nursery for under-twos costs parents in England 65% of wage’, The Guardian. Available at: <https://www.theguardian.com/money/2022/oct/07/nursery-under-twos-costs-parents-england-65-percent-wage>

¹⁶ Donegan, M. (2021) ‘Part of the ‘Great Resignation’ is actually just mothers forced to leave their jobs’, The Guardian, 19th November. Available at: <https://www.theguardian.com/commentisfree/2021/nov/19/great-resignation-mothers-forced-to-leave-jobs>





- *How did you ensure your intervention(s) were along the right lines and having their intended impact? Did you consult employees in developing your plans? What is the feedback so far?*

Section four: Employee experiences

12.2 Please share the contact information of four employees at your organisation that we reserve the right to contact should we wish to hear directly from your workforce. They should be of different functions, levels, tenures, and genders and be informed that their contact details have been shared as part of this submission.

Name:

Email:

Job title:

Telephone:

Section five: Data monitoring

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

Gender profile

This section is mandatory

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

Please indicate the reporting period for your entry.

	Month	Year
Start of period (1)	▼ January (1 ... December (12)	▼ 2017 (1 ... 2020 (4)
End of period (2)	▼ January (1 ... December (12)	▼ 2017 (1 ... 2020 (4)

In the following questions, the following definitions are used.

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





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

Senior managers mean senior employees who are responsible for planning, directing, or controlling the activities of the organisation, or a strategically significant part of the organisation.

Examples are Division Heads, Regional Directors, Heads of Department, Executive Committee members.

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

Other employees mean employees who do not have management responsibility of people or processes.

If your sector is Accounting and Management Consultants, Civil Service, Higher Education, Investment Banking and Financial Services, Legal, or Armed Forces, [look at this chart](#) to map seniority in your organisation.

How many people does your organisation employ in the UK? ___ employees (1)

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

	Women (%) (1)	Men (%) (2)	Non-traditional gender identities	Did not disclose	Validation
Senior managers (1)					Women + Men + Non-traditional gender identities + Did not disclose = 100% Senior managers
Managers (2)					Women + men + Non-traditional gender identities + Did not disclose = 100% Managers





Other employees (3)					Women + men + Non-traditional gender identities + Did not disclose = 100% Other employees
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What is the gender profile of your board members (executive and non-executive directors)?

	Women (%) (1)	Men (%) (2)	Non-traditional gender identities	Validation
Executive directors (1)				Women + Men + Non-traditional gender identities = 100% EDs
Non-executive directors (2)				Women + Men+ Non-traditional gender identities = 100% NEDs

Do you publish your parental leave policies externally (i.e. on your careers or external website?) (Y/N)

Do you publish your flexible working policies externally (i.e. on your careers or external website?) (Y/N)

Do you proactively discuss flexible working options at recruitment stage? (Y/N)

How do you do this?

- Listed in job adverts
- We raise it at interview stage
- We instruct recruiters to flag our support for flexible working
- Other

Do you offer flexible interview times for parents / carers to attend interviews? (Y/N)

Does your organisation pay the Voluntary Living Wage? (Y/N)

Do you track and publish your ethnicity pay gap? (Y/N)

Which of the following best describes your company's parental leave policy?

a) Statutory maternity leave + statutory paternity leave





- b) Enhanced maternity leave + statutory paternity leave
- c) Statutory maternity leave + enhanced paternity leave
- d) Enhanced maternity + enhanced paternity leave (different policy for each parent)
- e) Equal and enhanced parental leave (same policy for all parents)

If not e): Is your company considering introducing an equal and enhanced parental leave policy in the next 2 years? [Yes / No / Not sure]

f) If Yes, Please provide any additional details on the policy your company is considering. [Free text]

If e): Is your company considering any changes to its equal and enhanced parental leave policy in the next 2 years? [Yes / No / Not sure]

g) If Yes, Please provide any additional details on the changes your company is considering. [Free text]

Do you offer paid leave for working carers?

Do you track promotion rates of those who have taken parental leave? (Y/N)

Do you offer leave for those experiencing miscarriage or birth loss? (Y/N)

Do you have a menopause policy? (Y/N)

You have reached the end of the entry form. Click "yes" below and the "next" button to submit your entry.

Check that you have you completed your entry:

- Have you answered all questions in the entry form including the gender metrics section?
- Have you provided details for entry contact, senior contact, invoice contact and press contact?
- Have you provided your organisation name as you want it to appear in promotions around the Top 50 list with The Times?
- Have you checked that your answers are anonymous and do not include your organisation's name or references that would easily identify it?





The Prince's
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Business Network

After you submit your answers, you will be emailed a confirmation acknowledging that we have received your entry.

Do you want to submit your entry to The Times Top 50 Employers for Gender Equality?

- Yes

