



The Prince's
Responsible
Business Network



Case Studies

GENDER EQUALITY ROUTE MAP

8 steps to gender
equality for employers



CONTENTS

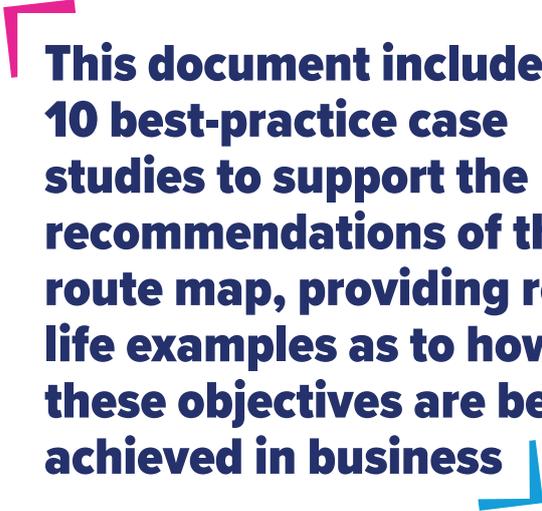
| | |
|---|----|
| FOREWORD | 03 |
| 8 STEPS TO A MORE GENDER EQUAL FUTURE AT WORK: SUMMARY | 04 |
| STEP 1. MAKE GENDER EQUALITY A BUSINESS PRIORITY: WITHOUT THIS COMMITMENT, WE RISK GOING BACKWARDS | 06 |
| STEP 2. CONSIDER WOMEN'S DIFFERENT NEEDS AND EXPERIENCES | 07 |
| STEP 3. HELP EVERYBODY CARE: DE-GENDER CARING POLICIES | 08 |
| STEP 4. EMBRACE FLEXIBLE WORKING: ASK WHY NOT, NOT WHY | 09 |
| STEP 5. BE TRANSPARENT ABOUT HOW YOU SET PAY AND WHERE YOU HAVE PAY GAPS | 12 |
| STEP 6. TAKE THE BIAS OUT OF RECRUITMENT | 13 |
| STEP 7. COLLECT AND APPLY A GENDER LENS TO A WIDE RANGE OF DATA | 14 |
| STEP 8. COMMIT TO AN INCLUSIVE CULTURE FOR EVERYONE – WITH ZERO TOLERANCE FOR POOR BEHAVIOURS | 15 |

FOREWORD

Business in the Community's (BITC) *Route map to a more gender equal future* outlines the approach businesses should take to protect and where possible, accelerate gender equality at work. Recognising the impact of the COVID-19 pandemic on women, it outlines how employers can mitigate the risks and capitalise on the opportunities to advance gender equality moving forward.

This document includes 10 best-practice case studies to support the recommendations of the route map, providing real-life examples as to how these objectives are being achieved in business. The aim of the case studies is to inform and inspire organisations at different points on their gender equality journey, and to provide tangible examples of effective methods to advance women's equality at work.

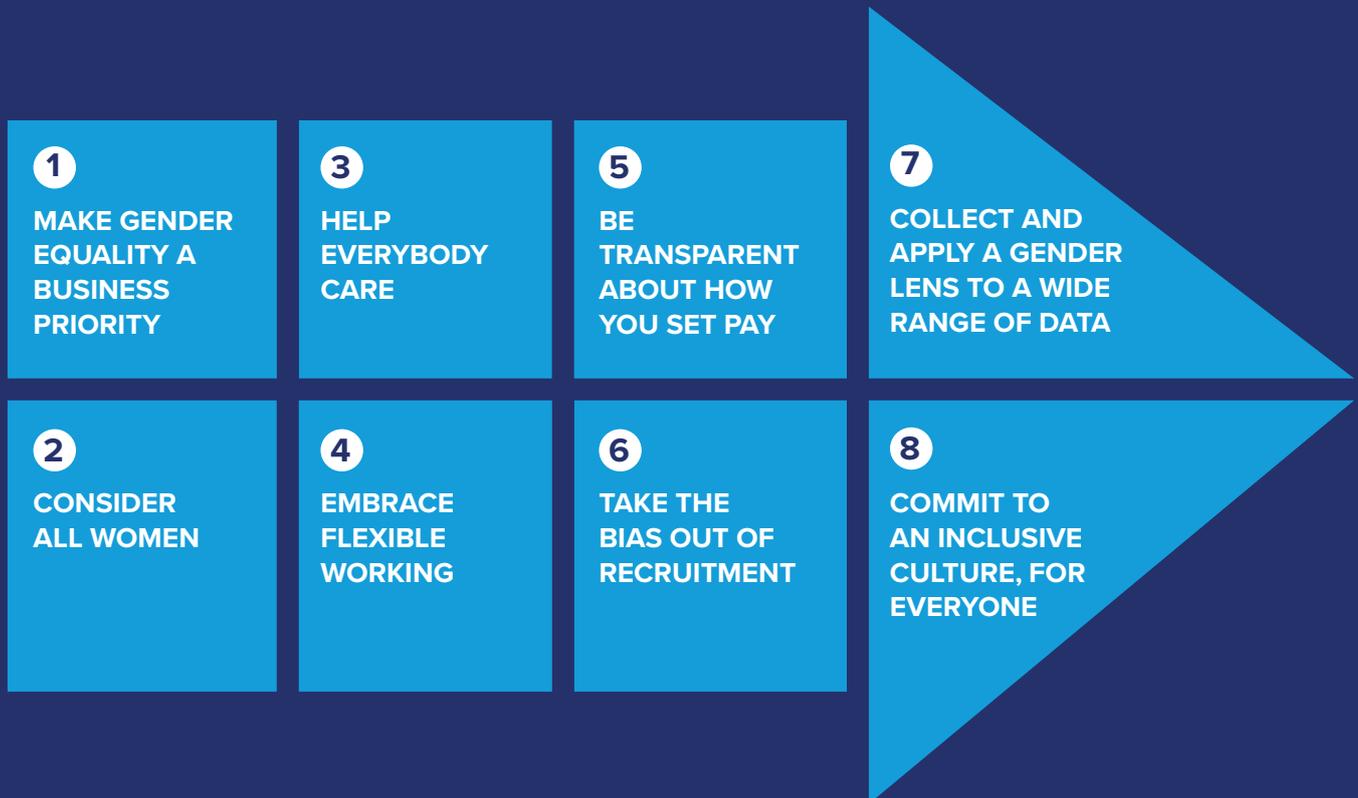
Please see the BITC toolkit *Route map for a more gender equal future* for several examples of the ways in which your organisation can take a more intersectional approach.



This document includes 10 best-practice case studies to support the recommendations of the route map, providing real-life examples as to how these objectives are being achieved in business

8 STEPS TO A MORE GENDER EQUAL FUTURE AT WORK

SUMMARY





1

Make gender equality a business priority – without this commitment, we risk going backwards

Eversheds Sutherland

Eversheds Sutherland's approach to diversity and inclusion is core to the overall business strategy, and intrinsically aligned to Eversheds Sutherland's inclusive values and expected behaviours. The strategy is continuously reviewed in relation to gender equality using feedback and data. The commitment to building a gender balanced business and having balanced representation below partner level has never been stronger.

The firm has set a target of 30% female partners by 2021 (currently 29% in the UK) and has defined a D&I strategy which is underpinned by key drivers for change. These include embedding partner accountability (demonstrated through a monthly RAG dashboard and assessing Inclusive leadership behaviours), establishing an enhanced agile working culture, and reviewing the allocation of work, opportunities, and leadership roles. Eversheds Sutherland's framework for gender equality is well established and led passionately by the leadership team. The D&I team drive the actions, advise on best practice, and collaborate to embed strategic priorities. The Gender Steering Group then champions this work and shapes it through regular feedback.

The HR teams collectively help to attract, retain, and promote female talent and embed an inclusive culture for all women, at all levels. Through all activities, including the organisations empowered networks, an intersectional approach is taken to identify internal female role models and highlighting positive examples of gender equality.

Sodexo UK and Ireland

To increase the pace of culture change at their organisation, Sodexo empowers senior managers as champions of diversity and inclusion and gender balance. This is pioneered by the CEO Sean Haley, who frequently conveys the importance of gender balance, that it goes beyond a moral obligation and is very much a business imperative and differentiator. Sean also co-sponsors Sodexo's global SoTogether Facilities Management (FM) Group; a strand of their gender network focused specifically on increasing the representation of women in FM roles.

Sodexo's culture is that diversity and inclusion is everyone's responsibility, and the CEO appoints executive sponsors and drives others to visibly support diversity activities and encourage their team's participations. Senior leaders have targets to assess their contribution towards increasing representation to reach the 43% target of women within Sodexo in UK&I Senior Leadership by 2025. The movement on this is measured by the global CEO and reported to everyone. Their senior leaders have carried out a range of activities, each taking ownership for different aspects of the diversity and inclusion agenda. This includes, for example, a senior spokesperson for their activities on reducing the gender pay gap, an executive sponsor for the LGBTQ+ agenda leading the way on the valuable role visible allies can play. The Country President for Ireland is a regular speaker on the external D&I circuit specialising in female intersectionality.

The organisation's senior leaders take the responsibility of being role models to employees across the organisation seriously and will regularly feature in newsletters, blogs and podcasts sharing their own career stories and their advice and tips for success.

Sodexo's senior leaders undertake management training on diversity and inclusion and sexual harassment prevention training. Sodexo have maintained their female workforce of 55% consistently over recent years.

Thames Water

Thames Water's Big Picture provides a framework to deliver against the organisation's values and behaviours; respecting and valuing everyone and ensuring people are motivated to give their best. This is built into the organisation's performance management and development process, which requires employees to provide demonstrable evidence in line with these values.

The mandatory people manager objective requires line managers to "manage and lead people in a way that demonstrates the values through behaviours and creates an inclusive and positive environment that drives performance, engagement and development".

Measures under this objective include addressing behaviours that fall short of expectations and creating a positive team environment that reflects Thames Waters' approach to diversity and inclusion, ultimately ensuring that Thames Water is an inclusive place to work with engaged employees delivering life's essential service so that their customers, communities and the environment can thrive. Targets for delivering against this are included in the annual manager's bonus.

Training encompasses the diversity and inclusion plan which outlines the business benefits of a gender diverse workforce along with current targets, details of the Women's Network, reverse mentoring schemes, and an unconscious bias workshop. Resourcing use gender decoder apps to produce job adverts that are inclusive by design and are supportive of flexible working. For example, during the pandemic managers have helped to advocate initiatives to ensure people could juggle work with caring responsibilities.

Furthermore, the talking talent process has a specific gender lens, and monthly people performance management meetings are held to track progress against measures with a dashboard of data highlighting key demographics including gender and pay.

Success is measured through attrition statistics, exit feedback, advocacy, and engagement surveys with demographical analysis.

2 Take an approach that recognises women have different needs and experiences

Please see the *Route map for a more gender equal future* for several examples of how employers can recognise women's different needs and experiences.

3

Help everybody care – ‘de-gender’ caring policies

Aviva

Almost four years ago, Aviva introduced equalized parental leave – where people of all genders are granted 52 weeks off upon the birth of a child. 26 of which are at full pay.

A range of issues sparked Aviva’s decision to take this step: they felt employer policies were increasingly out of step with family lives and that their approach should reflect their values. Aviva also saw the opportunity to ‘de gender’ care, not only for women’s careers, but also men who they wanted to support to play a greater role in their children’s lives. Finally, Aviva also felt it would send a strong signal about the kind of business they are – showing customers and employees that as an organisation, they believe in supporting their people of all genders to manage paid work with raising families.

From the outset it was decided it needed to be simple and clear; a lot of policies around parental leave can be quite complex to understand. Aviva took a very deliberate approach to showcasing the new policy as part of a wider cultural transformation journey, enlisting senior leaders led by their CEO to promote the new approach. Aviva continue to profile people across the business taking the leave; and when employees return Aviva ask them to become advocates of the policy.

Aviva now see roughly 1200 people access the policy each year, with an equal number of men and women, and a good spread across the grades. Men are less likely to take the full year, but similar rates access the paid 6.5 half months.

It has been a great success with a positive impact on employee well-being and retention; Aviva have received good feedback around staff feeling supported and encouraged to take time out. Even beyond the immediate people that use the policy, Aviva believe it has impacted on wider staff morale and motivation, colleagues know they work for a company that is committed to helping employees balance all the different sections of their lives. It is also likely to have impacted on Aviva’s recruitment costs.

The policy obviously has a price tag, but Aviva would encourage all employers to think about the steps they can take to ‘de-gender care’; helping families in the here and now and the case of gender equality in the long term. This kind of approach can also lower costs around recruitment as people are more likely to stay with a business that recognises their needs at different life stages.

TESTIMONIAL: Daniel Clark-Bland is based in York and took parental leave in 2019 to adopt his son Theo. He has worked for Aviva since 2018.

I returned from parental leave in April 2020, by which time we were in lockdown, so I haven’t been back to the office since July 2019. It was quite bumpy coming back to work. I had the usual post-paternity leave ‘bump’, but also a pandemic ‘bump’. Our childcare arrangements weren’t in place due to lockdown, so my husband and I had to adjust to working with Theo at home. It was a triple whammy.

There is an inherent guilt that parents don’t talk about – that you’re being a bit rubbish both at work and at home.

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Aviva and my leader were exceptionally supportive, we arranged a working pattern that meant I could be a decent employee and dad. I worked mornings and my husband worked afternoons. Not many people I know outside of Aviva had the same beneficial setup.

Routine is key for adopted children. By the time Theo was with us, we were his third family, after his birth family and foster family. You must do so much to offer comfortable, predictable environments. Being creative and having a 'catalogue' of go-to ideas really helped us. I can't recommend enough a good pair of walking shoes and a rear steer tricycle. It is so important to be kind to yourself, as a parent and a person. Some days, you just want to sit and listen to music while playing with toy cars on the floor.

Becoming a parent made me feel immensely proud to work for Aviva. I am really grateful that my employer supported us through the many steps of adoption. There are months of meetings with social workers, a private medical appointment and two panel approvals, which all need to be made in person. Being able to attend these took a level of stress out of what is already a strenuous and emotional journey.

I have not spoken to a single other person who hasn't said 'wow, they let you take how much leave?' It is so important as an adoptive family – we were two strangers who swept in and had to build a real bond and rapport. Would that have been there after two weeks of statutory leave? How would we have made the call on which dad took the much longer adoption leave, potentially bonding more with Theo? Thanks to equal parental leave, we never had to make this unspeakably cruel decision.

4 Embrace flexible working – ask why not, not why

Fujitsu

The past year has completely reformed the world's view of flexible working and Fujitsu have taken this opportunity to embrace it. Fujitsu have made a couple of simple changes to their policy and the way flexible working is approached which has positioned flexible working as integral to the business success.

An already established culture receptive to flexible working meant Fujitsu had a head start when the pandemic hit, however, this was used as an opportunity to further align their policy to their culture. Before the pandemic, Fujitsu's policy was compliance driven and did not highlight to managers to benefits of flexible working.

As part of the Work Your Way promise Fujitsu wanted to support everyone to work in a way that benefits them, their family, and their wellbeing. To do this, they focused on incorporating four key considerations into the organisation's flexible working policy:

- 1. Believing in the benefits:** Using positive language to speak openly about the benefits flexible working brings and the importance of enabling people to work flexibly.
- 2. Removing barriers:** Encouraging employees and managers to have flexible working conversations from day one of employment by removing the need for 26 weeks service. Fujitsu are making flexible working the default position.

3. Trusting our managers: With so many flexible working combinations, Fujitsu now ask everyone to first have informal discussions with their manager. This means they can accommodate flexible working requests quickly and informally, before any formal requests are made. Fujitsu are also encouraging managers to start these conversations and to use flexible working as an option to support positive wellbeing for their teams.

4. Opening flexible working to all: Breaking down stereotypical barriers and sharing employees' stories helps to demonstrate how everyone can benefit from using flexible working.

To make the policy come to life, Fujitsu spoke openly about these changes on their weekly webcast for people managers that attracts about 700 managers. Line managers are encouraged to keep connected with people and proactively ask, and listen, to how they are feeling. Ideally, managers should be checking in with their people regularly – the emphasis being to check in, not checkup. This focus on manager contact and understanding each person's different circumstances, allowed Fujitsu to promote flexible working as a positive technique managers could use for their teams.

While Fujitsu know that women are more likely to make formal flexible working requests, they are working to break down flexible working stereotypes to ensure that everyone works in a flexible way which suits them. For example, Leigh Schwartz, Executive Adviser Products Europe and European championship triathlete bronze medallist, works flexibly:

'Having the ability to work from anywhere and being trusted to self-manage my diary allows me to train at a time that suits me. Training and work are both enjoyable for different reasons which keeps things in perspective and means you don't over-stress or over-train in any particular area – this works well for me.'

The positive impact this flexibility has is demonstrated in employees' feedback: 85% of Fujitsu employees said they wanted to keep flexibility in their jobs post-pandemic. We also found 73% of employees said they feel able to effectively manage their work-life balance in September 2020, compared to 68% in December 2019. This coupled with positive indicators of people feeling well supported by Fujitsu and their managers, manifests in a 9 point increase in employee engagement from December 2019 to July 2020.

In the future Fujitsu are looking at how they continue to deliver on the Work Your Way promise and expand their current offerings to further support everyone in the organisation.

Line managers are encouraged to keep connected with people and proactively ask, and listen, to how they are feeling. Ideally, managers should be checking in with their people regularly – the emphasis being to check in, not checkup



5

Be transparent about how you set pay and where you have pay gaps

Shell

The result of robust, transparent, non-discriminatory, and globally consistent pay and reward policies at Shell has meant there is little difference in gender pay equity. This has been achieved by:

- Undertaking objective job evaluations to determine the relative worth of different jobs within the organisation and eliminate wage inequalities.
- Cultivating a strong culture of pay process fairness, with no negotiation on pay after joining the company.
- Addressing pay discrepancy at the point of recruitment, with total remuneration offered to a candidate actively compared to that of existing equivalent employees, and the starting salaries of new joiners analysed on an annual basis to monitor equity.
- Application of an annual merit process, where salary progression is determined by an employee's performance rating, position in salary range, and merit budget using a salary progression matrix.
- The publication of all pay policies internally for full transparency.

Potential bias in annual performance ratings is mitigated by asking managers to have documented evidence for their decisions. Managers are then asked to review outcomes on an aggregated basis with a diversity lens to ensure any potential skew owing to gender, seniority or working patterns. Since the start of the COVID-19 pandemic, specific guidance has also been provided to managers for year-end performance ratings to ensure individuals are not disproportionately impacted. For example, managers were recommended to have an open discussion with their employee(s) to align on the highest business priorities and agree a set of individual goals and outcomes that are achievable and considerate of the adjusted personal circumstances and availability of working time.

To ensure ongoing fairness in Shell's pay processes, pay equity is monitored annually and globally with external validation from the Institute for Compensation Studies at Cornell University. Any 'Special Recognition Awards' (one-off bonuses) are also analysed through a gender lens. In a year where the UK Government relaxed gender pay gap reporting regulations, Shell also continued to report its gender pay gap data to remain transparent and keep gender balance in focus.

6

Take the bias out of recruitment

Allen & Overy

Allen & Overy monitors its pipeline of female talent across all offices and practice groups, reporting internally on progress twice a year. The Diversity & Inclusion team works closely with the Reward team to understand proposed promotions, and the extent to which they meet the firm's targets. In 2020, Allen & Overy achieved 45% female promotions to partner having implemented a target of having at least 30% in the promotion process.

This activity is supported by ongoing pilots of blind work allocation, which consider development needs, the business case for progression and flexible working needs; three female development programmes which support women at the early, mid, and senior stages of their careers; raising awareness of different career paths; and a shift to regular career conversations rather than annual appraisals for all staff.

In response to the Covid-19 pandemic, Allen & Overy has put in place several measures to support parents, including line manager guidance on additional flexibility for those with children at home and additional coaching for parents who are struggling or line managers who may be trying to support parents in their teams. The approach of regular career conversations rather than annual appraisals has served Allen & Overy well during the global pandemic because, as well as more informal catch ups, women have been able to have regular conversations that focus on their long-term aspirations and how to keep on track with their goals and development during this challenging time.

Capgemini

Capgemini has implemented many initiatives to ensure the organisation's recruitment matches its gender equality goals.

Social media recruitment and the profiling of female employees on recruitment pages and at events is used to showcase diverse women and target the attraction of women into technical roles. Positive recommendations of Capgemini's inclusive culture captured on Glassdoor also acts as a key attractor for female employees. This is supported by web pages and job descriptions being written in gender-neutral language. The input of the *Women@Capgemini* network into recruitment initiatives and the provision of gender balanced shortlists and hiring panels where possible.

Hiring managers receive training on how best to detect and interrupt unconscious bias and are encouraged to take a skills-based approach to recruitment and development. Applicants are asked about their salary expectation to encourage negotiation and reduce pay disparities for female applicants, with discussions about flexible working actively encouraged during the recruitment process to access the widest talent pool available for roles. Hosting an Active Inclusion event for suppliers, and partnering with jobsites such as Where Women Work, also shows a commitment to driving more female employment externally in their sector.

Recruitment data, including gender and the experience of new joiners, is monitored through Capgemini's diversity dashboard. This data is then used, where necessary, to leverage business stakeholders to recruit more women in particular divisions where necessary.

Capgemini has continued to hire throughout the COVID-19 pandemic, with a focus on occupational segregation and getting more female hires into technical roles. Female hiring is within 3 percentage points of 2019 levels, with over 50% female graduate and apprentice hires achieved this year. With ways of working changing for so many this year, Capgemini is committed to driving positive changes to create a better normal, with employee experience and inclusion at the heart of their approach.

At KPMG, Inclusion, Diversity and Social Equality (IDSE) data is reported monthly to track progress towards publicly set firm-wide targets, as well as internal functional targets. This data is also used to review all people processes including recruitment, performance management, work allocation, promotions, and reward



Collect and apply a gender lens to a wide range of data

KPMG

At KPMG, colleagues are asked to share their diversity information, which is then used, anonymously and in aggregate form, to identify barriers, track progress and measure the impact of interventions.

Inclusion, Diversity and Social Equality (IDSE) data is reported monthly to track progress towards publicly set firm-wide targets, as well as internal functional targets. This data is also used to review all people processes including recruitment, performance management, work allocation, promotions, and reward. This data enables any disproportionate outcomes to be challenged, ensuring fair outcomes for colleagues.

Additional uses of IDSE data include analysis of the impact of KPMG's diverse talent programme, GROW. Recently this data was extended to include qualitative analysis, alongside quantitative data on progression and retention to better assess the outcomes of the programme. Moreover, IDSE data is used to examine sentiment amongst the firm via the annual Global People Survey. Results are fully reviewed from an IDSE perspective and findings are built into yearly engagement plans.

More recently, considering the COVID-19 pandemic, KPMG has applied an IDSE lens to additional surveys and various data sets to fully understand how KPMG's employees have been impacted and, critically, how best to support them. The findings from these data sets have resulted in conversations about the most effective working patterns for individuals and focus groups, run by the Families Network, to understand how to best support carers.



Commit to an inclusive culture for everyone – with zero tolerance for poor behaviours

EY

Professional services firm EY understands the importance of diversity & inclusiveness (D&I) and how it contributes to the growth of the organisation. That is why the firm set itself the ambitious target to radically accelerate its progress on D&I by 2025.

While EY has made good progress and, at times, led the way for the sector, the firm felt that its pace of change and impact did not meet its ambition to be the most diverse and inclusive professional services firm. The company wanted to make its diversity and inclusion work more impactful by embedding a culture of ‘belonging’ throughout the organisation.

Creating a culture of belonging at EY

For EY, ‘belonging’ is about their people being engaged and understanding that D&I is not only about minority groups, but that everyone has a part to play in the culture created. As a firm, EY has committed to fostering an environment where all differences are valued, practices are equitable, and everyone feels a sense of belonging.

In 2018, EY launched an internal ‘belonging’ campaign, included in internal communications, posters, and interactive digital experiences, explaining the impact and responsibility that everyone has to create a culture of belonging for themselves and their teams. At the start of 2019, the firm started a “strong when you belong” newsletter which has enabled EY to engage with majority as well as minority groups and has elevated the voices of people in an authentic and meaningful way. This has included a fantastic range of topics such as sexual orientation, quiet leadership, looking beyond labels, and standing together in solidarity against racism. The campaign has received strong feedback from all levels across the business with 30,000 views, helping EY stay connected with its people and teams through times of uncertainty.

To understand and measure employee experience, EY conduct staff satisfaction surveys to understand how employees are feeling, analysing this data by race and gender.

EY's 'belonging' campaign has received strong feedback from all levels across the business with 30,000 views, helping EY stay connected with its people and teams through times of uncertainty





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