

WOMEN IN LONDON'S
ECONOMY

Closing the Gap

Best Practice Guide

MAYOR OF LONDON



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Greater London Authority
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Contents

Foreword by Ken Livingstone, Mayor of London	3
Introduction	4
Section 1 – Attraction and Recruitment	7
Section 2 – Maternity and Care for Dependents	15
Section 3 – Flexible Working	25
Section 4 – Promotion and Progression	33
Section 5 – Networking	43
Section 6 – Mentoring and Coaching	53
Section 7 – Equal Pay	59
Conclusion	61



Foreword by Ken Livingstone, Mayor of London

The Women in London's Economy research undertaken over the past three years has demonstrated that there is still a shift in policy and workplace culture needed if London is to use to the full the talent of women at work. We need to ensure that women have the same opportunity to excel and benefit in the workplace to the same degree as their male counterparts. Amongst the key issues, London is still suffering from a pronounced gender pay gap, the glass ceiling still remains to be smashed and employers need to realise the real business benefits in operating with an equal workforce.

I am delighted to be launching **Closing the Gap** which is a best practice brochure demonstrating some of the most innovative and women friendly workplace policies taking place in some of London's largest companies



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today. I would like to thank the companies for sharing their experiences and documenting some of the best approaches that can be taken to ensure that London remains one of the most globally competitive cities with a diverse workforce it can be proud of.

I hope these case studies provide inspiration and ideas to other players in London's economy.

A handwritten signature in black ink that reads "Ken Livingstone".

Ken Livingstone
Mayor of London

Introduction

London has built a reputation as one of the world's leading cities. As well as being one of the most successful financial and business centres, London is also experiencing unprecedented growth through some of the largest infrastructure projects the capital has seen in many years, including the regeneration of East London for the 2012 Olympic and Paralympic Games, and the construction of Crossrail.

London is also one of the most culturally diverse cities in the world with over 300 languages spoken.

To continue to thrive and meet the needs of an increasingly globalised world, London needs to ensure that it is a leader in workplace diversity and challenges the largest employers in London to ensure

that all Londoners benefit from London's success.

Forty-four per cent of the workforce resident in London are women yet they continue to be disproportionately underrepresented in managerial and senior roles, and earn, on average, less than their male colleagues.¹

Only 76 FTSE 100 companies have one (or more) female director.²

Organisations increasingly realise that if they want to be truly successful they need to harness women's talent and ambition alongside that of men. But they may not be aware of the barriers their current and potential female employees face, nor the initiatives they can adopt to break down these barriers.

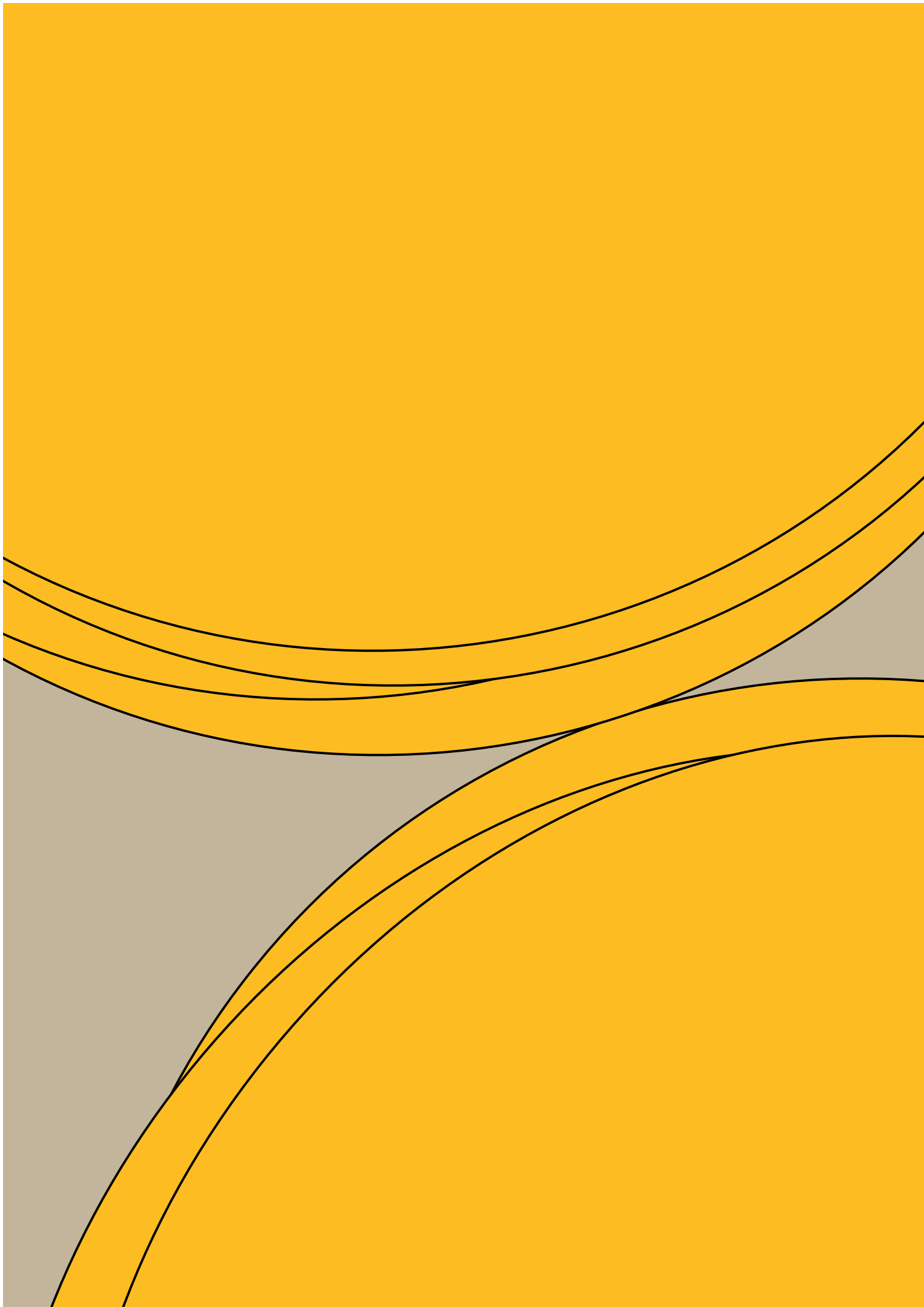
¹ Source: Women in London, capitalwoman 2007

² Source: Vinnicombe and Singh (2007) The Female FTSE Report

As part of the Greater London Authority's commitment to increasing women's participation in the London economy, this brochure demonstrates how organisations can implement and benefit from strong equality policies.

In preparing this guide, a cross-section of organisations from a variety of sectors, with their UK headquarters in London were interviewed, and generously provided access to their diversity and HR leaders together with their female employees.

This collection of case studies reveal that there is a strong business imperative to implement policies that are designed to attract, retain and develop the female workforce and benefit all employees.



Section 1 – Attraction and Recruitment

Introduction

With recent studies demonstrating that the highest performing teams include both men and women, and companies with women on their boards outperforming those with men-only boards, most organisations now recognise the benefits of a greater number of female staff. Many employers specifically target women in recruitment drives. So why does attracting and recruiting women remain a challenge?

Old approaches must be abandoned. Effective recruitment must first understand where the barriers lie and then address them. The way an organisation is perceived is key. When reviewing your approach to attracting and retaining women, consider the following: could potential female recruits be put off by the perception that women are not welcomed, will not succeed or be valued? Does the recruitment

process have elements that are not attractive to women?

Perhaps the criteria are skewed in favour of male candidates or the selection experience doesn't enable women to shine.

Simply focusing on recruitment is not enough. These best practice examples are part of wider gender equality strategies ensuring that once recruited, women are valued, retained and promoted.

Recruitment



PricewaterhouseCoopers (PwC)

is a global professional services firm operating in 150 countries. In the UK there are 15,000 partners and staff.

focusing on
recruitment
and ways it
can actively
influence
diversity

PwC has an established graduate recruitment programme but wanted to increase numbers of female applicants. To this end it ran several events targeting female undergraduates, examining what needed to change to attract them. As a result, PwC raised its profile on

campus and offered skill sessions and interview practice. It also examined the recruitment process to ensure that there was no inherent gender bias. The company's PwCwomen network played a major role in these changes by focusing on recruitment and ways it can actively influence diversity at both graduate and experienced hire levels.

This work successfully increased the number of female graduates recruited from 302 (38per cent) in 2004 to 387 (40per cent) in 2006. PwC has been voted top graduate employer in the Times Top 100 list of graduate employers and the employer of choice for accountancy.

Attracting Women Back to the Workplace

LEHMAN BROTHERS

Lehman Brothers – Encore Programme

Lehman Brothers is a global organisation dealing in equity and fixed income sales, trading and research, investment banking, private investment management, asset management and private equity.

Rationale

In 2005 Lehman Brothers co-sponsored the first survey on 'the hidden brain drain' conducted by the Centre for Work-Life Policy in New York. As well as analysing the difficulties companies were having retaining top women, the survey examined the experience of female professionals trying to return to work after taking time out to spend with their families. It was clear that there was a pool of female talent that the existing recruitment processes and practices were not accessing. The research found that of the 40 per cent who took time off

from a career in banking and finance, 93 per cent wanted to return at some point, but only 67 per cent managed this, indicating a substantial loss to the sector of talent and skills.


The approach

Lehman Brothers developed the Lehman Brothers Encore[®] programme to provide networking and development opportunities for those wanting to resume a career in the financial services industry. Ideal candidates are women with industry-related experience who have voluntarily left the workforce for a year or more, although men are also eligible for the programme.

Central to the programme are special introductory days enabling potential candidates to meet people in the company, hear about the business, and have the opportunity to discuss career paths and the realities of returning to work. These sessions aim to give women support and confidence, and to show that it is possible to return to a career - not just a job.

Managers' concerns about lack of recent experience have been addressed by improved communication between the hiring manager and the programme participant. Care is taken to stay in touch with women who have attended the event.

All employees joining through Encore are given a mentor with similar experience - usually another woman from the same division who works flexibly or is also a mother.



I was not alone
and the event
helped build my
confidence

Impact

Susan Forrester, a Vice President in Fixed Income Management is an example of the success of the programme. She joined Lehman Brothers through Encore having

been out of the workplace for four years:

'Most important for me was that I was with peers who were all - like me - looking to return to work. I was not alone and the event helped build my confidence. Lehman Brothers was offering meaningful jobs and it was clear that they were serious about helping women return.'

The programme has won a number of awards including the Opportunity Now Award 2007, and has helped enhance Lehman Brothers' reputation externally. Internally, it has legitimised a new pool of talent, increased the acceptance of flexible working arrangements and changed managers' attitudes to recruiting women after extended breaks.

Attracting Women into Engineering



More power to you

BT – the ‘fresh air’ campaign

Global Telecoms business BT employs over 100,000 staff throughout the world, with women making up 22 per cent of the workforce.

Rationale

BT wanted to boost the number of female employees in its general workforce and in the more specialist area of engineering. Its Openreach business has historically been male dominated, with women making up less than two per cent of employees. BT wanted to rectify this situation to ensure future profitability and sustain business growth as well as to show recognition of the importance and influence of its female customers.

The approach

The ‘fresh air’ campaign was developed to support BT’s major

recruitment drive for Openreach customer service engineers. The campaign challenged the assumption that engineering is a male domain and appealed to women to look beyond traditional ‘indoor’ workplaces by promoting the idea of working in different locations and in the fresh air. BT advertised on specialist websites and in publications such as climbing magazines, rather than in general interest women’s magazines. Existing female engineers were used in the campaign - they talked about the job, its variety and the freedom it afforded them.

BT also reviewed its recruitment process, placing a new emphasis on aptitude, motivation and a positive approach to customer service, rather than previous engineering experience. All line managers were given refresher interview training and asked to challenge previous assumptions. The company also made sure its recruitment agencies were aware of the new requirements. The traditional engineer’s uniform was also redesigned.

Impact

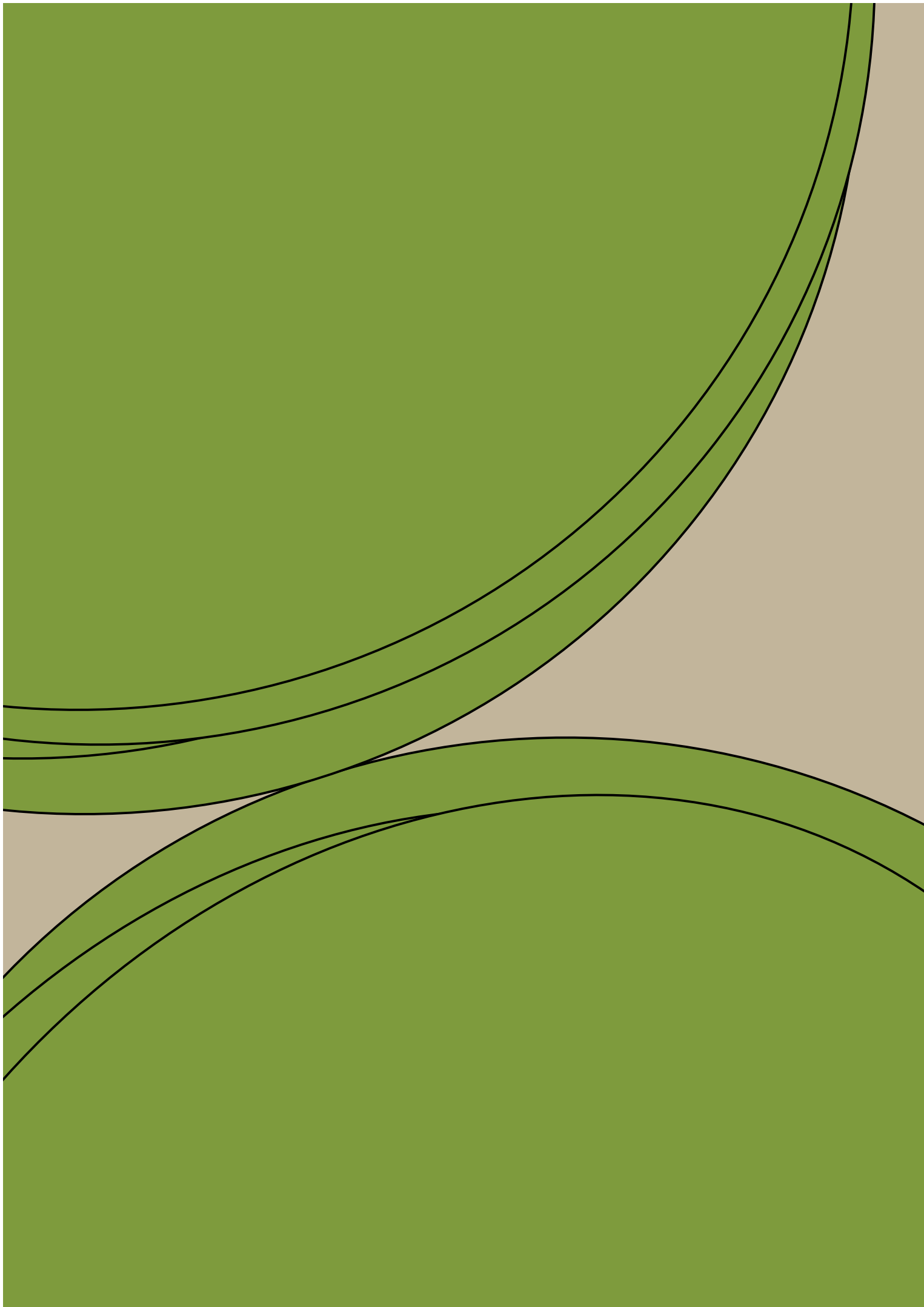
Caroline Waters, BT's People and Policy Director says 'Achieving a better gender balance is key in improving existing and longer term careers for women, promoting equality and attracting the customer service skills BT needs to help our business thrive.'

BT works with organisations like the UK Resource Centre for Women in Science Engineering and Technology in supporting technical opportunities for women.

Key messages

The case studies show the impact of:

- challenging assumptions and going back to basics to review the real requirements of a role
- ensuring that recruiters are trained and competent
- developing a good understanding of the target market and considering ways of engaging and attracting candidates
- involving line managers and senior executives in developing the programme and also using existing employees to help shape, advertise and deliver it
- offering and promoting flexibility and career development
- ensuring that outside agencies are properly briefed and managed
- supporting the candidates by understanding their needs and concerns and offering advice and practical help.



Section 2 – Maternity and Care for Dependents

Employers adopting the attitude that women have to choose between family and career run the risk of losing female talent. Faced with such an organisational culture (voiced or not), women may leave before becoming pregnant, feeling they will not be supported during pregnancy and maternity leave. They may also choose not to return after maternity leave.

These case studies show how organisations have worked to ensure that a career and motherhood are not mutually exclusive. This section examines the ways organisations can provide personal and professional support for new parents, while reaping benefits for the organisation by engaging and retaining talented female staff. It is not a case of making women choose one over the other but of providing appropriate options and support.

Maternity Returners Programme



Accenture is a global management consulting, technology services and outsourcing company employing 12,000+ people in the UK.

Rationale

Like many other companies, Accenture relies on attracting and retaining talented and skilled employees. The company was concerned that only 74 per cent of women returning from maternity leave were still with the company a year later and wanted to provide better support. It also wanted to improve representation of women at senior levels and avoid losing female talent by making it easier for women to balance work and caring responsibilities during their careers.

The approach

The Maternity Returners Programme was based on feedback from employees who were asked what would make a difference. A key part of the approach was the development of pre-maternity workshops open to all women going on maternity leave. These half-day workshops are run internally, with employees who have experience of taking maternity leave acting as facilitators and speakers. The programmes are run quarterly and cover practical issues such as finding childcare, options for flexible working, and discussions about pregnancy and managing problems such as child illness. There is also an opportunity for women to hear directly from others who have returned to work.

Accenture also produce a 'Combining your Career and Parenthood' brochure, given to expectant mothers and fathers. It contains details of company policies on all aspects of parenting including fertility treatment leave, ante-natal care, maternity, paternity, parental

leave, and flexible working.

The company also has a working parents' website where employees can network with other parents and share helpful tips and information. In addition, the company arranges returners' lunches for mothers returning to work.

Impact

The number of maternity returners still with the company a year after returning has now risen to 90 per cent. To ensure that all parents are aware of the policies and support available to them, a similar workshop for expectant fathers is now run simultaneously, with joint sessions on childcare options and first aid.

Niamh McKenna, the senior executive sponsoring the maternity programme and a former attendee herself, is in no doubt about its benefits, commenting that at Accenture it's 'OK to be a parent and still be successful... people discuss their families more openly in the office.'

Emergency Childcare

Deloitte.

Deloitte employs 11,000 people in the UK, 6,000 in London. Women make up 42 per cent of the UK workforce and 41 per cent of the London workforce. Since June 2007, 37 per cent of non-partner promotions have gone to women and 11 new female partners have been appointed.

Rationale

Feedback from an employee opinion survey indicated that staff wanted to see more activity from the firm in the areas of flexible working and childcare support. In response, a number of stakeholder forums were held on these two issues. A strong message was that parents wanted more support with childcare - especially for emergency needs.

The approach

Deloitte made a case for providing access to emergency childcare for all employees. A cost-benefit analysis was

completed before selecting the supplier and the benefits of increased loyalty, reduced stress and improved productivity were acknowledged so that cost was not the main driver. Finally, a postcode-matching exercise was undertaken to ensure appropriate coverage.

‘Emergency childcare provision is there to help our people manage their work and non-work commitments to maximum effect.’ Debbie Stevenson - HR Director, Corporate Finance

The scheme was introduced in October 2007 and provision includes up to 20 days emergency childcare per child per year, a subsidised daily charge of £15 per day for day care, a 24-hour helpline and facilities for children with disabilities either on the day or planned respite care.

Impact

The programme is being monitored monthly and will be reviewed after 12 months. The review will assess numbers

using the programme, the grades of those participating and a breakdown of where the childcare is being used most. The early signs suggest that impact has been immediate and employees are using the service.

‘This is fantastic, tangible whereas so many things around flexibility are woolly.’ Deloitte employee

Mentoring Mums and Support for Parents



Penguin Group is a publishing company with approximately 1,020 employees, all of whom are based in London. The workforce is 75 per cent female, and at senior levels 55 per cent of directors and 70 per cent of senior managers are female.

Rationale

The company values creativity, and believes a supportive and fair environment is conducive to this. Retaining talented people is also essential, and Penguin has achieved a 98 to 99 per cent return rate from maternity leave in the last few years. Penguin supports new parents in many ways, including through the Mentoring Mums programme.

The approach

Mentoring Mums was set up two years ago and is part of a range of initiatives to support parents and enable them to achieve fulfilling

careers. Other initiatives include enhanced maternity pay and flexible working.

Run by HR, Mentoring Mums pairs women returning from maternity leave with another working mother in the company. They go for a coffee, and meet on an ongoing basis as regularly as desired. Mentors give emotional and practical support, provide coaching where appropriate and cover issues faced by new mothers, such as juggling work and parenthood.

Penguin recognises that men can also face issues on juggling work with family life, and is keen to give men the same level of support following paternity leave. Provision for new fathers also includes 20 days paid paternity leave, and a further 15 days for emergency childcare or compassionate leave.

The company supports all parents through the Employee Assistance Programme which offers 24-hour confidential advice on all aspects of life. There is also an in-house nurse and counsellor.

Impact

In 2007, Penguin was recognised by the Guardian as being one of the best places for parents in the media to work. Previously Penguin has also won the NSPCC's Family Friendly Award and Pathway's Media Employer of the Year Award.

To feel that you are able to walk out of work for childcare reasons is very powerful and makes you very loyal to the organisation

Penguin is proud of its maternity return rate, and new mums say they have benefited from the mentoring programme and the company's positive approach to parenthood.

‘It’s great to talk to someone who has been there before you, with whom you can discuss the issues faced with coming back to work, such as juggling work and childcare responsibilities. You can feel guilty leaving your child behind, especially if they are not feeling 100 per cent that day. Having a mentor makes you feel like it’s not so bad coming back to work’
Lucinda Smith, List Manager

‘My boss has been extremely supportive. To feel that you are able to walk out of work for childcare reasons is very powerful and makes you very loyal to the organisation. None of my friends have the same supportive employer that I do.’ Alison Davies,
Production Director

Key messages

The case studies show the impact of:

- using mothers and parents to help shape the solution
- making a robust business case that assesses all the potential benefits and not just the costs of schemes and initiatives
- raising awareness of all relevant company policies, remembering such support as childcare options, special leave provisions, and information on how company benefits are effective during maternity leave
- encouraging women already on or about to go on maternity leave to start thinking about their return to the workplace and the support they will need
- communicating initiatives company-wide so that others considering starting a family are aware of the support available
- sharing success stories, encouraging networking among new parents and developing similar support for men facing fatherhood
- reviewing the impact of initiatives.

Dependent Care Programmes



IBM is the world's largest information technology company with approximately 330,000 employees in 75 countries. The UK headquarters are in London.

Rationale

IBM firmly believes that truly comprehensive employer support is beneficial both for employer and employee. Advantages include reduced stress, reduced absenteeism, increased creativity, innovation and customer responsiveness.

IBM recognises the value in accommodating the needs of carers, amongst others, when seeking to attract and retain the very best people, and IBM's dependent care benefits enable career development and progression of all carers, men and women alike.

The approach

In 2007 IBM introduced the

Emergency Care Initiative to their UK workforce. This gives all employees some assistance towards their emergency child or elder care needs. It is accessed through IBM's Worklife Essentials website, and run in cooperation with an external provider, who find employees reliable, high-quality emergency care for a child, an elder, or any adult dependent at a few hours' notice. The database provides access to nurseries, childminders, nannies, and homecarers.

IBM contributes 60 per cent of the cost of emergency dependent care, up to a capped annual level of £200, and pays for any associated homecare visit. After this initial funding is used, the employee may continue to use the service at their own cost.

On top of this, the Worklife Essentials website provides wider resources and useful references, including a channel to external organisations, industry expertise, and the opportunity to share experiences

with others who also have care responsibilities.



my opinion of IBM as an employer has improved as a result of this scheme

Accessible through this Website, IBM launched a pilot for a Web based education program in January called 'Powerful Tool for Carers' to help employees who care for an older relative with their caring role. The online education will support carers to learn how to manage stress and emotional conflict, communicate effectively with the person for whom they are caring, with doctors and other health and social care professionals.

Impact

IBM assesses the impact of their initiatives and flexible working practice through regular 'pulse' and other surveys. Feedback from the Emergency Care Program is very positive, indicating the system reaps a wide range of benefits. Comments include:

'Emergency Care has helped us cope with care challenges for my mother, with minimum disruption to her.'

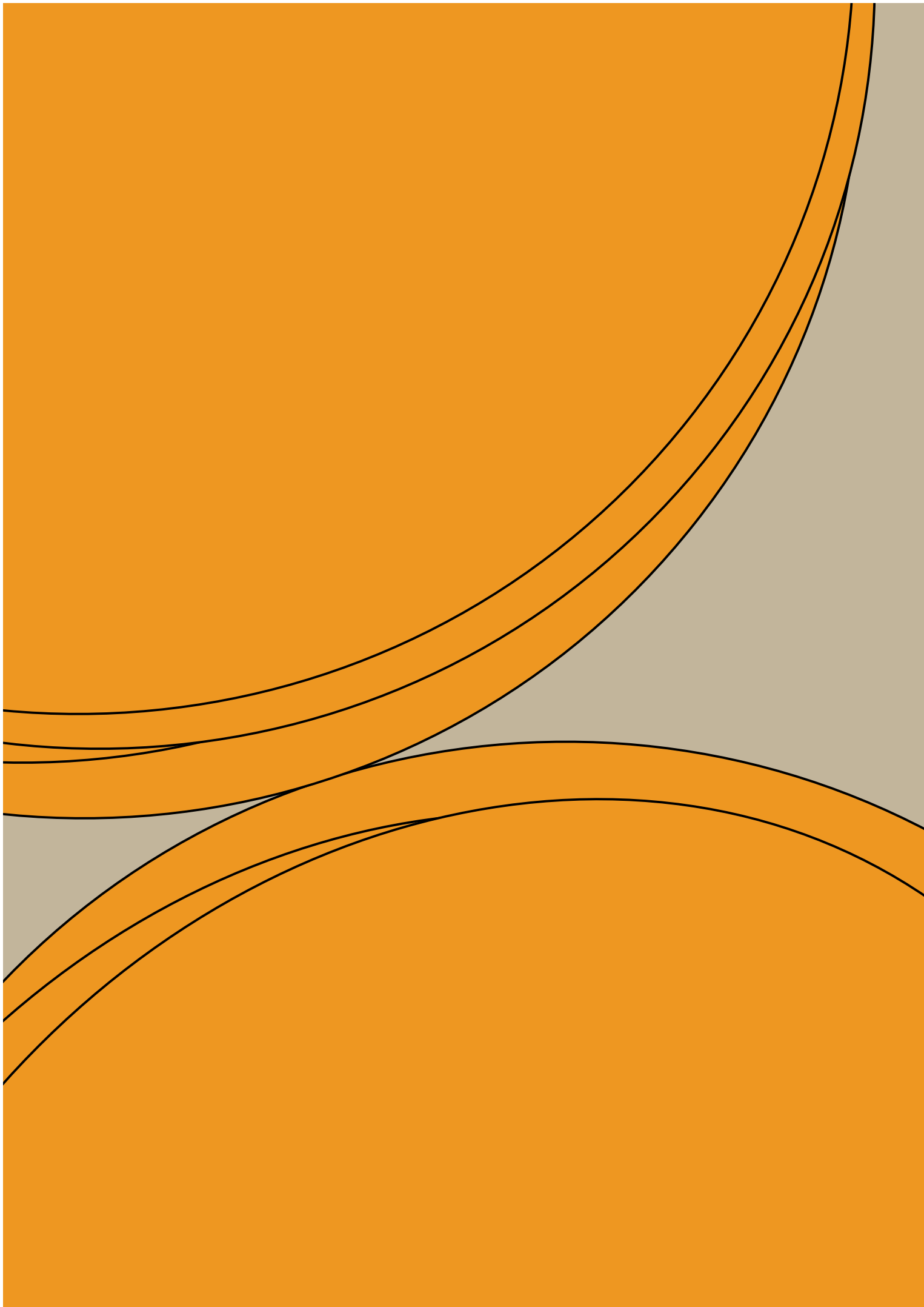
'My opinion of IBM as an employer has improved as a result of this scheme.'

'This is very good for families where both people work, and especially for me where I spend a lot of time away or travelling - a great life line and backup system!'

Key messages

The case studies show the impact of:

- creating innovative solutions beyond the traditional approach to dependent care
- taking practical day-to-day steps to support and recognise carers as a diverse group
- working to build a culture in which carers are valued, supported and involved.



Section 3 – Flexible Working

Introduction

Many organisations are adopting flexible working practices and realising the benefits of offering a variety of working patterns. Such flexibility is an important recruitment and retention tool – one that can help women’s work–life balance.

However, a set of flexible working policies is not enough. Companies need fair and open processes to enable employees to ask for changes in working arrangements. Workplace cultures must change too. All too often flexible working is viewed as a burden to business or seen as a ‘special’ arrangement to help women.

The case studies here show that genuine flexibility is achieved where there is trust between managers and employees, and where job performance is judged on meeting objectives rather than time spent in the office.



Eversheds – Lifestyle programme

Eversheds is one of the largest full-service law firms in the world, employing 4,000 people in the UK.

Rationale

In 2001, a group was established to examine the issue of attracting and retaining talent, partly because women were leaving the business before reaching partner level. The reasons for this had to be addressed if greater gender diversity was to be achieved at senior levels. The group discovered that lack of flexibility in working patterns was a main factor in this talent loss. As a result, in 2002 the firm launched Lifestyle, a flexible working programme.

The approach

The Lifestyle programme sets out a best practice approach to flexible working. Eversheds offer

a large range of options including part-time working, job sharing, annualised and monthly hours, and self-rostered team working. All requests are evaluated in the same way, whatever the applicant's level within the organisation.

I could stay
with the firm
and have time
with my
children which
is important
to me

Given the success of the original Lifestyle programme, Eversheds is now offering colleagues further flexibility within their day to day working arrangements. This would allow individuals to work partly from home on occasions, or change start and

finish times with agreement from their manager. This is in recognition that people sometimes need short-term flexibility to deal with home or family situations.

Impact

Individuals within the organisation have been quick to take up a range of different flexible working arrangements. Whole teams have made the most of the scheme – for example, the payroll team works annualised hours, which makes sense because of their cyclical workload.

Lucy Griffiths is a solicitor who has worked for Eversheds since 2002. She has two young children and works four days a week, partly from home. She says, 'This works well for the firm, for me and also my clients. I work as flexibly as possible to ensure I can attend client meetings, and have access to good technology so I can work as productively at home as in the office.'

Michaela Walker, a partner in London and mother of two, has

worked flexibly since having her first child and now works 4 days a week. 'Eversheds has been very supportive and it is important that there is an approach that says lets give it a go. It works well for me and has meant I could stay with the firm and have time with my children which is important to me'.

YOUR M&S

Marks and Spencer – Business as usual

Marks and Spencer is a large retail organisation employing 75,000 people in stores around the country. Approximately 70 per cent of departmental heads are female.

Rationale

Part-time workers form 70 per cent of the 75,000 employees in UK stores. With a female to male gender split of 80:20, responding to the changing needs of women at different stages in their life is central to Marks and Spencer's employee engagement strategy.

The approach

The option of working part time is offered to store employees at all levels. To ensure that no staff member misses out, training and development opportunities are offered at a variety of times. Women working part time are also encouraged to progress in their careers, and newly created section manager posts are

useful for part time staff as a step towards a departmental manager role.

With over 1,000 different working patterns in place in the Marble Arch store alone, M&S realised it needed to simplify its flexible working options and did so by consulting staff, monitoring customer footfall and mapping trading patterns.

flexibility is a positive retention tool

M&S also extends its flexible working policy to non-store staff. Sharon Pavitt, Head of Leadership Development, worked four days a week after her first baby, before changing to a job-share arrangement after her second child. This allowed her to stay in a senior role and develop her career: 'I've been able to keep the stretch in my career, whilst being flexible around my family.'

Impact

Accepting flexibility and part-time working as part of a 'business as usual' approach has helped M&S retain valuable skills and talent and established itself as a good employer for women.

'Flexibility is a positive retention tool – women feel that M&S will support them.' Jessica Cooper - Regional Head of HR, London and South East

'M&S has provided me with the breadth and depth I sought in my career whilst constantly meeting my needs in terms of maternity breaks, work location, hours and flexibility of work pattern and more recently technology to support home working.'

Sue Bell - Head of Technology for Livestock, Agriculture and Protein



Lloyds TSB – Work options

Lloyds TSB serves around 16 million customers and operates in a range of financial markets.

Rationale

Work Options - Lloyds TSB's flexible working policy - was introduced in 1998 following feedback from staff and in response to a range of demographic, social and business changes. It is still considered a powerful way of attracting and retaining talented staff.

The approach

The scheme is open to all employees at any stage of their career. Lloyds TSB does not take into account the reason for the request - its key concern is the potential impact on the business.

Work Options offers a wide range of flexible working patterns including reduced hours, job-sharing, term-time working, compressed hours, variable hours and home working. A flexible

benefit scheme is also on offer. All internal vacancies state they are open to employees who want to work flexibly.

Impact

Over a third of Lloyd TSB's workforce works flexibly. A major review of the Work Options scheme in 2005 showed that employees felt more motivated to work for Lloyds TSB because of the flexible working choices they were offered. The scheme has helped to erode the bank's traditional long hours culture, encouraging managers to focus on productivity rather than hours worked.

'The flexibility has been hugely important to achieving the appropriate work-life balance at the various stages of bringing up my children. The right balance has meant that I have the energy and enthusiasm to put into work and have managed to progress, despite not being full-time. In turn, the bank, I hope, will have gained from the continuity and experience which are important in my role.' Anna Gaworzewska, senior economist



KPMG

Professional services firm KPMG is a global network of member firms with over 10,000 partners and staff working in 22 offices across the UK. In 2007 KPMG in the UK merged with KPMG in Germany to form KPMG Europe LLP. The firm provides audit, tax and advisory services.

Rationale

KPMG places considerable emphasis on enabling flexible working and sees it as central to the recruitment, retention, wellbeing and development of partners and staff.

Since 1997

I have worked part-time to allow me to play rugby for England

The approach

KPMG offers a range of flexible working options, including part-time working, job sharing, annualised days, 'glide time' (where people can adjust the start and end of their working days), additional holiday purchase, unpaid leave, career breaks and home working.

KPMG has a network of 20 trained Flexible Working Champions, led by Mike Blake, a member of the UK Board. They help to implement the firm's commitment to work-life balance by providing advice, information and support. They also play a crucial role in ensuring that the company can meet the needs of staff, business and clients through greater flexibility.

Impact

In 2006 there were 485 requests to work flexibly. Of these, 477 were accepted and only eight rejected, on the grounds of business needs. Since January 2004, 99 per cent of flexible working requests have been

accepted. KPMG won an Opportunity Now award in 2007 for their achievements with flexible working in the City.

'I worked part-time from 1999 until 2007 to allow me to play rugby for England, culminating in captaining the side to a Grand Slam in the 2007 Six Nations.

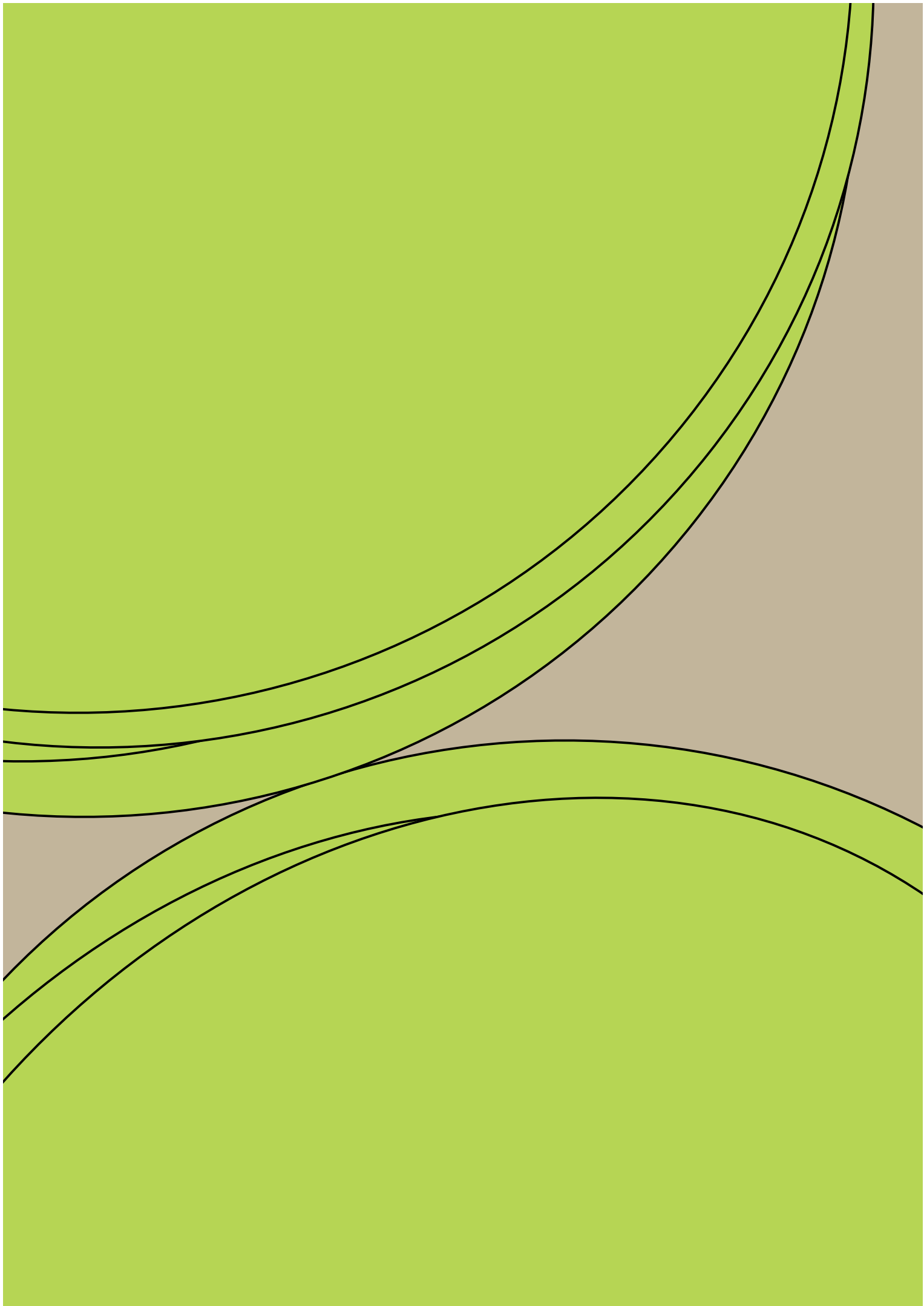
The firm also granted me extra leave to attend and train for tournaments, including the 1998, 2002 and 2006 World Cups.'

Sue Day, Manager, Corporate Finance

Key messages

The case studies show the impact of:

- creating a culture that encourages flexibility for all employees, not just those with family so that flexibility is seen as normal
- being genuinely open to requests for flexibility – looking for ways to say 'yes' rather than saying 'no' too quickly
- promoting role models and examples of successful flexible working
- establishing a set of principles and a clear request process
- providing managers with appropriate understanding and support to help them assess requests effectively
- recognising that many staff may only need small informal changes to make a big difference to their working lives
- recognising the importance of building trust between staff and managers to make flexible working effective
- ensuring that robust IT support and technology are provided, as well as video and conference calling facilities.



Section 4 – Promotion and Progression

Introduction

Women-only programmes within companies often meet with resistance from male and female staff. However, the low number of women at senior levels shows that companies have a stark choice. They can either decide that women are not as valuable, able or ambitious as men, or accept that in an economic and commercial environment historically geared towards men, women may face issues that need to be addressed to enable them to 'close the gap'.

The organisations in this section examined their criteria for promotion and progression. Where criteria favoured male strengths, organisations were left wondering whether they should change the criteria, or help women improve their skills in these areas. Because leadership research shows that female characteristics are as valuable as male ones, it's clear that

companies need to encourage and celebrate the differences women bring to a company.



BDO Stoy Hayward

BDO Stoy Hayward – Values-based leadership programme

BDO Stoy Hayward is the UK's sixth largest accountancy firm with over 1,200 staff in London. Over 50 per cent of its workforce is female.

Rationale

The company was keen to engage and nurture its female staff after research revealed a low representation of women at senior levels in the organisation. A cultural analysis showed that female employees were not expressing the same levels of confidence, or planning their careers with the same discipline and focus as their male colleagues. It also revealed perceptions that the company

had a 'laddish' internal culture at odds with its values.

The approach

In 2006, Managing Partner Jeremy Newman took his 'roadshow' out across the business, speaking about the challenges facing the firm. His main message on diversity was that the company was missing out by not making the most of female talent, and he requested feedback from employees.

with the firm's values and the need to support women. The programme focuses on personal values, leadership strengths and vision, and includes a forum, a workshop and individual coaching sessions.

'Line managers attend the first workshop with delegates so we are certain of their level of understanding and the support women will get on returning to the workplace.' Sylvia Ross, Head of Cultural Development

For the first time I realised what I really wanted and I now have the confidence to go for it

As a result, BDO developed a six-month leadership programme fitting equally well

Impact

In its first year over 200 female supervisors, managers and partners went on the programme. Tangible results include the retention of female staff who would otherwise have moved on. Over 90 per cent of attendees reported increased confidence in their leadership abilities and impact on the business, and over 60 per cent of attendees attained clarity about their career and prospects.

'For the first time I realised what I really wanted and I now have the

confidence to go for it.’ Delegate - the first woman in her department to be seconded to the USA.

‘The whole feel of the firm is changing rapidly. We see more women around and more women coming back into the firm. The partners have been hugely responsive; they can see the results in improved productivity, innovation and client relationship management.’
Emma Howard, Tax Partner and Diversity Champion

JPMorgan

JPMorgan - Development programme for MD population

JPMorgan employs 5,700 people in London.

Rationale

JPMorgan wanted to improve both the retention and promotion of women in the Investment Bank.

The approach

To emphasise the central importance of women to the future of JPMorgan, the firm organised ‘Women’s Week’, a week-long initiative which included addresses by keynote speakers, panel debates and interactive workshops. The aim of the initiative was to educate employees about the potential barriers that women face to their ongoing career progression and to help the firm’s female employees to take charge of their own careers through the provision of networking, mentoring and career management opportunities.

JPMorgan also conducted internal research to ascertain

how promotion and evaluation decisions might be influenced by the unconscious biases of managers. The results demonstrated that the language managers employed to describe similar male and female performances differed. Since then, HR business partners trained in the impact of unconscious bias now sit on promotion panels to ensure the consistent use of an objective language and methodology.

In addition, JPMorgan has ensured that its population of Managing Directors (MDs) in the European, Middle East and African (EMEA) regions have completed mandatory workshops designed to promote female retention. The workshops were both designed and implemented by a group of senior managers at JPMorgan and have helped MDs to question preconceived beliefs about female retention; provided them with specific tools to engage and empower female employees; and have made them fully aware of their

accountability for developing and retaining female talent at JPMorgan.

Impact

'JPMorgan's 'Female Retention' work group has helped to raise awareness about the importance of retaining a diverse workforce at all levels of the firm; has provided senior managers with a range of practical tools to proactively deal with many of the issues surrounding female retention; and has ensured that our female employees know that JPMorgan is actively engaged in making the Investment Bank an employer of choice for women of all ages.' Klaus Diederichs, head of EMEA Investment Banking

'Female retention and career development is now firmly at the top of JPMorgan's Diversity agenda.' Abi Amosu, EMEA Head of Corporate Diversity



Aviva - Identifying development needs

Aviva is the fifth largest insurance group in the world and the largest in the UK, employing 59,000 staff.

Rationale

As part of its gender strategy, Aviva wanted to gain greater understanding of women's development needs and identify any gender-specific issues.

The approach

The company collated and analysed five years of feedback data from its 360-degree questionnaires. The analysis included how managers rated employees, how peers rated each other, and self-assessment. The results provided a picture of gender-sensitive issues including the way men and women viewed each other and themselves.

The findings revealed a number of differences. Women

consistently rated themselves lower in their self-assessments, and where communication was concerned women tended to rate themselves higher than their managers, who felt it was an area for development.

Impact

Aviva used the analyses to identify the kind of support women needed to be able to progress in the business. The findings also formed part of the data gathered to develop the business case for specific gender initiatives.

nationalgrid

National Grid – Women’s development programmes

National Grid is a FTSE 100 company with a workforce of 11,000 in the UK.

Rationale

National Grid has a five-year plan of significant investment and growth and needs to support this by retaining and developing its best talent. With the impact of changing demographics on the workforce plus a limited pool of skilled engineers, there is a strong business imperative to attract and develop women in what is traditionally a male-dominated, engineering-based company.

The approach

The company runs two programmes for women - one for staff and team leaders, and another for first-line managers and senior specialists.

The focus is on improving women’s confidence and career planning to help them achieve their potential.

Each course has a guest speaker drawn from National Grid’s Women’s Network (WiN) or from previous course attendees. These women share their own experiences and encourage discussion of issues facing women within National Grid. Senior women also play a part in running the courses.

Course participants are encouraged to take on projects that support the company and recent initiatives have included a UK wide workshop examining the different communication styles of men and women. Another project led to the launch of a mentoring programme encouraging female employees to seek advice and role models. Women who have completed the line-manager programme are encouraged to become mentors for the less senior female employees.

Impact

In the scheme’s first 18 months, 115 women completed the courses, with many successfully changing roles or being promoted as a result of new

skills and confidence. External recognition of the company's diversity practices and greater visibility of female role models has also raised internal awareness of the programmes.

Programme attendees are very positive about their impact. For Debbie Trew, a project planner in UK Construction, the programme was pivotal in helping her move on to her next role. The support and encouragement from her fellow course members was very important. 'I came away from the course elated by the positive reinforcement from the other women and with greater self-belief. I was determined to make changes and I did.'



Citi – Coaching for success

Citi is a Corporate and Investment Banking firm with 9,000 employees at the UK headquarters in Canary Wharf.


Rationale

Citi has a clear business case for gender equality and aims to attract and retain the best talent. While diversity initiatives are well-established, increasing female senior representation takes time. Around 42 per cent of Vice Presidents in Markets and Banking EMEA are women yet this falls off to 17 per cent at the Director level, which is why Citi created this programme.

The approach

Coaching for Success was developed for high-performing women with potential to move to more senior positions. A new course begins every six months, and so far approximately 330 women from London have taken part over the past four years. The programme focuses on

strengthening women and honing their personal resources; it also seeks to overcome potential inhibiting factors such as a lack of confidence or reticence about self-promotion.



I found the whole experience very valuable and rewarding

On the course, three streams of activity run in parallel for six months. A series of monthly one-day training sessions cover topics such as personal impact, communicating and influencing, and political savvy. Participants meet one-to-one with a coaching mentor – an arrangement that may continue on a more casual basis when the course has finished. Networking events are also held at which participants can build relationships with the other women on the course.

Coaching for Success continually gathers feedback to ensure it is meeting participants' needs.

Impact

A recent course survey showed that 80 per cent of participants now have a broader role, have been promoted, or both. Participant comments have included:

'I am sure that my promotion this year has been a result of the knowledge I gained and now put into practice.'

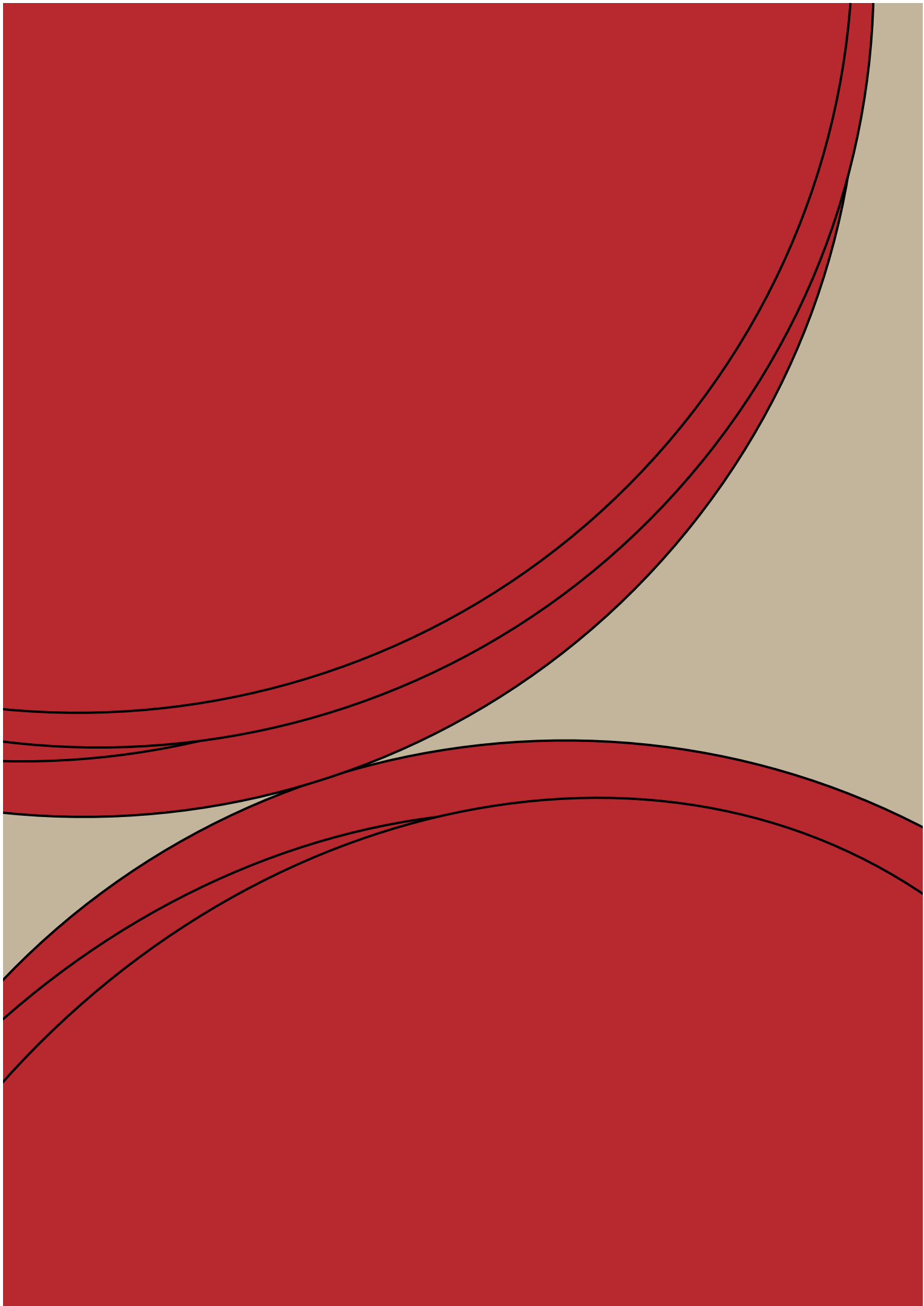
'I found the whole experience very valuable and rewarding and believe that it has and will continue to have an impact on my career and personal development.'

Other positive benefits noted by participants include an improved approach to career development, a higher profile and better network within the organisation plus increased self-confidence and more polished presentation skills.

Key messages

The case studies show the impact of:

- identifying women's development needs at different points in their careers, rather than assuming they remain the same
- engaging employees at senior levels, including men
- involving senior women in the programme as appropriate role models and pioneers who can share their experiences
- measuring results and sharing success stories
- being clear about the available opportunities and encouraging and supporting career planning
- focusing on coaching rather than training.



Section 5 - Networking

Introduction

Networking is acknowledged as a crucial part of business and commercial practice. Giving employees opportunities to make contacts and develop professional relationships promotes progression opportunities, effective day-to-day practice, and access to career development activities. Networks help embed diversity in an organisation. They can provide a forum where women can discuss issues they face, share experiences and learn from one another.

These case studies show a wide variety of network activities and the resulting benefits for employees of both sexes. Networks also have clear bottom-line benefits - for example, providing input into product or service design for commercial development, helping the organisation build better relationships with

potential female clients and customers, and making the organisation more attractive to potential new recruits.




ABN AMRO – Women’s Network

ABN AMRO is a leading international bank with more than 4,000 branches in 53 countries, and has a staff of more than 99,000 full-time equivalents worldwide.

Rationale

The network was established in 2004 after a survey of female employees revealed that women wanted opportunities to network effectively along with more visible role models and specific development support (such as building confidence and effectiveness). The Women’s Network has been developed to meet these needs and is a key part of the company’s broader diversity strategy.



Fundamentally,
this is about
getting people
together. Any
company can do
this; it is not
complicated

The approach

The Network is run by a steering group of women from across the company. Its chair, Fiona Clutterbuck (Managing Director and Head of Financial Institutions Advisory) believes that women benefit greatly from having the opportunity to talk to other women both inside and outside the organisation: 'Fundamentally, this is about getting people together. She said any company can do this; and it's very rewarding.'


The network holds regular breakfast and lunchtime

sessions, hosted by a senior executive (male or female) and giving participants the chance to discuss issues, meet senior role models and learn from their experience. The Network also holds development events including workshops on topics such as negotiating, personal effectiveness, conflict management and assertiveness. Innovative ideas such as speed networking have also been tested.

ABN AMRO's Women's Network has been involved in graduate recruitment drives, aiming to attract more women to graduate and internship programmes.

Impact

The popularity of the Women's Network means that events are always well-attended; this has led to the development of other networks – for example, the Family and Carers network grew directly from the Women's Network in acknowledgement that balancing caring and work demands is a key issue for both male and female employees.



The McGraw-Hill Companies

McGraw-Hill – Women’s Initiative for Networking and Success (WINS)

The McGraw-Hill companies have 1,250 employees in the UK, 1,000 of whom are based at the UK headquarters at Canary Wharf.

Rationale

For McGraw-Hill, the business case for gender equality is simple: the company wants to avoid talent loss, expand its brand into as many markets as possible, and have strong candidates in the pipeline for future leadership. In a recent presentation to a WINS event, CEO Terry McGraw recognised the effort and commitment of committee members: ‘[WINS] is part of the survival of this organisation. It’s that serious.’

The approach

WINS supports employees across McGraw-Hill by providing a network where they can share experiences, find mentoring

opportunities, learn and develop. It describes itself as ‘By women, about women, for everyone’. The network holds about one event each month, addressing issues requested by members. While most event attendees are female, male employees are also welcome.

A typical event includes a presentation by an internal or external expert followed by discussion and experience-sharing, with time for networking at the end. Subjects covered recently included emotional intelligence, transformation and change and enhancing mentor/mentee relationships. The network has held pan-European and global events.

Impact

In the last year, almost 30 per cent of female employees in London attended one or more event. Membership is growing fast, with attendees reporting great benefits in terms of learning, confidence and leadership skills. Seventy-four per cent of women reported that

WINS has helped advance important issues to women at McGraw-Hill.

‘Attending WINS seminars has been very inspiring... It has taught me to explore alternatives, and to be more analytical... I’m already feeling some benefits in terms of my career. I have been asked to work on topics I wouldn’t have dreamed about as a result of my work with WINS... My boss really supports my participation in WINS. He knows that if I am happy at work it means that I’m going to perform better.’ Rosi Baran, Administrative Assistant at Standard and Poor’s and Secretary to the WINS European Steering Group



Pricewaterhouse Coopers (PwC) – PwC Women

PricewaterhouseCoopers (PwC) is a global professional services firm operating in 150 countries. In the UK there are 15,000 partners and staff.

Rationale

PwC’s two networks for women began in 2002 to address the lack of women at senior level and combat women’s isolation as they progressed upwards. PwC believes that networking strongly contributes to personal and professional success.

The approach

PwC has two women’s networks, PwCWomen and the Female Partner and Director Network. They work closely together and have similar aims and objectives, which are:

- engagement: consulting with women to better understand their experiences of working at PwC

- education: supporting women in their learning and development
- empowering: responding to women's experiences by providing a forum to network
- enrichment: promoting networking and visible role models.

PwCWomen runs quarterly events open to all male and female employees. Topics have included unlocking potential, the workplace of the future and working with the opposite sex. The network's three working groups focus on:

- i) commerciality – linking with clients, recruitment and development for women
- ii) measurement and evaluation – quantifying the influence of PwCWomen
- iii) roles, structure and integration – developing links with the wider firm through mentoring and networking.

The Female Partner and Director Network focuses on partners'/ directors' responsibilities as mentors and role models. Its outreach team speak on gender issues to business teams and groups of partners.

Impact

Both networks are now well-established and supported within the organisation. 'There are no quick answers but we are fully committed to doing whatever is necessary to support a greater number of women reaching the highest levels in PwC, and PwCWomen is one way this is being addressed.' Moira Elms, Management Board member for Marketing and Communications

The annual staff survey YouMatter shows that women are increasingly positive about working at PwC: 82 per cent of respondents believe it is a good place to advance their careers over the next three years, and 92 per cent of female respondents said they would recommend PwC as a place to work to a friend.



Cisco - Women's Access Networks

Cisco is one of the largest technology companies in the world with 1,421 employees based at locations in Greater London.

you're much more effective when you know what other aspects of the business are doing

Rationale

Given the talent gap in the IT industry, Cisco believes it is a business imperative to attract and retain as many female staff as possible. The company recognises the benefits of an

inclusive and innovative environment where diverse staff have a voice. They are also aware of their customers' desire to see women represented.

The approach

Women's Access Networks (WAN) run a programme of activities, including focus groups, a speaker series, and one-off events. The sessions are open to people at all levels of the organisation, and employees are encouraged to attend.

The focus groups give female employees the opportunity to learn from senior leaders within the organisation. Recent sessions have considered mentoring, conflict management, technology for women, effective networking and leadership.

Each session in the speaker series involves a panel discussion on a specific topic, followed by a networking breakfast or lunch. Presented by internal or external experts, recent female presenters have

included a fighter pilot, a polar explorer, and an Olympic athlete.

WAN encourages participants to make the most of training and development opportunities offered by Cisco. The company offers two programmes designed specifically for women's career development. Cisco is currently developing a programme for female leadership development in the UK.

Impact

Cisco credits WAN with successfully increasing its pipeline of female talent. Over all, participants have rated the WAN Speaker Series as 'Excellent', with attendees saying they would recommend sessions to peers and colleagues.

'For me there are two key benefits to being a member of WAN. The first is that I have found a series of mentors... The other benefit is that I have been able to get advice to enable me to move my career in the right direction.' Eva Soukupova, Marketing and Communications Manager

'The WAN network is hugely inspiring but has also had tangible benefits... You're much more effective when you know what other aspects of the business are doing... WAN has helped me to build relationships with women at all levels.'

Sabrina Dar, Strategy and Planning Manager

Key messages

The case studies show the impact of:

- telling the organisation about the network's role, the rationale behind it, and the business case for women's full participation in the company
- simplicity: networks need not be expensive and meetings can be held with minimum financial outlay
- support for networks by senior staff – especially women keen to see talented people progress, plus a supportive company culture
- making networks available to all women in the organisation
- balancing men's attendance with encouraging women to have confidential discussions about sensitive issues they may face
- a robust steering group to lead networks with a clear purpose and remit
- providing network activities and events on the basis of members' needs.



Section 6 - Mentoring and Coaching

Many women find that having a good mentor and receiving coaching greatly helps their career development and progression. The best companies recognise this and design programmes offering employees this input. Mentoring helps individuals explore and develop their potential and coaching offers practical help in dealing with business issues and strategies for succeeding in corporate cultures. Such activities build greater understanding of women's issues and can help dispel myths about what women want from their careers.

Mentoring and coaching are often key components of women's network activities and are particularly helpful when women return from maternity leave or want to continue developing after completing a programme.

Sainsbury's
Try something new today

Sainsbury's – Women in store management

Sainsbury's employ 150,000 people across the UK and in addition to their corporate head office in Holborn, have over 120 stores within the Greater London area (supermarkets and convenience).

Rationale

Despite the fact that almost 40 per cent of the senior management population are female (including 3 out of 8 Non-Executive Directors and 2 out of 8 Operating Board Directors), the female representation at store management level was much lower at around 10 per cent. As this represents a feeder group for senior management of the future, and act as role models for more junior female colleagues, this was identified as a risk to the talent pipeline by placing too great a dependency on external recruitment.

The Approach

In order to really understand the reasons for this disparity, listening groups were held around the Country both with existing female store managers and female Department and Duty Managers. Several themes emerged from the listening groups including a lack of clarity around promotion, where to go for support and work-life balance issues. Surprisingly, another key issue was around culture. In a target driven environment, with a focus on short-term KPIs, the perception of the store manager role was seen as less attractive to women.

a very clear sign of our commitment to women at a senior level as well as store level

Several solutions were identified as a result of the listening groups

including a focus on improving the flexibility of senior store roles, more communication surrounding Sainsbury's commitment to women and their careers, clearer career paths for colleagues at all levels and the introduction of a female coaching pilot.

Sainsbury's had begun a Master Coaching programme where senior people are externally trained and accredited as Master Coaches. Their first assignment was to coach female middle managers in order to support women with the some of the cultural challenges as well as the more traditional role of the coach.

'As a coach to one of our female store managers of the future and a store manager on the Retail Development programme I really understand the opportunities Sainsbury's provides for women wishing to further their careers.'
Sarah Trowbridge, Store Manager, London.

Sainsbury's has also participated in the FTSE 100 cross company mentoring programme with 3

high potential Departmental Directors and one Board Director having external mentors.

‘I find this hugely powerful’ says Diana Breeze, a mentee herself, ‘a very clear sign of our commitment to women at a senior level as well as store level’.

Impact

Sainsbury’s continue to monitor demographic data at all levels and report an immediate shift in the number of women wishing to and successfully being promoted to store management.

‘Having a coach for the first time, gives great confidence. I now feel strongly that if you run your store well, there is no need for you to be there all the time and I no longer feel that I will have to compromise should I have other commitments in the future, such as starting a family’ says Laura Durie, Store Manager.



Jones Lang LaSalle – Mentoring programme

Jones Lang LaSalle is one of the leading global real estate adviser and money management firms with more than 160 offices worldwide.

Rationale

One of Jones Lang LaSalle’s business objectives is to increase the number of women it employs at all levels, and the number working in the property industry as a whole. Research within the company revealed that mentoring relationships could help attract and retain female staff, and enable them to achieve career progression.

The approach

Jones Lang LaSalle’s internal mentoring programme is open to all employees. People at different stages of their career are paired into mentoring relationships for the benefit of the business and the individual.

I would encourage a mentoring relationship for women at a lot of different levels, especially for graduates entering the industry

Suitable mentors from within the company receive training to give them the knowledge and skills they need for effective mentoring and coaching.

Employees interested in having a mentor talk to HR about the programme and their motivation for applying. They are then given the details of a suitable mentor and are asked to say if they feel

the person is appropriate. A handbook gives each party guidance on the initial meeting, the ongoing mentoring relationship, and what steps to take if it is taking a while to establish a balanced and trusting relationship.

Impact

The mentoring programme is not formally evaluated, yet it is evident that mentoring relationships - both long-standing and newly-established - are integral to the career development of male and female employees.

'I would absolutely recommend the mentoring process to anyone. It is a really useful way to identify career opportunities, increase your confidence and broaden your horizons... As women, we often tend not to go for things unless we are entirely sure that we are ready for them, but my mentor flags when he thinks I'm ready to do something new. He encourages me in an objective way and gives me really useful feedback.' Shelly Frost, National Director, Corporate Consulting

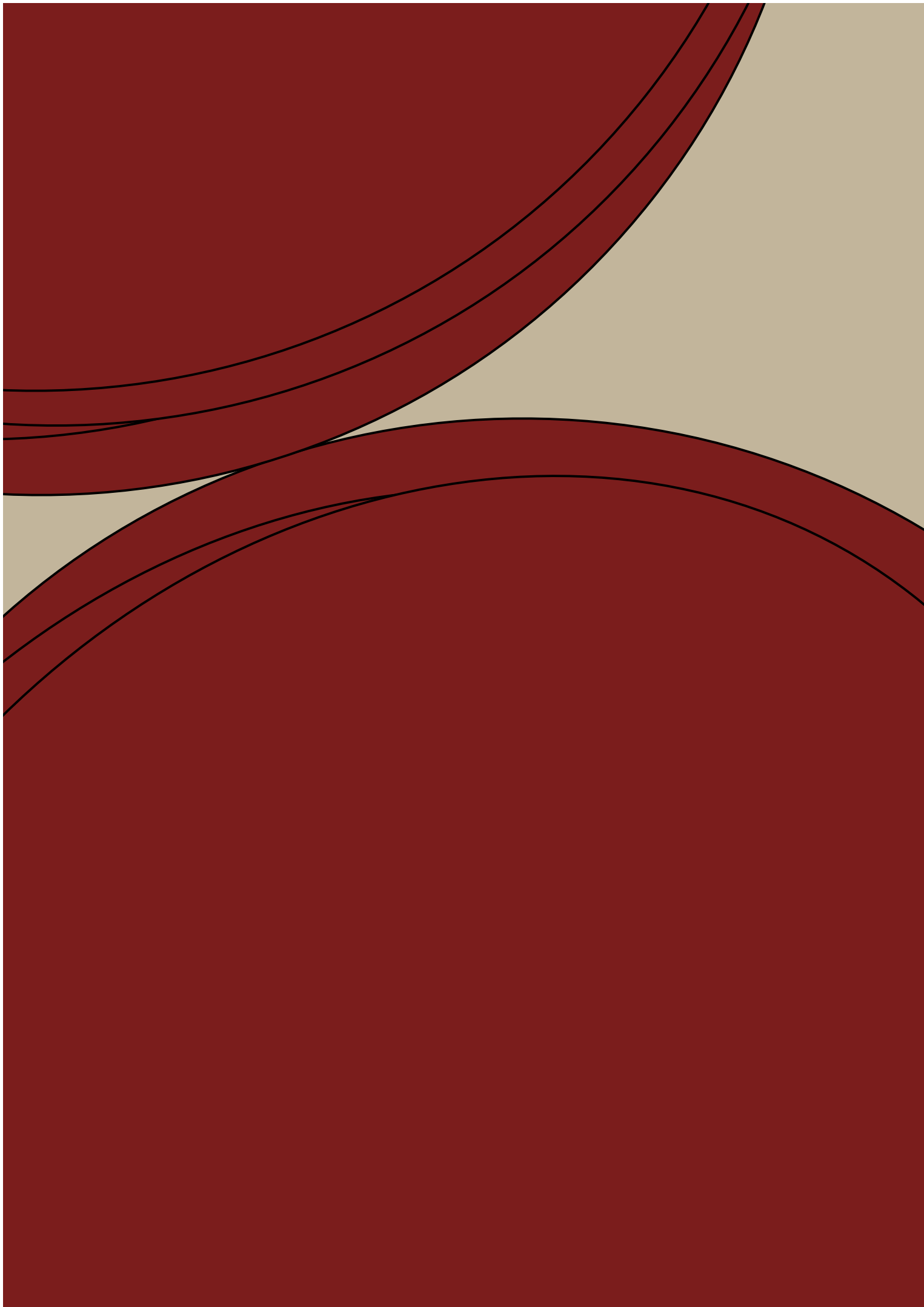
'I definitely feel that there are great benefits for the mentoree as well as the mentee... It has allowed me to enhance my own skills in coaching and listening as well as help me understand how others may view me... I would encourage a mentoring relationship for women at a lot of different levels, especially for graduates entering the industry - which can be a daunting time.'

Lillian Chandler, National Director and mentor

Key messages

The case studies show the impact of:

- providing training for mentors and coaches in their roles and responsibilities
- combining the benefits of informal relationships with structure, monitoring and review
- providing clear guidance for both mentors and mentees and setting clear expectations for both parties
- one-on-one input as a way of building confidence and career planning
- building on informal activity already taking place.



Section 7 - Equal Pay

The continuing gender pay gap is of great concern, with research consistently finding that even though the Equal Pay Act has been in force since 1970, women still suffer significant discrimination in the area of remuneration. Recent Women in London's Economy research confirmed this state of affairs today. The Equal Opportunities Commission (EOC) argues that

The continuing gender pay gap is of great concern... women are still suffer significant discrimination in the area of remuneration

every organisation has the duty to ensure that women and men are paid equally, rather than assuming that they are.

However, conducting equal pay reviews and audits is complex. It involves comparing the pay of women and men performing equal work at every level, examining and explaining any pay gaps, and closing the gaps that cannot be justified.

Removing inequalities is potentially costly and often far from straightforward.

Nevertheless, a number of organisations are successfully leading in this area, including the companies in the following case studies.

Ernst and Young is firmly committed to the principle of equal pay and is proactively eliminating gender bias in pay rates and systems. For the past three years an Equal Pay Review following EOC guidance is undertaken in June, before the salary review. This approach looks for pay bias on the grounds of gender and of ethnic origin. Any discrepancies are reviewed and addressed as part of the review process. The company's Equal Pay Statement outlining its approach to managing equal pay is published on the company's intranet.

PwC conducts an annual review of salary by grade and by gender. After the reviews corrections to pay levels have been made in favour of both men and women. Often the biggest issues is whether individuals are in the right grade. The company has strict rules regarding bonus payments.

BT takes a rigorous data-based approach to its annual equal pay audits. Its full pay reviews take

into account the fact that women are more likely to be in lower-paid jobs than men, and that pay review expenditure should be focused on the lower end of the pay scale.

The company publishes an equal pay policy statement supported by senior executives and includes this in pay guidance. It also sets specific budget aside to resolve equal pay issues, and maintains dialogue with unions on all equality matters. BT also carries out performance audits to ensure performance-related pay does not support discrimination through the performance assessment process.

Key Messages


- Equal pay reviews identify pay gaps and their causes but are not the solution.
- Helping to close these gaps may need a combination of actions, including some of the good practice examples outlined in this brochure.

Conclusion

As these case studies demonstrate, a lot is being done to achieve more equality in the workplace for women. However, much more still needs to be progressed by other companies across London.

The Mayor's Office will continue to collect and update best practice in London; we will share our information with all London employers and employees to promote the companies who are taking great steps to ensure that women participate fully in London's economy.

Closing the Gap illustrates clearly that to make a difference you must ensure that actions are appropriate for your organisation, deliver tangible benefits, and above all bring measureable commercial success.



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