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||
EVERYDAY WORKPLACE
INCLUSION

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Armstrong, J. and Ghaboos, J. (2019)
Murray Edwards College,
University of Cambridge.

We invite you to also read our report,



Both are available for download at
[www.murrayedwards.cam.ac.uk/
collaborating-with-men](http://www.murrayedwards.cam.ac.uk/collaborating-with-men)

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PREFACE

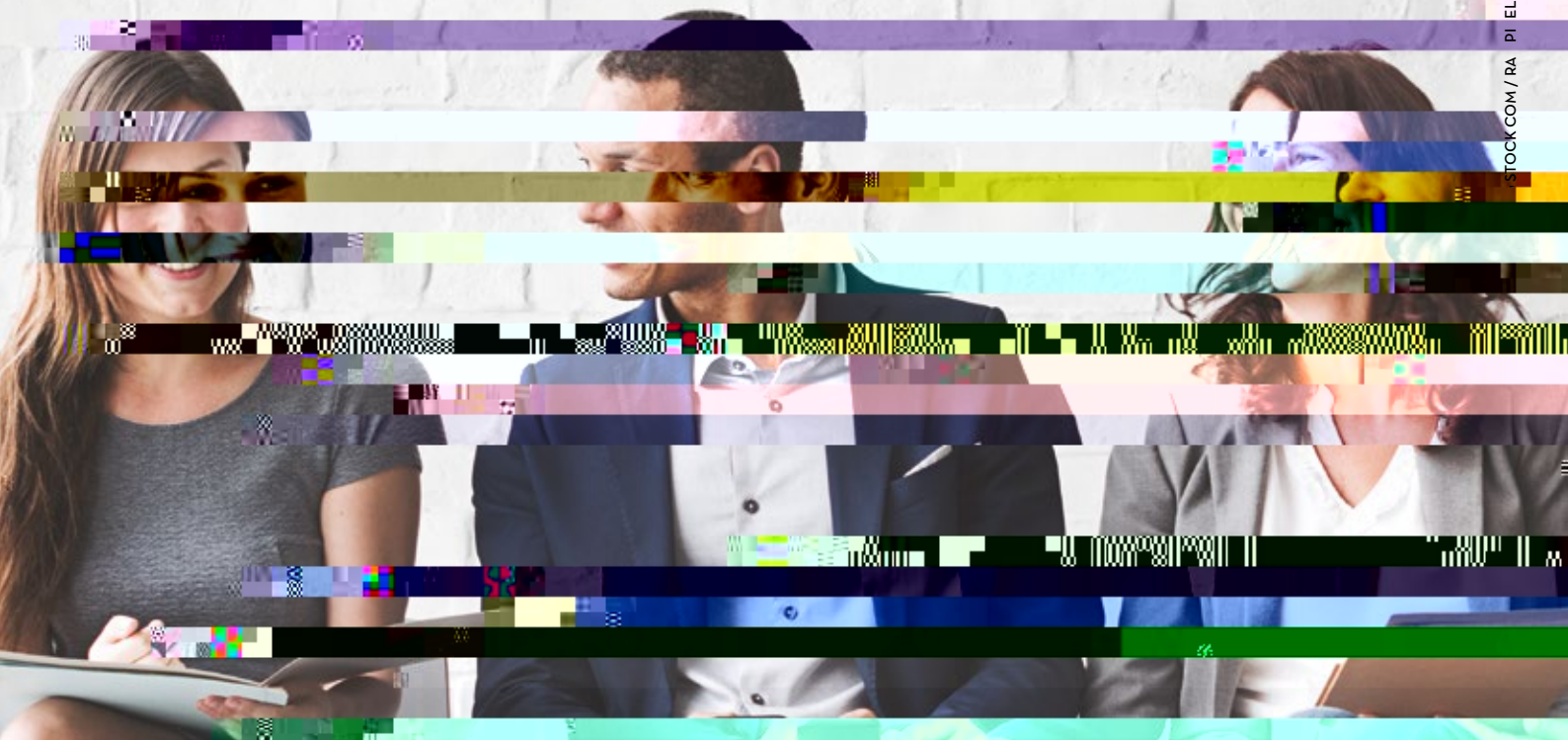
Everyday Workplace Inclusion
Collaborating with Men

“The Collaborating with Men research from Murray Edwards College reveals that according to three in four women and two in five men, UK workplace culture stalls women’s careers.

We embarked on this survey and workshop-based research.

NOTE ON TERMINOLOGY

Generalized linear models (GLMs) are a class of statistical models that extend linear regression to include non-normal response distributions and non-linear relationships between the predictors and the response. GLMs are widely used in many fields, including biology, psychology, and economics. The most common GLM is the logistic regression model, which is used to model binary outcomes. Other common GLMs include the Poisson regression model, which is used to model count data, and the multinomial logistic regression model, which is used to model categorical outcomes with more than two categories. GLMs are estimated using maximum likelihood estimation (MLE), which is a method of finding the parameter values that maximize the likelihood of the observed data. The likelihood function is a function of the parameters and the data, and it represents the probability of the observed data given the parameters. MLE is a iterative process that starts with an initial guess of the parameter values and then repeatedly updates the estimates until they converge to the maximum likelihood estimates. The maximum likelihood estimates are the parameter values that make the observed data most likely to occur. GLMs are a powerful tool for analyzing data with non-normal response distributions and non-linear relationships. They are easy to interpret and can be used to make predictions about the response variable. However, GLMs do have some limitations. They assume that the relationship between the predictors and the response is linear, and they assume that the error terms are normally distributed. If these assumptions are violated, the estimates of the parameters may be biased and the model may not be a good fit for the data. It is important to check the assumptions of a GLM before using it to analyze data.



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EXECUTIVE SUMMARY

1. Overview

- Our Collaborating with Men research programme addresses the slow progress made in women's representation in senior and leadership positions when compared to their representation in management and professional roles as a whole. Women of colour are even more poorly represented.
- This report provides practical pointers for action from leaders, people managers and individuals at all levels, to build inclusive cultures, circumvent unintentional gender bias and promote equality of opportunity.

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- ▶ ● Most people believe they promote on 'merit' – but underestimate the degree to which 'merit' is a judgement that can itself be subject to bias.
- Research consistently tells us that a key factor explaining women's underrepresentation in leadership is unintentional gender bias within workplace culture. Unintentional gender bias can be practised by women as well as men but women tend to experience more negative career consequences.
- We recognise systems and organisational processes need to be debiased, creating more equality of opportunity in recruitment and assessment. Much research and organisational action is already squarely aimed at these issues.¹
- Our specific contribution focuses on the way things are 'done' in the workplace – and in particular on the everyday acts, workplace practices and behaviours that influence inclusive workplace cultures.

2. To

- Involving men as **collaborators** in creating equitable workplaces is a relatively new idea. Years have been spent focusing on 'fixing the women' to better fit in with the way things are, rather than changing the in-built inequalities within the culture of society and the workplace. Focus only on women and the opportunity is lost to involve men who are more likely than women to be in positions of influence. Women clearly need to remain central to organisational work on gender. However, it's vital that men join the discussion – sharing and owning the change we aspire to make. This is important not least because 70% of managers and leaders are men.²
- We need to think harder, individually and collectively, about how men can work alongside women to improve everyone's experience of work and make career progress more equitable. 'Collaborating' sets that tone and states an intention to include men in pursuit of equality of opportunity for all genders.

- Collaborating has the additional benefit of increasing the chance of change.
- There is a long tradition of men allying with women on gender equality issues.³ Importantly, the work of allies needs to be recognised and accepted by the people allies are seeking to support.
- Practically, collaboration shares the workload between male and female agents of change.
- Men speaking out about gender equality provides a different perspective on this well-trodden topic, amplifying the impact of the message to a wider audience.
- Men also have much to gain personally from more gender equal workplace cultures.
- That said, men start in a different place from women in regard to gender equality. Men are often unaware of how women can experience the same workplace differently from them. This is particularly true of men under 35 who have been educated in an environment that appears gender equal and often have mothers with careers. What follows is that men are often unaware of what they can do to promote gender equality of opportunity. Men often feel reticent about having a view on gender equality – including on what gets in the way of men's equal access to flexible work or equal parental leave. In the wake of #MeToo, gender pay gap reporting and targets for 30% representation of women on boards and executive committees, some men feel they have less chance to be promoted than their female colleagues.
- This is why the recommendations that follow take care to address men as well as women.

3. Key recommendations

- Invest in understanding and measuring gender inclusion – understanding people's qualitative everyday experience is powerful and tends to be under-explored. This is key to recruiting men as gender allies.
- Motivate individuals to change their behaviour by ensuring people understand the alignment between the core purpose of the organisation and diversity and, especially, inclusion objectives.
- Build in structures to deliver inclusion from the bottom up as well as the top down (case study on p.60).
- Collaborate to identify what needs to be done differently and why.
- Use the case studies on Workplace Culture Workshops (p.48), Gender Intelligence (p.50) and Reverse Mentoring (p.52).
- Appoint and train managers to be inclusion advocates and give advice about how to deal with inappropriate comments or behaviour (p.54).
- Share with people the language and tactics to use to call out everyday gender bias, to make assessments gender neutral and run inclusive meetings (p.42-47).
- Push equal parental leave and innovative approaches



4

LARGE SCALE MULTI-SECTOR QUANTITATIVE SURVEY ON WORKPLACE CULTURE

-

This report introduces the findings from our own, large sample, gender balanced survey-workshop research on the specific impacts of subtle, unintentional gender biases in workplace behaviour. We believe this survey is unprecedented in scale, scope and in comparing



MEN AS GENDER ALLIES

Men as gender allies

MEN AS GENDER ALLIES

There is real benefit in men talking to other men because, rightly or wrongly, men's words receive more attention from other men when challenging everyday sexism. We talked to men who are actively working on workplace gender equality about their experiences.

One of these men, Tunde Olanrewaju, Senior Partner at McKinsey and Company says: "I think that men building awareness amongst men is very important. If a man

WHAT PREVENTS MORE MEN FROM BEING GENDER ALLIES?

Many men are supportive of gender equality.⁸ This is because they have a strong sense of fair play, they have experiences of female role models and career mentors, and they empathise with women or minority groups who have had negative experiences.⁹ However, there aren't many men who are taking specific action. Why is this? Our research has found there are four specific factors that act as barriers and discourage men from acting as gender allies.

Understanding

Understanding

Many men, especially men under 35, think the 'gender issue' in the workplace is dealt with. Others think that women's choices (between family and ambition) lie behind gender inequality in leadership. This underestimates how much choices are constrained by societal factors. Such as society's expectation that the mother will be the parent who takes primary responsibility for their children's care and the father will be the primary earner and/or most ambitious.¹⁰

Many men and women believe that individuals are promoted on merit. This may be the case but it is worth scrutinising how merit is being defined, by whom and how well this definition accommodates the socially-shaped strengths and characteristics of each organisation's whole workforce. Many men are supportive of equality of opportunity at work but are unaware of the specific career challenges women often face in their workplace due to unintentional gender bias.



R n

Gender inclusivity is not a 'women's issue' but organisations can often frame the discussion in this way. This excludes men. It is not often seen as beneficial

B **n**

There is growing evidence of a backlash, from women and men, thinking women are being treated

“This isn’t opinion, the manager at the time admitted this. At my site a female was employed over a male in order to have a female on the team even though the other candidate was stronger.”

MAN IN SCIENCE TECHNOLOG
ENGINEERING MATHEMATICS STEM

“We are actively driven to address the gender bias within the management layers of the teams - this leads you to have to employ more women. If a man is the better candidate that doesn’t help with the equality quota.”

MAN IN PUBLIC SECTOR



CHALLENGES FACED

In the past, the challenges faced by people with disabilities in the workplace have been largely overlooked. However, as the workforce becomes more diverse, it is becoming increasingly clear that these challenges need to be addressed. One of the main challenges is the lack of accessible workspaces and equipment. Many people with physical disabilities find it difficult to perform their jobs if their workspace is not designed to be accessible. Another challenge is the lack of flexible work arrangements. People with disabilities may have difficulty commuting to work or may need to work from home. Finally, there is a lack of training and support for people with disabilities in the workplace. Many people with disabilities are not given the same opportunities for professional development and advancement as their colleagues.

WOMEN'S REPRESENTATION

The Chartered Management Institute's (CMI) large-scale 2016 survey of 214 UK-based organisations shows the fall-off in female representation as roles get more senior¹⁵ (see diagram below).

Proportionality is the key issue:

- Male managers are 40% more likely to be promoted into middle management than women.¹⁶
- Men are 4.5 times more likely to make it onto an executive committee than a woman embarking on her career at the same time.¹⁷

The picture is similar across many sectors:

- Women occupy 15% of management roles in Science, Engineering and Technology.¹⁸
- Women account for 50% of lawyers but only 28% are partners in private practice.¹⁹
- Women account for 25% of professors in UK universities.²⁰
- Women account for 25% of Executive Committee members and Direct reports combined, in 182 companies in the FTSE 250.²¹

The situation is worse for women of colour:

- The Parker Review concluded that ethnic minority representation in the boardroom across the FTSE 100 is disproportionately low, especially when looking at the number of UK citizen directors of colour. 'Of the Board appointments made following the Davies review, relatively few of them have gone to women of colour'.²²
- Of the female professors working in UK universities, only 0.005% are black.²³
- Key reports on BAME representation tend not to break down issues by gender.²⁴



Mind the Gap CMI, 2016 survey

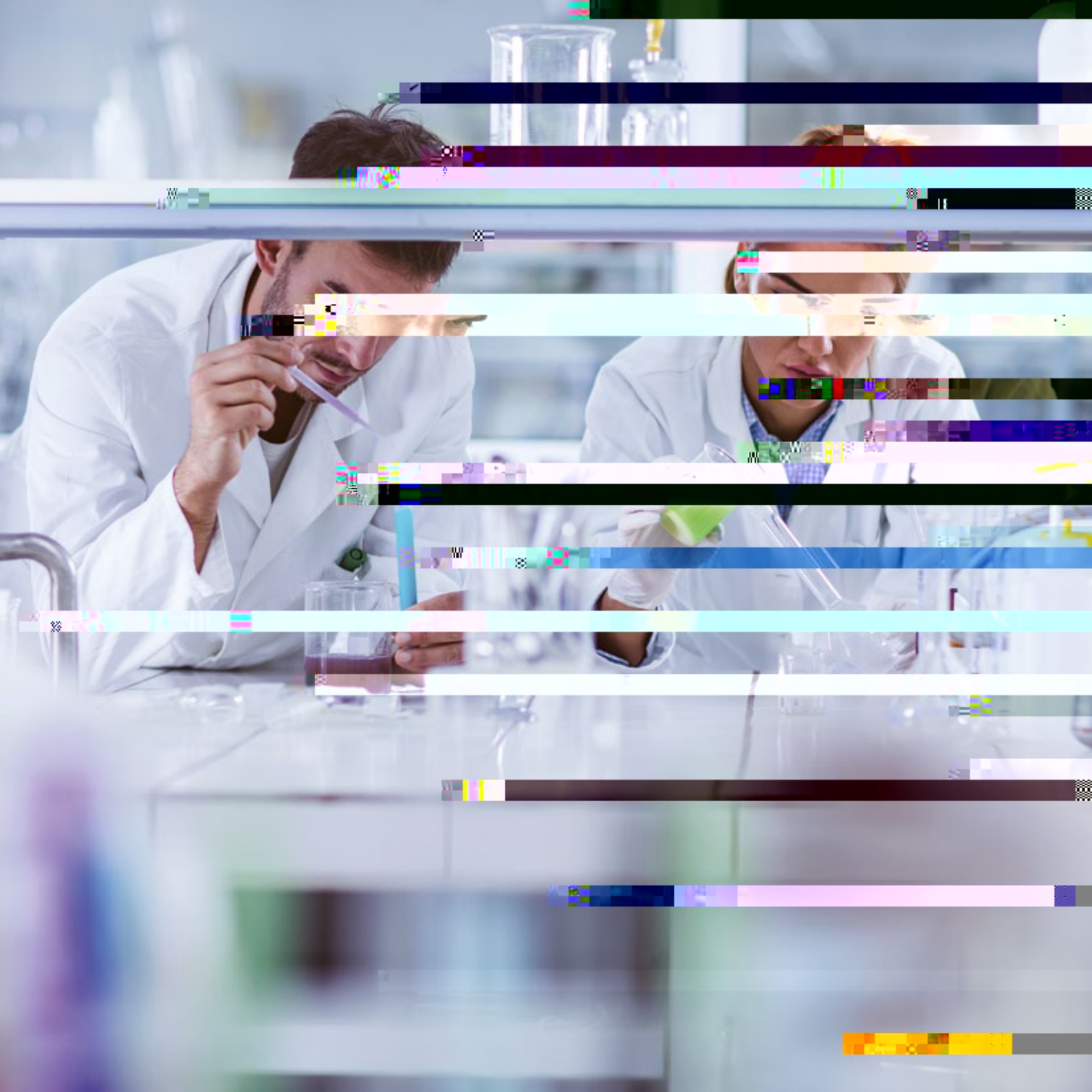
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We are far from alone in highlighting the link between gender inclusion and what many call unconscious bias in workplace culture.²⁵ We prefer the term unintentional bias because this leads more directly to the idea that you can intentionally do something to overcome this bias.

We define unintentional bias as attitudes and behaviours derived from the ways in which people have been socialised to think of the strengths and attributes of each gender. We all automatically take mental shortcuts that manifest themselves in stereotypical thinking about an employee's strength and potential based on their gender and men and women being held to different standards of performance.

This is not a simple issue because neither all women nor all men are all the same. Few men or women are intentionally sexist. Stereotypical thinking can also impede equality of opportunity for many men. For example, men find it harder to ask for shared parental leave and harder to access flexible working that involves working fewer hours.²⁶ However, gender biased judgements and behaviours tend to work mainly to the detriment of women's careers because:

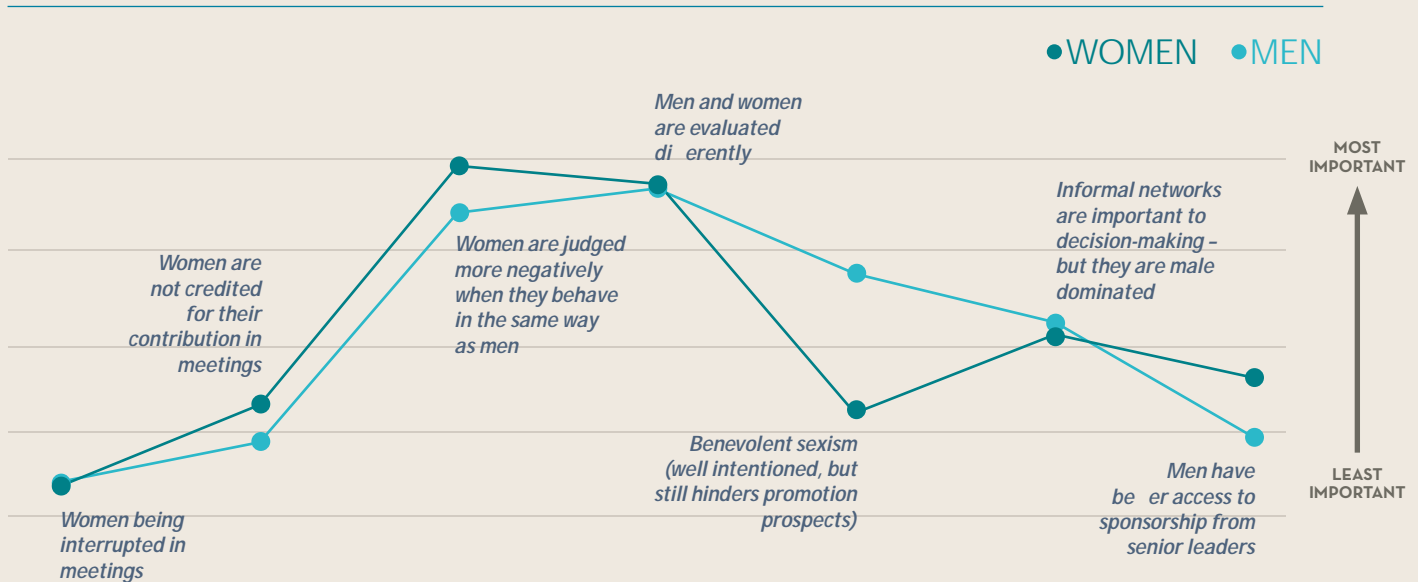


Our research confirms a substantial gender gap in perceptions of unintentional gender bias and how it

“Our research found it is possible to have a supportive boss – man or woman – and yet still experience gender biased behaviour.”

DR JILL ARMSTRONG
LEAD RESEARCHER
COLLABORATING WITH MEN
MURRAY EDWARDS COLLEGE

Priorities for action selected by men and women.





Q. The same behaviour can be judged more negatively if you are a woman. How often have you noticed this happening?



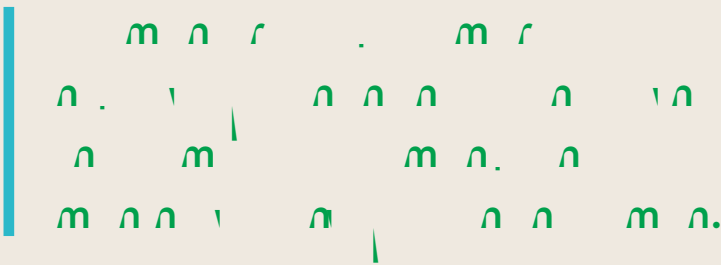
Women reporting this has happened to them

24% 14% 6%

Women noticing this happening to other women

32% 19% 4%

12% 5% 0.4%



Q. Do female bosses judge women differently?

Only 24% of women say

“This is an aggressive working environment and the workplace is predominantly male. It feels that the louder and more aggressive you are the more likely you are to progress. Whilst this appears to be acceptable for a man, if a woman behaves in the same manner you are considered a bully or hormonal depending upon your seniority in the workplace.”

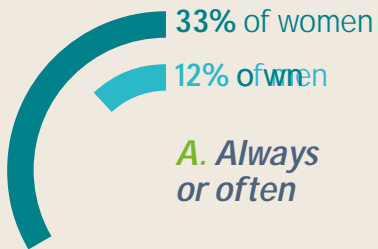
OMAN IN STEM BUSINESS

“Some women with strong personalities can be judged negatively and managed poorly by their male line manager. We still have a male dominated culture with a resurgence of the ‘let boys be boys’ type of reaction.”

MAN IN PUBLIC SECTOR



Q. *Do you think that traits that men are thought more likely to possess, such as ambition, single-minded commitment to work and risk-taking are more highly valued in your workplace?*





Regardless of whether they have a male or female manager, employees report an almost identical experience of the support they receive. This is shown in the graph above by the overlap in attitudes irrespective

IMPLICATIONS OF THE SURVEY RESEARCH FINDINGS

Being more aware of our personal biases is a great start. But it is only a start. We know, for example, there is no clear evidence that unconscious bias training leads to change.³³ People create culture and people, individually and collaboratively, can change culture by creating a work environment which facilitates opportunities to succeed for diverse groups who have traditionally found it more challenging to progress. Inclusive cultures will not simply arrive on their own.

We ALL have to DO something differently.

Motivated individuals working together in communities of interest can achieve a lot. Communities of interest share ideas and thoughts about how to positively influence outcomes for a particular group such as disabled or LGBT staff. However, there are often a few highly motivated people who take too heavy a load on inclusion. This in itself can limit the time spent on the work that gives someone the profile and experience for promotion.

An organisation wanting to attract, retain and advance women must reflect on the consequences of these biased behaviours and actively initiate and support collective action to change them. ●

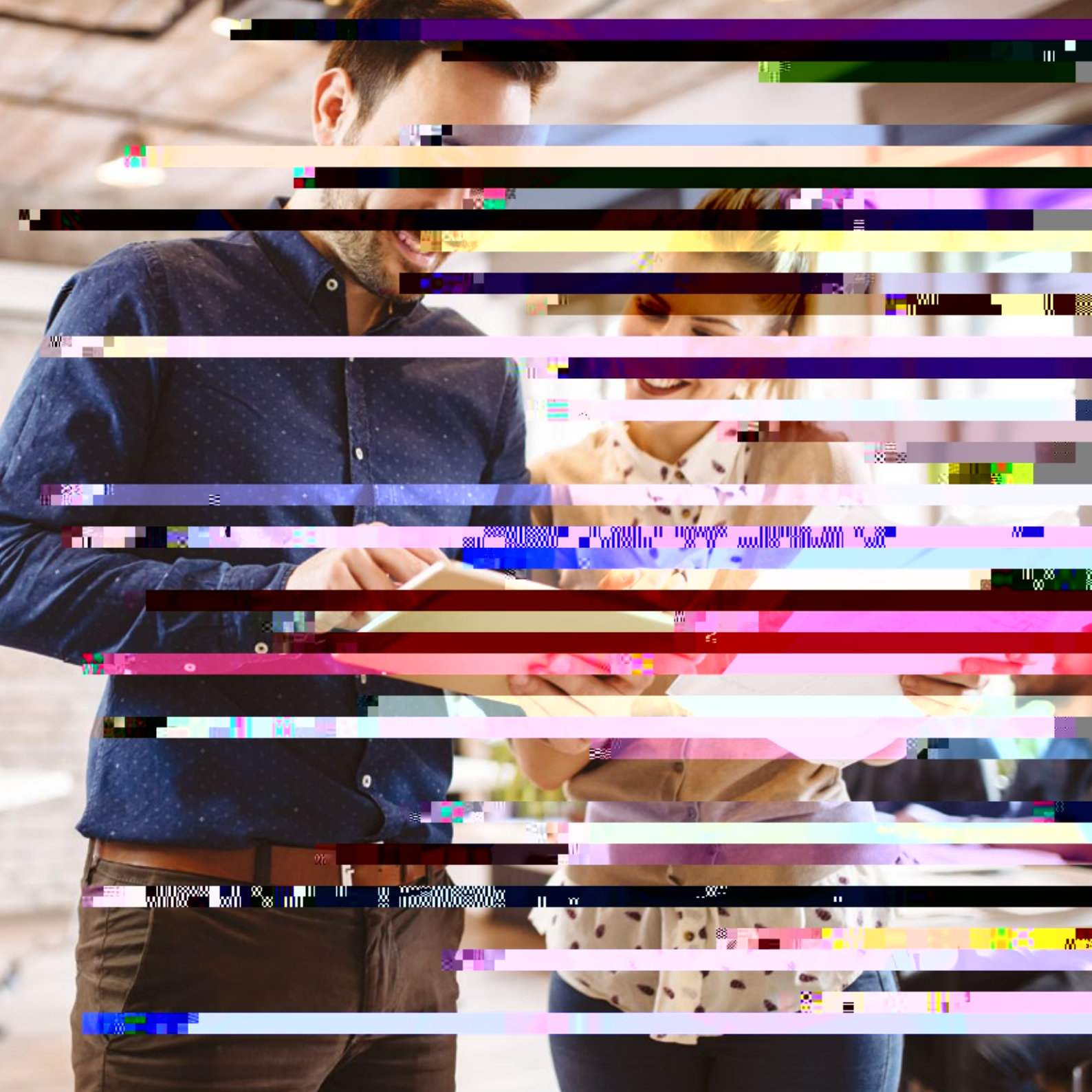
“The gender gap in awareness of these challenges shows how important it is for women and men to discuss, understand and address the issues of gender bias in workplace culture which affect us all”.

DR JILL ARMSTRONG LEAD RESEARCHER
COLLABORATING WITH MEN
MURRAY EDWARDS COLLEGE

▶▶ Good ideas about what individuals can do and how organisations can support change come next.



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HOW TO DELIVER EVERYDAY GENDER INCLUSION

Practical, actionable...
... , ...

ACTIONS FOR INDIVIDUAL GENDER ALLIES

Organisations are at many different stages of debate and action on diversity and inclusion. We intend the aims and impacts of actions described here to be a useful stimulus to your thinking about how they can be adapted to your workplace and your role.

HOW TO SHAPE GENDER NETWORKS

Consider the following questions:

- Are there good reasons to have female and/or male only spaces in addition to a joint network?
- Does the name of the joint network include men?
- Are the topics to be discussed communicated in a way that includes men?
- Extend personal invitations for men to join.
- Share diversity and inclusion business case examples of relevance to your organisation.
- Devise and communicate a few key pledges on specific actions.

- Consider separating caring responsibilities from gender inclusion based networks. Caring for elderly relatives is affecting many.

HOW TO RECRUIT MEN INTO GENDER NETWORKS

- Ask women to bring a man, and then ask men to bring other men.
- Make the topics relevant, for example by tackling masculine gender stereotypes.
- Frank and open discussions with groups of men about the issues they face because of their gender.
- Tackle examples of gender stereotyping that negatively affect men such as accessing parental leave for longer periods or mental health issues associated with the expectation that men put work first.
- Talk about wellbeing and the compatibility of flexible work with ambition.
- Raise the point that men who don't act can be seen as complicit with everyday sexist behaviour. ►

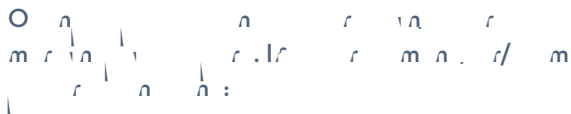
Diversity and inclusion is instrumental to our foundation as a business. The Gender Equality stream is crucial in encouraging focus on the challenges affecting our business and the wider industry, to ensure we continue to attract and retain the best talent.

Recognising gender equality requires analysis on limiting factors for all genders, not only women. Financial markets consulting is a challenging industry in which to maintain gender balance. However, we recognise it is not just women that suffer from gender discrimination. As well as remaining conscious of this during our female-focused discussions, we dedicate a

month each year to International Men's Day to focus on issues such as men's mental health, expected behaviour from male stereotypes and paternal familial roles.

w

▶ HOW TO SHOW COMMITMENT TO INCLUSION



- Make sure the language in all communications is gender neutral.
- Check whether any panel or conference you are invited to address is gender-balanced. Make your participation contingent on this.
- Ensure that teams for pitches and projects are gender balanced.
- Ask your female colleagues about their experiences – and give women an opportunity to share their experiences with other women in single gender spaces because women underestimate these challenges and don't necessarily know that issues they experience are common to others too. Ask how you can help.

- Lobby or put your hand up for inclusion initiatives offered in your organisation.
- Actively encourage men and women to feel able to ask to work flexibly and take the parental leave to which they are entitled.

GIVE BETTER FEEDBACK ▶▶

- Consider team training on how to give and receive feedback in a constructive way. So much of unintentional gender bias is about poor communication – so this will benefit everyone.

WAYS TO SHARE THE 'OFFICE HOUSEKEEPING'

- Notice who tends to take on these tasks and actively do your share. A short survey may help, listing these kinds of tasks and the amount of time people spend on them. ▶

TO DESCRIBE WOMEN

Good team-player // Conscientious
// Good attention to detail // Helpful
// Modest // Lucky // Pleasant //
Passive // Emotional // Prima Donna
// Difficult // Chip on the shoulder

TO DESCRIBE MEN

Rising star // Flexible // Not a details guy //
Doesn't volunteer // Good at self-promotion
// Skilled // Charming/charismatic //
Assertive // Passionate // Gets the job done
// Maverick // Ambitious

EXPERT ADVICE

Talking to men about gender neutral feedback

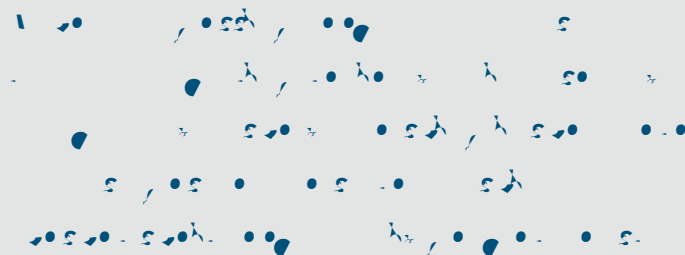


Tunde Olanrewaju
Senior Partner,
McKinsey & Company

We asked Tunde Olanrewaju what tips he could pass on to help other men tackle some common problems caused by gender bias. He discussed noticing and calling out differences in language used about men and women. This is important to ensuring equality of opportunity in career progression.

“For instance, I’m always very mindful if I’m giving feedback about a woman to a review committee to make sure I don’t inadvertently use words that because of the way some people hear things might lead to a different interpretation of

what I’m saying. So if I describe her style and how she works with clients, I may take care to say “I think she is appropriately forceful” rather than “She’s very assertive”. Similarly when I’m getting feedback about a woman from a man during reviews I will often ask “would you say the same thing if they were a man?” to get people to really think back on whether their feedback is gender-neutral. I think there are lots of little tools like this that would make people just a lot more conscious of their behaviour and how they’re reading situations.” ●



Verbally acknowledge a point that goes unheard by saying things like: *“Liz’s point [repeat it] is well taken because...”*.

When someone gets credit for a contribution made by someone else, first say something like: *“thanks David, that builds on something Fiona was saying earlier; Fiona would you like to say more?”* or: *“thanks for bringing Fiona’s good point back up”*.

When someone’s point is misunderstood, intervene and say: *“what I understood by Sam’s point was...”* or: *“it seems like we have different views on the implications or aims of Sam’s point”*.

- It seems like we have

- ▶ However, the issue for many women and some men is that when they do speak up they are not heard and therefore they are not credited for their contribution. For ideas on what to say, see the box on the left.

USEFUL LANGUAGE FOR 'CALLING OUT' EVERYDAY GENDER BIAS

IN PRIVATE

Ask permission to give a bit of feedback on the issue in question

- Use 'I' statements: Talk about; understanding, how; feel.
- Use phrases like:

'I'm sorry, that was not my intention. It's clear I've got some work to do. I want to try and make this right. If you have the time, and want to, can you suggest what I should have said/done instead?'

'I'm listening. I really appreciate you bringing this up.'

'I'm going to reflect on what you've said and come back to you.'

'I'm sorry. I intend to do better.'

IN PUBLIC

Be specific; use humour if it comes naturally to you

- Ask if the language used in that situation/assessment would have been the same if you had been talking to/about a man/someone white etc.?
- Check in when you hear something you find problematic. Say something like: 'I'm sorry, that was not my intention. It's clear I've got some work to do. I want to try and make this right. If you have the time, and want to, can you suggest what I should have said/done instead?'
- Implicitly ask for permission to follow up on the issue by saying: 'I'm sorry, that was not my intention. It's clear I've got some work to do. I want to try and make this right. If you have the time, and want to, can you suggest what I should have said/done instead?'

USEFUL LANGUAGE TO USE WHEN YOU ARE CALLED OUT

DO SAY

- 'I'm sorry, that was not my intention. It's clear I've got some work to do. I want to try and make this right. If you have the time, and want to, can you suggest what I should have said/done instead?'
- 'I'm listening. I really appreciate you bringing this up.'
- 'I'm going to reflect on what you've said and come back to you.'
- 'I'm sorry. I intend to do better.'

DON'T SAY

- 'You must have misunderstood'.
- 'No you must have imagined that'.
- 'Oh it was just a joke'.
- 'I don't know why you are so upset'.
- 'You are being over-sensitive'.
- 'That's just me being myself'.

HOW ORGANISATIONS CAN SUPPORT INDIVIDUAL ACTION

Our research and that of others shows that men, and many women, are often unaware of the challenges faced mainly by female colleagues.³⁷ A career is an individual thing so it's not always clear how common are experiences of unintentional (and sometimes deliberate) gender bias.

People often need time and space to access and talk about 'what it's like for me working here'. Several organisations have shared their approaches to helping people understand experiences of unintentional gender bias. In each instance:

- The aim is not only to build understanding of challenges but importantly, also to arrive at solutions people have an appetite to enact.
- The case studies focus on men and women working together to change workplace culture to be more gender inclusive.
- These initiatives are just one example of the many ways in which the contributing organisations are addressing the complex problem of attracting, developing and retaining women at all levels.

CASE STUDY



Kirsty Peacock
HR Director, Dentons UK
& Middle East LLP

Workplace Culture Workshops

Aims of Dentons' Workplace Culture Workshops

A smaller proportion of female lawyers, in comparison to men, rise into partnership positions. This initiative aims to get under the skin of women's day-to-day experiences at the firm in order to ensure talented women are not being overlooked or discouraged from aspiring to take on more responsibility. This is one way in which the firm is working to meet the target of 30% partners being female by 2020.

Workplace Culture Survey and Workshop

Dentons participated in the Murray Edwards College survey and workshop programme. The survey findings, highlighting gender differences in perceptions of everyday gender challenges in workplace culture, are followed by single gender and then a mixed gender workshop to discuss the survey findings and identify action to be taken. Following a train-the-trainer session with

Murray Edwards College, Kirsty's team has run 12 workshops to date with the Board and across the firm.

Impact - awareness, engagement and action

For the individuals participating, the impact has been in opening eyes to the hidden everyday challenges faced particularly by women. Participants have reported they arrive at the workshops with one view and leave with another as a result of hearing about specific day-to-day experiences and the gulf in the perceptions of male and female colleagues. Things that went unnoticed before the workshops are much more visible afterwards. This opens the door to defining and enacting behavioural change and firm level initiatives aimed at ensuring

CASE STUDY

Gender Intelligence



Philip Aiken

Managing Director, HR
Retail and Finance
London, Barclays UK Ltd

Ask who thrives in the culture of this workplace?

- Research with staff in the Barclay's legal function showed that perceived 'fit' with the dominant culture is an important factor driving career advancement. The perceived dominant culture in financial services tends to be somewhat homogeneous and privileges stereotypical masculine traits such as single-minded commitment to work, ambition and competitive behaviour.
- It is fairly unusual – yet very useful – for organisations to hold up a mirror to the culture of their workplace and address why some people thrive whereas others perceive difficulties and a lack of fit with their communication styles and strengths. Those who thrive are often unaware there is a dominant culture.

Gender Intelligence Programme

- Lawyers tend to progress because of their individual subject expertise rather than their skills as line managers. The Emotional Quotient (EQ) skills that are also required to be a good lawyer and are vital to good line management are not often as valued or facilitated.

- There is patchy awareness of the scale and impact of gender challenges faced because workplace culture reflects the way society has historically been organised. Gender Intelligence (GQ) is also a valuable skill.
- The Gender Intelligence programme addresses emotional quotient EQ and gender intelligence GQ by examining language and behaviours used in everyday interactions and also in appraisals and job specs.
- Workshop sessions are now being piloted and aim to identify tangible actions individuals can take to build a more gender inclusive workplace culture.

This programme is unusual in directly addressing what it feels like to work here. It is pioneering in its ambition to scrutinise workplace culture through the eyes of those who instinctively thrive, those who thrive because they work at fitting in and those who perceive a big gap between who they are and the behaviours they are assessed on.

- The programme works with line managers who hold different views on the value of diversity and inclusion. Views range between people who are passionate supporters through to people who are sceptical about the benefits to them, or to the organisation. As Philip comments: “It is my belief that a lot of realisations will come after people have left the training room and see everyday interactions, and the cues that come from the media and the way the world is organised, through fresh eyes.” ●

What is reverse mentoring?

In reverse mentoring, a senior person is mentored by someone more junior in the organisation. It is a useful tool for senior people to gain depth of insight into the everyday experiences, perceptions and challenges facing junior colleagues of a different background, including gender, experience and ethnicity. Reverse mentoring is well-suited to gaining insight into the experience of the culture of the workplace from the point of view of people who represent a minority. It provides a platform to identify good practices, remedy problems and improve communication.

Aims of the Reverse Mentoring Programme

Reverse Mentoring at BAM Nu all is positioned as an innovative way to encourage learning and facilitate cross-generational relationships, supporting the acquisition of diversity where this doesn't exist in the senior management team. The mentor-mentee relationship will influence personal and professional growth for both parties. The programme has a clear role to play in shaping policies and practices around gender equality in our changing world.

The programme is driven by the mentor who will control the content and the topics for discussion. The BAM Nu all programme was initially run in conjunction with KPMG who organised the pairings and facilitated

training days that set expectations and taught skills that are helpful to the process. A broad range of discussion points are suggested to oil the wheels of the first conversations. A minimum number of meetings are advised and the mentor/mentee teams take it from there. One pair met 12 times over the year and more than a few of their conversations were for longer than two hours.

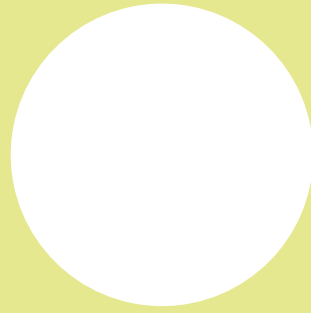
Impact – awareness, engagement and action

BAM Nu all is now in the second year of this initiative. Feedback from the first year was strong so mentors were selected by written application and interview. 25 pairs are participating in the 2019 programme. 13 of the mentors are men and 12 are women with an average age of 24. Part of the reason ~~ang~~ ~~ing~~ ~~en~~

diverse professionals across the Royal BAM network of businesses, in a programme established to learn and share ideas with peers, and form a direct link to the management boards.

Advice to others

- Be persistent. It takes a few meetings for the relationship to get established.
- Mentees need to be aware of slipping into a coaching role, especially when there is a large gap in seniority. This will limit the success of the programme in connecting you with the experiences and ideas of the mentors. Build reviews into the programme and explicitly discuss whether this is happening and how to reset.
- It's more than a chat. Preparation, planning and just enough structure are key to successful interactions.
- Have a clear end point. Help participants summarise their key learning and suggestions for action points from each meeting, and for the end of the year of review.
- Beware of mission creep. Having regular meetings with senior people in the business is obviously valuable and this can invite pushback of rople id-GBvan iite pushback of rople id-GB.69291010 0 sd,anvoutswit 221articipants sum





Many organisations have started with diversity objectives that are focused on representation. We have argued throughout our  research programme for action to be taken to change workplace cultures to be more inclusive. Work on gender inclusion can also inform initiatives that address inclusion for all

Creating a 'Unifying Culture'

BDO is a people-led business. Its core business is accountancy but the reputation of the business and reason employees want to work for BDO is encapsulated by the core purpose: 'Helping You Succeed'. This crystallised the thoughts expressed by some 150 partners in the business in year-long workshops. "The 'm' is for 'mission', 'a' is for 'accountancy', 'n' is for 'network', 'o' is for 'openness' and 'o' is for 'optimism'."

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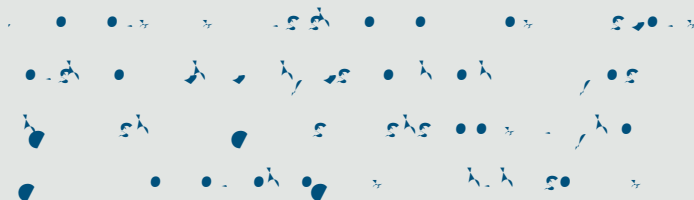
Zoe Bailey
Chief Sustainability Officer,
BDO UK

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Designing flexible, inclusive jobs

Demand for flexibility in working hours and patterns is high and rising in the UK. Survey data shows that 87% of us want more flexibility in our jobs and career paths⁴⁰. Many organisations have established flexible working policies and programmes and yet academic research shows flexible working often poses substantial challenges to career satisfaction and promotion prospects⁴¹. This often happens because an individual's working pattern changes but very little else changes around them. One person's part-time becomes another's overtime, which might be fine if you get paid, not if you don't, but it feels fragile and can be perceived as unfair in teams.

Zoë proposes seven actions for employers that seek to make flexible working opportunities more inclusive.



► **2. Flexibility is more than 'part-time'**

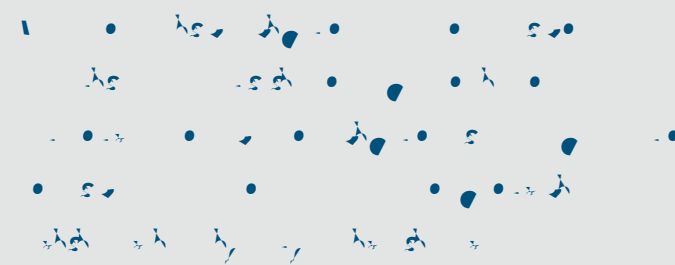
The flexibility that people want and need in their working lives is more than adjusted hours. Flexibility is also about when, and where people work, and how tasks are teamed and shared. So thinking in multiple dimensions about time, location and team flexibility gives you many more ways to meet the work-life needs of an increasingly diverse workforce.

3. Make it universal

For flexible working to live and breathe in the organisation it needs to be universal. Access to flexible work adjustments should be reason-neutral and gender-neutral. Informal flexibility is important to everyone. Think about what your universal offer is. Can anyone take a couple of hours off at any point to attend to a personal matter, no questions asked? Not all flexibility needs a contractual adjustment.

4. Experiment with flexible job designs

There are hundreds of ways to work flexibly by combining different hours, schedule, and location options, and people need those different combinations at different life stages and sets of circumstances. Not every combination will work in every job (just yet) – the home-working paramedic or school teacher may



be a little way off – but there will be scope to experiment, to involve teams in the design, to trial, and to make a case for investment in the technology or skills support to make a broader set of flexible job designs a reality for all.

5. Build flex management capability

Flexible working policy is brought to life by individuals in interaction with their line managers. Flexible working in practice is brought to life by individuals working in teams. Managers and leaders of teams need clarity and capability to design, deploy and manage individual flexibility and flexible working teams. They need training, support, and recognition for their efforts.

6. Flexible career paths

It might be achievable now to work flexibly in a job, what tends to be much more difficult is progressing to another more senior job and retaining a flexible work

arrangement. When we think about job design for flexibility, we need also to think about flexible career paths. Ladders need to lead to somewhere other than full-time, all-the-time jobs otherwise there will be only one type of person in one set of personal circumstances climbing them.

7. Men, leave loudly!

More men need to work flexibly and encourage flexible working in their teams otherwise flexible working and those who do it are inevitably marginalised. Women with children make up the majority of part-time and flexible workers. Men have children too and more men than women occupy leadership positions in big organisations. This means men are in a unique position to role model flexibility. Through their own actions and public explanations for leaving on time (e.g. to collect their children or attend a school event), they can show that 'leaving loudly' is not only possible, it is desirable. ●

Aim of Aviva's Equal Parental Leave ('EPL')

Since November 2017, parents employed by Aviva are eligible for the same amount of paid and unpaid time off, regardless of gender, sexual orientation or how they became a parent (birth, adoption or surrogacy). Under the policy, all UK employees are able to take 12 months of leave when a new child arrives, including 26 weeks at full basic pay.

This is only part of the story. Aviva seeks to deliver EPL in a way that is linked to the values

and culture of the company. EPL is designed to be open and

transparent in line with

Aviva's aim to 'kill complexity'.

It is also designed to promote

inclusion by breaking down traditional

take joint responsibility for parenting. People are encouraged to take the leave, irrespective of their gender or role within the company in two key ways:

- Sending a clear message from the senior leadership to catalyse take-up using internal publicity and testimonials.
- Linking leave to the strategy for talent management. Back-filling roles during extended leave gives opportunities to extend the breadth of experience of other team members. Managers are encouraged to identify people who are looking for stretch assignments. And to offer opportunities to people, such as women and people of colour, who would benefit from

them but may not have asked for them, or come first into the minds of their managers.

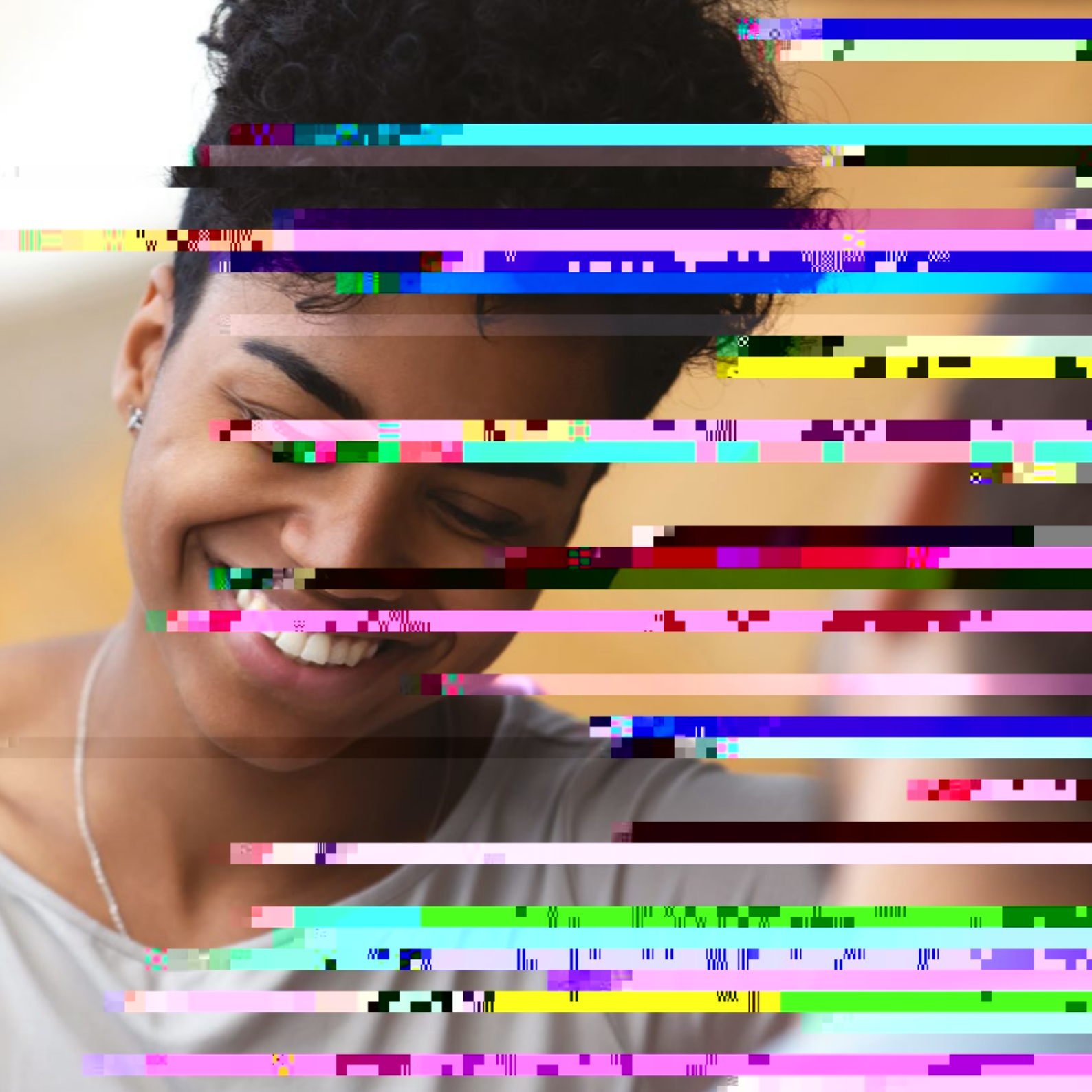
Impact by the numbers

- 840 people have taken up EPL so far of whom 47% are men.
- Average length of EPL taken for women is 45 weeks and for men 21 weeks. Before the change in policy men took an average of 2 weeks parental leave.
- 22% of men taking up EPL have leadership roles.⁴²
- These figures buck the trend. The UK government introduced paid Shared Parental Leave in 2015 and take-up is reported to be less than 10%.⁴³ Possibly as low as 2% according to the Department of Business in 2018.⁴⁴ ●

Do you think Equal Parental Leave can make men more empathetic to the particular career challenges experienced by women for so long?

- Having been one of the first people to go through this at Aviva, I've been keen to be someone others in the organisation can bounce their thoughts off when they go through the process. I've counselled a few other fathers going through this and their questions and concerns are exactly the same. They are also the same questions and concerns that women face.
- It's easy to say you empathise from the outside but it never became real to me until I was forced to face it for myself.

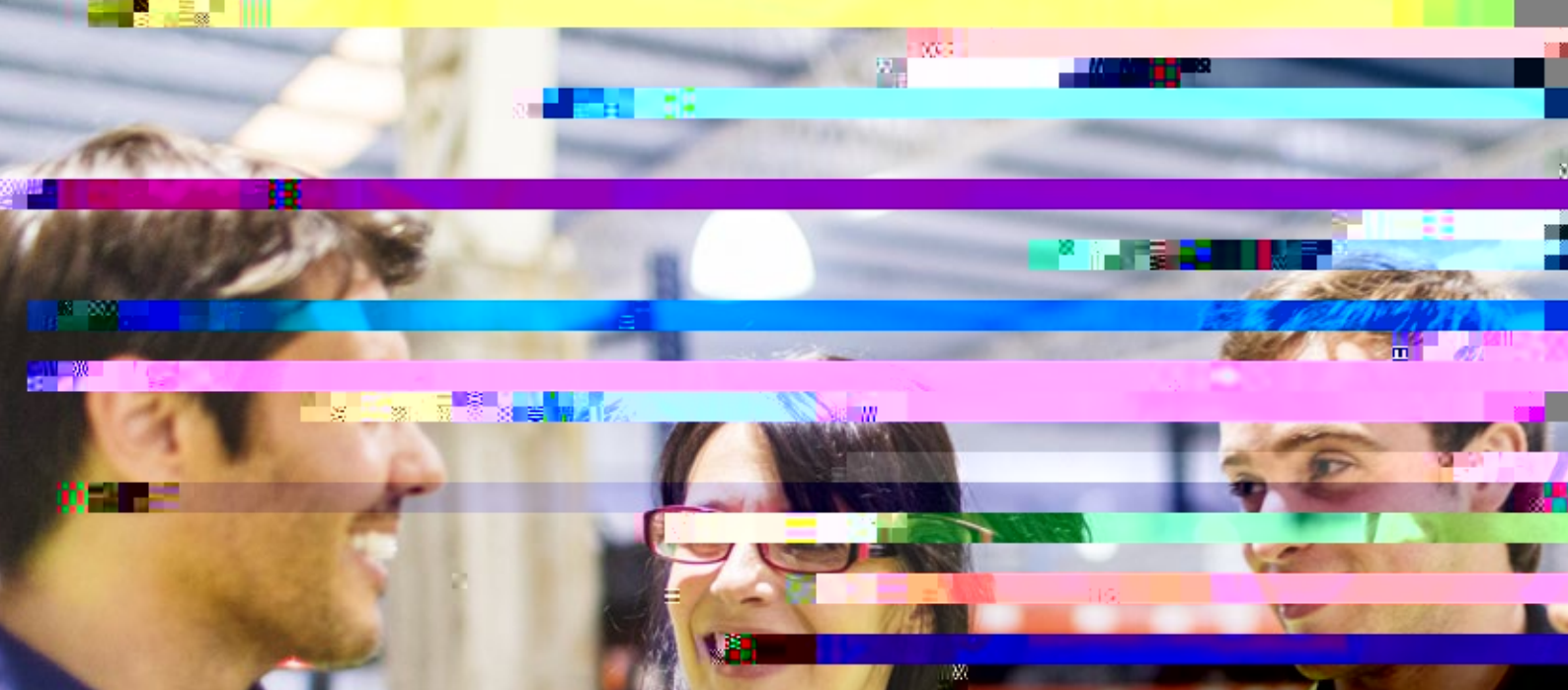
Does EPL lead men to



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Research Methodology

An online survey collected the data anonymously from almost 7,000 employees. The gender binary is used because we are examining the implications of gender stereotypical thinking. Some questions were tailored to reflect existing academic research showing that men and women experience gender bias differently.

The seven main issues researched usually result from unconscious bias - so are hard to recognise. This survey therefore raised awareness of the above issues differently.





