



Government
Equalities Office

**Think
Act
Report**
Gender equality at work



Think, Act, Report
Mending The Gap



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01

Foreword



Ministerial Foreword

Who wouldn't want their company to attract the best talent, show their customers a commitment to doing the right thing, and be seen as leaders in their field? That's why *Think, Act, Report* has the support of over 250 companies, covering over two and a half million employees. Recent sign-ups have included household names such as Aldi, Samsung, Britvic, Liberate UK, Scottish Power, Telefonica (O2) and William Hill. We welcome them and the 100+ companies that have signed up over the past year.



Jo Swinson MP

*Employment Relations and Consumer Affairs;
and Minister for Women and Equalities (BIS)*

We have seen a notable shift in the past 12 months with more and more *Think, Act, Report* companies eager to learn from one another and share best practice to ensure that the debate about the role of women in the workplace is well-informed. We know that these companies want to treat everyone fairly and employers do not set out to discriminate.

Industry roundtables discussing topics such as the barriers to analysing equal pay and how to overcome them have been well-attended and promoted lively debate, with businesses working together to share their experiences. A dedicated *Think, Act, Report* LinkedIn Group for supporters to post business news and thinking has also created a useful platform for sharing issues and ideas.

We have created a Transparency Award for *Think, Act, Report* supporters in partnership with Opportunity Now. Recent winners include gender equality trailblazers, like Friends Life and Genesis Housing. We continue to share and promote the types of case studies found in this report which demonstrate innovative and creative ways



The Rt Hon Nicky Morgan MP

*Secretary of state for Education; and Minister
for Women and Equalities (DfE)*

to tackle gender issues. So, there has been good progress and *Think, Act, Report* is a key part of that progress, as highlighted in this report.

Importantly, our *Think, Act, Report* supporters survey demonstrates that 58% of those who responded have been motivated to take more action to encourage female talent in their organisation since signing up to *Think, Act, Report* which is great news. Of those, 78% are now developing a planned approach to promoting gender equality and 54% are evaluating the impact of policies and programmes on gender equality.

We urge every company that has signed up to keep working on ways to be more transparent, to encourage your supply chain and peer group companies to be involved and to continue to share best practice so that other companies can learn from you; and we urge anyone reading this from a company that is not yet committed to *Think, Act, Report* to sign up to it now.

Finally, a big thank you to EY who we have worked with this year to produce and launch *Think, Act, Report* – Mending The Gap.



Steve Varley
EY Managing Partner, UK&I

EY

Introduction

As one of the early supporters of *Think, Act, Report*, we are delighted to be hosting the launch of the third annual progress report and to see that over 250 companies, from a variety of sectors, have now signed up to this voluntary framework for gender equality reporting.

As a global leader in assurance, tax, transaction and advisory services, access to company statistics are fundamental to our work and just as important is the story that our internal statistics tell us about our people.

As a business, we have been clear in our commitment to Diversity and Inclusiveness. An important part of this is understanding the 'mix' of our people and measuring progress towards the goals that we have set ourselves.

Harry Gaskell
*UK and Ireland Advisory Managing Partner and
Diversity and Inclusiveness Partner*



We know, from our internal research globally, that diverse teams are more profitable whilst retaining a high quality of work and that people that are managed inclusively are the most engaged.

Steve Varley

UK and Ireland Managing Partner

We regularly look at gender representation, promotion rates, retention rates, performance rankings, how assignments are scheduled and our engagement scores.

This data ensures we are able to pinpoint where we need to focus the most attention to strengthen the diversity of our leadership pipeline and enable us to set specific targets for promotion.

Over a rolling three year period, our aim is to have 30% females and 10% Black and Minority Ethnic people in our new partner intake and a longer-term aim is to achieve these levels of representation on both our leadership team and within our wider partner population.

This is important for all businesses. Globalisation is fundamentally changing the world in which we live and in which EY does business. Our workforce — and our client base — is increasingly diverse. We need to harness the power of inclusiveness to deliver the types of breakthrough thinking and exceptional client service that is going to help EY and our clients succeed.

Developing the highest performing teams in our industry is a critical component of our people and business strategy. We know from our internal research globally, that diverse teams are more profitable whilst retaining a high quality of work and that people that are managed inclusively are the most engaged.

We are making steady progress towards achieving our targets and we are delighted that our work has been recognised by both Race for Opportunity in their 2014 awards, in the Times Top 50 Employers for Women and in the Top 10 Employers for Working Families.

I would urge any company that is committed to attracting and retaining great talent to join us in signing up to *Think, Act, Report*. The website is a helpful resource sharing a practical framework to think about your data and a wealth of cross sector case studies. Become a signatory in 2014 and commit to progressing the *Think, Act, Report* agenda.

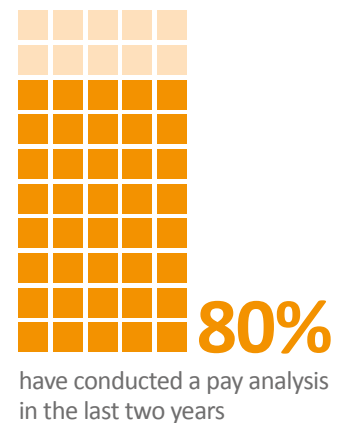
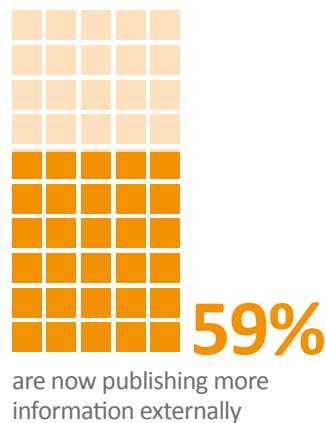
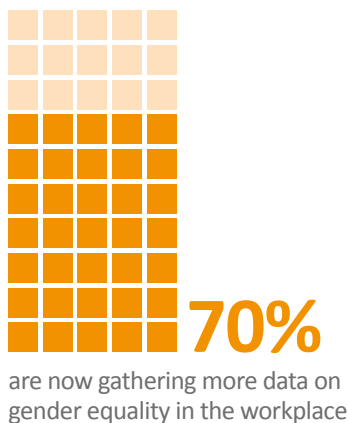




Progress update

Three years after launching *Think, Act, Report*, the initiative is publicly supported by over 250 companies covering over two and a half million employees. These include a host of household names: Tesco, JD Weatherspoon, npower, M&S, easyJet and cover a wide range of sectors including – retail, banking, energy, transport, law, engineering, finance, travel, insurance and accountancy.

Companies supporting *Think, Act, Report* were offered the opportunity to comment on their experiences, challenges and successes since joining the initiative through our annual survey. Of those companies who responded:



It's clearly beneficial for a company to be seen as offering genuinely equal opportunities for women and signing up to support *Think, Act, Report* demonstrates this to its staff, customers, shareholders, and supply chain.

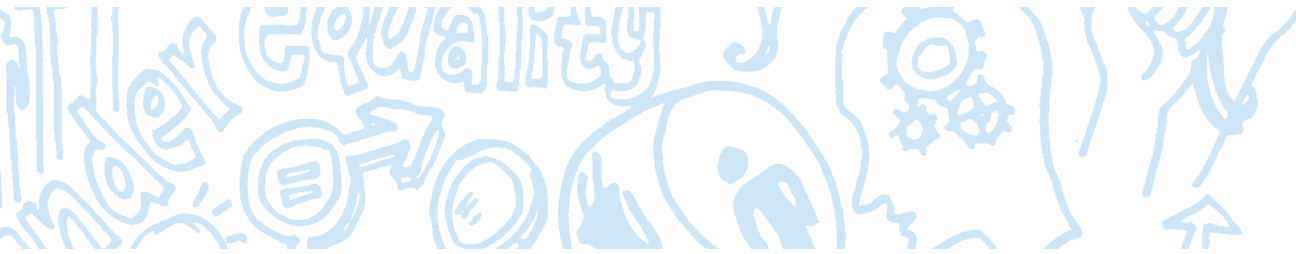
Think, Act, Report provides an opportunity to learn from other companies on gender issues and is

particularly useful for companies in traditionally male-dominated sectors.

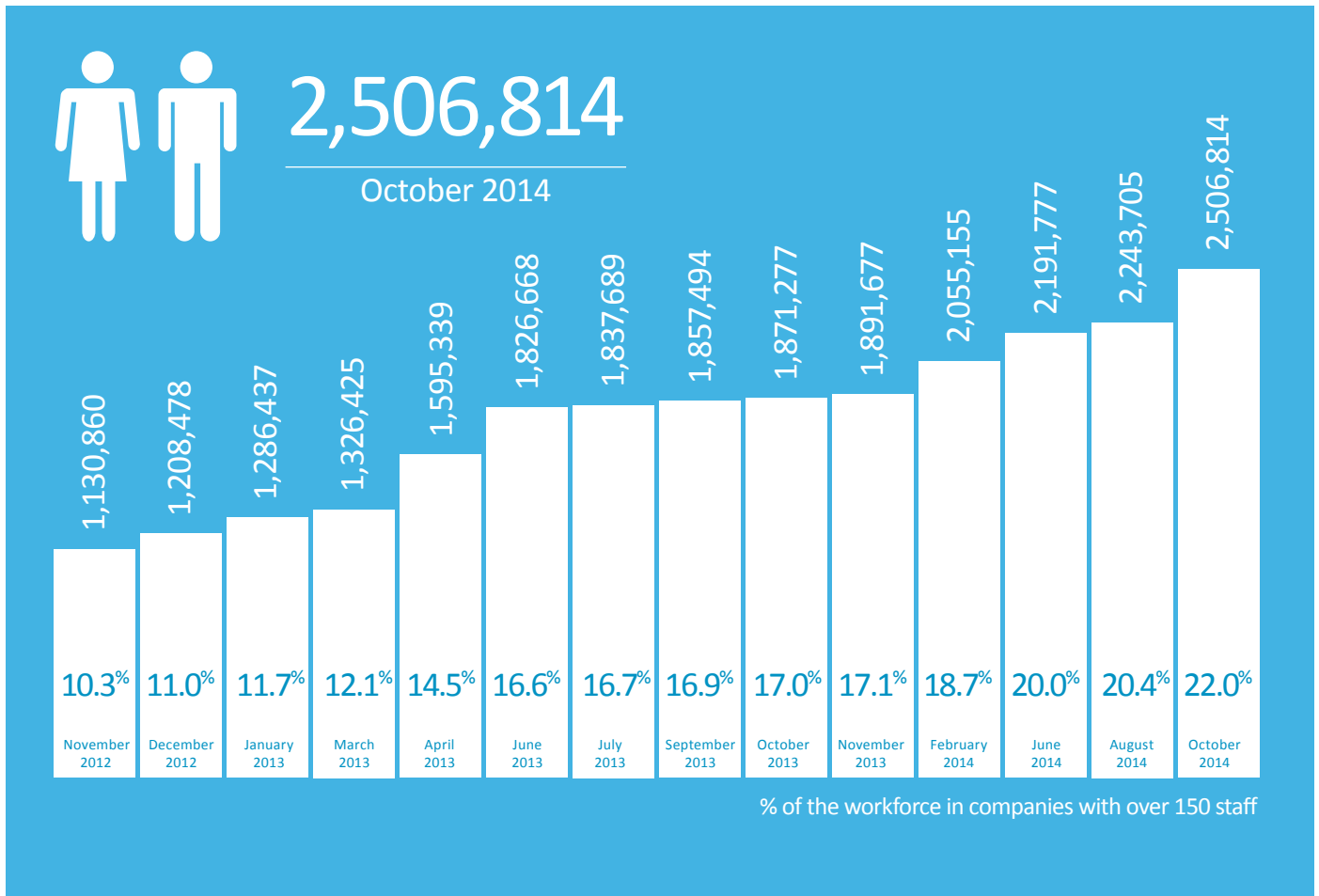
Our survey shows that the vast majority of *Think, Act, Report* companies are taking more action to encourage female talent in their companies since signing up, and many are making that information public – recognising the importance of transparency as a way of

attracting, recruiting and retaining women.

The survey also showed that over two thirds of companies have conducted a pay analysis in the last two years and are using the findings to inform pay decisions. This is an important finding and an encouraging upward trend since our survey last year as it demonstrates



Number of employees in organisations signed-up to *Think, Act, Report*



that companies are taking the issue of equal pay seriously.

Our continued goal is to build on the number of companies supporting *Think, Act, Report* and to promote a culture where, reporting publicly on gender issues and equality for men and women in the workplace is considered the right thing to do.



250 number of UK companies supporting *Think, Act, Report*



115 more than last year

02

Women in the Labour Market





Changing nature of the labour market

14.4
million

Women in employment which means more women are working in the UK than ever before



Since May 2010,
711,000
more women are employed



552,000
Full time



195,000
Part time

Source: labour force survey (October 2014), ONS

The UK has the

8th highest women's employment rate in the EU

The UK has

8th highest gender pay gap in the UK. This is partly due to the high level of women in the UK in employment



Source: Eurostat

The average unemployment rate across the UK is

6.5%



The average unemployment rate across the European Union is

10.3%



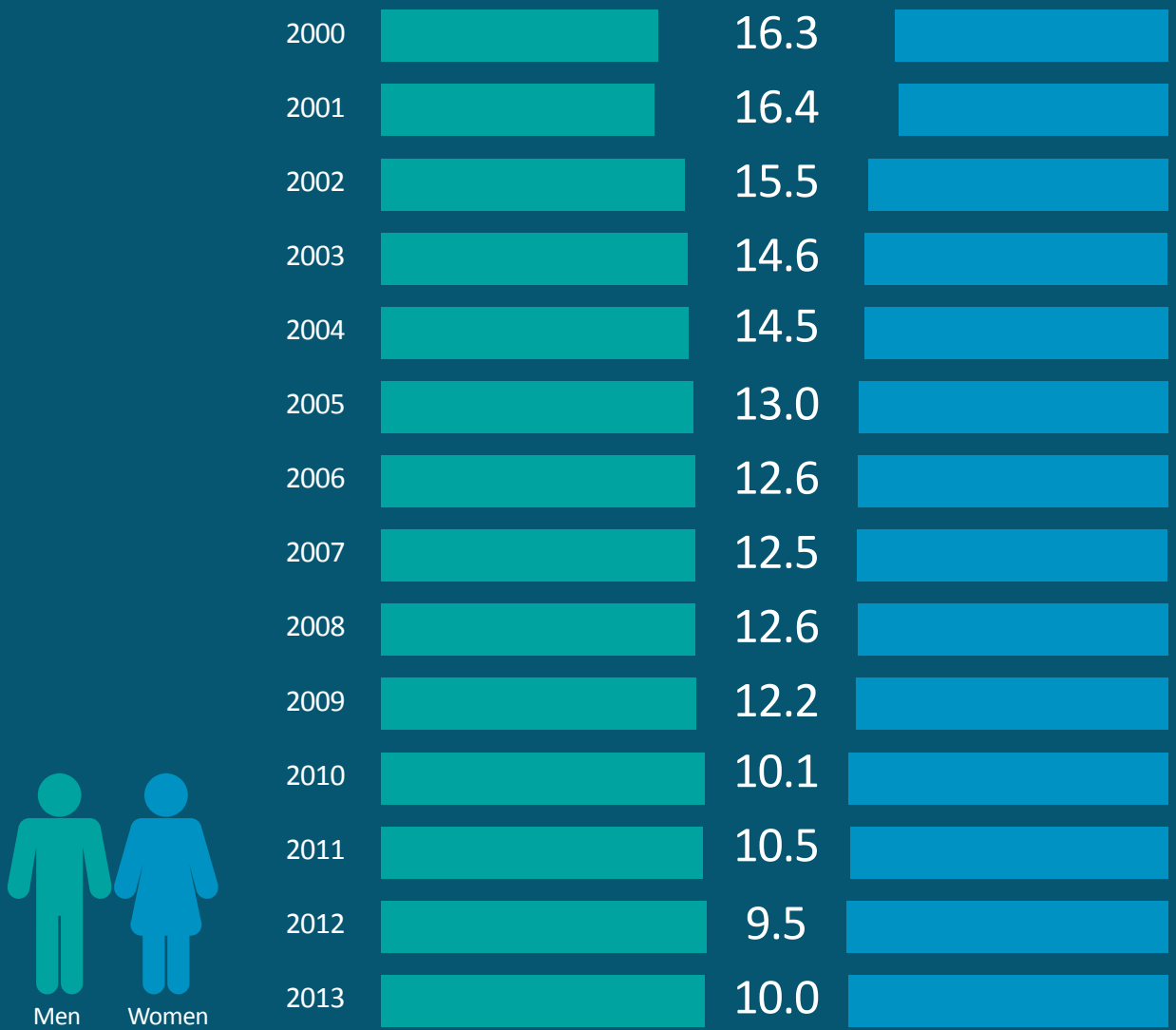
The average unemployment rate across the Eurozone is

12.2%



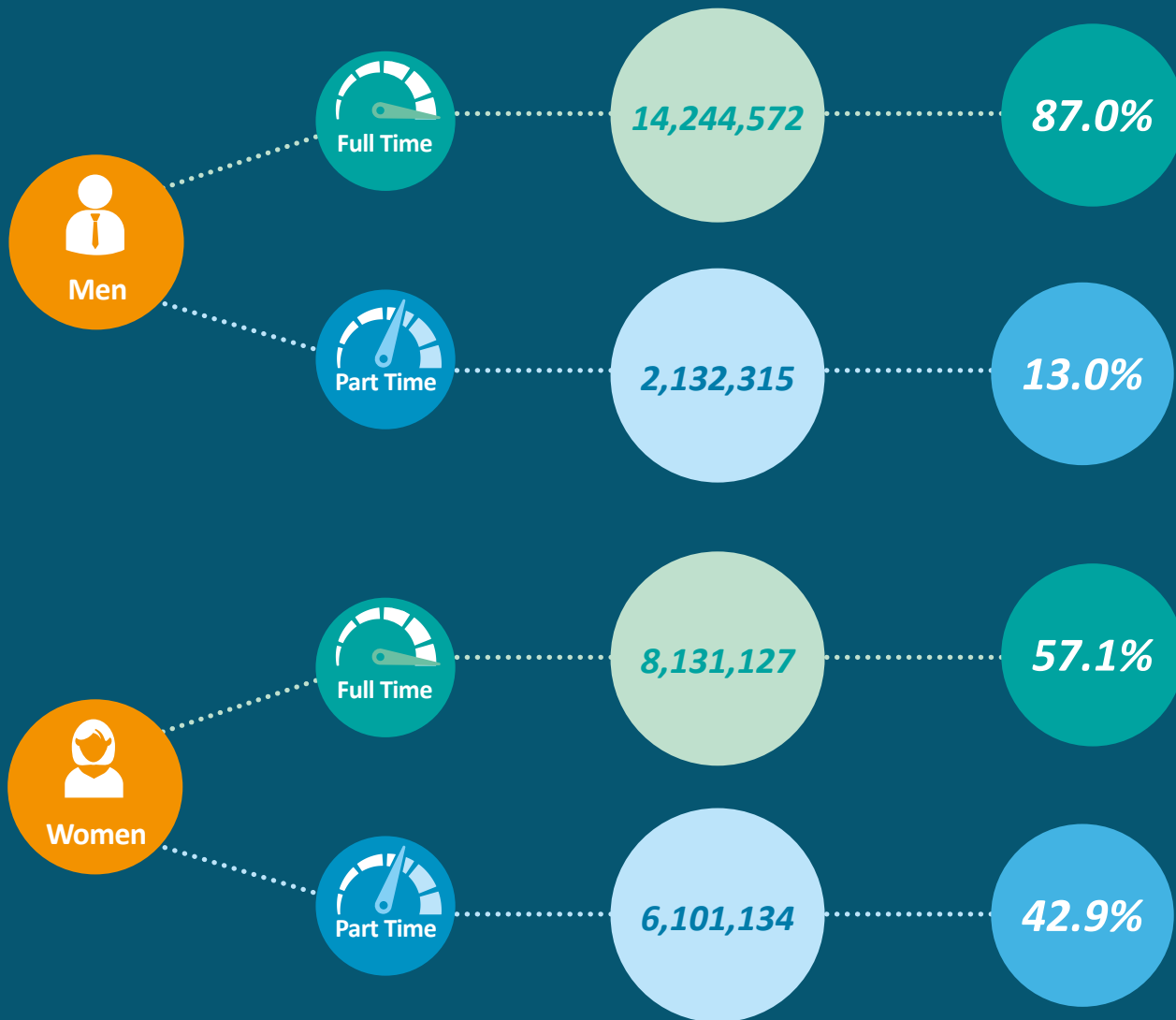
Source: Eurostat

The Gender Pay Gap



Source: Annual Survey of hours and earnings (2013), ONS *excluding overtime

Working part-time



Source: Labour Force Survey (September 2014), ONS



Source: (Annual Survey of hours and earnings 2013), ONS

The Gender Pay Gap

Median Hourly Pay



Health professionals

27.32

20.30

25.7%



Business,
finance and
related associate
professionals

19.15

15.25

20.4%



Sales, marketing
and related associate
professionals

17.88

14.92

16.6%



Elementary
cleaning
occupations

7.76

6.97

10.2%



Average of all
full time jobs

13.60

12.24

10.0%



Male



Female



Pay Gap



Information technology and telecommunications professionals

20.33

18.68

8.1%



Sales assistants and retail cashiers

7.69

7.25

5.7%



Design occupations

13.44

12.69

6%



Nursing and midwifery professionals

17.06

16.68

2%




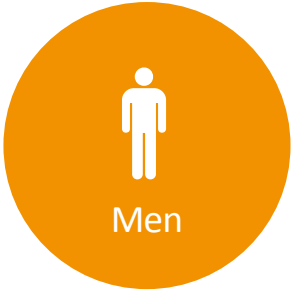

Childcare and related personal services

8.54

8.47

1%

Change between April-June 2010 and April-June 2014

Change in Employment		Public	Private
 <p>All</p>	Number of Jobs	-359,843	1,999,337
	Percentage	-5.0%	9.3%
 <p>Men</p>	Number of Jobs	-202,456	1,094,850
	Percentage	-7.9%	8.6%
 <p>Women</p>	Number of Jobs	-157,387	904,487
	Percentage	-3.4%	10.4%

Public sector accounts for 14% of the male workforce, and 32% of the female workforce.





Business View

Introduction

Whether your organisation is just starting to look at gender equality or has a long established culture of tackling diversity, supporting *Think, Act, Report* is a great way for companies to demonstrate their commitment to gender equality. Sharing with others the work they are undertaking to recruit, retain and promote women in the workplace helps drive gender equality at work by driving greater transparency about the role of women in the workforce.

We know that, on average, women tend to choose less well paid careers than men, get less far up the career ladder than men and are also paid around 20% less than men. While some of this reflects personal choices, it often also reflects poor career advice, outdated workplace practices, and rank discrimination. The situation is bad for women and bad for the UK economy. Ensuring that women's skills are fully used and rewarded fairly is vital for UK PLC.

As *Think, Act, Report* completes its third year we asked Elaine Arden, Group Human Resources Director, The Royal Bank of Scotland, Mark Dorsett, Director, Caterpillar UK and HR Director for EAME and Suzie Welch, Talent Director & HRD International Franchise, Costa (part of Whitbread) for their thoughts on gender equality, how *Think, Act, Report* has helped bring about change and what they think the key challenges are to creating fairness in the workplace.

Think, Act, Report is helping because it challenges us to work harder and be more transparent about the subjects that haven't been discussed as openly in the past, like gender targets and pay gaps. It invites us all to join the debate on these issues.



Mark Dorsett

Director, Caterpillar UK

Mark is the Director for Caterpillar co-ordinating and leading the Company's business interests, government affairs and corporate social responsibilities agenda in the United Kingdom. This complements his responsibilities as the HR Director for Caterpillar's Europe, Africa and Middle East (EAME) Region and Global Construction Industries business.



Suzie Welch

Talent Director & HRD International Franchise, Costa

Suzie is the Talent Director for the Costa Brand in Whitbread; she supports the brand in ensuring that they have a diverse and strong talent pool across the organisation. In addition she business partners, the International Franchise business and their operations in Europe, Middle East, India and South East Asia.



Elaine Arden

Chief HR Officer, The Royal Bank of Scotland

Elaine is the Chief HR Officer of RBS. Originally from Glasgow, after graduating from Strathclyde University, Elaine joined the RBS graduate programme in 1990. In 1996 she joined Clydesdale Bank as Head of Employee Relations, responsible for all aspects of employee relations and employment policy. She returned to RBS two years later and took on a series of HR roles across a number of businesses including IT, Credit Cards and then to RBS Insurance where she was the Director during the merger of Direct Line and Churchill.

Elaine is a fellow of the Chartered Institute of Banking in Scotland and a fellow of the Chartered Institute of Personnel & Development.





Think, Act, Report has now been running for three years. Do you think the initiative is helping to drive cultural change and bring companies closer to being transparent about pay?

Elaine: We are making great progress but we still need to push hard for real cultural change. I expect to see this continue to improve year on year. We have all seen the research that shows organisations perform better when they have a good balance of women across teams and in senior roles and the impact gender balance has on better business decisions. *Think, Act, Report* is helping because it challenges us to work harder and be more transparent about the subjects that haven't been discussed as openly in the past, like gender targets and pay gaps. It invites us all to join the debate on these issues.



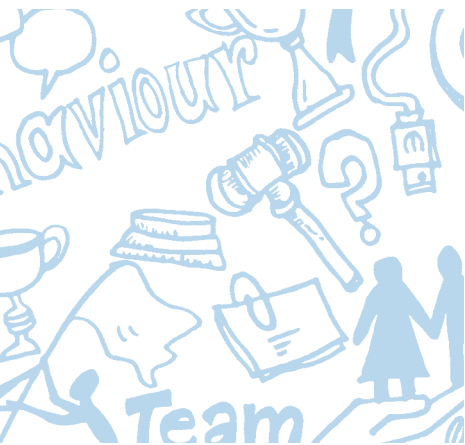
Mark: For many larger companies such as our own, the transparency has always been there in terms of gender equality and pay. *Think, Act, Report* has raised the question about the impact many of our related people processes have on pay and benefits and any impact on measures such as number of female leaders in senior roles. All processes,

however well written, are impacted by culture, and a key part of moving that culture is awareness of that impact and then taking a range of positive actions that help move the culture in the right direction. *Think, Act, Report* has helped us ask ourselves some questions about the actions we are taking in our move to a more diverse and inclusive workforce.

Suzie: As companies continue to add their support to the *Think, Act, Report* it shows that there is a great opportunity to continue to drive cultural change in the workplace and think about how they lead on the gender balance agenda.

The report enables businesses to learn and take action not just on their own knowledge of their business, but utilise the learning of other business to strengthen our actions and continue to build momentum.

Think, Act, Report gives a platform for focus and clear data to support how we become more transparent about pay and the wider gender balance debate. It also gives companies an opportunity to publicly share their commitment to gender balance.



Without gender equality we lose an important subset of talent and the diverse styles, ideas and innovation that come with this. An important ingredient in building high performing teams is to understand and utilise the talents and perspectives everyone brings to the team.

What do you think the biggest barriers are to making progress?

Mark: There isn't one single barrier to our progress that I would call out. There are a number of factors which impact organisations making progress and these vary widely depending on what your starting point is, and can include factors such as the culture of recently acquired businesses, the challenges certain types of industries have in attracting and retaining female talent in business critical roles, and the limited number of role models to inspire broader female population.

Suzie: In many cases being able to build the business case that enables traction around such a subject, it needs to be strong and more than just theory and best practise. A lack of insight into the key issues in your organisation that enable a business argument to be based can mean that many won't gain the support of senior leadership and momentum is hard to find.

Elaine: Two key barriers are the prevailing corporate culture and being clear about what 'good' looks like (recognising views may differ on that last point depending on your vantage point in the organisation).

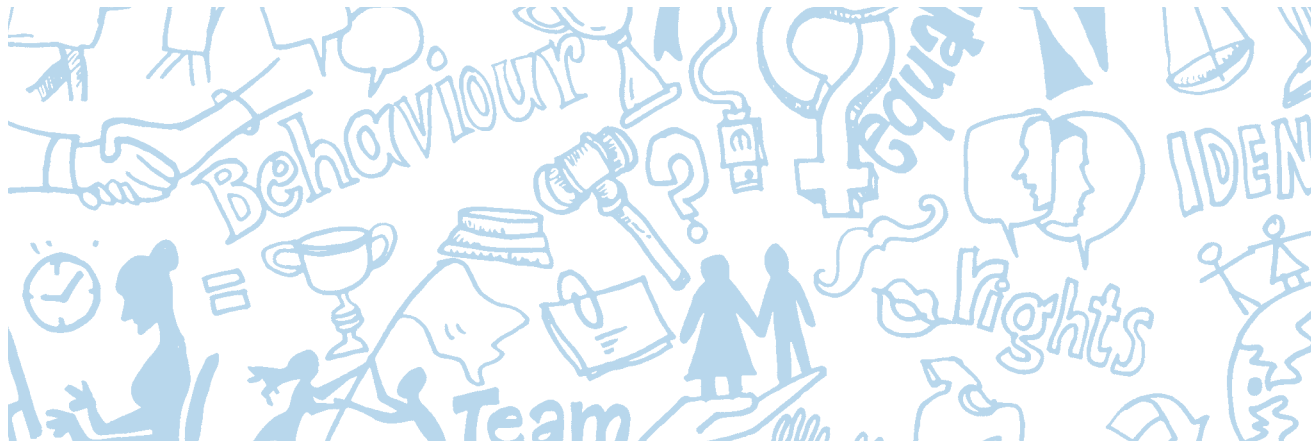


If an organisation has a tendency to accept behaviours that don't support gender balance (often down to unconscious bias), doesn't have the appropriate gender neutral enablers in place, (better work design, threshold levels of competence, selection approaches, etc.) or if it isn't clear on the outcomes it wants to achieve, it's unlikely that a lot of progress will be made.

I also think we have focussed too much on gender balance for top levels of leadership in the past and missed the bigger challenge of building a strong talent pipeline. There is a balance that needs to be struck. If we all focus on outcomes and put in place the correct building blocks for gender equality, we will create sustainable change in UK organisations.

Whilst we are proud that we exceeded the target driven by Lord Davies, we recognise the requirement for focus at all levels.





Why do you think improving gender equality is important?

Suzie: There are many reasons why improving gender equality is important, in a business such as ours, where people are key to the way in which we operate, it is imperative that we are reflecting the broadest possible talent pool to be able to ensure that we have the best people for the job.

Gender balance is key to this, why lessen the odds by recruiting from smaller groups of people? We want the best decision making possible in our business and this is built on having a diverse workforce.

Elaine: RBS has a clear vision – to be number one for customer service, trust and advocacy in each of our business areas by 2020. To achieve this, we need people who think differently and who reflect our customer base. Having a diverse workforce – including more women – is essential as it generates diverse thinking and better solutions for our customers.

Mark: At Caterpillar, equal pay for equal work is a generally accepted principle as we continue to innovate and stay competitive, as well as allowing different skills, experiences, styles, perspectives and ideas to come to the table. Without gender

equality we lose an important subset of talent and the diverse styles, ideas and innovation that come with this. An important ingredient in building high performing teams is to understand and utilise the talents and perspectives everyone brings to the team. In addition, the communities and customers we work with at Caterpillar are changing and we want to reflect this in our workforce in order to better support them with our products and services.





Flexible working is key to encouraging gender equality, so many people look to role models to develop themselves, if senior leaders are not demonstrating a variety of ways of working then this can stop people putting themselves forward for roles.

Is flexible working at senior levels a key to encouraging gender equality?

Mark: There is a greater need for flexibility at different points during a career, and leaders set the tone for this culture. Role models are needed that show that different working styles are acceptable and do not hinder current or future career opportunities. You cannot become what you do not see – if women see female colleagues, peers and superiors growing in their careers they will feel they can also do so even if they need to work flexibly.

When a company allows its people to integrate personal and professional responsibilities it enhances their engagement, commitment and their intent to stay – if there is more flexibility in the whole workforce to share personal responsibilities there will be a larger pool of talent, hence more opportunities to develop and grow – leading to equity in the organization at different levels.

Elaine: To some extent. If we want to retain and attract the best people we need to support them to do their jobs well. Encouraging flexibility

is something we are completely committed to. By offering flexible working at all levels, we take some of the tension out of difficult work/life balance choices for people.

Suzie: Flexible working is key to encouraging gender equality, so many people look to role models to develop themselves. If senior leaders are not demonstrating a variety of ways of working then this can stop people putting themselves forward for roles.

It is important that senior leaders have the confidence to talk about the way in which they operate as well as showing it, telling stories that show ‘the good, the bad and the ugly’ – when it works and when it doesn’t.

For many this will help eradicate some of the perceptions of how senior leaders work and what the options are for them earlier on in their career. We are in a world where technology can be a huge enabler to support flexible working and really create a way of working to suit both the individual and the business.

What is (your company) doing to promote gender equality?

Elaine: We’re emphasizing the importance of gender diversity in all of our people plans. Throughout the employee lifecycle: from work design and recruitment through performance development and career management we’re making sure we have the right approach in place to support gender diversity. Our results are encouraging. For example:

- our female representation at executive level has increased by 5% in recent years; similarly, we have almost achieved a 50/50 balance at graduate levels;
- we have catalysts: sponsorship, role modelling and mentoring programmes specifically for women and diversity considerations included in our Bank wide leadership programmes; and
- our employee-led women’s networks have nearly 12,000 members in 32 locations across the globe.



The practical framework, sharing of good practice and transparency that *Think, Act, Report* brings to the gender debate made it a simple decision to sign up. It's really encouraged us to think hard about why gender balance is important for our employees and customers.





bias through our operations teams and beyond. My role was created to further support the organisation in ensuring we had additional focus on the diversity of our team as well as the best person for the role.

From a wider Whitbread perspective, we are committed to looking at how we achieve a 50:50 balance in our selection decisions and development opportunities and focussed on supporting our leaders on defining what we mean by inclusive leadership for all our teams.

Mark: Inclusion is at the heart of Caterpillar. When we seek out and receive different points of view, and accept the uniqueness of individuals and not judge differences, we help create innovative solutions and approaches to decision-making that can strengthen the company and make us more successful.

With 55 global chapters and more than 6,000 members, Employee Resource Groups bring value to the enterprise by providing opportunities for personal and professional development and driving innovation to meet the needs of our global customers.

The Women's Initiative Network (WIN) plans events and learning opportunities for all people in the organisation, promoting a



venue for women to speak about their issues and have direct line to communicating these to our management levels. A Young Professionals group has also been created to engage, develop, and empower the global community of young professionals to drive the success of Caterpillar's customers, stockholders, and employees. Caterpillar's focus on Future Talent Pipeline and Gender Diversity in STEM (Science, Technology, Engineering and Maths) is an integral part of developing a future workforce that promotes gender equality. We have strong relationships with five partner Universities in the UK and working with these universities

to promote gender diversity, in a number of ways, including provision of scholarships and support for women's engineering societies.

Why did you sign up to Think, Act, Report?

Suzie: Whitbread signed up to the *Think, Act, Report* to show that we are aware and working hard on this as a business. We may only be at the start of tackling the issue but we are aware of the role that we play in reducing the issue too.



Elaine: The practical framework, sharing of good practice and transparency that *Think, Act, Report* brings to the gender debate made it a simple decision to sign up. It's really encouraged us to think hard about why gender balance is important for our employees and customers.

We are keen to show real evidence of progress. It's a 'challenging topic' and there is no simple answer. That means we all need to work even harder to share our knowledge and learn from each other.

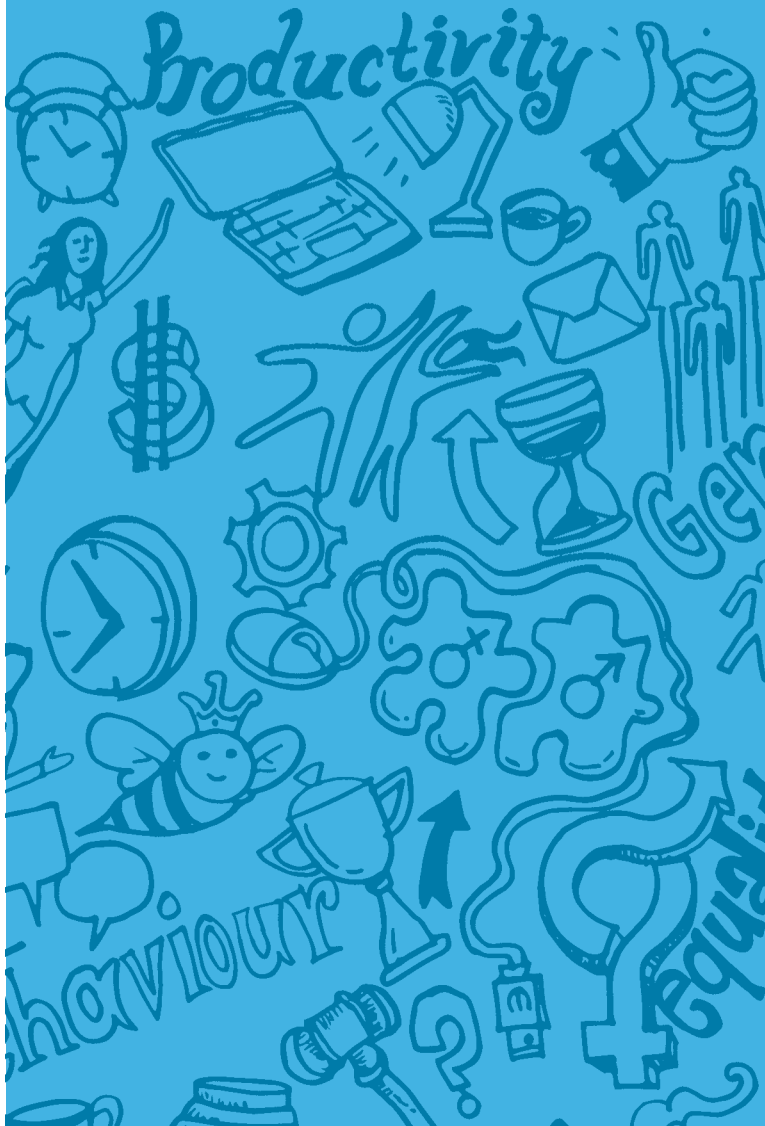
I want RBS to be known as a great place to work and a great place to bank, so it's more important now than it's ever been that we are committed to promoting gender equality and helping others see and experience what this means.

Mark: At Caterpillar, we are supportive of well thought through initiatives such as *Think, Act, Report* which helps organisations achieve a diverse and inclusive workforce. We wanted to show our support for the initiative, but also to demonstrate

to our employees particularly in the UK that our commitment to equality isn't purely another internal initiative but that we have a part to play in UK business as a significant inward investor.

04

Case studies







E2W

Changing the culture

E2W's founders, Tina and Mark Freed, recognised 10 years ago that a group of highly qualified individuals was being 'excluded' from financial institutions because these firms could not offer 'work-life integration'. Employers who cannot accommodate the changing life circumstances of their employees and provide an environment in which they can continue to develop their careers are potentially cutting themselves off from a talent pool that they can ill afford to in the age of fierce global competition. What's more, it is increasingly shown to be an inefficient way of working.



E2W was founded on the creation of a flexible working environment: one with a focus on work-life balance. It is about letting our people continue a career that they are passionate about and fulfil the other important roles in their lives whether that's family, study or other business commitments. E2W offers true work-life integration for a valuable resource that would otherwise have been a major loss to the economy.

Tina worked through the business development ranks of the London Stock Exchange before being appointed Head of Account

Management in the financial systems and services subsidiary at Credit Suisse. Then she became a mother.

Founded 10 years ago E2W addressed the challenges created by financial services firms that limited the work/life choices of their employees. E2W employs women who have had successful City careers; they're talented and hardworking but the culture change at the heart of business is not happening fast enough. They are not prepared to sacrifice work/life balance at the altar of what are still some very outdated workplace practices.

One of the main barriers is the culture of presenteeism that pervades the City – working long hours and being visible in the office for the sake of demonstrating one's commitment to the firm. This is incompatible with what many might consider to be a healthy work-life balance and family priorities. These factors create a point at which many talented people – predominantly women – are lost from the workforce. It can also lead to an increased sense of exclusion as decisions and collaboration often take place when they are not in the office.



E2W created an environment that enables this extraordinary resource to become productive once more and recognised that it was time to offer an alternative approach to prevent the current talent and investment drain.

Working parents face a great deal of pressure and as a result often fall out of the employment market, which is a waste for all concerned. Juggling work with family life can at times be a dizzying and difficult task, which is why we have flexible working hours and an understanding approach that gets the most from our team and increases loyalty to the E2W vision.

The first step is tackling the culture that exists. Our experience has shown that dramatically cutting the number of hours in a typical working week does not necessarily diminish output. To the contrary, employees can be significantly more productive in this type of framework. We run our business part-time in its entirety – so no individual needs to work more than 25 hours a week; output has not been affected in line with this reduction as we have found the flexibility on offer encourages productivity.



E2W gives choices to this highly talented resource pool to remain in the workplace by offering a flexible working environment and a path to return to the City if they so choose.

Hundreds of 'Financial Services' experts in London, Zurich, New York and Singapore have been able to return, continue and extend their careers thanks to E2W, without compromising the aspirations and responsibilities of family life.

We have recruited many highly-skilled women with extensive City experience in financial services, who simply had no outlet for their skills and experience that was compatible with the lifestyle it demanded. This has given them an opportunity to continue to work and develop their careers, after their previous employers had invested thousands in their development and training only to let them leave due to the practical problems of balancing work and life responsibilities.

Our employees feel valued and respected for their contribution and benefit from the inclusive model. It has also been proven

that the inclusive workplace is good for business performance.

The deployment of this inclusive model has also benefitted our wider clients by providing greater access to different perspectives and a wider source of expertise and experience as well as improved performance and reduced costs. By creating a business model around this resource, E2W has also enabled clients to access markets they had previously not been able to effectively tap into. It has created awareness and dared to challenge the status quo around the 'workplace' environment.

Inclusion is about being appreciated and respected. By embracing the now much-debated concept of diversity & inclusion we continue our strong belief that tapping into this often-neglected talent pool, we are strengthening both our network and community by providing them with employment choices that work for them.

Our aim is to utilise and expand our model into new sectors and geographies and positively impact a wider group of women. Our experience has revealed that the

challenge we helped solve when we created E2W is a global one and by expanding our reach to other geographies, we will empower like-minded women to become productive and valued once more.

Over a 10 year period, there has been increased debate about exclusion of women from the workplace. E2W have put a working solution in place which continues to address some of these challenges, whilst the debate continues.



Carillion

Steps to success: Improving gender diversity by providing maternity support

Carillion is one of the UK's leading integrated support services companies, employing more than 19,000 people in the UK. We know that by recruiting and developing a diverse workforce we are better able to respond to the needs of our customer base and the communities we serve, which in turn will support the growth and success of our business.

We recognised that a robust platform was needed to provide support at every stage of a woman's working life and aid career progression. Evidence, which included a survey of women at Carillion, highlighted that one of the main barriers to career progression for women was a misunderstanding of the options available around flexible working to support motherhood and the fact that the policies supporting parents were outdated and even then not well sold.



We recognised that a robust platform was needed to provide support at every stage of a woman's working life and aid career progression. Evidence, which included a survey of women at Carillion, highlighted that one of the main barriers to career progression for women was a misunderstanding of the options available around flexible working to support motherhood and the fact that the policies supporting parents were outdated and even then not well sold.

We have taken a number of practical steps to address these issues. These include enhancing maternity and adoption pay and facilitating a support network for

women during maternity leave and upon their return to work. As the policy changes were only implemented in the latter part of 2013 we are still in the process of collating evidence about the impact of these changes. However, the network activity has been running successfully for two years and there has been some great feedback about how these changes are helping women to achieve their full potential both at work and in life.

A Carillion survey of working mothers highlighted that:

- 45% of women resigned within four and a half months of returning from maternity leave.

- Average maternity leave duration was under eight months compared to 12 months entitlement.
- Maternity pay limited to full pay for six weeks only was forcing women back to work too soon.
- The culture of the business did not support women returning from maternity leave.
- There was resistance to the company flexible working policies in practice.

Carillion asked its female employees what they felt was a fair and reasonable level of maternity pay, taking into account affordability



for the business and the practical needs of people with a new baby. The reviewing team proposed an increase from six weeks full pay (followed by Statutory Maternity Pay) to 12 weeks full pay followed by six weeks half pay. With standard UK plc maternity pay at 13 weeks this puts Carillion ahead of the national average and into the upper quartile of organisations in its sector.

The Carillion Working Mums Network was set up by a group of women who recognised the need to create a self-help forum for working mums to share experiences and knowledge. The network has also been focused on promoting good practice by rewarding exemplary line managers, who fly the flag for working families by their approach to management.

As the policy changes were only implemented in the latter part of 2013 we are still tracking progress.

However, early feedback has shown that offering better maternity pay has helped provide greater financial security so people are not forced to return to work before they are ready.

The Network has been running for two years and has over 200 members. In addition to providing invaluable support for its members, it has also developed a more strategic remit supporting the business leadership by collating statistics from working mothers within the organisation and informing proposals for policy change.

These steps have also sent out a powerful message to women that Carillion is a business that values their contribution, where they can build a long-term, successful career.

Going forward Carillion will continue to:

- Monitor retention of women through our female leaver statistics during 2014/15.
- Inspire and encourage women into senior roles by providing targeted support through networks such as the Women in Leadership Network and the Working Mums Network and monitor our gender ratio % at senior levels during 2014/15.
- Attract new female talent into the organisation at all levels by offering industry leading maternity/adoption pay and flexible working opportunities as well as established support networks.





Network Rail

Fuelling the pipeline

When we looked around our IT department, we noticed something. At first glance it seemed a normal office, with normal people doing normal work, but when we looked closer, we realised that what we had come to consider 'normal' was just what we were familiar with. This 'normal' we talked of, was a lack of diversity, and in particular, a lack of young women in IT.

Network Rail recognises that to be a world class business and industry leader, we need to ensure that we are attracting and retaining the best talent. If women are not considering roles in the IT industry, then we are missing out on a large proportion of the workforce.

Network Rail took a stand and decided to actively address this issue, by fuelling the pipeline of young women into our sector through the Could IT Be You initiative. The scheme was launched and is a targeted awareness campaign and competition for 16-18 year old girls. Our aim was to improve the perceptions of young women so that they would begin to see IT as a career for all.

In the first year of this campaign we reached over a thousand young women and we were impressed by the entries. The prize for the winner was having their first year university fees paid. The top 75 entries attended our corporate offices, and the winner along with 5 runners up had two weeks work experience. The initiative was a resounding success and we have committed to repeating it at least until 2016.

A perception of the IT industry as a male environment still persists, reflected by only 17% of the IT workforce being women, compared to 38% in the 1980s. Watching this downward trend Susan Cooklin, our Group Chief Information Officer (CIO) became concerned. There was

an evident lack of understanding amongst her peers in the industry and colleagues, that this decline was a negative trend, let alone anyone knowing how to begin to tackle it.

We conducted a survey of a thousand 16-24 year olds to gain a more current view about this downward trend. The results of this survey confirmed the uninformed perceptions that contributed to this pattern:

- 48% had not considered a career in IT because they thought that they did not possess the required skills, or had a lack of interest.
- 43% were discouraged because of a perceived lack of technical skill which would prevent them from pursuing a career in IT.
- 31% were discouraged because they had limited insight into the reality of the IT industry.

Network Rail recognises that to be a world class business and industry leader, we need to ensure that we are attracting and retaining the best talent. If women are not considering roles in the IT industry, then we are missing out on a large proportion

of the workforce. We need to be influencing the considerations of young women, particularly whilst girls are making important educational decisions for their future. That is why we are targeting 16-18 year old girls and encouraging them consider taking up STEM subjects and a career in IT.

The poll Network Rail commissioned reinforced the negative views. Rejecting the stereotypes, the Could IT Be You? team, mixed and made up of a majority of young women, positioned themselves as the face of the initiative. They were ambassadors and role models who could engage with young girls at a more personal level, which was at the heart of the campaign.

The use of technology and social media meant that the campaign went further than traditional industry and technology articles. It showed the team as real women, in real careers in IT, creating a link between the choices young women are making today and a future career as an IT professional.



“... I’ve always been hesitant to pursue a career in IT. However, after Friday and seeing all you fabulous ladies being so happy in your career, you’ve helped me make the decision to pursue a career in IT ... I hope you do decide to continue this next year, to inspire even more young women!”

Tayla Blackman

(Entrant) 23/02/14

As part of this outreach, the team prioritised face-to-face engagement and demonstrated via workshops with over 1000 students nationally, how technology can support and drive business improvement, offering the young girls an insight into the dynamic industry open to them.

The competition element of the campaign was to pay for the winner’s first year university fees, in any subject, and for the winner and five runners-up to receive mentoring for a year and 2 weeks paid work experience within our IT department.

A short, technology-focussed essay question was issued and encouraged the girls to identify the remarkable things that technology can enable and the way it can transform our lives.

The top 75 were invited to the Finalists’ Day at Network Rail’s corporate headquarters in Milton Keynes participating in tailored activities including:

- IT innovation workshops
- Networking opportunities
- Inspirational speakers
- Collaboration and team building challenges

When the attendees were asked at the end of the Finalists’ Day whether they enjoyed the event and would recommend it to others, 97% said they would. When asked whether they would consider a career in IT after our Finalists’ Day, 87% also said they would. In our eyes these

statistics make the project a truly worthwhile investment.

We have started to challenge the roots of the negative perceptions of IT through direct engagement with colleagues, parents, teachers and the target audience themselves.

Since kicking off this campaign we have spoken to over 1000 students, gained hundreds of followers and likes, and built relationships with over 50 schools nationally. As a result of this project, more young women are aware of the opportunities available to them, and consequently, we believe that more women will pursue careers in IT.

The objectives of the campaign were to open young women’s minds to the industry and change their perspective; to show that IT is an interesting, fun and inspiring place to work; and to demonstrate that people can enter the industry with any degree, or from any background.

We have seen a small yet steady growth in the number of women in our IT department, from 26% to 28% in the last 4 years. This is higher than the national average of 17%. However, there is something more sustainable than simply increasing the number of women in IT at Network Rail.



- Our social media streams will continue to run, maintained by Could IT Be You? project team members, to maintain the positive momentum.
- We are also playing our part in the “Your life” government initiative, which has seen organisations and businesses making pledges to encourage young women to get into Science, Technology, Engineering and Maths (STEM) subjects. We have made pledges including,
- To run the UK-wide ‘Girls in IT - Could IT Be You?’ competition annually until 2016, and we will seek to raise awareness of the competition among 2,000 aged 16-18 in 2014.

We have recognised the benefit and importance of encouraging further diversity in the business and industry across all fields, including engineering.

We have brought the need to improve our diversity, and in particular gender diversity to the forefront of our organisation, and raised the issues in the national

and specialist press and the industry.

For the project team and for Network Rail, this commitment to run and grow the competition until 2016, is just the beginning of a long campaign to create a more diverse workforce. We will continue to share the messages with young women, that IT needs diversity and IT needs them.

“I’d just like to say thank you so much for a really inspirational day and it was extremely interesting and has made me look at a career in IT in a different way, as I would never have considered or dreamed of a possibility in this field!”

Kaona Boam
(Entrant) 21/02/14

Company Sign-ups

Aberdeen

accenture
High performance. Delivered.

The Advantage
Travel Partnership

AECOM

AFLS+P
ARCHITECTS

AIRBUS
we build tomorrow

ALDI

ALLEN & OVERY

AMV BBDO

angel
Trains

arc
Retail & Leisure Group

ARUP

ASDA

ashurst

AstraZeneca

AT&T

AVIVA

BAE SYSTEMS

Baker & McKenzie

BARCLAYS

BARONIS

bartlett
mitchell
fundamentally food

BASF
The Chemical Company

B3
Better Homes
Communities
Business

BDO

BERWIN
LEIGHTON
PAISNER

Bevan Brittan
The public services law firm

BlackBerry

BNY MELLON

BOUYGUES
ENERGY & SERVICES

bp

BRITISH AMERICAN
TOBACCO

BRITVIC
LIFE STYLING

BROADLAND
HOUSING GROUP

brownejacobson
low loss creating

BT

Bupa

Cadence
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Capgemini
CONSULTING . TECHNOLOGY . OUTSOURCING

Capital One



Company Sign-ups

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COMMUNICATIONS

Forward Ladies
making women in professional life



Freshfields

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FUJITSU



gemalto
security to be free

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CONSULT



Grant Thornton

greenpark
INTERIM & EXECUTIVE SEARCH

GREGGS
Always Fresh. Always Tasty.

gsk
GlaxoSmithKline



Handbags
IN THE BOARDROOM.COM

HEARST magazines | UK
National Magazine Company

Heart of England
Co-operative
we're at the heart of the community
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helena
PROPERTYCARE

HERBERT
SMITH
FREEHILLS

Hogan
Lovells

IBM



icmif

ICW
Maximum Cloud Systems

informa
bringing knowledge to life

itv



Julie
Herney

KPMG

Land
Registry

Legal &
General

Liberata



Linklaters

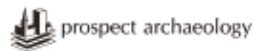
LIVERPOOL
VISION

LLOYD'S

LLOYDS
BANKING
GROUP



Company Sign-ups





SUSTAINABILITY
www.sustainabilityreport.com



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WHITBREAD

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Wragge & Co



ZURICH

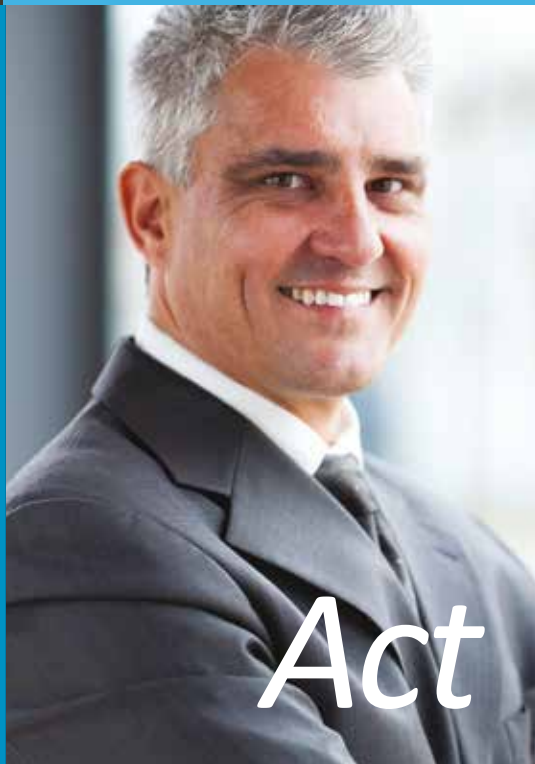
Company Sign-ups

- Acuity Services
- Aon Limited
- Brakes Group
- British Land
- CEVA Logistics Ltd
- Crowdfunder
- easyJet Plc
- Fuel Public Relations
- Funny Women
- GLH Hotels
- GroupM
- HSBC
- HTP Training
- Journalink
- Knowsley CVS
- Manchester Computers
- Maxus Communications UK Ltd
- Peg Marketing

- Prisclean
- Purpled Cubed
- Red 7 Leisure
- S.L.S. & Learning Ltd
- Sagent Solutions Ltd
- Scottish Power
- Sefton CVS
- Shrewsbury College of Arts & Technology
- Suffolk County Council
- Talarius
- Ten2Two
- The Asia Scotland Institute
- The Recruitment and Employment Confederation
- Timpson Limited
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