



House of Commons
Business, Innovation and Skills
Committee

**WOMEN IN THE
WORKPLACE**

FIRST REPORT OF SESSION 2013–14

VOLUME III

Additional written evidence

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BUSINESS, INNOVATION AND SKILLS COMMITTEE

The Business, Innovation and Skills Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Department for Business, Innovation and Skills.

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PUBLICATIONS

The Reports and evidence of the Committee are published by The Stationery Office by Order of the House. All publications of the Committee (including press notices) are on the internet at www.parliament.uk/bis. A list of Reports of the Committee in the present Parliament is at the back of this volume.

The Reports of the Committee, the formal minutes relating to that report, oral evidence taken and some or all written evidence are available in a printed volume. Additional written evidence may be published on the internet only.

COMMITTEE STAFF

The current staff of the Committee are James Davies (Clerk), Amelia Aspden (Second Clerk), Peter Stam (Committee Specialist), Josephine Willows (Committee Specialist), Ian Hook (Senior Committee Assistant), Pam Morris (Committee Assistant), Henry Ayi-Hyde (Committee Support Assistant).

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Written evidence

Written evidence submitted by Aberdeen Asset Management PLC

We are a pure global investment management group, managing funds across equities, fixed income, property and alternatives for both retail and institutional clients. Total assets under management were £187 billion at the end of September 2012.

We would like to highlight some of the points in our submission as follows:

1. Better disclosure of gender pay differences in annual reports would place more attention on the issue.
2. More needs to be done to encourage young women at school and in higher education to consider roles outside the normal stereotypes, as well as showing boys and young men that women are as effective in these roles as men.
3. We have found that stereotypes are fixed very early on and from what we have seen, we need to approach girls at the start of their secondary education.
4. Tax deductibility of the cost of childcare would have a major positive impact for many women who wish to return to work but find the economics do not add up.
5. A board which contains a diversity of talent, skills and background will be better placed to promote the long term success of a company.
6. Significant workplace diversity is in place in parts of the financial services sector.
7. Evidence from the US indicates that the proportion of women CEOs with children to those without is the same as in the population at large (source: OECD), suggesting other factors are preventing women rising to the top.

BACKGROUND

Aberdeen Asset Management plc is an independent global investment management group, managing funds across equities, fixed income, property and alternative assets for both institutional and retail clients from offices around the world. Total assets under management were £187 billion at the end of September 2012.

We invest for our clients' portfolios in companies around the world and actively target investment in those companies with sound corporate governance practices. We are committed to exercising responsible ownership with a conviction that companies adopting best practices in corporate governance will be more successful in their core activities and deliver enhanced returns to shareholders.

We are responding to the issues that we believe are relevant to us both as a FTSE100 company and an institutional investor.

1. Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

Possibly not. Better disclosure of gender pay differences in annual reports would place more attention on the issue. However, in respect of our own business we have the means to identify and address any potential inequalities in terms of pay in having a robust Human Resources Information system and reporting tools, access to detailed industry benchmarking surveys and a rigorous annual remuneration process. We have a team of human resource professionals able to offer employee relations advice and guidance to our managers and comprehensive policies and procedures that give appropriate frameworks for ensuring equality throughout our business.

2. What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

Businesses need to have information systems and tools to understand and monitor their workforce. It is our belief that very few businesses want a pay differential but they may have insufficient ability to analyse data appropriately to determine whether or not there is an issue. Companies may have different HR systems across different locations rather than one integrated global system. Even with comprehensive recording tools companies need to have the resources and statistical knowledge to be aware of analytical issues of measuring data and the potential creation of spurious results.

3. What has been the impact of the current economic crisis on female employment and wage levels?

We have seen more women choosing to return to work after their maternity leave, possibly as a result of financial pressures at home. In common with young men, the economic crisis and its effect on youth unemployment in general has had a positive impact on the number of applications for our intern programme. We have also recently launched an apprenticeship scheme. By way of example, four out of the five apprentices on our 2012 scheme are female. One told us that given the economic crisis, she felt it was better to accept an offer of an apprenticeship than go to university.

4. How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

We believe this can be tackled in the longer term by addressing recruitment and selection for entry-level positions, particularly into our own intern and graduate programmes. More needs to be done to encourage young women at school and in higher education to consider roles outside the normal stereotypes, as well as showing boys and young men that women are as effective in these roles as men.

Significant workplace diversity is in place in parts of the financial services sector. For example, our focus on equality is reflected across the business where women account for 48% of our global workforce [<http://www.aberdeen-asset.com/doc.nsf/Lit/BrochureGroupAnnualReview20120930>].

We have found that stereotypes are fixed very early on and from what we have seen, we need to approach girls at the start of their secondary education. As a company, we try to encourage choosing a career in fund management by piloting employability workshops at two state schools in Aberdeen whose students come from mixed backgrounds. For these workshops and other events where our investment professionals attend, we send female fund managers and other senior females to provide role models.

Methods of marketing also need to be kept under review. We ensure that on our graduate programme website, female colleagues are well represented [<http://www.aberdeen-asset.co.uk/aam.nsf/graduates/home>].

5. What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

As a company, we have a good proportion of successful applications for flexible working. Factors, such as cost of childcare and transport, can prevent employees requesting part-time working; some people simply cannot afford to go part-time. With regard to part-time working at senior level, this can be challenging in a global business due to the round the clock nature of senior responsibility. Tax deductibility of the cost of childcare would have a major positive impact for many women who wish to return to work but find the economics do not add up.

Women should be supported through their child raising or caring responsibilities, with more thought given to flexible working as well as part-time working. A flexible approach would be more workable for those in senior positions who tend to travel more and modern methods of communication should be used to assist them in achieving a balance. Companies also need to move away from cultures of presenteeism to be able to establish alternative patterns of working and to give appropriate support to those who work flexibly or part-time.

6. To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?

We are long-standing supporters of diversity in the boardroom as a PLC and as an investor. We remain of the opinion that appointments to a board should be made relative to a number of different criteria, including diversity of gender, background and personal attributes, alongside the appropriate skill set, experience and expertise. We continue to insist that long lists and short lists reflect that position.

We are also supportive of Lord Davies' aim to raise the proportion of women on UK boards and our current board is made up of twelve directors of whom three (25%) are women. We are also supportive of the Financial Reporting Council's aims to encourage diversity in the boardroom.

Our Chief Investment Officer and PLC Executive Director, Anne Richards, has championed her own 'Backroom to Boardroom' initiative to support pipeline women as we continue to look at and support our female representation from entry level upwards. We have also become a corporate sponsor of the organisation Women on Boards [<http://www.womenonboards.co.uk>], which is directed at women from inside and outside the corporate sector. Our Annual Report outlines our approach to diversity and summarises our corresponding search and nominations processes [<http://www.aberdeen-asset.com/doc.nsf/Lit/ReportGroupAnnual20120930>].

7. To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?

As part of our Equity Engagement and Voting Report for 2012 which is published on our website [<http://www.aberdeen-asset.com/doc.nsf/Lit/CorporateGovernanceGroupEquityEngagementReport20120930>], we consider that "a well-balanced and carefully selected board is the starting point to building an effective board and a board which contains a diversity of talent, skills and background will be better placed to promote the long term success of the company. Gender is one aspect of a diverse board and an important component in creating a corporate culture that will bring benefits to all its stakeholders."

8. Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

As increased female representation on boards has shown, there has been recognition that boards need to become more diverse so we expect ratios will continue to improve. There is plenty of empirical evidence to

show that a greater number of women on a board brings a more diverse outlook, rounded debate and challenge and means firms are more closely replicating the diverse demographic of their customers and shareholders.

To date, there are various reasons why there are so few women in senior positions on boards, not least due to the lower numbers of pipeline female successors. Whilst this may in part be due to the constraints of childcare at a critical point in a career, evidence from the US indicates that the proportion of women CEOs with children to those without is the same as in the population at large (source: Organisation for Economic Co-operation and Development). This suggests other factors are preventing women rising to the top.

9. How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?

We support the implementation of the voluntary code of conduct by search firms. Our Chairman requested that both long and short lists include an appropriate number of suitable female applicants in recent searches that have been conducted for us.

21 December 2012

Written evidence submitted by Jeanette Ashton

1. I am a 41 year old mother of two children, age 9 and 13. I did my first degree in English and American Literature at Warwick University, graduating with a 2:1 in 1992. I trained to be a TEFL teacher shortly after graduating and worked in the UK and in Tokyo for several years—teaching, examining and teacher–training.

2. I returned to work at the language school in Brighton where I had worked for several years a year after having my first child. The school is a private organisation, with branches in Brighton and London and a couple of schools overseas. The Director of Studies was very accommodating to my childcare commitments and I worked mornings as per my request which enabled me to spend the afternoons with my daughter.

3. About a year later a colleague who also had a young child and who also worked mornings approached me with an idea that we did a job share, working three or two full days rather than five mornings. As this had not been done in the school before we put together our proposal and arranged a meeting with the Director of Studies and Principal of the school. Both were happy with our proposal and happy to “give it a go” even though it meant that our students would not have a “standard” timetable. The jobshare worked well and we continued on that basis for a couple of years until we both left to have our second child.

4. Whilst on maternity leave with my second child I decided to re-train in law, which was something I’d always wanted to do. I taught one evening a week and carried on examining when I could and studied for the Common Professional Examination and Legal Practice Course part-time over four years, achieving a Distinction in both. I was delighted to secure a Training Contract at a medium-sized regional law firm in a highly competitive market.

5. My experience at this law firm, 2009 to 2011, was very different in terms of treatment compared to the language school. The majority of Trainee Solicitors are early—mid-twenties and without children so at 38 and with two children my commitments were rather different. Whilst the junior fee earners were generally helpful as well as understanding of my childcare commitments, several of the senior partners were not at all. Core hours were 9.15 to 5.15, however trainees were expected to work way beyond this and I regularly did, making extra childcare arrangements whenever I knew we had a lot of work on. However, there were times when I did need to leave on time so that I could collect my children from After School Club which finished at 6pm. I also usually arrived at work shortly before 9.15, having taken my children to breakfast club and then driven to work, some 20 miles away. This was not the ‘done thing’ for trainees, who were expected to work far more than that. Although I wasn’t officially told that I needed to work more hours, there would be comments from partners eg on arriving at work one morning shortly before 9.15, I remarked to a female Partner in my team that the traffic had been particularly bad that morning. She replied that she wouldn’t know as she came into work far earlier than that. Another male Partner jokingly compared me to another trainee who worked 12 hour days and when I pointed out jokingly back that that trainee didn’t have children to take to organise and take to breakfast club he said that his wife did that for his children. The general feeling among the senior Partners was that a trainee should fit a certain mould and they seemed unable to get past that.

6. It had always been my intention and hope that once I’d proved myself in the firm I would be able to work part-time, as working full-time and being some distance from my children, my husband also not working locally, meant that I was reliant on grandparents, friends and After School Club, which wasn’t ideal for my family. Prior to the Newly Qualified Solicitor roles being advertised within the firm, I approached the HR manager to ask whether there would be any possibility of applying for a role on a part-time basis. Her initial response was that I should just see if I got the role and then ask. I did not think this was a very satisfactory approach both in terms of planning my childcare arrangements and I also felt it was better to be upfront with the people I would potentially be working for. Her response then was evasive, not a definite no, but very much along the lines of it would depend on the needs of the department. Once the roles were advertised I arranged a meeting with a Senior Partner in the team I wanted to apply for a position in and received the same response—

on asking whether it might be possible to do the role in 4 days I was told that it would depend on the needs of the team at the time but that I should go for the interview and then, if successful, they would take it from there.

7. Although my Training Contract had gone very well and I had received very good reports from my supervisors, I knew that there was no chance that my request to work part-time would be granted. The feeling was that it wasn't the done thing at such a junior level, regardless of the fact that having re-trained and being older I perhaps had skills and experience that my younger colleagues had not yet so fully developed. There are many fee earners who work part-time in the firm, though the attitude to part-time working varies considerably depending on the department, but these tend to be women who have worked at the firm for several years, often from trainee level, and then had children. Three trainees applied for the role which I didn't get. Of course I cannot say whether or not my request to work part-time had any impact on the decision and I am aware that the successful candidate was excellent. However, I feel from the response I received when discussing my wish to work part-time, the odds were already stacked against me. What is particularly grating in a law firm is that there were many training sessions on eg Equal Opportunities as well as countless policies but I feel these were very much tick-box exercises and had not made any impact on the firm's culture.

8. Given my teaching background and the fact that I'd qualified as a solicitor, I was able to find a role as a Lecturer in Law at a local university, a role which I find very rewarding and am able to fit around childcare commitments, working at home in the evenings when necessary. I am delighted to have found this role as this is something which I had hoped I would be able to do at some point in the future but also disappointed that I was unable to work in practice on a part-time basis at the firm where I'd trained.

14 November 2012

Written evidence submitted by the Association of Revenue and Customs

The Association of Revenue and Customs (ARC) is both an independent trade union and the HMRC section of the FDA, the trade union for senior managers and professionals in public service. HMRC represents around 3000 tax inspectors, managers, lawyers, accountants, statisticians and policy advisors in HMRC, which is one of the largest central Government departments, and employs more than 60,000 people throughout the UK.

ARC'S VIEW IN SUMMARY

As part of the FDA, ARC echoes the view set out in the FDA's response that more needs to be done to address workplace gender inequality, particularly with regard to pay, flexible opportunities, and better assistance for families in managing their caring responsibilities.

RESPONSE TO THE QUESTIONS POSED

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

In short—no they do not. Complete pay transparency is the only way to achieve parity. Current systems are not only opaque, but set to become more so if the Government removes the means by which people can legitimately access this information by removing the statutory equal pay questionnaire process in the name of “red tape”. This valuable tool is simply not bureaucracy, but one of the only means by which individuals currently can gain access to relevant information about the comparative position of their own pay. ARC has recently utilised the questionnaire process to access information in relation to Grade 7 women Civil Servants whose pay appears to be unjustifiably far less than men undertaking equal work. Since length of service remains a key justification for levels of pay, and since pay is currently frozen, there is no way of women catching up with men, regardless of the fact that their length of service deems them to be fully competent in their job.

Government Departments should be doing more to make levels of pay public, to equalise them, and should be willing to redress inequality by recognising realistic timeframes for progression through pay scales. Given that it is not controversial that very long pay scales have an adverse effect on women in particular, it is no longer acceptable to have lengthy open ended pay scales with no means of progression.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

Requirements to maintain and publish complete accounts of data around length of service, time in post and grade, levels of pay, hours of work and patterns of work would be a good place to start. Lack of proper records and data mean that many of this issue remain hidden and not susceptible to challenge.

What has been the impact of the current economic crisis on female employment and wage levels?

Like many Government departments, HMRC is one which until fairly recently was male dominated, its core work and professions having historically been predominantly the preserve of men. Whilst this has changed, and the balance of numbers has been redressed to a great extent in many areas over the last twenty or so years,

pay and opportunities are still far from equal. Women's progress in the workplace has coincided with whole sale restructuring of the Civil Service which has impeded women's attainment of parity with men in terms of pay and seniority. This has become starker as the economic crisis begins to bite, and Civil Servants' pay and conditions (together with access to other benefits such as Child Benefit) are eroded. For example, where once employees could expect regular annual incremental progression through a pay scale, this is no longer the case. This means that senior men, having had the benefit of the old system, reached the top of their pay scale reasonably quickly, which is where they remain, whereas the women who came after still languish at the bottom, with no means of ascension since the means no longer exist. The pay freeze has entrenched what was already a feature, and now, the prospect of pay parity has almost certainly been eliminated rather than deferred.

Women have borne a disproportionate impact of other changes, for example the tiered contributions under the pensions levy. Part time workers (mainly women) will fall into the tier associated with their full time, rather than their actual salary. The Equality Impact Assessment has concluded that in law the tiering system is fair and appropriate; but the part time worker will still lose a higher proportion of pay under the pensions levy.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

It is imperative that employers consider, in their recruitment strategies and elsewhere, what they are really looking for in terms of who is capable of doing a particular job. For example, an over-emphasis on numeracy in new Civil Service tests, which is not necessary or applicable for all roles, may skew the selection of candidates to particular groups, and indirectly discriminate against women and others. Views as to what is required to be successful in a particular profession, such as lawyer, accountant, or economist, manager, may be unconsciously (or consciously) biased towards historic stereotypes, which may really just be another way of saying that the people who traditionally performed these roles (men), behaved in a certain way. One does not necessarily need to be domineering in the board room and aggressive in negotiation to be successful and we need to be better at nurturing talent and skills of all sorts. Since collectively, employers seem to be so bad at recognising fresh approaches, until we have enough women through to various professions and senior levels, positive action must be seriously considered, which means that we may need to consider eg subsidising engineering degrees for female students, providing minimum requirements for the gender balance of boards of publicly listed companies etc. The situation requires imaginative thinking, and bold thinking, particularly in the face of undoubted resistance from those who have benefited and are benefiting from the status quo.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

It should be a legal requirement that the presumption is that all jobs can be offered on a part time basis. It is too easy currently for employers to assert that the job requires to be done full time, when all they really mean is that it would be more convenient for the employer not to have to eg employ two part time people instead of one full time person. In the same way as employers are now required to make reasonable adjustments to enable people with disabilities to carry out roles where previously employers would have said that this was just not possible, it now needs to be made much more difficult for an employer to assert that part time or flexible working is not possible in a particular role.

It may well be inconvenient for employers at first, but as with disability, gender equality is something which cannot be avoided and must be made to be taken more seriously. Gender is universal, and much more needs to be done to ensure that one half of the population is able to participate in the workplace as effectively as the other half—and that means changing the rules of employment so as to accommodate the particular needs of that half. If it is important to do it for people with disabilities, it is surely important to do it for women.

Women still struggle to achieve promotion during their child caring years. The care of children is a practically universal phenomenon and so, until this is acknowledged, and more is done at a societal level (and the workplace appears to be a realistic place to start) to provide cheap, good quality, accessible childcare, women will struggle to progress without huge personal sacrifice. It is not uncommon for a woman's entire earnings to be applied to childcare whilst she works part time to keep a hand in the work place and in her career. This is unacceptable. It is further unacceptable that many senior positions continue to be viewed as only possible to undertake on a full time basis. We have to change our outlook and way of working to facilitate women's inclusion. Since part time and flexible working are still viewed as incompatible with high office in many instances, and since the care of children is viewed as purely a private matter not relevant to the workplace, women still struggle to progress their careers early on at the time when their male counterparts are laying the foundations for theirs.

Written evidence submitted by the British Bankers' Association

1. The British Bankers' Association welcomes the opportunity to provide written evidence to the Business, Innovation and Skills Committee in respect of its inquiry into women in the workplace. We represent 220 banks from 50 countries on UK and international banking issues.

QUESTIONS

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

2. Banks currently operate in accordance with the Gender Equality Duty¹ and believe that this provides an adequate framework for companies to tackle inequality. On a voluntary basis banks have also established multiple initiatives to tackle inequalities including but not limited to the following:

- The requirement for at least one woman and one man on short lists presented by recruitment firms.
- Regular monitoring and review of female representation at all levels carried out across various functions and roles, as well as both internal and external appointment.
- Initiatives to support and develop a pipeline of female talent.

3. Whilst we appreciate the difficulties of comparing differing roles within organisations, we would suggest that companies could benefit from greater guidance on how to implement these types of measures. Although we do not believe this should be prescribed in legislation, there may also be a role for banks and other companies to look voluntarily at appropriate ways to report on these measures.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

4. We believe that greater transparency with regard to female representation is a positive step and will help drive change. As an aspiration, organisations should be encouraged to self-regulate in the area of pay as in the area of gender representation. In this area there could be a role for greater guidance to be provided on how to apply recognised benchmarking standards on a voluntary basis.

What has been the impact of the current economic crisis on female employment and wage levels?

5. Banks remain committed to providing employment opportunities for female employees at all levels of their business. The current economic climate has not affected this commitment.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

6. Gender is one facet of diversity that organisations should aim to focus on, but we believe this should be part of an overall strategy to increase the inclusion of a range of strands of diversity (ie experience, background, nationality/culture, etc) all as part of a meritocratic approach.

7. As the financial sector has traditionally had fewer women at senior positions, organisations are currently looking to broaden their talent by developing diverse and inclusive pipelines through leadership and development programmes, mentoring and sponsorship, flexible working, employee networks and other ways to support working parents, and mothers in particular.

8. Organisations can also look at other sectors which may have more female talent to find new employees and understand how these sectors ensure that they attract, develop and retain female employees. As stated above, banks are currently involved in several initiatives to tackle inequality which we believe may be applicable to other sectors.

9. We believe that communications and awareness raising around inclusion in the workplace including tackling unconscious bias, role modelling, and profiling of senior leaders, also has a role to play in tackling gender stereotyping.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

10. This is a multi-dimensional issue that goes beyond the question of increased female representation at senior positions. Responsibilities and commitments outside of the workplace can contribute to the under representation of women in senior positions. In order to address this, and retain talented employees, companies should be encouraged to voluntarily develop a supporting infrastructure and culture within the organisation to support flexible working patterns where appropriate. This will ensure that family commitments do not deter strong candidates from being given opportunities to progress their careers.

¹ <http://wnc.equalities.gov.uk/work-of-the-wnc/wnc-work-gender-equality/about-the-gender-equality-duty.html>

11. The BBA believes that the facilitation of flexible working, a policy championed by several BBA members, can provide employees with the opportunity to develop their skills and experience and further their careers. This could include:

- Part-time working.
- The opportunity to work from home.
- Flexi-hours.
- Job-sharing.
- Workplace environments to support working parents such as mothers' rooms and crèches.

Increased use of technology to allow employees, not just women to work in environments that are more "family friendly".

12. Whilst there are challenges involved in developing and establishing new working patterns the BBA believes that these can be overcome. If flexible working options are communicated widely and utilised overtly by organisational role models, this will help to ensure there are no direct/indirect stigmas or negative consequences associated with these working options. For example, job-sharing is one option which has not yet gained great acceptance, mainly due to logistical challenges, however could assist in ensuring that senior roles are not diluted, but rather companies gain from a dual perspective.

13. It is uncertain whether imposing these by regulation would result in flexible working practices being accepted and fully embraced and we would advocate flexible working practices being implemented on a voluntary basis. Companies should be encouraged to develop voluntarily a robust infrastructure and culture within the organisation to support flexible working practices—ensuring that employees with family commitments are not deterred from having the opportunity to progress their careers.

To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?

14. We believe that the current voluntary business-led approach, currently being driven via the Lord Davies Review, is appropriate and is delivering substantial results. It is evident that companies have responded to the findings and recommendations of the Davies Review, with the increased focus on gender diversity resulting in a significant shift in female representation on boards in addition to elevating the gender diversity debate more broadly.

15. The recent "Women on Boards" update report issued in March 2012 by the Department for Business Innovation and Skills ("BIS") confirmed that the UK experienced the largest ever annual increase in the number of women on boards. More recent figures provided by the Professional Boards Forum² show that at the end of June 2012, within FTSE 100 companies, women accounted for 16.7% of all directorships (an increase from 12.5% in 2011); 47 female appointments have been made since February 2011; 44% of board appointments since 1 March 2012 have been women and there are now only eight all-male boards (a reduction from 21).

16. The progress made since Lord Davies' original recommendations were published is evidence that self-regulation can and does work. The BBA continues to believe that this remains the correct and appropriate approach.

To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?

17. The BBA considers that in line with the recommendations of the Davies report and the current UK Corporate Governance Code, a system of "comply or explain" should be employed whereby it is for shareholders to decide whether the explanation provided on a company's diversity policy/progress is adequate. This approach ensures overall transparency in respect of a company's diversity policy, whilst providing scope for each company's individual circumstances to be taken into account.

18. There are many factors to consider when seeking to maximise a board's effectiveness through its composition. These include skills, expertise and knowledge that need to be matched to the company's current and future business activities; individuals with sufficient time commitment to devote to the board (both in stable and stressful times); and individuals who are able to offer a broad range of diverse perspectives to the board, including both geographic representation and gender diversity. Balancing all of these factors to maintain an effective board is a delicate matter. It is also important to take a holistic approach towards increasing diversity on boards, including but not limited to, gender diversity.

19. We believe that investors will be keen to see that the board is well balanced with the right culture, behaviours and chemistry. There is no "one size fits all" formula for an effective board composition and when any aspect of a board's composition is prescribed, this just makes it more difficult to achieve an effectively operating board overall. A well balanced board that encourages diverse perspectives will deter the potential for "groupthink". As well as having confidence in boards, investors should be able to satisfy themselves that boards have a robust and transparent appointment process in place.

² <http://www.boardsforum.co.uk/boardwatch.html>

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

20. The BBA agrees with the conclusions of the Davies report³ on why women are under represented in senior positions and at board level.

21. The contention that the increased presence of women on company boards would by its very nature bring economic benefits is difficult to evidence with absolute certainty. However a realistic expectation would be that drawing on a broader pool of talent and experience would bring alternative perspectives to board decisions and help ensure the overall composition of the board is balanced. This may help prevent boards from adopting a “group think” mentality which has been a criticism in the past of a number of organisations.

22. Furthermore, women now represent a growing proportion of the consumer base, even in industries where buyers are traditionally male and women control the majority of consumer spending. An increased female presence on the board could therefore help ensure that it accurately reflects the customers and markets that the company serves.

23. We would continue to advocate that board diversity should be considered more broadly than just gender. An increasing body of research demonstrates that board diversity, including different strands such as gender, nationality, skills and experience as well as board tenure, leads to better business results. Diverse perspectives help bring more clarity to board discussions and decisions and help ensure that the status quo is challenged. It is important to consider how a one-dimensional focus on gender may be to the detriment of other strands of diversity and the value these also offer.

How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?

24. The progress made in the year since Lord Davies’ original recommendations were published is evidence that self-regulation can and does work.

25. Whilst more can be done to encourage self-regulation, we continue to believe that this remains the correct and appropriate approach. The voluntary approach has also been supported by the latest changes to the UK Corporate Governance Code. Section B.2.4 has been amended to read: “A separate section of the annual report should describe the work of the nomination committee, including the process it has used in relation to board appointments. This section should include a description of the board’s policy on diversity, including gender, any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives”.

26. The BBA would also draw attention to the *30% Club*⁴ and the FTSE 100 Cross Company Mentoring Programme, which are voluntary, market-led initiatives committed to bringing more women onto company boards. In the UK, the first *Lord Davies Annual Progress Report*⁵ published in March 2012 noted that the voluntary approaches adopted by listed companies were already having the effect of increasing female representation at board level.

October 2012

Written evidence submitted by Catalyst

Catalyst appreciates the opportunity to submit written evidence to the UK’s House of Commons Business, Innovation and Skills Committee regarding its inquiry on women in the workplace. Our organization is the leading nonprofit research organization expanding opportunities for women and business. With offices in Europe, the United States, Canada, and India, and more than 500 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work.

Given Catalyst’s extensive background and work in these areas, we have provided comments in response to the following questions:

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

At Catalyst, we believe that gender stereotyping is one of the most persistent and pernicious obstacles to women’s advancement in the workplace. Because stereotypes create an invisible barrier, they are often difficult to combat or even detect. In our 50-year history we have discovered and documented previously unrecognized examples of gender stereotyping, including but not limited to the following:

³ <http://www.bis.gov.uk/assets/biscore/business-law/docs/w/11-745-women-on-boards.pdf>

⁴ <http://www.30percentclub.org.uk/>

⁵ <http://www.bis.gov.uk/assets/biscore/business-law/docs/w/12-p135-women-on-boards-2012.pdf>

1. The misconception that men and women should behave in ways that are gender-consistent. The prescriptive nature of gender stereotypes prevents change by making it difficult for women and men to counter certain norms for fear of social judgment and/or rejection, eg:
 - (a) Women in the workplace are often viewed as either too tough or too soft, but rarely just right.
 - (b) Women are expected to perform at a higher level than their male counterparts—and for lower rewards.
 - (c) Women are often seen as competent but unlikable, or likable but incompetent; they are rarely perceived as both good at their jobs and pleasant to work with.ⁱ
2. Perpetuation of inaccurate assumptions about what a successful leader “looks like.”
3. Talent management systems and company practices which often unconsciously reward traits more commonly associated with men and devalue those commonly associated with women.
4. Furthermore, Catalyst has found that gender stereotyping varies by region and cultural context. Global companies must bear these differences in mind when identifying leadership potential and developing employees across regions:
 - (a) Catalyst research shows that in most Western European and North American cultures, male leaders perceive that women do not possess the most highly valued leadership traits but are proficient in demonstrating less valued leadership behaviors.ⁱⁱ

Catalyst recommends that organizations interested in counteracting systemic gender biases do the following:

5. Educate leaders about how stereotypes can negatively influence job assignments and performance appraisals.
6. Examine current talent management systems for the presence of gender-stereotypic language and expectations.
7. Develop programs that target the needs of each business unit while taking into account the various forms gender stereotyping can take.
8. Train employees at all levels to recognize effective gender-neutral leadership characteristics.
9. Create opportunities for senior leaders and employees to engage in talent management dialogues.
10. Review best practices from other companies and create strategies that increase development and advancement opportunities for women.

As for women on boards, Catalyst believes that the number of women board members remains low in part due to the persistence of the kind of gender stereotyping identified above. We also believe that the Committee on Business, Innovation and Skills should and must promote gender diversity on boards, for the reasons outlined below:

The business case for gender diversity on boards is stronger than ever. Our research suggests that gender diversity leads to diversity of thought, generates innovative ideas, and increases board efficacy and corporate competitiveness.

Catalyst has studied the relationship between the representation of women on corporate boards and corporate financial performance. Our research on *Fortune 500* companies finds a clear and positive correlation between women board directors and enhanced corporate financial performance, particularly when a company sustains its commitment to gender diversity over time:

11. Companies with the highest percentages of women board directors, on average, outperformed those with the lowest.
12. Companies that sustained board gender diversity (three or more women in at least four or five years) outperformed those with non-gender diverse boards by a wide margin: their return on sales was 84% higher; return on invested capital was 60% higher; and return on equity was 46% higher.ⁱⁱⁱ

Gender diversity on corporate boards is good for companies, and it's good for society.

13. Diverse boards can provide more than just financial benefits. Our research demonstrates a positive correlation between women board directors and the gender diversity of a company's senior leadership team—there is a predictive link between a company having more women board directors and that same company having more women executive officers, five years later. And our research shows that advancing more women to senior leadership roles benefits everyone.^{iv}
14. *Gender and Corporate Social Responsibility: It's a Matter of Sustainability*, a study Catalyst conducted with researchers from Harvard Business School, found that companies with more women board members and executive officers are, on average, more committed to practicing corporate social responsibility and tend to create higher-quality programs in service to that goal.

15. According to our research, in 2007, companies with gender-diverse boards made annual corporate donations 28 times higher than those without. A company's annual philanthropic giving increased by \$2.3 million for each additional woman board member.^v

Leaders of diverse backgrounds bring different and fresh perspectives, foster innovation and creativity, and ensure independence of thought, which is a crucial characteristic of good governance. Gender diversity in a company's boardroom can signal to employees that the company's leadership is inclusive and respectful of differences among its employees and customers, as well as its shareholders and investors.^{vi}

For all of the reasons above, Catalyst believes that by eliminating gender stereotyping and cultivating gender-diverse boards, companies will be able to compete more effectively in today's increasingly complex global marketplace.

We appreciate the opportunity to provide written comments on these pressing matters and we hope you will contact us with any further questions. We would be happy to submit further documentation in support of the above claims should the Committee wish to review it.

REFERENCES

ⁱ The Double Bind Dilemma. <http://catalyst.org/knowledge/double-bind-dilemma-women-leadership-damned-if-you-do-doomed-if-you-don%E2%80%99t-0>

ⁱⁱ Catalyst, Different Cultures, Similar Realities: Stereotyping of Western European Business Leaders. <http://catalyst.org/knowledge/different-cultures-similar-perceptions-stereotyping-western-european-business-leaders>

ⁱⁱⁱ The Bottom Line. <http://catalyst.org/knowledge/bottom-line>

^{iv} Catalyst, Advancing Women Leaders: The Connection between Women Board Directors and Women Corporate Officers. <http://catalyst.org/knowledge/advancing-women-leaders-connection-between-women-board-directors-and-women-corporate>

^v Gender and Corporate Social Responsibility: It's a Matter of Sustainability. <http://www.catalyst.org/knowledge/gender-and-corporate-social-responsibility-it%E2%80%99s-matter-sustainability>

^{vi} Catalyst, Advancing Women Leaders: The Connection between Women Board Directors and Women Corporate Officers. <http://catalyst.org/knowledge/advancing-women-leaders-connection-between-women-board-directors-and-women-corporate>

20 December 2012

Written evidence submitted by the Chartered Management Institute

INTRODUCTION

The Chartered Management Institute (CMI) welcomes the opportunity to submit evidence to the Business, Innovation and Skills Committee in its inquiry into Women in the Workplace. CMI is the UK's only chartered professional body for management and leadership. With over 90,000 members across the UK at all management levels and sectors, we are dedicated to promoting the highest standards in management and leadership excellence.

CMI believes that while progress has been made, issues persist regarding both pay and career progression for women. More needs to be done to change corporate cultures and we agree more transparency would help encourage the worst offenders to take action. Research shows that companies who embrace gender diversity and have one or more women on their board perform better compared to those who do not. However, for lasting progress to be made, efforts should not focus solely at the board level, but also on creating a strong talent pipeline of women at all levels in the workplace. Ann Francke, Chief Executive of CMI, has warned that *"A lot of businesses have been focused on getting more women on boards but we've still got a lot to do on equal pay and equal representation in top executive roles. Women make up almost three out of four at the bottom of the ladder but only one out of four at the top."*

Managers have a significant role to play in helping combat unequal pay and representation, whether it be through effectively implementing flexible working or through supporting those at junior levels to help them progress through the talent pipeline. The latter is particularly pertinent in industries where strong gender stereotypes still prevail, such as engineering or construction.

CMI SUPPORTING WOMEN IN MANAGEMENT

CMI actively supports women in management and leadership, with 32% of our membership being female. This is proportionate with UKCES data showing that 32% of positions in the managers, directors and senior officials occupational group are held by women.⁶ However for both members under 30, and members

⁶ Wilson, R A, Homenidou, K (2012). *Working Futures 2010–2020*, The UK Commission for Employment and Skills

registered within the 12 months up to November 2012, the percentage that are women is over 35, showing that the proportion of women in CMI's membership will continue to rise.

A number of CMI initiatives work towards this agenda, including the Women in Management (WiM) Network. The WiM Network works nationally to help address key challenges currently affecting women managers, including opening up opportunities for career progression. As well as offering a supportive environment for managers at all levels and in all sectors, it provides impartial career advice and a wide range of networking opportunities.

CMI has also grouped together practical resources and support for women, available at www.managers.org.uk/paygap. The toolkit contains advice for women on issues including mentoring and coaching, implementing flexible working hours and, critically, how to develop skills to improve your negotiation skills in business.

CMI works to promote the debate among managers about gender issues, for example through the National Management Salary Survey, with Xpert HR. Ann Francke, CEO, and Petra Wilton, Director of Strategy and External Relations, have both appeared on Sky News to highlight the issues. An event was also held in partnership with the WiM Network on 7 November on the "Women in Management" debate at the Institute of Engineering and Technology, with over 200 guests in attendance.

We would be happy to discuss these initiatives in more detail with the Committee and how, as a professional body, we may be able to further promote the adoption of good practice among our membership.

1. GENDER PAY GAP

1.1 Evidence

In November, CMI released data on the gender pay gap that was collected through the National Management Salary Survey (NMSS)⁷, by XpertHR. The unique survey, now in its 39th year, covered the period between August 2011 and August 2012, with data collected from 38,843 employees working in executive positions in UK organisations, through from junior levels to those on the board.

The figures reveal the average female executive suffers a lifetime earnings gap of £423,390 when compared to a male worker with a similar career path. The average male in an executive role earned a basic salary of £40,325 over the 12 months to August 2012, compared to £30,265 for a female in the same type of role. Although female junior executives earn marginally more (£363) than males at junior levels for the second year running (£21,491 compared to £21,128), the gender pay gap remains substantial at the opposite end of the executive career ladder. Female directors earn an average basic salary of £127,257—£14,689 less than the male director average of £141,946.

The figures also show that the gap extends to annual rewards. Women receive less than half of what men are awarded in monetary terms—the average bonus for a male executive was £7,496, compared to £3,726 for a female executive. This picture gets worse as women and men progress in their careers with 50% of males at director level receiving bonuses compared to 36% of females. At £65,000, the average bonus paid to a male director was £7,000 more than that awarded to a female director.

Data taken from the NMSS in previous years shows the impact of the recession on both employment levels and salaries for managers by gender.

Table 1

INCREASE IN SALARY (%) BY YEAR, NATIONAL MANAGEMENT SALARY SURVEY—XPETHR/CMI

	2012	2011	2010	2009	2008	2007	2006	2005
<i>Female</i>	3.1	2.4	2.8	4.9	3.2	5.1	5.3	5.4
<i>Male</i>	3.0	2.1	2.3	4.9	3.8	4.5	5.4	4.7

As Table 1 shows, women have experienced a greater rate of salary increase than men in most years since 2005. However, smaller increases in recent years seem to have slowed the rate at which the pay gap is closing.

1.2 POLICY RECOMMENDATIONS

Requiring all companies to publish pay data in the effort of reducing inequality could create an unnecessary burden on businesses. However, we feel that those companies found to have transgressed should be required to publish aggregated pay data at all levels within the business. By doing this, those organisations that are perpetuating inequality can be pressured into acting.

We support the enabling of tribunals to order pay audits of firms found guilty of fuelling the pay gap, as outlined by Minister for Women and Equalities Jo Swinson:

⁷ (2012) *National Management Salary Survey*, Chartered Management Institute & Xpert HR

“We have implemented measures in the Equality Act to make pay secrecy clauses unlawful and we are taking through legislation which would give tribunals power to order that employers conduct a pay audit where they have been found to discriminate over pay.”

We believe that the transparency required of the public sector in terms of requirements to publish senior management salaries is a useful example. This greater openness about pay levels alongside more structured pay bands appears to have gone a long way towards redressing pay inequalities on the basis of gender. NMSS data for different sectors shows that the public sector is found to have the lowest average salary difference, at £5,813, compared to gaps of £20,125 in IT and £11,005 in manufacturing at the other end of the scale. In addition, at the Function Head level the gender gap is under £500 in basic salary, compared to £22,404 for IT.

2. WOMEN IN MANAGEMENT

2.1 Employment levels

The UKCES report, *Working Futures 2010–2020*,⁸ provides data and future projections on the workforce, split by gender and occupation. While female representation in the overall workforce stands at just over 47%, this proportion falls to 32% in the managers, directors and senior officials category. Furthermore, the report states that men will “get the lion’s share of jobs” from future growth in this category.

The NMSS data shows that women are under-represented at senior levels despite better representation at junior management levels.⁹ It is positive that at the junior level, 69% of the executive workforce is now female. However, a much smaller percentage have made it into top roles—just 40% of department heads are female and only one in four chief executives (24%). This shows the problem is not getting women into the workforce or junior management roles, but ensuring these women are supported through their careers to senior positions.

The recent resignations of two of the very few female CEOs in the FTSE 100 are a reminder of the continued under-representation of women in the UK’s top businesses. As the Women on Boards 2012 report showed, while there has been significant progress, only 15.6% of all directorships in the FTSE 100 are held by women.¹⁰ We very much welcome and support continued monitoring and reporting of this area as one indicator of women’s status in the workplace, but it should not be the only measure debated: as our data suggests, the issue of women’s progression to senior management roles extends well beyond the FTSE 100.

2.2 Female job security

Labour turnover data collected in the NMSS shows that more women than men fell foul of job cuts in the 12 month period between August 2011 and August 2012: 4.3% of female executives were made redundant compared to 3.2% of male executives. This difference in redundancies grows as women move up the ranks: twice as many female directors were made redundant as male directors (7.4% compared to 3.1%).

The number of women made redundant has almost doubled from the 2011 figure of 2.2%, mirroring the trend in 2008, when redundancies rose from 1.9% to 3.4% in the space of 12 months.

Table 2

REDUNDANCIES (%) BY YEAR, NATIONAL MANAGEMENT SALARY SURVEY—XPERTHR/CMI

	2012	2011	2010	2009	2008	2007	2006	2005
Female	4.3	2.2	4.5	1.3	3.4	1.9	1.4	2.9
Male	3.2	2.2	3.0	1.3	2.7	1.1	1.5	2.2
Total	3.8	2.2	3.6	1.3	3.0	1.4	1.4	2.4

In contrast to redundancy figures, more men than women left their jobs of their own volition—14.2% of men resigned from positions in the 12-month period compared to 12.2% of women.

Table 3

RESIGNATIONS (%) BY YEAR, NATIONAL MANAGEMENT SALARY SURVEY—XPERTHR/CMI

	2012	2011	2010	2009	2008	2007	2006	2005
Female	12.2	4.2	5.6	4.3	7.2	7.8	4.0	3.9
Male	14.2	3.6	4.1	4.8	5.9	6.4	5.7	2.5
Total	13.1	3.9	4.7	4.5	6.5	7.0	4.6	3.0

This also reflects findings from CMI’s latest Economic Outlook report,¹¹ which found a stark contrast between men and women in their perceptions of job security. Sixty-one per cent of female managers reported

⁸ Wilson, R A, Homenidou, K (2012). *Working Futures 2010–2020*, The UK Commission for Employment and Skills

⁹ (2012) *National Management Salary Survey*, Chartered Management Institute & Xpert HR

¹⁰ Lord Davies of Abersoch CBE (2012). *Women on Boards March 2012*

¹¹ Woodman, P (2012). *Economic Outlook Issue 7*, Chartered Management Institute

feeling insecure in their job compared to only 40% of men. It is concerning that the NMSS data suggests this may have a real grounding in reality and is not just a product of male 'bullishness' about their prospects.

2.3 Aspiration gap

Findings from CMI's research report, *Management Recruitment: understanding routes to greater diversity*,¹² showed noticeable differences in the career aspirations held by male and female managers. The report surveyed 1,398 managers and examined recruitment trends among female, ethnic minority and disabled managers with the aim of informing ways of attracting more diverse talent in the workplace.

Asked about their long-term goals, higher proportions of male managers said that they would like to become a CEO (31% compared with 21% for female managers); a board director (30% compared with 20%); or a non-executive director (23% compared with 17%). Men were also more likely than women to be actively looking for a more senior managerial position (60% compared to 49%). Women also seemed more likely than males to mention downshifting for their long-term ambition (15% compared with 11%).

These differences in long-term aspirations were striking when compared to relatively small differences in ambitions for the next three years. Male respondents were more likely to see themselves being promoted within their current organisation (41% compared to 39%) or setting up their own businesses (20% compared to 15%). In contrast, a higher percentage of women saw themselves in a similar position either in their current or another organisation (13% compared to 11%). In addition, more women than men saw themselves switching to part-time work (7% compared to 4%).

2.4 Modern Workplaces

CMI recently welcomed the Government's decisions to extend the right to request flexible working to all employees and reform the rules on parental leave.

Flexible working can have huge benefits for employers and employees alike, which is why CMI's members have consistently supported the extension of the right to request by around two to one.¹³ In addition, around one in five female managers (22%) cite family commitments as a barrier to progression, while they are also more likely than men to mention "work-life balance" when asked what would attract them to a new job.¹⁴ CMI's annual *Future Forecast* report surveys our members on their preferred policy options for the year ahead. Sixty-two% of respondents supported extending the right to flexible working,¹⁵ however this rises to seventy-five% when looking at female respondents, although it only ranked tenth for male managers (59% in favour). Despite this difference, the figures clearly show this is a popular measure among managers.

Our research also shows that people are both working harder and putting in longer hours since the recession. It is therefore no surprise that the most popular employee benefits are those which give people more control over their time.¹⁶ Flexible working is highly valued by staff and can make a real difference to their lives. As a result it generates a lot of goodwill and enthusiasm for the company. That alone is of huge benefit to employers.

We would emphasise that managers have a pivotal role to play in making flexible working a success—as, for example, noted by the recent report from the Recruitment and Employment Confederation's (REC) Flexible Work Commission.¹⁷ To get the most from flexible working, managers must be able to manage based on results and not hours spent at a desk. However, with at most one in five managers thought to have had had formal management training or development, too many are still unprepared to contemplate offering more flexibility, not only to meet individual employees' needs, but also to get the most out of their teams and ultimately to support growth.

We also welcome the reform of parental leave that will allow both parents to share up to a year's leave to look after their new-born children. This will enable real cultural change around parenting and women's participation in the workforce, which offers benefits for employers and the chance to help combat the under-representation of women at senior management levels. Similar to flexible working, reforms to parental leave are popular among managers; supported by 72% of women and 60% of men.¹⁸

2.5 Development Routes

Findings from a CMI report in February, *The Business Benefits of Management and Leadership Development*,¹⁹ showed that women reported different types of development as being most effective compared to their male counterparts.

¹² Wilton, P (2008). *Management Recruitment: understanding routes to greater diversity*, The Chartered Management Institute

¹³ Musgrave, B & Woodman, P (2012). *Future Forecast: Expectations for 2013*, Chartered Management Institute

¹⁴ Wilton, P (2008). *Management Recruitment: understanding routes to greater diversity*, Chartered Management Institute

¹⁵ Musgrave, B & Woodman, P (2012). *Future Forecast: Expectations for 2013*, Chartered Management Institute

¹⁶ Cooper, C & Worrall, L (2012). *The Quality of Working Life 2012*, Chartered Management Institute & SimplyHealth

¹⁷ (2012) *REC Flexible Work Commission Report*, Recruitment & Employment Confederation

¹⁸ Musgrave, B & Woodman, P (2012). *Future Forecast: Expectations for 2013*, Chartered Management Institute

¹⁹ McBain, R & Ghobadian, A (2012). *The Business Benefits of Management and Leadership Development*, Chartered Management Institute & Penna

Table 4
TOP 5 DEVELOPMENT ACTIVITIES BY GENDER²⁰

<i>Rank</i>	<i>Females</i>	<i>Males</i>
1	Business school qualification	Business school qualification
2	Professional bodies' qualification	Chartered Manager
3	Coaching by line manager	Management Apprenticeship
4	Management/leadership programme	Professional bodies' qualification
5	Coaching by external practitioner	Short course on management/leadership

When asked to rank the effectiveness of different Management and Leadership Development (MLD) activities, coaching—either by the line manager or external practitioners—appears in the top five most effective types of MLD for women but not for men. While both groups rank Professional bodies' and business school qualifications in the top five, overall men appear to favour more formal activities, such as achieving Chartered Manager, management apprenticeships and short courses on management/leadership.

To support mentoring for women, Women in Management (WiM) has recently developed a programme called Horizons. Designed to provide support, guidance and encouragement to members, based on the knowledge, life and experience of their fellow members, it provides a two way learning experience for both the mentor and mentee. It was launched in 2011 and has so far delivered mentoring for 60 pairs of mentees and voluntary mentors. Pairs are matched according to their needs, skills, experience and strengths, and undertake a one day induction which includes training on how to get the best from the Mentoring relationship, what makes a good mentor and how to be a good mentee. It is at this session that mentors/mentees are introduced to their partner, conduct their first session together and set the boundary for their relationship. The mentoring relationship runs for a six month period ending with a celebration and evaluation event.

2.6 Policy recommendations

Just as we support greater transparency to help close the gender pay gap, we also urge the Government to address the issues of women's career progression by requiring greater transparency from employers about the level of female representation at different management levels. This would make sure organisations are not solely focussing on pay but also on giving female managers the opportunity to progress to more senior levels, ensuring there is a strong 'talent pipeline'. Introducing a requirement for companies to report on gender diversity at senior management level was strongly supported, particularly by female managers, in a recent survey of CMI members, with 76% of women in favour.²¹ While male managers were less uniformly supportive (50% in favour), it is clear that overall opinion is in support of representation transparency.

However, the issue is unlikely to be fully resolved through legislation alone. Employers need to take action to change corporate cultures and promote development opportunities such as mentoring and qualifications, which have been proven to be highly successful in helping women build the confidence and skills needed to realise their potential.

However, we welcome the recent news that the EU Commission has opted against the introduction of quotas for the number of women on company boards in large organisations. While we agree the under-representation of women in British boardrooms needs urgent attention, women managers want opportunities based on merit, not legal requirements. Our most recent poll of CMI members to address the area found that a small majority—55%—are opposed to mandatory quotas for women on boards.

CMI therefore supports the EU Commission and the work of Lord Davies in improving the representation of women in the boardroom. We also support the recommendations in the "Think, Act, Report" framework from the Government equalities office, towards reporting on gender equality in organisations, including on the gender pay gap.

2.6.1 Developing girls' management skills

Although the Committee is focused on women in the workplace, we strongly believe that increasing the representation of women in management positions also requires a focus on developing the skills and aspirations of girls at a younger age, which may help translate girls' academic success into better career outcomes. CMI is increasingly active in working with schools to provide opportunities to develop young people's management and leadership skills.

The need to develop management and leadership skills at an early age was highlighted by Lord Heseltine in his recent report, "No Stone Unturned in Pursuit of Growth". We support his recommendation that this should be integrated into the education and skills system at every level, giving individuals opportunities to develop their management and leadership capabilities early on in life.²²

²⁰ McBain, R & Ghobadian, A (2012). *The Business Benefits of Management and Leadership Development*, Chartered Management Institute & Penna

²¹ Musgrave, B & Woodman, P (2012). *Future Forecast: Expectations for 2013*, Chartered Management Institute

²² Heseltine, Rt Hon (2012). *No Stone Unturned in Pursuit of Growth*

To that end, CMI launched Campus CMI in March 2011, a voluntary programme that helps build management and leadership skills in 14–21 year olds. Campus CMI helps to inspire young people, create confidence in their abilities and provide early recognition of their management and leadership skills. These skills are vital to ensure that pupils are well equipped for the future world of work.

We hope that the Government will act on Lord Heseltine’s recommendation and that it will also encourage more businesses to work with their local schools: not only because of the benefits of equipping young people with management and leadership skills, but because we believe it will help to develop young women’s confidence and increase young women’s understanding of the opportunities that exist in the world of work. We believe this will help translate the high performance of girls, particularly in technical subjects, into increased representation in industries where gender stereotyping still persists.

20 December 2012

Written evidence jointly submitted by Computershare Voucher Services, Edenred, Grass Roots Group and Sodexo Motivation Solutions

EXECUTIVE SUMMARY

- This submission is made on behalf of the four largest providers of childcare vouchers in the UK:
 - Computershare Voucher Services, Edenred, Grass Roots Group and Sodexo Motivation Solutions.
- Our comments are focussed on issues pertaining to childcare, and how improving the access and affordability of formal childcare can help reduce gender inequalities in the workplace.
- Childcare remains an enormous obstacle for women, who typically share the greater burden of caring responsibilities.
- The submission argues for the extension, promotion and enhancement of the childcare voucher scheme, so as to best aid women in their chosen careers.
- We make clear the negative impact of an increasing affordability gap in the childcare market, and how this is dissuading women from either seeking employment or furthering their opportunities.
- The submission demonstrates how greater promotion of the childcare voucher scheme would encourage women to re-enter the workplace, and how extending the parameters of the scheme to the self-employed could foster increased economic activity and entrepreneurship amongst women.
- We recommend the Committee calls on Her Majesty’s Treasury, the Department for Education and the Department for Work and Pensions to adopt the recommendations for enhancing the childcare voucher scheme that we outline in this submission.

1. INTRODUCTION TO CHILDCARE VOUCHERS

- Childcare vouchers are a salary-sacrificed employee benefit, enabling working parents to sacrifice up to £55 per week (for basic tax rate payers) towards the cost of their childcare.
- For the average two-parent working family, childcare vouchers can help provide support with the cost of childcare worth up to £1,800 per annum.
- Currently, approximately 550,000 individuals are benefitting from the scheme’s support.
- The scheme operates within a closed-loop mechanism, meaning the amount sacrificed by the employee can only be spent on childcare facilities registered with Ofsted, or the equivalent organisations in Northern Ireland, Scotland and Wales.
- This closed-loop mechanism ensures that children receive high quality care and education, supporting early childhood development.
- The support from childcare vouchers can be used at all Ofsted registered breakfast clubs, after school clubs or holiday camps, supporting working parents with wrap-around childcare.

2. THE GENDER EQUALITY DUTY AND THE EQUALITY ACT

- Although childcare voucher providers welcome any initiatives that are aimed at reducing gender inequalities in the workplace, we believe more can be done to address the social barriers that prevent women from achieving career parity.
- We believe underlying issues, such as the cost and inaccessibility of childcare, exacerbate gender-related workplace disparities.
- Typically, women shoulder the greatest caring responsibilities in their household.
- Consequently, as mothers spend more time out of the labour market than men and other women without children, they cannot accumulate the same level of experience and therefore have restricted employment opportunities.²³

²³ Social Market Fund “A Better Beginning: Easing the cost of childcare”

- If these mothers have ease of access to high quality, affordable childcare, these obstacles may be mitigated, and a return to work made more attractive.
- Similarly, although working mothers may be able to take advantage of schemes such as childcare vouchers, there is a widening affordability gap that is weakening the positive impact that these schemes can have on women and their employment opportunities.
- For instance, with childcare vouchers, the maximum sacrifice for basic tax rate paying parents is £55, a number that has remained static since 2006.
- We propose raising this figure, as childcare costs have risen by an average of 5% year-on-year since 2005 (the year the scheme was initiated).
- If this were implemented, basic tax rate paying parents would be able to sacrifice £73 from their weekly salary, an amount we believe would have a greater impact on women's access to high-quality childcare. By improving the impact childcare vouchers can have, Government will be improving the appeal of returning to work after having children.
- We believe Government could do more to reduce the financial burden and accessibility of childcare, thus enabling women to re-enter the workforce and improving workplace gender composition.

3. IMPACT OF THE CURRENT ECONOMIC CRISIS

- The current economic crisis has had an adverse impact on both male and female employment and wage levels.
- However, there are a number of reasons why the on-going crisis impacts women differently than it does men.
- Firstly, women are more commonly employed in part-time roles, often as a result of their child-caring commitments, and are therefore vulnerable to changes in the economic climate.
- Secondly, as a result of caring responsibilities, some women are less flexible in what jobs they can take on, and are therefore disadvantaged in an increasingly competitive employment market.
- Moreover, research commissioned by the Equality and Human Rights Commission found that from previous recessions, evidence suggests that *"women with childcare responsibilities were often at a greater disadvantage than either men or other women in continuous employment, due to restricted internal labour markets and employer perceptions of unreliability and flexibility."*²⁴
- According to recent research by the Centre for the Modern Family, women (48%) are more likely than men (32%) to say that the biggest challenge they face is financial.²⁵
- Recent research by the Joseph Rowntree Foundation shows this squeeze is a result of the rising costs of childcare and transport, as well as cuts to family tax credits.²⁶
- The difficulty of entering the employment market, compounded by wage freezes and the increasing cost of childcare, means women are being dissuaded from seeking jobs after starting a family.
- Companies therefore need to place greater emphasis on offering employee benefits to increase retention rates, and ensure that women are encourage to—and indeed not dissuaded from—returning to the workforce.
- By promoting the childcare voucher scheme, and ensuring relevant bodies and industries are kept well informed of its benefits, Government can ensure women are made aware of the support which can improve their work-life balance, and lessen the impact of the current financial crisis.
- One way of increasing awareness of the scheme would be to require employers to offer childcare vouchers to their employees who have children. Given the minimal administration of childcare vouchers and the cost neutrality of the scheme for employers, this would be a simple change which would provide a significant support to working parents, and especially employed mothers.
- Finally, the coalition Government has asserted that economic recovery should be led by private sector growth.
- One way of achieving this is by encouraging innovation and enterprise through the promotion of entrepreneurship.
- However, although women make up 46% of the economically active population²⁷, they comprise only 26% of those who are self-employed.²⁸
- We believe a culmination of factors, including the cost of childcare, are inhibiting women from pursuing their entrepreneurial ambitions.
- Government could help alleviate the problem, and thus encourage this untapped economic potential, by ensuring that self-employed persons have the same access to employee benefits that others have.

²⁴ Equality and Human Rights Commission *"The equality impacts of the current recession"*

²⁵ The Centre for the Modern Family *"Family Resilience"*

²⁶ Joseph Rowntree Foundation *"A Minimum Income Standard for the UK in 2012"*

²⁷ BIS

²⁸ Prof. Susan Marlow, Professor of Small Business and Enterprise, De Montfort University, in *Women and entrepreneurship*, Talent Engagement Review (Vol 1, Issue 4, Summer 2011)

- Currently, the childcare vouchers scheme does not support self-employed parents.
- The childcare voucher providers recommend that, by adapting the current employee model, Government could easily extend the scheme to self-employed mothers and fathers.
- This would ensure that self-employed women are not disadvantaged by their entrepreneurial ambitions, and would ensure fair access to childcare support.

4. CONCLUSIONS AND RECOMMENDATIONS

- In conclusion, childcare voucher providers support the Government's desire to reduce gender inequalities in the workplace. However, we believe that the increasing cost of childcare and a lack of accessibility to high quality care remain barriers to women seeking to return to work after starting a family.
- By enhancing schemes such as childcare vouchers, Government could mitigate some of the obstacles that women face when re-entering the workforce. For instance, by raising the salary-sacrifice limit for childcare vouchers; making the scheme compulsory for employers to offer; and extending the initiative to self-employed parents, Government could help ensure women have access to the high-quality childcare the need to enter the employment market.
- The childcare voucher providers would be delighted to provide more information about the scheme should that be required, and to provide spokespeople to submit oral evidence to a subsequent hearing of the Committee.

3 October 2012

Written evidence submitted by Dr Hazel Conley, Queen Mary, University of London, Dr Susan Durbin, University of the West of England, Professor Sian Moore, University of the West of England and Dr Tessa Wright, Queen Mary, University of London

EXECUTIVE SUMMARY

- The Gender Equality Duty was more comprehensive in its approach to women's equality than the EqA 2010.
- It would be another backwards step to further weaken the public sector equality duty.
- Including equality provisions in all public sector procurement would be an effective way of improving gender equality in both public and private sectors.
- The equal pay reporting provisions in the EqA 2010 should be implemented in full.
- There is growing and worrying evidence that low paid women are bearing the brunt of austerity measures in the UK.
- Some good work on breaking down gendered segregation was undertaken during the Olympics, but this requires momentum to carry it forward.
- Schools and careers services have an important but as yet underdeveloped role to play in encouraging girls into science and engineering.
- Part-time work is generally low status and low paid and therefore its use to encourage women into the workplace needs to be considered carefully.
- The voluntary nature of the recommendations in the Davies report are likely to greatly weaken its impact.
- Senior women on boards are not always supportive of measures that will increase the number of women on boards.

INTRODUCTION

1. We are a small group of academics who have undertaken research on women in the workplace. We believe that our research is broadly representative of the majority of academic research in this field. Our combined research covers women working in the full spectrum of the labour market. Dr. Hazel Conley is a Reader in Human Resource Management at the Centre for Research in Equality and Diversity, Queen Mary, University of London and specialises in equality legislation, particularly the gender equality duty and the subsequent public sector equality duty. Dr. Tessa Wright is a Senior lecturer in Human Resource Management at the Centre for Research in Equality and Diversity, Queen Mary, University of London and specialises in labour market segregation, particularly women doing jobs traditionally carried out by men. Dr. Sian Moore is a Professor in Work and Employment Studies at the University of the West of England and specialises in low paid women workers working in the care sector. Dr. Susan Durbin is an Associate Professor in Employment Studies at the University of the West of England, Centre for Employment Studies research, and specialises in women in non-traditional professions (engineers and scientists) and women managers.

2. We are concerned that the questions covered by the inquiry seem to focus on women working in professional and senior jobs in the labour market. To do this would add to the strong criticism that equality of

opportunity measures tend to benefit only middle-class women. It is important to acknowledge the continued role of occupational and sectoral segregation by gender and note that the majority of women in the workplace do not hold and can never aspire to senior positions in their workplace. None-the-less it is the low paid and often unacknowledged work of these women that maintain the remainder of the UK's workforce, men and women, at work on a daily basis. Furthermore it is this majority of women whose working conditions are under severe threat by the government's austerity measures. Therefore we believe that it is important to consider the full range of women in the workplace.

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as the gender pay gap and job segregation, between men and women in the workplace?

3. The gender equality duty was replaced by s.149 of the Equality Act 2010 (EqA 2010) which introduced the public sector equality duty (PSED). However we believe that the gender equality duty was a far more comprehensive piece of legislation in relation to women in the workplace than its replacement in the EqA 2010. The general duty of the gender equality duty required public authorities to have due regard in all of their public functions to:

- eliminate unlawful discrimination and harassment; and
- promote equality of opportunity between men and women.

4. The specific duties provided a relatively detailed set of instructions about how public authorities should demonstrate that they had complied with the general duty:

- To prepare and publish a gender equality scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives.
- In formulating its overall objectives, to consider the need to include objectives to address the causes of any gender pay gap.
- To gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services.
- To consult stakeholders (ie employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives.
- To assess the impact of its current and proposed policies and practices on gender equality.
- To implement the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so.
- To report against the scheme every year and review the scheme at least every three years.

5. The general duty for the PSED in the EqA 2010 is more comprehensive than the gender equality duty because duty covers eight equality strands. However the specific duties for the PSED are far more limited in England than for the gender equality duty requiring only the publication of information on how the authority has met the general duty on a yearly basis and the setting of one or more measurable and specific equality objectives (to cover eight equality strands) on a four yearly basis. It is therefore possible that public authorities in England may no longer publish any equality objectives directly in relation to gender. Unlike the gender equality duty there is no specific mention of gender pay inequality in the PSED. The specific duties in Wales and Scotland are more comprehensive than in England and follow more closely the specific duties in the separate gender, race and equality duties.

6. It is our view that, whilst the gender equality duty was not implemented as well as it could have been by public authorities, it went much further than the EqA 2010 in its attempt to tackle pay and other gender inequalities in the workplace. Some of our joint research (Moore, Wright and Conley, 2011) has also identified that the gender equality duty would have been a useful tool for trade union equality representatives to raise issues of multiple and cumulative forms of discrimination in the workplace that affect black and minority ethnic women, older/younger women and women with disabilities. In addition Conley and Page (2010) found that equality impact assessments required in relation to the gender equality duty were particularly useful for mainstreaming gender equality issues into the day-to-day business of local authorities.

7. There has been considerable interest among policymakers and practitioners in using public sector procurement processes to introduce equality requirements into contracts with private sector providers. This is seen as part of a public authority's responsibilities under the PSED. While it is generally felt that the current general duty covers procurement processes, many practitioners in this field would have liked to see a specific duty covering procurement as had been proposed during consultations on the EqA 2010, and as has been introduced in Scotland and Wales. At a recent workshop of experts and practitioners on using procurement to promote equality, procurement was felt to be a very powerful tool for engaging private sector employers in equality issues relating to their workforce. Evidence was presented of contract requirements that increased the number of opportunities for women in construction through the Olympics Women into Construction project and ongoing work since then, and of Transport for London's contracting for the East London Line and EnterpriseMouchel (Lulham, 2011, Wright, 2012). Practitioners emphasised the importance of monitoring and auditing by the public authorities of contractors' compliance with equality requirements, as well as sanctions if they failed to comply. Procurement officers felt that clear legal requirements and guidance on the need to consider equality in their activities would extend and strengthen work in this area.

8. However, perhaps the most pressing question in relation to the PSED is its future. The PSED has been targeted under the government's "Red Tape Challenge" for further reform because it is considered to constitute a barrier to business efficiency. It is also important to note that the main enforcement provisions of the PSED—the requirement of equality impact assessments and judicial review have been further put into doubt by the Prime Minister in his recent speech to the CBI (see: <http://www.number10.gov.uk/news/speech-to-cbi/>). Without the requirement for these measures it will be much more difficult for stakeholders to hold public authorities to account in relation to equality.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

9. One of the innovative inclusions in the EqA 2010 is the provision in s. 78(1) which state:

“Regulations may require employers to publish information relating to the pay of employees for the purpose of showing whether, by reference to factors of such description as is prescribed, there are differences in the pay of male and female employees.”

It is our view that this provision would greatly improve transparency on pay. Unfortunately the current government has decided not to bring forward the regulations required to bring this provision into effect. We believe that a first step would therefore be to implement this provision in the EqA 2010. Our further view is that the exclusion in s.78(2) for businesses employing less than 250 people is counterproductive, given that this would prevent pay transparency for the majority of women workers in the UK. It must also surely be the case that this is a less onerous task for small employers than for large employers.

What has been the impact of the current economic crisis on female employment and wage levels?

10. Clear evidence from Office for National Statistics figures is emerging that the current economic crisis has impacted disproportionately on women, primarily because of their predominance in public service employment. It is extremely worrying that research by the GMB Union based on ONS data indicated that a substantial number of local authorities have met budget cuts by making redundancies only in areas where women are employed. It is difficult to see how this could occur if the gender equality duty was still in place (see: http://www.gmb.org.uk/newsroom/other_news/women_hit_by_job_cuts.aspx).

11. There are also suggestions that the pressure on public finances has encouraged the further outsourcing of services and that commissioning processes have placed excessive pressures on the prices that contractors can charge, which in turn squeezes working conditions. The UK Homecare Association (UKHCA), which represents homecare providers from the independent, voluntary, not-for-profit and statutory sectors, has raised a number of issues about the impact of commissioning on workforce pay in the context of cuts to adult social care budgets and reduced or frozen fees (submission to Low Pay Commission, 11 September 2011). This has involved the widespread use of zero hours contracts which pay workers for contact time only; the social care system appears to increasingly survive on the basis of women's unpaid labour time and the quality of care they can provide is inevitably compromised.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

12. Others have presented evidence on this complex issue and our work supports the evidence and recommendations submitted to this inquiry by Women into Science and Engineering (WISE). Specifically we wish to highlight the value of providing concrete opportunities for women to experience non-traditional occupations, such as construction roles. Evidence from projects that have assisted women into manual trades finds no shortage of women interested in entering such roles, but instead barriers come from employer prejudice or unfamiliarity with employing women (Wright, 2011). Specific initiatives to provide opportunities for women in non-traditional areas are vital to raise awareness of women in these roles provide valuable work opportunities and shift employer attitudes towards the employment of women, such as the Olympic Women into Construction project (Foster, 2010; Thrush and Martins, 2011) or the Building Work for Women project run by Women and Manual Trades. However these initiatives need support, both financial and legislative, such as through procurement processes (see response above on the PSED and the Equality Act). In addition, the setting of targets for the employment of women and other underrepresented groups by public authorities to be met by the contractors can be a very effective tool for providing employment opportunities. The Women into Construction project has found that targets give an immediate opening with contractors to promote women's employment and can result in the building of a positive relationship which can continue once the targets have been achieved. Targets set a level playing field for all contractors, making them much more amenable to engaging with ways to improve the gender balance of their workforce. Without targets, it can very difficult to get employers to consider this issue.

13. Women are also not encouraged to consider entering non-traditional occupations, such as engineering, by their parents and the education system. The problems associated with getting more young women interested in apprenticeship schemes has already been highlighted by expert witnesses to the Inquiry and suggestions made that schools should be utilised more as an avenue through which girls can explore non-traditional careers. Recent research with a group of engineers, carried out by Susan Durbin, explored the factors affecting career

choices amongst male and female engineers. She found that there is very little support from teachers and careers advisers for both boys and girls when making decisions about subjects and future careers. She also found evidence of gender stereotyping at this crucial stage of education from both teachers and parents—while girls considered a career in engineering much earlier than boys, they faced discouragement from and resistance to their chosen careers from both teachers and parents, who stereotype what is an acceptable career for boys and girls. Understanding the educational backgrounds of those who choose a career in engineering therefore offers insights into why men and women choose this career path. It also helps to explain why there are so few women in engineering, where cultural and gender stereotypes are played out from the critical formative years, when there is very little help and support from teachers and careers advisers, through to the workplace. Durbin's (2010) work with female scientists also highlights the problems women face once they have entered a male-dominated profession: a lack of female role models and mentors and a career structure that offers very little progression within their own organisation.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

14. Whilst part-time working can allow men and women to balance their lives ONS statistics show that there is an increase in involuntary part-time working for both. Further there is evidence of increased use of zero hours contracts, in areas dominated by women such as retail and care, which mean that workers cannot plan their working lives and where organisational risk is transferred to individual workers and likely to place downward pressure upon weekly and annual earnings.

15. Part-time working at management levels remains rare in the UK: 27% of the UK workforce works part-time, of which 74% are women and just 6.5 percent of part-time workers are employed in the occupational category of managers and senior officials (Labour Force Survey 2012). Given the large numbers of women who work part-time, compared with men, and their relative rarity at management levels, this has important implications for the earnings potential of these women. Research by Durbin and Tomlinson (2010) demonstrates how women had voluntarily entered part-time working due to pregnancy and childcare, had enjoyed successful careers while working full-time but that their careers stalled once a transition to part-time working was made, many voicing frustration with their employment prospects both in the external and internal labour markets. This lack of any further progression was linked to senior management being perceived, by employers, as open only to those who were prepared to work full-time. Susan Durbin's research with engineers identified similar problems for those who had returned after maternity leave. The women in the study all transferred to part-time working with their existing employer. There remains an un-tapped resource of experienced, qualified women who are under-employed in the UK job market, because employers are not prepared to consider part-time working as a serious option for managers. While the current economic recession has led to some employers making more use of part-time working hours to avoid redundancies, this is a temporary measure and leads to higher levels of involuntary part-time working. Until employers are willing to seriously consider part-time working for managers, there will continue to be a shortage of part-time jobs at management levels in the external labour market.

To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?

16. The coalition government commissioned The Davies Report (2011) to explore the slow rate of progress on gender equality on the Boards of listed companies. This involved the identification of barriers that may be preventing women from reaching the boardroom, such as recruitment practices, including informal networks that were influential in Board appointments; a lack of transparency around selection criteria; and the ways executive search firms operate. These factors are believed to represent a significant barrier to women reaching boards and recommendations about how this situation could be addressed in terms of increasing the numbers of women on corporate boards. The report recommends that FTSE 100 Boards should aim for a maximum of 25% female representation by 2015.

17. An interim report, published six months after the launch of the Davies Report, states that the number of women holding board directorships in FTSE 100 companies has increased from 12.5% to 14.2%, through twenty-one new female appointments. However, the majority of these new appointments were to non-executive directorships.

18. The main problem with the recommendations set out in the Davies Report are that they are voluntary. Each recommendation includes the wording, "*should be required*" in relation to FTSE company commitment to achieve quotas of 25%, the reporting of numbers of female employees at all levels of the organisation, a policy on boardroom diversity, and information about the appointment process. All companies *should* report on these matters in their Corporate Governance Statements. Until FTSE 100 companies are *required* to issue statements with this information, a culture of secrecy and lack of transparency will continue. Lord Davies' recommendations have not been heeded by the majority of FTSE companies. The news that the number of female FTSE CEOs will fall from three to one next year exacerbates the situation, with Cynthia Carroll of Anglo American and Dame Marjorie Scardino stepping aside. The sole woman on the list will be Burberry's Angela Ahrendts, who has reiterated her opposition to quotas (People Management, December 2012). It appears that any progress that women have made is largely in the area of non-executive directorship appointments and

at the same time, their representation at the top has deteriorated. The quota of a 25% female representation on FTSE Boards sits uneasily with most women surveyed in the report who stated that they did not believe quotas where the answer. From this it would appear that simply having women on boards does not guarantee greater support for proactive measures to increase the numbers of senior women.

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

19. The Davies Report is based upon the business case for increasing the numbers of women on the Boards of FTSE 100 companies and claims that companies with a strong female representation at board and top management levels perform better than those without. It is claimed that the presence of at least three women at board level can change boardroom dynamics and that between 20–30% at board or senior management levels produce the best financial results, a view backed up by other research (eg Kanter 1977; Rosener 1990; Trochia *et al*, 2011). It has also been claimed that women tend to be placed in precarious leadership positions in FTSE 100 companies, are often set up to fail and are found on boards of companies that are perceived to be performing poorly (the glass cliff metaphor) (Haslam *et al*, 2010).

20. The Davies Report highlights the business case for increasing the numbers of women on Boards: “inclusive and diverse boards are likely to be more effective, better able to understand their customers and stakeholder and to benefit from fresh perspectives, new ideas, vigorous challenge and broader experience, which in turn leads to better decision making”. While the business case is important, especially as it is the only argument for diversity to which employers will respond, it can also be argued that having more women on Boards is a matter of equality and social justice and offers an opportunity for women to have a stake in the running of some of the most important and powerful business organisations in the UK, as decision-makers. Senior management, especially at Board level, is the area where women have made least progress in terms of breaking the cycle of vertical job segregation and its related repercussions for the gender pay gap.

21. The business case for increasing the numbers of women on Boards, which assumes that equality can be achieved through number balancing, should be complemented by a focus on the qualitative, everyday, lived experiences of these “token” women, many of whom work in male-dominated environments, having struggled to reach such senior positions in a work environment where their careers may be viewed differently to those of men and where assumptions are made about their commitments and capabilities because they are women. Research carried out by Susan Durbin (which complements an existing body of academic research) with female senior managers, analyses the experiences of women in management in a sample of UK public and private sector organisations. It examines their careers, challenges they have faced, support from mentors and role models and networking behaviours. Understanding these women’s challenges, develops understanding not only of how other women can follow their examples, but also the difficulties of obtaining and maintaining a position in senior management, especially at Board level. While the Davies Report is useful in highlighting some of the challenges faced by women and possible solutions to this, it offers very little insight into the lived experiences and challenges faced by women entering and maintaining senior positions. More qualitative research is needed in this area, specifically research that considers women working in different sectors.

How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?

22. The executive search industry has agreed a voluntary code of good practice on diversity, which includes a provision that search firms should ensure that at least 30% of their lists of candidates are women. Just over twenty companies have signed up for this, since its launch. Susan Durbin has found evidence that women from the private sector were head-hunted for very senior positions, usually only because their names had been mentioned to head-hunters. It will be some time before we see any outcomes from this voluntary code of conduct as the appointees filter through.

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Written evidence submitted by Construction Equality Ltd

EXECUTIVE SUMMARY

The construction industry faces particular challenges when it comes to women in the workplace that run deeper than retention or progression issues.

In order for the industry to overcome these challenges there needs to be a move away from short term initiatives that can be forced on the sector through public sector clients requirements.

A joined up industry approach with a ten year plan for success needs to be implemented and controlled through a central trusted source.

The approach must demonstrate an understanding of the challenges, resources and motivations of different organisational groups in the sector in order to achieve success.

Construction Skills have been working on the development of a strategy to meet these aims, the result has been the development of the BE FaIR framework.

INTRODUCTION

Founded in 2007 by Chrissi McCarthy, Constructing Equality Ltd.'s aim is to improve equality and diversity in the construction industry.

Before starting Constructing Equality Ltd, Chrissi McCarthy spent more than 10 years at the forefront of the construction industry, first as a setting out engineer and then a site manager.

As a construction management graduate and member of the Chartered Institute of Building, she played an integral role in the delivery of numerous projects, including Peckham Library, Manchester Interchange, a range of BSF Schemes, and a school in Uganda for charity. Together, these projects helped Chrissi to develop a deep understanding of the day-to-day practical challenges faced by teams on site and at head offices around the country.

Passionate about the social and emotional effects of the construction industry, Chrissi went on to complete a PGDip in equality and diversity, and is now studying for her PhD. Considered one of the field's leading exponents, she went on to front the Construction Skills' positive image campaign on BEBO and become an Ambassador and Board Member for the Chartered Institute of Building.

Today, Chrissi is part of the Fairness Inclusion and Respect Strategic Group that leads the industry on diversity. She holds lectures on diversity and equality at Universities and conferences, writes for leading construction publications, contributes to Government papers, has spoken at the House of Lords and influences key industry figures on a regular basis.

Commissioned by ConstructionSkills, the construction industry Sector Skills Council, to design and then develop the BE FaIR framework for industry, Constructing Equality Ltd is at the forefront of realistic, affordable and attainable equality practice in the private sector.

In 2009 ConstructionSkills were relicensed to operate as a Sector Skills Council. Working in partnership with CITB-ConstructionSkills Northern Ireland and the Construction Industry Council, they deliver value across the industry, from the trades to professional sectors.

They work to:

- reduce skills shortages;
- improve business performance;
- bring a diverse range of people into the industry;
- improve learning for apprenticeships, higher and further education; and
- develop professional occupational standards.

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

With a view to only the construction industry the acts are rarely used by individuals suffering discrimination. This should not detract from the importance of their existence as they are required as a deterrent.

Much of the discrimination in industry is covert and therefore unknown to organisations that are new to the concepts behind equality and diversity.

The legislation needs to be reinforced by procurement requirements which reflect the longer term needs of the industry. These issues are not a quick fix and last far longer than any individual project, therefore an agreed approach to the challenges faced by the sector and signed up to by public (and where possible) private procurement is the only option likely to support real change in the sector.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

Any action here in the construction sector needs to be considered and stepped in order to understand and work with the differing bands of organisations. Education is key to companies realising the importance and therefore supporting any proposed initiative.

What has been the impact of the current economic crisis on female employment and wage levels?

Some institutes such as RIBA have seen a marked drop in female memberships down from 24% to 10% in two years. Anecdotal evidence would support that this is a wider challenge across the sector but I have yet to see any real analysis.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction and the beauty industry, be tackled?

The UK construction sector accounts for between 5–10% of GDP dependent upon source and supply chain consideration. Only 13.3% of the construction workforce is female with 83% of that number in admin roles.

In the past two years that number has been decreasing with RIBA seeing a drop in membership of women from 26% down to 19%.

Research has found women to leave the sector disproportionately at various stages along their career, most often citing “work environment as a main cause”. With 2/3rds of women in industry having acknowledged experiencing sexual discrimination.

Public sector and other client attempts at embedding the equality duties into the sector have historically been short term and often damaging quite often derailing longer term initiatives. For example, attempts to increase numbers of women on site can lead to women being appointed into title without responsibility, numbers of women being employed short term to achieve a target or numbers dressed up setting unrealistic targets for future best practice.

The UK construction sector has a number of specific challenges it needs to consider when looking at underrepresentation of women in the workforce and these are often not appreciated by clients and consultants looking to comply with equality duties. With 60% of construction clients currently being public sector there is a significant opportunity to affect equality in the industry if the right steps are taken.

ConstructionSkills is working on a framework for industry that will enable the public sector to enforce change on the private construction sector at a rate that is both reasonable and achievable whilst enabling the equality duties to be achieved. As experts in this area we believe this is the only way progression will be achieved due to the complex stereotypes, project based work environments, client expectations etc. that challenge the sector.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

There needs to be more education in general around the effects of subconscious bias in the workplace and organisations need to be putting measures in place to overcome this.

Positive action is poorly understood in the sector and the confusion with positive discrimination often leads to it not being utilised; again more education and sector specific examples.

In construction the challenges are complex and a wider programme is needed to help organisations understand how these issues affect the entire organisation, most importantly encouraging them to move away from standalone initiatives.

There is also an element of work that needs to be done to individually support women in construction roles. Previous programmes such as Women and Work were unable to support women without organisational commitment which proved a challenge for those unable to get time off work or the relevant employer buy in. An element of work around supporting women in the sector to help them negotiate the specific challenges they are likely to face is required in order to retain them and progress them to the next level. It is important that this training has an in-depth understanding of the challenges faced by women in industry, the reasons these challenges arise and how to overcome them appropriately to the context they are presented in.

To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?

There has been very little movement within the construction sector and anecdotal evidence would suggest that executive recruitment agencies, nepotistic culture and subconscious bias remain the greatest challenges for board recruitment.

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

Research has found that 30% is the optimal number of women on boards. A concern is that with so few women on boards they will still be treated as tokens, conversely it is only by enforcing quotas and raising the number of women that you will see a critical mass change that sees the women on boards being accepted as individuals.

It has been found that women on boards are more likely to attend meetings, prepare and arrive on time. Importantly this behaviour positively affects that of the other board members.

Women have also be found to be more likely to take social risks, for example being willing to challenge points for the good of the organisation even where there is a risk of personal detriment.

21 December 2012

Written evidence submitted by Directors UK

Directors UK is the professional association for film, television and all moving image directors in the UK. With over 4,500 members it represents the overwhelming majority of working film and television directors in the UK, and as part of the British Creative Sector, plays a significant role in representing individuals contributing to 3% of UK Gross Value Added—about £36billion of the UK's economy.

We would welcome the opportunity to present oral submissions to the inquiry.

EXECUTIVE SUMMARY

1. Directors UK is concerned about the low number of female film and TV directors in the UK and the imbalance in their employment across certain genres.

2. Directors UK is working with employers in the sector to identify reasons for the imbalance and exploring ways to increase the ratio of female film and TV directors on British productions and to address gender stereotyping.

3. We would welcome better transparency about workforce composition and pay among the freelance directing community (for both men and women) from industry employers.

4. Directors UK is keen to ensure that both men and women from all backgrounds have fair access to and awareness of available work and training opportunities.

5. We would welcome government support to incentivise employers in the film and television sectors to recognise and meet the challenges faced by freelancers, particularly those with childcare obligations.

6. We would also welcome government support for working parents through providing additional childcare support for those who have to work outside normal office hours, including evenings and weekends, and on short contracts.

INTRODUCTION

7. Directors UK is the professional association for film, television and all moving image directors in the UK. The organisation is both a collecting society for the distribution of secondary rights payments to directors and the professional association providing services and support to its members.

8. Directors UK also acts as a lobbying and campaigning organisation on behalf of directors. It seeks to protect and enhance the creative, economic and contractual rights of directors in the UK and works closely with organisations in the UK, Europe and around the world to champion directors' rights and concerns. With over 4,500 members it represents the overwhelming majority of working film and television directors in the UK.

9. Directors UK welcomes the opportunity to submit comments to the Business, Innovation and Skills Committee inquiry into Women in the Workplace.

THE CREATIVE SECTOR

10. Film and Television are a key part of a thriving British Creative Sector. As a whole the creative industries in the UK employ about 1.5 million people and are worth 3% of UK Gross Value Added—about £36 billion to the UK economy.²⁹ It is vital that the creative industries are included in the work of the Government when considering employment practices.

11. Creative Skillset published a report In September 2010 which looked at the role of women in the creative industries. It found that 42% of the creative media industry's workforce is female, compared with 46% of the workforce across the wider economy.³⁰

12. The report also showed that there had been a large drop in the numbers of women in some sectors from 2006 to 2009, including independent television production which fell from 46% to 38%. It also showed that a higher proportion of employees (38%) compared to freelancers (34%) are women.

13. According to the latest figures from the BFI, of the films released in cinemas in the UK in 2011 only 15% of the directors were women.³¹ Figures for the number of women directors working in the television sector has been less readily available.

WOMEN DIRECTORS

14. In 2012 Directors UK established a Women Directors Working Group to explore the issues affecting our female members, and particularly the sense that the representation of female television directors was low. While there appeared to be much anecdotal evidence regarding the low numbers of female directors in the UK there was a lack of hard data to support this.

15. Directors UK undertook a research project, using the information in our database which comprehensively gathers data on the works of our 4,500 members for collection and remuneration purposes. We looked at the output of works by our members by age and gender, and compared the representation of women and men working as directors on a sample of long running TV production strands across a variety of genres. Our findings showed that (Directors UK data):

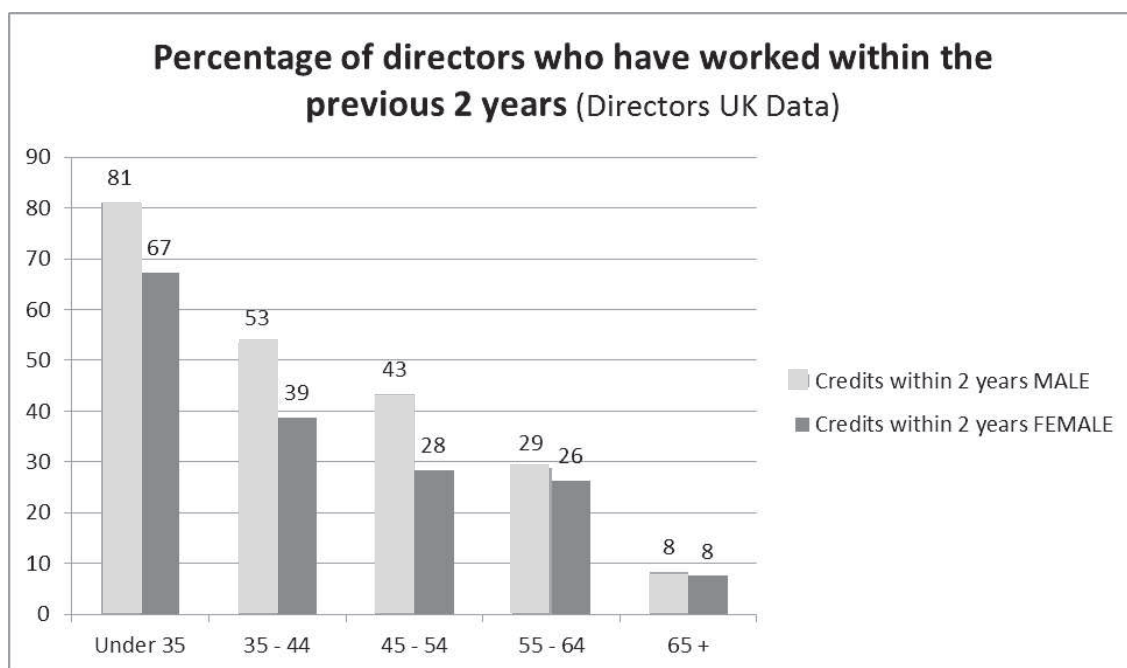
15.1 27% of our members (professional film and television directors) are women.

15.2 There is a general drop off in work output for both male and female directors after the age of 55, but a greater drop off among women directors in the 35–55 age range (see graph below).

²⁹ DCMS Creative Industries Economic Estimates, December 2011

³⁰ Women in the Creative Media Industries, September 2010

³¹ BFI Statistical Yearbook 2012



15.3 There is a difference between genres in terms of how well represented female directors are, with drama representation falling well below the ratio of the working female director population which we represent:

- *Continuing drama (soaps)*—on average 15% of episodes were directed by women, 85% by men. On some series the % of episodes directed by women falls below 3%. These are often seen as entry pathways for drama directors.
- *Drama series and serials*—on average 9% of episodes were directed by women, 91% by men. On some series the % of episodes directed by women falls well below 3%. The findings also suggest some gender stereotyping in drama with science fiction, action and detective dramas showing particularly low representation of women, in some cases as low as 0%.
- *Factual and factual entertainment programmes*—on average 36% of episodes were directed by women, 64% by men.

16. We have recently taken our findings to the BBC, ITV and Pact (the trade association for independent production companies). Reaction to the material we have presented has been surprise and shock, but there appears to be a willingness to work with us to understand and address this disparity and to explore ways of putting it right. We would however welcome any support from the government and relevant industry bodies to support this.

17. Without a more detailed understanding it is hard to know whether the causes of this disparity derive from very specific circumstances on particular television productions or from more generic/structural factors, or a combination of both. Our preferred course of action at this point is to work with the television companies to identify the causes behind the low levels of employment of women directors on specific shows (and indeed to understand why on others it has been possible to achieve much higher levels). Armed with that understanding we believe we would all be better placed to determine the right course of action to rectify the problems directly and to apply good practice more widely.

18. We believe better gender representation is not just about fair employment opportunities, but also about ensuring a proper representation of female voices as storytellers and social and cultural commentators.

Q1: Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

19. As the majority of film and TV directors are freelance it is harder to assess the impact of the Gender Equality Duty and Equality Act on them. However, as highlighted in our research referenced above (Para 15) there is a considerable difference between the volume of work being carried out by male and female directors for UK broadcasters and independent TV production companies. Our findings indicate that this is a trend that has changed very little in recent years and in some cases, such as some dramas, appears to be getting worse with the volume of work directed by women in some areas decreasing in the last three years.

20. Regarding pay, there is an absence of hard data on pay in the film and television industry. However, there are a number of creative industry surveys which have attempted to track pay in the sector. For example, Creative Skillset's report (2010) highlighted that in 2009 the average salary for a woman working in the TV

industry was £32,341 compared to £38,930 for a man.³² However, this is an average salary across the whole workforce in the sector, and does not provide a breakdown by role eg director. It is not possible to assess whether this disparity between pay for men and women in the TV sector has changed since the introduction of the Equality Act 2010 as the data is yet to be made available. We understand that the next Creative Skillset survey is due to be published shortly.

21. The Televisual Annual Pay Survey, which looks at the average pay of respondents across a range of roles in the television sector also reports a disparity of pay between the genders: In its latest report the average salary for male respondents in 2011 was £56,000 compared to £49,000 for women. It does not explore the possible reasons for this gap.³³

Q2: What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

22. Directors UK believes that transparency by employers is key to addressing equality in both workforce composition and pay.

23. This is particularly important within the creative sector where many creative individuals, such as directors, are freelancers and are therefore operating outside a typical employment structure. As such this data is not traditionally captured and monitored in the same way as data for other staff employees. Indeed we strongly suspect that the monitoring of freelance directors' employment often takes place outside the purview of HR departments—in many TV companies directors are classified as “talent” rather than employees. Away from the surveillance of conventional HR experts there may be a false impression that “everything is fine”.

24. Our recent work, presenting our research findings on gender representation of TV directors to broadcasters and production companies, has highlighted how limited the monitoring of actual employment rates of women in a predominantly freelance industry has been.

25. We would like to see industry employers in the creative sectors monitor their hiring practices for freelancers more closely in order to provide greater transparency and to ensure better gender representation. We are working with the main UK broadcasters to highlight the need for this for directors.

26. With regards pay, we acknowledge that transparency may be harder to achieve, particularly in a largely freelance sector where the workforce is more fragmented and pay is often dependent on an individual's ability to negotiate. Remuneration and benefit levels can vary dependent on a variety of factors such as the nature of the hiring company, the type of contract issued, the terms of the contract and the individual's previous experience.

27. As highlighted in paras 20 and 21 above, in the absence of any specific industry data on pay there is a tendency to rely on surveys, which are only as reliable and representative as the data gathered and the sample responding. We are about to initiate a project with the BBC to capture real data about freelance directors pay as a first step in addressing this and to allow a more accurate review of pay to be made and to identify whether there is any gender pay disparity.

Q3: What has been the impact of the current economic crisis on female employment and wage levels?

28. Directors UK is not in a position to comment on the impact of the current economic crisis on female director employment and pay.

Q4: How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking and construction, and the beauty industry, be tackled?

29. Gender stereotyping is an issue which affects a wide variety of occupations, including the television and film production sectors.

30. According to the Creative Skillset Consensus (2009) women tend to be more highly represented in areas such as costume and wardrobe (68%) and make-up and hair (52%) and less in more technical roles such as engineering & transmission (7%), editing (14%) or audio/music/sound (11%).³⁴

31. As highlighted in para 15, our research has shown 27% of directors in Directors UK's membership are female. There does appear to be some gender stereotyping in work undertaken, particularly in drama where the number of drama episodes directed by women averages at 9% of output and in many instances falls much lower. We found that women are less likely to be appointed to direct science fiction, action and detective dramas.

32. One concern is that with a similarly low representation of female writers (BFI stats showing that only 19% of feature film writers are women³⁵) the cultural value of the female storytelling voice is under-represented.

³² Women in the Creative Media Industries, September 2010, www.creativeskillset.org

³³ Televisual TV Pay Survey, May 2012

³⁴ Stand up and be counted—the 7th Creative Skillset consensus of the Creative Media Industries—July 2009

³⁵ BFI Statistical Yearbook 2012

33. For television and film directors, our members believe that some of the factors affecting the employment opportunities for women directors include:

- 33.1 Women’s CVs are often called “eclectic” which is generally meant as a negative code for not as focused or “straight line”—women often have to move sideways, due to fewer opportunities to pursue a more directional career path through one or two specializations.
- 33.2 Women are seen as a risk by some producers, in an increasingly risk-averse industry. We believe this is due to:
 - A perceived incompatibility of the director’s role with having children.
 - Perception that women may not be able to fully control a largely male crew.
 - Some male lead cast don’t like being directed by women.
- 33.3 There is gender stereotyping in certain production areas, eg action adventure; sci-fi etc tend to be directed by men.

34. Our research evidence suggests that there is no fundamental reason why women can’t and aren’t able to direct programmes in any genre. There are numerous examples of successful female directors who are doing so at the top of their profession, eg Television drama: S.J. Clarkson (*Hunted, Dexter, House, Life on Mars, Hustle*); Susanna White (*Parades End, Generation Kill, Boardwalk Empire, Bleak House*); Aisling Walsh (*Wallander, Room at the Top*); Factual: Kim Longinotto (*Rough Aunties, Sisters in Law*); Ursula MacFarlane (*The Life and loss of Karen Woo, Abortion Choice*); Penny Woolcock (*On the Street*); Entertainment Nikki Parson’s (*Strictly Come Dancing, The Voice, So You Think You Can Dance*); Feature film: Lynne Ramsay, (*We Need to Talk About Kevin*); Phyllida Lloyd (*The Iron Lady*); Andrea Arnold (*Wuthering Heights, Fish Tank*) and not forgetting US director Katherine Bigelow who won the first Oscar as a female director for *The Hurt Locker*.

35. Directors UK believe that a key way to tackle gender stereotyping is by highlighting positive examples of women who are doing the work thereby removing the misconception that they are not able to or can’t work in a given area or field.

36. We are currently working with our membership, the BBC, ITV and Pact to understand the reasons for the low number of women directors in some genres and to find solutions to address this.

37. We also believe it is important to ensure that both men and women from all backgrounds have fair access to and awareness of available work and training opportunities.

38. Directors UK’s women directors working group is currently exploring ways of providing role models and mentor opportunities for women directors to help develop and progress their careers.

39. We also believe that it is important to challenge and expose misconceptions and false assumptions about the employability of women directors and to tackle the lack of awareness of women directors. Potentially discriminatory employment and recruitment practices should also be challenged directly, such as “approved lists” with few women on them, inappropriate assessment of CVs etc.

Q5: What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part-time?

40. Directing is a profession which does not naturally lend itself to part-time working. However, exploring opportunities for enabling part-time work is an area we hope to pursue with industry employers.

41. Additional support for childcare is a key way in which the Government could support parents in the sector. Television and film production, and particularly directing, often involves working long, unpredictable hours, sometimes away from home, on contracts that are often offered at short notice. This can make it extremely difficult for parents—both men and women—to make suitable and affordable childcare arrangements, particularly where these fall outside regular working hours and are short term and/or last minute in nature.

42. Directors UK would welcome any support to improve the flexibility, cost and availability of childcare for working parents, and particularly for those working as freelancers/outside normal employment structures. Measures that incentivise employers in the film and television sectors to recognise and meet the challenges faced by freelancers with childcare obligations would be especially welcome.

43. We therefore welcome the recent announcement from Secretary of State Maria Miller, as Women and Equalities Minister, that £2 million in grants is being made available to assist those wanting to set up child-minding businesses. We hope that support for flexible childcare provision will be included as part of this investment.

44. It is also important that training is available to both men and women working in the sector in order to ensure they have equal opportunities for skills development and career progression. A recent survey by BAFTA found that females are more likely to be put off a career in film and television than men, particularly at a young age.³⁶ The casualisation of the workforce has fragmented access to training opportunities for our largely

³⁶ The Bafta Career Pathways Survey—November 2012

freelance British talent base. We also have a concern that a skills and training strategy that focuses on the perceived needs of employers will not always match the needs and expectations of freelance creative individuals who want and need to develop their professional skills.

45. We believe a strategy for the development of the whole careers of creators, and not just discrete skills training, is required. We also believe that individual creative talent would be best-served if training strategy and funding focused more on the delivery of career development through professional associations who are tuned in to the needs of their members.

46. We are ready to work with Creative Skillset to identify these gaps and needs and to deliver the necessary training to ensure that there is no shortage of talented, world-class British directors creating innovative British content.

47. Finally, the vast majority of creators and authors are freelance ie pursuing their careers outside a company/staff employment structure, with fewer employment rights and protection and with limited support. Their careers are often characterised by long periods where they are not paid. This time can be used productively to develop and research new projects, but at their own risk. We note the moves that the Government has already made to alter certain aspects of the corporate tax regime in the UK with a view to incentivising spend on R&D. We would like the government to explore the possibility of extending similar ideas to individual creators through the personal tax system so that authors are incentivised to invest their time between periods of “paid work” in the development of strong and innovative creative ideas.

Q6: To what extent have the recommendations in lord Mervyn Davies’ Report “Women on Board” (published Feb 2011) been acted upon?

48. Directors UK is not in a position to comment on the status of women on the boards of FTSE companies or any changes to this as a result of the recommendations detailed in Lord Davies’ report.

49. We do support the recommendation not to introduce quotas for female employment and the recommendation to introduce voluntary measures to improve transparency regarding senior-level employment.

Q7: To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?

50. We believe that consideration should be given to a number of factors including the range, expertise, knowledge and experience of board members.

Q8: Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

51. At Directors UK our board is made up of elected representatives from within the membership. In order to ensure that the board is truly representative of our membership in terms of diversity and genres of work we are also able to co-opt members to the board.

52. Directors UK currently has 20 board members, seven of whom (35%) are female. Of the five committees which currently operate within Directors UK’s committee structure there are three female chairs.

53. We believe that having a strong presence of female film and TV directors on our board is an excellent way of providing inspiration and positive role models for women directors, and reaffirms that women can and are working across all genres in the production industries.

54. For professional bodies such as ours it is essential that the composition of the board reflects the diversity of the membership and thus encourages inclusiveness. This does not always happen where board seats are decided by elections and where the majority can dominate all minorities.

Q9: How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?

55. We support that appointments should be made based on business needs, skills and ability.

56. In order to ensure that there are more women represented at senior level and to improve gender diversity across all sectors, we believe that fair access and opportunity for all is key.

Written evidence submitted by Charlotte Dunford

The UKRC has informed me of your request for evidence regarding gender equality in the workplace. The only evidence I can give is the anecdotal evidence of my own experience. I hope this short note being submitted without the requested formatting is not an issue.

I am female and an engineer. Starting in the final years of secondary school and continuing until now my education and work life has been dominated by men. It feels normal to me now to be the only woman in a team, I get excited when I get a chance to work with another female! I have always felt like I was treated as an equal by my male colleagues and they have been open about the need to encourage more women to enter the profession. I am not far along enough in my career to have any experience yet of the glass ceiling people talk about.

In my experience the barrier to women being in the technical professions is that many women do not choose my career not that they are barred from it or are not felt welcome by others once they have chosen it. I do not know why that is, maybe being an engineer really is more of a male-thing. I can tell you why I chose it as a career.

My father is an engineer. I played with engineering and scientific toys as a child. I was encouraged to take technical and science subjects at school. It was my academic success in maths and science subjects and my love of machine shop that made me decide to be an engineer. I was the only girl in my machine shop class and one of only a handful of girls in my advanced science and maths classes. How can women fall in love with these professions or realise they are capable of them if they never try them?

I think more focus should be given to the gender stereotyping of technical toys, which I know in the case of lego has got worse over the years, and encouraging more girls to give male dominated skills a try at school. I hope this account of my experience helps you in your work.

8 November 2012

Written evidence submitted by Employers Network for Equality and Inclusion

ABOUT US

Incorporating the Employers Forum on Age, Employers Forum on Belief and Employers 4 Fathers, the Employers Network for Equality & Inclusion (enei) is the UK's leading employer network covering all aspects of equality and inclusion issues in the workplace. Our members,³⁷ primarily larger public and private sector employers, are drawn from a diverse range of sectors.

In addition to providing practical advice and guidance to our members and encouraging best practice we are working with them to develop thinking across six cross-cutting strategic themes: access to opportunities, agile working, the global marketplace, inclusive leadership, workforce representation and unconscious bias. A number of these themes impact on women in the workplace.

OUR RESPONSE

We do not intend in this submission to the Committee to duplicate the cogent and well-researched evidence—the majority of which we endorse and commend—given by organisations such as the Employment Lawyers Association, the Discrimination Lawyers Association, the 30% Club and Opportunity Now, but simply to highlight what we believe to be some of the key issues raised by the questions the Committee poses. We also take the opportunity to refer to more recent developments in a number of areas that were not available at the time earlier submissions were made.

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as the gender pay gap and job segregation, between men and women in the workplace?

The Equality Act 2010 provides, we believe, a sound legislative framework outlawing discrimination in the workplace because of sex or any of the other protected characteristics, but even good law does not necessarily ensure the broader aspirational outcomes that society may desire. One of these is equal pay, but although the latest ONS data³⁸ suggests that the gender pay gap based on median gross hourly earnings (excluding overtime) for full-time employees decreased to 9.6% from 10.5% in 2011, it is stubbornly persistent, given that the Equal Pay Act was introduced in 1970.

There is rarely a “smoking gun” nowadays in cases of direct discrimination so it seems clear that other factors such as prejudice, stereotyping and unconscious bias are at play. Research conducted for us by Dr Pete Jones of Shire Professional Chartered Psychologists showed that although across a large sample of managers and staff members three in four exhibited low levels of bias in various tests on a number of characteristics including gender which were unlikely to affect behaviour, 21.2% were in the Mid-range category predictive of

³⁷ <http://www.enei.org.uk/pages/our-members.html>

³⁸ <http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2012-provisional-results/stb-ashe-statistical-bulletin-2012.html>

biased behaviours and 4.2% were in the High and Elevated categories. And there is a wide variety of biases involving more than one characteristic (eg lesbian woman): this may in part be linked with some types of job segregation.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

The Government decided not to implement mandatory mandatory pay audits for private sector employers under s78 of the 2010 Act. Instead, a self-regulatory approach has been adopted for equal pay reporting: GEO's "Think, Act, Report" initiative. We have been working with GEO to increase understanding of the benefits of the framework and many of our members are signatories; but larger companies, already spurred to action by their own CSR triggers, the Davies report and changes in the Corporate Governance Code provide only a limited part of the picture. We suspect that private sector SMEs are uninformed and probably unsupportive. The Government's implementation of a string of Red Tape Challenge deregulatory initiatives in the employment sphere will possibly give SMEs the impression that equality itself is regarded as burdensome rather than imperative.

In the public sector we expect that, under the specific public sector equality duties in their present form, most public bodies will report adequately on gender pay issues and workforce composition but would be concerned if the outcome of the current review of the PSED were to be further dilution of the specific duties. The EHRC has published a new report³⁹ in which it examines how public authorities have met their transparency obligations on equality. The report reveals that only half of the public authorities assessed were responding fully to the requirements of the specific duty regulations to publish equality information such as the diversity of their staff and people who use their services.

Whilst over three quarters of authorities had taken some steps to publish equality information, 16% of public authorities had either published out of date or undated information, and 6% hadn't published any information at all. There are wide differences between different types of public authority and between sectors.

What has been the impact of the current economic crisis on female employment and wage levels?

Female employment has been disproportionately affected by the continued reduction in public sector employment. There has also been a large increase in the number of women in part-time work, and ONS has recently estimated that underemployment—people in work, but wanting more hours—has increased by a million since 2008, and now stands at 3.05 million.⁴⁰ Part-time workers are four times more likely to be underemployed than full-time workers and underemployment is particularly high for the lowest paid and youngest workers.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

Larger employers are increasingly recognising the need to train managers on the potentially damaging effects of unconscious bias in employment decision making, but much of this gender stereotyping is related to influences from early years and education. Women's low participation in some sectors can be largely linked to low academic pursuit rates for STEM subjects.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

Many of our members offer flexible working to all employees, and we welcome the Government's commitment to legislate in this area. The extension of the right to request flexible working to all qualifying employees will transform the perception that this is principally a "female issue". It remains true that part-time working is the most common flexible working solution agreed, but there is increasing interest in the variety of solutions possible in organisations that can leverage communications technology to enable Agile Working, including extensive home or remote working.

Organisations that are making efforts to enable career progression into senior roles for those who wish to work flexibly frequently cite the value of role models, mentoring schemes and workplace networks such as women's networks or work/life balance groups.

To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" been acted upon?

Most of the recommendations have been acted upon, and at a company level progress has been made in moving towards the Davies targets on female representation at Board level.

However focus on a this single objective and success in getting more women NEDs distracts from the more important issue of the female share of executive Board appointments and the crucial talent pipeline needed to

³⁹ http://www.equalityhumanrights.com/uploaded_files/PSD/publishing_equality_information_final.pdf

⁴⁰ http://www.ons.gov.uk/ons/dcp171776_289024.pdf

improve this. Women's chances of progression through middle management and towards the boardroom are still too often diminished by the need to maintain work/life balance, especially when they have family commitments.

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

The Catalyst and McKinsey research, along with a number of studies, have shown a correlation between the level of female board representation and a number of measures of business performance such as RoE. There is, however, little evidence of any causal link. This is on top of other benefits (eg improved/more balanced decision-making) that are associated with greater diversity in a task-orientated group.

Despite recent progress in improving female Board representation—most notably for NEDS—substantial barriers still exist in many organisations which have been unsuccessful in devising ways to enable women to resolve a satisfactory work/life balance compromise.

How successful is the voluntary code of conduct which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?

We consider that the voluntary code has been fairly successful in a limited way, but note that the BIS Secretary of State last month called on the headhunting firms which find candidates for boardroom roles to publish the number of women and men they place in top jobs in an effort to establish if they are prepared to “fish in a bigger pond”.

The complexity of the issues about women in the workplace are emphasised in his remarks that:

“The great majority of business leaders I meet with now recognise the economic case for gender balance and are actively working with us to increase the number of women on their boards and executive committees. But we must also challenge the paternalistic culture and silent assumptions about women's priorities that are ultimately keeping the glass ceiling in place.”

20 December 2012

Written evidence submitted by Engineer Graduates and Hi-vis Trust

In the December issue of “Professional Engineer” your “Business, Innovation and Skills Committee” made a request for personal experiences related to women in the workplace and STEM professions for your gender equality in engineering inquiry.

I have worked in a variety of engineering roles for 40 years starting on a five year apprenticeship with ICI, through the heavy chemicals & pharmaceuticals sectors and today I work as an independent consultant in a variety of engineering and professional development roles. I have also worked on a voluntary basis in schools for many years and am a registered STEM Ambassador.

Briefly, and generalising somewhat, my experiences, relating to your inquiry, are that schoolchildren are not taught anything regarding national or international “Supply Chains” and teachers have very little understanding of the same. Hence, the pupils, particularly females, cannot relate to career opportunities across the whole supply chain of products that they may find interesting, the majority of these would be STEM related.

Additionally a considerable amount of emphasis in schools relates to “league table” positions. This is counterproductive as students will typically attain higher grades (A,B,C's) in media studies, religious education, art, drama, sports, etc whilst many will struggle to attain similar grades in STEM related subjects such as Maths, Physics, Biology, Chemistry, etc. Consequently teachers encourage students to look at the initially mentioned topics to the detriment of the latter mentioned STEM subjects in order to achieve improved league table standing for the school.

When advising young female students on potential careers in the STEM areas I have found they often have considerable enthusiasm to study in the STEM areas but are often encouraged to consider “the Arts”, sports, etc as an easier option that benefits the school rather than the student!

I trust this brief overview is of assistance and I would be happy to offer further examples if you wish.

Paul Merrick BEng(H).MSc.CEng FIMechE. Associate Fellow (IChemE)

Engineering Director

Engineer Graduates and Hi-vis Trust

Engineering, Maths, Science and Technology Internship, The National Graduate Apprenticeship and Bridge Programmes

14 December 2012

Written evidence submitted by Fair Play South West

1. Fair Play South West (FPSW) is the Gender Equality Network for the south west of England, covering the rural counties of Gloucestershire, Wiltshire, Dorset, Somerset, Devon and Cornwall and major conurbations such as Bristol, Plymouth, Bournemouth and Poole.

2. We are an unincorporated network of women and women's organisations, run by a committee of volunteers with secretarial and policy support from the equality charity Equality South West (see www.equalitysouthwest.org.uk).

3. Our work includes running information gathering events and conferences and providing a voice for south west women into policy and decision making organisations. This response is based on the body of knowledge gathered from these voices.

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the work place?

4. The Gender Equality Duty was replaced in the Equality Act 2010 by a duty covering all the protected characteristics. FPSW members were generally supportive of the General Duty in the Act but have been considerably disappointed by the significant watering down of the Specific Duties Regulations which were brought in subsequently. In some Public Authorities the good practice developed under the Gender Equality Duty has continued but in many there has been a loss of focus on women's issues.

5. ⁴¹In the south west of England, the all-job median hourly pay gap between women and men varies between 10% in parts of rural Cornwall and 35% in the town of Cheltenham, for example. The trend is for the pay gap to be lower in areas of low GDP, where wages are low for both women and men, and higher in the relatively high GDP areas where it is clear that women do not benefit in pay terms from the better performing economy.

6. Though the figures for the pay gap are higher when comparing women in part time jobs with men in full time jobs (14% to 46%), there is also a gap between women's and men's hourly pay when both are in full time work (typically around 20%) so that the very large proportion (47%) of women working part time in the region does not provide the only explanation of the pay gap.

7. Furthermore, analysis of skills data by the SW Observatory for the SW Employment and Skills Board identified a significant under-utilisation of skills, particularly amongst women. This trend is confirmed anecdotally by women in our network who report difficulty in finding work for which they are well qualified which fits in with their family commitments.

8. The main issues which push women into low paid, largely low skilled, work are:

- 8.1 *Unavailability of conveniently located, conveniently timed, high quality, affordable childcare*; the single most effective action by Government to improve the economic position of women would be the provision of full time subsidised childcare facilities for pre-school children and after school subsidised childcare for older children. Evidence for the importance of childcare can be found in a Bristol Fawcett report at <http://www.bristolfawcett.org.uk/Documents/Economy/BristolCuttingWomenOut.pdf>.
- 8.2 *Public transport not tailored to women's needs*; women have less access to private transport than men, particularly during working hours. They also often need to take children to school or childcare on the way to work, which may mean multiple bus journeys with time consuming transfers. In rural areas it may make it impossible to do other than a very local job. In cities it is often prohibitively expensive. An action by Government which would help would be to enable (or require) Local Authorities to ensure that public transport provision is equality impact assessed with proper consultation with local women so as to make it convenient and affordable for them;
- 8.3 *Uneven geographical availability of well-paid jobs*; for many women it is important that they work close to where they live, or where their children go to school or childcare, so that they can be on hand in case of family emergencies.⁴² This puts an onus on planners and developers to think about the needs of women when deciding where housing and jobs are located and requires some creative thinking. The principles of social planning are not dissimilar to those of true sustainability in development and this aspect of Local Authority work should be more rigorously equality impact assessed than has been usually done to date;
- 8.4 *Unavailability of the option of part-time or flexible working in high quality, well-paid jobs*; there is still a culture within many employers, particularly in the private sector, that senior positions cannot be part-time or done in a job-share, for example. Research evidence shows this to be a false assumption and the Government and Local Authorities could do more to publicise this. However, women tell us that there needs to be more stick as well as carrot, for

⁴¹ Figures here are based on the latest ONS data for 2009, so will not reflect the impact of the loss of public sector jobs, largely affecting women and where the pay gap is known to be lower than in the economy as a whole. We expect the overall effect to be an increase in the gender pay gap.

⁴² Additionally, our culture still makes it more likely that families will move home to be near the Man's job.

example by requiring all employers to include equality data in their published reports and by establishing quotas for women in positions of power. The “right to request” flexible work has been only partially successful; there needs now to be a “right to work” flexibly so that employers cannot refuse.

- 8.5 *Undervaluing of work traditionally done by women*; some of the low paid work currently largely done by women is highly skilled and very important to society and women suspect it is low paid *because* it is traditionally “women’s work”. Government action to help remove this anomaly could include raising the minimum wage to a decent living wage and establishing pay-norm-setting bodies which would recognise these skills (effectively a cross-employment equal pay evaluation).
- 8.6 *Inadequacy of information, advice and guidance to both girls at school and adult women about career and study options*; we have put this issue last mainly because we believe that reducing job segregation is a long term solution and is unlikely ever to have much impact unless and until the first four of the issues above are resolved. It is well known, for example, that women engineers leave the profession at a higher rate than men at least in part because it is hard for engineers to find *conveniently located* well paid work matching their qualifications and experience, and even harder if it also needs to be *part-time*.

9. The Public Equality Duty and the Equality Act 2010 have the potential to have a big impact on the issues identified above. The Government and Local Authorities are required not only to eliminate unlawful discrimination but also to take positive action to remove disadvantage. In principle this should mean that the actions suggested above are at least considered and in many cases implemented to remove the barriers to women’s economic equality.

10. However, it is our experience that the Public Equality Duty is not being implemented as the law requires and that there is inadequate enforcement of the law on the ground. The EHRC, which is the enforcement agency established under the Equality Act 2006, was under-resourced and not well managed when it took over from the three previous enforcement agencies (for gender, race and disability equality) and has since been systematically undermined by resource cuts and too much Government interference in its activities. As an example, it is worth reviewing the EHRC report on its Section 31 investigation of the Treasury’s equality impact assessment of the Comprehensive Spending Review of 2010; from this it is clear that the Executive Summary had a different author from that of the full report written by the EHRC investigators.

11. At local level, “enforcement” is left to unpaid voluntary groups by challenging both the processes and the outcomes of decision making. This is both inefficient and in many cases ineffective as the voluntary groups have no powers and few resources. What is chiefly needed is for public authorities to understand both the legal requirements on them and the advantages to good decision-making of doing adequate equality impact assessment, including implementing adequate mitigating measures. In this respect, the Specific Duties Regulations brought in under the Equality Act 2010 are considered to be inferior to those brought in for the previous Gender Equality Duty and are wholly inadequate.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

12. Good employers already publish information (for example in their Annual Report or on their website) on their workforce composition disaggregated by gender and grade. This enables existing employees to judge and challenge whether the recruitment, personal development and promotion practices are fair and tailored to the different needs and strengths of women and men. It also enables prospective applicants for jobs to take into account the equality performance of the employer before accepting the job. More importantly, it forces the employer to think about and continuously improve its equality practices to the benefit of its business.

13. Good employers also conduct equal pay analysis to identify areas where there may be inadvertent discrimination or bias in their processes and to correct these. Such analysis may or may not amount to an “audit”; our experience is that it needs to encompass pay gaps both within and between grades and to identify the causes of any uneven distribution of women and men between the grades. Crucially, it should also include any bonuses or other supplements and access to “perks” such as cars. Good employers share this information with staff and their representatives and/or involve them in the analysis and corrective action.

14. Unfortunately, the position of good employers is undermined by the greater preponderance of employers who see equalities as “political correctness” and the setting of standards by regulation as “red tape”. The voluntary approach to greater transparency has been tried for many decades and we support the use of legislation and regulation to speed up progress to good practice.

15. There are Company Law requirements on what is reported in annual reports and equal pay information could be readily added to these along with workforce composition. Equivalent requirements would be needed on public and voluntary sector employers.

WOMEN IN POLITICS AND POWER

16. Many of the policy and practice changes which need to happen if there is to be progress for women and work would be speeded up if there were more women in decision-making roles. Work by FPSW (across the region) and Bristol Fawcett specifically within Bristol suggests that the “power” of women is going backwards rather than making progress. For example, in the report <http://www.bristolfawcett.org.uk/Documents/CountingWomenIn/TheRightManForBristol.pdf>, it is pointed out that 14 out of the 15 candidates for mayor were male, 76% of all Councillors are male and there are several private companies with all male boards.

OTHER QUESTIONS

17. We consider that the above answers address the remaining questions in summary.

20 November 2012

Written evidence submitted by Gingerbread

INTRODUCTION

1. Gingerbread is the national charity working for and with single parent families. Welfare benefits and employment issues form an important part of our policy and advice work. Queries relating to welfare benefits consistently make up around half of all calls to our Single Parent Helpline. We provide information and campaign on key aspects of the welfare system as they affect single parents. It has been a longstanding goal of the organisation to ensure single parents get the help and support they need in order to move into employment.

2. Gingerbread’s response covers the following question only:

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

3. One in four UK families with dependent children is headed by a single parent. They account for just under two million families, raising three million children, but are twice as likely to live in poverty as couple families. The single parent employment rate has increased substantially over the last decade and a half—by 2012 the single parent employment rate had increased by 14 percentage points from the mid-1990s, to 59%. Part-time work is a particularly important source of employment for single parents, with three quarters of single parents entering work on a part-time basis. However, though the availability and take up of flexible working practices is increasing, some forms of flexible working—especially part-time work—are still concentrated in low paid and low skilled jobs, where opportunities for progression may be limited.

4. The overwhelming need for flexibility means that single parents are more reluctant about engaging in higher paid or higher level work, as they feel that they would have to make too many compromises and sacrifices. Single parents often think—or indeed have experienced—that “high level” jobs involve longer hours and more responsibility, and some have actually lowered the level of their work since becoming a single parent. In some cases this is a conscious choice to take a job with less responsibility and stress, whereas for others it is the result of a trade-off in order to get reduced hours which fit better around their childcare.

5. For many single parents, jobs at higher levels are—or are perceived to be—incompatible with being a single parent. A lack of ambition isn’t the issue: rather that many single parents are unwilling to trade off time with their children for the longer hours and higher stress that are seen to go hand-in-hand with higher status work. However, examples from single parents—as well as from employers themselves—show that it is perfectly feasible for organisations to offer flexible ways of working in jobs at all levels, bringing benefits for both businesses and parents. While it is often offered as a retention tool for existing staff, flexible working is most successful when employers embed it at the heart of an organisation—designed for everyone, central to the way that they operate, and with managers leading the cultural shift needed to make it work. Where this is in place, employers point to impressive business benefits—a positive impact to the bottom line, as well as delivering a virtuous circle of higher employee morale, leading to increased staff engagement, retention and productivity.

6. Our research with employers shows that it is perfectly feasible to organise a business to allow for flexible ways of working, which in turn give the best chance of supporting single parents in work. This is most successfully achieved as part of a whole-business approach, rather than as a marginal concession for single parents (or all parents). Indeed, employers highlight the need to embed such an approach at the heart of their business—designed for everyone (not just parents); central to the way that they operate; and with the necessary effort put in to embedding the cultural shift needed to make it work. Employers are also quick to point out the business benefits of changing the way they work—with not only a beneficial impact to the bottom line, but also to deliver a virtuous circle of higher employee morale, leading to increased staff engagement, retention, and productivity.

7. Our recommendations for recruitment providers/welfare-to-work providers are:

- There is a need for tailored support to cater for the particular needs of single parents.

- All front-line advisers need to offer consistently high quality advice and support, and be able to build relationships of trust with single parents.
- Providers must work with employers to encourage an attitudinal shift towards offering more flexible roles.
- A holistic approach is very important, to take into account the need for additional support such as financial advice or help finding childcare, as well as back-to-work support.
- Providers should put more emphasis on sustainability rather than job first when job matching or assessing whether to support a single parent to skill up.
- Providers need to understand in more detail which employers already have the capacity to offer the jobs that single parents want and need.
- Over the longer term, providers need to shift to a model of working with employers to encourage them to rethink job design and their whole approach to staff.

8. Our recommendations for employers are:

- Flexibility is most successful when it is embedded at the heart of the business, available to all staff—including from the point of recruitment, not just as a retention tool for existing staff—and modelled by senior staff across a range of roles.
- Employers should look at what flexibility they offer at all levels of their organisation.
- Employers need to commit time and resources to supporting managers to deliver flexibility and embedding culture change, as well as implementing specific flexibilities.
- Lessons should be learnt from other sectors/employers about how to offer a full package of support to staff.
- Employers need a strategy to deal with employees' requests for emergency time off.
- In the longer term, it is important that employers take the time to review their whole approach to staffing, flexibility, and the structure and framework of how they work.

9. Our recommendations for government are:

- It is vital that government delivers on its commitment to make work pay as Universal Credit is rolled out.
- Government must ensure it genuinely delivers on its commitment to provide tailored support for all jobseekers.
- Further attention must be urgently directed at delivering universally affordable and available childcare for all working parents. Specifically this should include further financial support towards childcare costs, increased provision for school age children (including wraparound and school holiday provision) and more widely available, tailored support for children with disabilities.
- There is a need to build on the ongoing shift towards sustainability (through outcome-based payments) in welfare-to-work provision, and deliver more opportunities for skilling up to support entry into sustainable jobs with opportunities for progression.
- Government is well-placed to play a key role in championing enhanced flexible working practices, for example through senior public sector role models and offering flexibility at all levels across government departments.

10. For more detail on these areas please download Gingerbread's full research report, *The only way is up? The employment aspirations of single parents* at <http://www.gingerbread.org.uk/content/667/Policy-work—employment>

5 October 2012

Written evidence submitted by Dr Linda Grant, Sheffield Hallam University and Professor Sue Yeandle, University of Leeds

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

1. This submission arises from the *Gender and Employment in Local Labour Markets (GELLM)* research programme, which undertook research across 12 local labour markets in England (Yeandle 2009). The programme was funded by a European Social Fund award to Professor Sue Yeandle, with match funding from 12 English local authorities, the Equal Opportunities Commission and the TUC. The GELLM research reports are available at: <http://circle.leeds.ac.uk/projects/completed/labour-equalities/gellm/>.

2. One focus of the GELLM programme was a study of women's part-time employment in the public and private sectors (Grant, Yeandle and Buckner 2005; Grant, Yeandle and Buckner 2006). This explored why women are employed in low paid part-time jobs which are below their full potential in the labour market, ie why women take part-time jobs which fail to use their skills, experience and qualifications.

3. This was a substantial study which included a survey of women working in 22 workplaces in the public and private sectors in six contrasting localities in England (Camden, Leicester, Thurrock, Trafford, Wakefield and West Sussex), where rather different patterns of female labour force participation had been found (Buckner, Tang and Yeandle 2004, 2005). The research was undertaken in 2004–05 and comprised: face-to-face interviews with senior managers in all the selected workplaces; a survey of women workers (333 women completed questionnaires giving details of their employment histories); 89 face-to-face interviews with part-time women workers whose survey responses showed they were working “below their potential”; three focus group discussions with 29 trade union representatives; and analysis of statistical data on employment in all six local labour markets, including a detailed look at part-time employment.

4. The study revealed that over half (54%) of the part-time women workers surveyed were not using all of their labour market skills, experience and qualifications in their current jobs (Grant et al 2006: 14).

5. To test this finding, the *Equal Opportunities Commission* undertook a national survey in 2004 which confirmed the GELLM result and showed the scale of this problem. Nationally, 3.6 million part-time workers (51%) were found to be working below their potential (Darton and Hurrell 2005; EOC 2005).

6. The detailed evidence in the GELLM study was analysed to investigate why so many women who work part-time are employed “below their potential.”

7. The study found that the *limited availability of good quality part-time jobs on the open labour market* is an important factor. Thus, if women leave their employment, for example to have children and care for a family, when they return to the labour market, if they wish to work part-time most of the jobs available to them are of poor quality. Specifically, the part-time jobs available *on the open labour market* tend to lack opportunities for training, career progression and promotion. The quality of the part-time jobs available to women seeking part-time work was a source of considerable frustration and disappointment to many of the women interviewed, many of whom were very conscious that their potential contribution at work was not being accessed by their current employer and managers. The research concluded that although many women seek part-time work, they nevertheless want to use, rather than waste, their skills, experience and qualifications.

9. Other research firmly supports the GELLM finding that the majority of the part-time jobs available on the open labour market are of poor quality. In 2007, 30% of all those working part-time worked in the bottom 10 jobs (in terms of pay), compared with only 7% of full-time workers (Jones and Dickerson 2007: xiii). The 2001 Census showed that just 19% of all part-time women employees worked in the three highest paid occupational groups, while 59% worked in the four lowest paid occupational groups (Grant 2009: 119), compared with 45% and 26% respectively for women employed full-time (Grant et al 2006: 11).

10. There are a number of dimensions to the poor quality of the part-time jobs widely available to women on the open labour market. *Hourly pay tends to be low* (Harkness 2002; Manning and Petrongolo 2004; Grant et al 2005, 2006). *Access to training*, including training that would enhance opportunities for progression at work, *is restricted* (Francesconi and Gosling 2005; Grant et al 2005, 2006) and *promotion opportunities tend to be rare* (O’Reilly and Fagan 1998; Women and Equality Unit 2003; Jenkins 2004; Grant et al 2005, 2006).

11. Typically, job content and employee autonomy are limited in part-time jobs. Tasks tend to be repetitive, employees lack opportunities to exercise responsible decision-making over their jobs, and the amount of flexibility with respect to hours of work and start and finish times is limited, undermining the capacity to combine work with family responsibilities (Grant et al 2005; Grant et al 2006; Grant 2009).

12. Why are so few good quality part-time jobs available on the open labour market?

12.1 Part of the answer lies in the *informal processes and decisions of managers* within workplaces. In many workplaces the balance between full-time and part-time jobs tends to remain fairly constant year on year because managers tend to replace “like with like”, part-time with part-time and full-time with full-time employees (Grant et al 2005; Grant et al 2006).

12.2 Secondly, there is *more formal and conscious resistance to designing good quality part-time jobs*. Some managers argue that the tasks involved in more senior, good quality jobs cannot be undertaken on a part-time basis (Grant et al 2005; Grant et al 2006). Employing part-time workers in these jobs, these managers claimed, would lead to a situation where uncompleted tasks would fall to other senior post holders to complete and essential decisions would not be taken. However, this argument cannot be sustained, since women in senior positions who remain in their jobs after maternity leave often negotiate part-time contracts and successfully undertake senior roles on a part-time basis, and many 24/7 businesses operate efficiently without senior managers being continuously available.

12.3 A further factor is that the *costs* of recruiting and employing workers are broadly similar for full-time and part-time workers, while the returns on investment for part-time workers are lower because they work fewer hours (Manning and Petrongolo 2004, p28). However this finding must be seen in context. Part-time employees are frequently used by employers to deliver greater flexibility, give them access to a wider range of employee talent, and eliminate the economic inefficiencies which arise when workers have to be paid even though demand for goods/services is low at particular times of the day/week or year (see paras. 13).

12.4 *Prejudice is also important* (Tomlinson 2006; Grant *et al* 2005, 2006). For example, managers say they feel that if a good quality job is advertised as part-time on the open labour market the calibre of candidates will be inferior to that of the candidates attracted to a full-time job offer, although this claim has not been tested in research. Part-time workers are often also unfairly characterised by managers as less loyal, less flexible and less reliable, a point refuted by the GELLM study evidence.

12.5 To extend the availability of good quality part-time jobs on the open labour market, it will be necessary to work closely with employers to reveal and challenge widespread informal and formal practices and prejudice. Employers' attention should be drawn to examples of successful part-time working at senior levels and of successful recruitment to these jobs. It is also necessary to provide evidence of the many highly skilled, well-qualified women looking for part-time jobs but currently unable to find suitable positions.

13. Why are the part-time jobs typically available on the open labour market of such poor quality?

13.1 Part of the answer to this question involves a consideration of the *reasoning employers use to construct part-time jobs*.

13.2 One group of part-time jobs, which we refer to as "*task-based part-time jobs*", are designed as part-time as a result of managers' perceptions that certain tasks lend themselves to part-time working (Grant *et al* 2005, 2006). "Task-based part-time jobs" are based on a view that particular tasks can be completed in a limited number of hours eg cleaning an office or hospital ward, providing care to an elderly person, or offering support services to pupils in a classroom setting. Employers evaluate the length of time required to fulfil a particular task and design jobs on this basis. The aim is to use part-time employment as a means of avoiding unnecessary wage costs.

13.3 Another group of part-time jobs, which we refer to as "*demand-based part-time jobs*", are designed as part-time because, employers argue, the worker is only required during a part of the working day or working week (Grant *et al* 2005, 2006). "Demand-based part-time jobs" include jobs such as checkout operator in a supermarket, assembly worker in manufacturing, library assistant, security worker and bar worker. The jobs are designed as part-time to boost the number of workers at particular periods of high demand or to fill a shortfall in labour available to deliver a service or produce a product. Demand-based part-time jobs provide employers with numerical flexibility (Fagan and O'Reilly 1998). Using full-time employees would not fill these gaps cost effectively.

13.4 A third set of part-time jobs are "*recruitment-based part-time jobs*", which are created to ease recruitment to low paid jobs in tight labour markets (Grant *et al* 2005, 2006). For some employers a combination of low unemployment in a locality and the low pay offered for a specific job creates significant recruitment problems. The jobs are offered as part-time to attract women workers looking for part-time work.

13.5 Because all of the above types of jobs are created for particular reasons, this enables employers to set them apart from other jobs in the workplace or organisation. Critically, *they become a self-contained group of jobs, not integrated into wider training, progression and career opportunities within workplaces or organisations*. It is not only hours of work which set them apart from full-time jobs. They tend to lack progression opportunities and offer only a narrow range of fairly repetitive tasks.

13.6 There is considerable potential to challenge the tendency for employers to set part-time jobs apart from full-time jobs in workplace structures. With support, employers could be encouraged to explore and propose ways to reconnect part-time jobs to wider workplace opportunities. Examples of good practice, where part-time jobs are fully integrated into training and career structures, could and should be used. There is also scope to raise awareness amongst employers of the high number of talented and ambitious women seeking good quality part-time jobs but currently unable to find them, perhaps using pen portraits of the employment histories of candidates seeking part-time jobs. The notion that employees should be able to move freely from full-time to part-time to full-time (etc.) during their working lives, without loss of seniority or job complexity, needs to become an accepted principle of good employment practice. The widely held view that part-time women workers are content to "work below their potential" needs to be refuted, and that this view is incorrect can be evidenced.

13.7 To accommodate caring roles (which change during the life course and include care for sick, disabled or frail relatives as well as care for children), work-care reconciliation and measures promoting flexibility at work will be crucial in all workplaces in the future if workers' skills and talents are to be deployed to best effect. Successful employers worldwide recognise the realities of population ageing, and are adapting to make greater and better use of part-time workers of both sexes (Kröger and Yeandle, 2013).

20 December 2012

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Written evidence submitted by Helen Hernandez

I am currently a stay-at-home mum of three young children due to the fact that I was made redundant after the birth of my third child (I had to sit tests in competition with another colleague for the job that both of us were doing as part of a redundancy exercise while my son was less than two weeks old (my husband was still at home on paternity leave), and needless to say I didn't get the job!)

I made the decision to stay at home partly because of child care costs—having one child at school and two needing nursery care, and partly because there are hardly any suitable part-time jobs around. Had I not been made redundant I would definitely want to be still employed in the part-time capacity that I had previously enjoyed. My husband earns only an average wage and we are struggling to make ends meet.

It seems that if you work full-time, companies will often allow you to apply to reduce your hours to a part-time role, particularly after maternity leave, however they will very rarely think “out of the box” and offer part-time jobs as normal. Therefore for a professional woman to secure a part-time professional job, the only real way to do it is to take on a full-time role and after one year apply for part-time hours. I have met a few mums who have felt that this is the only way forward and have had to put their babies/children into full-time child care for a year thus sacrificing time with them in order to obtain a suitable role.

Next September my youngest child will be starting school and I am planning a return to work. However I currently receive updates from a handful of recruiting agencies, and every week I see around five suitable full-time jobs advertised, whereas I only see around seven per year suitable part-time roles. I work in Human Resources. It is this that is worrying me and I am thinking about whether to apply for full-time roles and ask them to consider me for job shares etc.

A large proportion of the mums at the school that my children attend had good careers prior to having children and would love to go back to work to do something meaningful and rewarding but do not want to have to rely on after school child care for their children. They, like me, would love to work in the role that they have qualified to do, but around school hours. It really is a waste of talented people to be sitting at home

or doing unrewarding work for which no qualifications are required just because companies are short-sighted enough not to offer professional part-time jobs.

19 November 2012

Written evidence submitted by Hy Consulting Ltd and Associates

(Prepared by Hy Consulting Ltd, Jane Bowles and Ian Birrell, assisted by Hy Associates, Caroline Turner and Coline Covington)

Question 4—*How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction and the beauty industry be tackled?*

1. We are now seeing more and more women with higher education. In the UK 56.4% of university graduates are women. Nevertheless, in 2011, women were only 14.7% of graduates in engineering from UK universities. (Source HESA)

2. The problem of gender typing starts in the education system that feeds into the workforce ie, what girls and boys are encouraged to study. It is important to note the much higher proportion of girls taking science subjects in single-sex secondary schools when compared with mixed schools.

3. Gender stereotyping within occupations appears most effectively tackled through a structured Diversity and Inclusion policy and strategy, across the Organisation, which top management is seen to be “leading” (ie, walking the talk), and which is implemented at all levels throughout the business, in the same way as any other part of the business strategy (eg, DI goals in the same way as there are financial goals, marketing/sales goals, and so on). Learning and development initiatives for management at all levels are essential for this change in company culture to be successful.

4. Change throughout talent management processes is clearly essential, in order to broaden the talent pool and increase the diversity in the mix. Processes and procedures, at all stages, must be proofed to identify and remove unconscious bias and barriers (unintended) to entry for certain genders to certain occupations (ie, barriers faced by men in the beauty business, to women in engineering). In practice, this might mean changing the questions asked when it comes to recruiting and actively seeking to include gender diverse lists of candidates for all jobs, for higher level posts, working with Executive Search companies that have signed up to the voluntary code of conduct; for entry or lower level posts, targeting universities with a better gender mix of undergraduates.

5. Active approaches taken by some companies appear to be bearing fruit, such as targeting graduates at careers events and holding “open days” to invite women qualified in science or engineering to visit the company (vice versa for male graduates in female-dominated occupations), as well as “fixing up” the company image through roles models that promote new images of success in the organisation (ie that do not simply perpetuate the image that men lead in engineering, women in beauty).

6. Role models lack of women in top positions in male-dominated sectors (such as engineering and construction), and vice versa for men in female-dominated sectors, are lacking. There is clearly a need for young people to be exposed to many more examples of success of women and men in professions/occupations which are dominated by the other gender. This would go back to the context of primary and secondary education, where it appears that gender stereotypes are still promoted (probably unintentionally).

7. The nature of work itself is changing radically and this is not reflected in the Select Committee’s questions. Talented and ambitious young men and women are being drawn increasingly into the burgeoning field of advanced technology, internet entrepreneurship, and law relating to technology. The traditional corporate work structure, including the focus on “presentism”—being expected to be physically located in the workplace, at specific hours of the day, in order to get the job done—is not suited to these new fields and we may well be looking at a dying elephant over the next 20 years. One striking example is Yahoo’s new CEO, Marissa Mayer, who is encouraging innovation throughout the organisation by tackling its culture, specifically by empowering employees and reducing corporate gridlock. A more collaborative, less hierarchical structure signify different values and affect the way both women and men work and the work/life balance.

8. A more fruitful way of approaching the question of stereotyping male/female work might be to use as a context the future of work, which occupations are developing and how we ensure that we attract, develop and tap into the widest talent pool—male and female—that is out there.

Question 6—*To what extent have the recommendations in Lord Mervyn Davies’ Report “Women on Board” (published in February 2011) been acted upon?*

1. According to the Dept for Business, Innovation and Skills, since Lord Davies’ review and subsequent report, the number of women appointed to the boards of the UK’s top companies has reached unprecedented levels, with women now making up 16.7% of FTSE 100, and 10.9% of FTSE 250 boards, up from 12.5% and 7.8% respectively in 2010.

2. Since March 2012 women have made up 44% of newly appointed FTSE 100 board directors and 40% of those in the FTSE 250. The Executive Search Firms Code of Conduct, which requires 30% female long-lists and encourages firms to expand their traditional search avenues, has been welcomed by Executive Search Firms, Chairs and Candidates. (Source: BIS—women on boards: code of conduct one year on 24/07/2012).

3. The Female FTSE Board report 2012 produced by the Cranfield School of Management International Centre for Women Leaders, states: “following the publication of the Davies Report in February 2011, in 2012 there are now 20 female executive directorships and 143 female non-executive directorships” among FTSE 100 companies.

4. Overall the percentage of board directors who are female is 15%, an uplift of 2.5% on what was a three year plateau.

5. The number of companies with no women on the board has dropped to 11 and the number of companies with more than one woman on the board has increased to 50.

6. In the 12 months preceding January 2012, the percentage of new appointments going to women was almost 25%, which does fall short of the Davies target of 33%.

7. In the year to January 2012, 47 new appointments were taken by women—almost on the Davies target of 50 and shows a marked change of behaviour in the appointment process.

8. Of the FTSE 250 companies, 135 (54%) now have women in their boardrooms, finally making those all male boards a minority.

9. This figure of 135 has increased from 119, but interestingly the number of companies with two female directors has also increased substantially from 25 to 40.

10. This indicates that the overall percentage increase of women on FTSE 250 boards has come equally from companies placing their first and also their second woman on the board.

11. There are now 10 female CEOs and seven finance directors on the FTSE 250 boards. (Source: “The Female FTSE Board Report, Milestone or Millstone? 2012”, by Dr Ruth Sealy and Professor Sue Vinnicombe, Cranfield International Centre for Women Leaders).

12. In top place of this year’s ranking is Diageo with four women, comprising 44.4%.

13. In second place is Burberry, with three women out of eight directors; one of only three FTSE100 companies that have two female executive directors (EDs).

14. In third place is Pearson, who have also had two female EDs for a number of years and have recently added a second female NED, taking their total number of women to four (33.3%).

15. Morrison, Whitbread and AstraZeneca all continue to do well with 29%, 27% and 27% respectively.

16. Intercontinental Hotels have added a female ED and head a further group of nine companies who have already achieved the target of 25% set by Lord Davies.

17. The Cranfield Report 2012 cites the following companies as working through Diversity and Inclusion strategies to achieve more women in senior posts; Rolls Royce, RBS, Sage, BAE and Vodafone.

Question 7—To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?

A more appropriate question would seem to be, “what is the rationale for not taking into account the percentage of women on boards, when reporting and making appointments”?

1. According to the Home Office, women account for around 50% of the working population and according to BIS some 70% of all consumer purchases.

2. Decision making in companies should reflect their workforce and their market: since businesses need to know, understand and respond effectively to the needs of their customers; senior management and decision making structures should reflect their customer base.

3. This market imperative and the strong case for diversity presented in our response to Question 8 (following) both point to the crucial importance of investors taking into account the percentage of women on boards, in reporting and appointing. Investors should be looking at Executive Directorships, which play a major role in running and decision making in business, not only NEDs.

Question 8—Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

Two “bodies” of reasons are usually cited:

- Organisational Culture—including the issue of family-friendly business culture.
- Behaviours—how women feel, approaches and values of women in business.

1. Against the background of global financial and business leadership crises in recent years, which many analysts now feel are at least partly due to the “groupthink” of having too many people (men) who are like-minded in approach and thinking at the top, as well as a plethora of research in recent years (such as McKinsey “Women Matter”, Catalyst, Deutsche Bank, Credit Suisse Research Institute—recently reported that shares of major companies with women on their boards outperformed comparable businesses with all-male boards by 26% worldwide over a six year period). This demonstrates the bottom-line benefits that accrue to businesses with more gender balance at the top. Many businesses and governments are taking measures to ensure a diversity of skills and experiences are brought into business leadership.

2. Part of this has been greater recognition that women often have something different to offer to leadership styles and behaviours (eg in working more inclusively and collaboratively and assessing risk differently). Figures aside, research suggests that female leader behaviours tend to be characterised by inclusive and collaborative decision-making processes, and “listening” cultures that engage input of diverse experiences, views and perspectives. These characteristics are pointed to by 70% of corporate leaders (according to a Deutsche Bank study) as crucial to effective leadership in the 21st century yet lacking their current leadership.

3. The indication is that if corporations recruit and promote more women at a senior executive level, they will add value to the corporation, not only in terms of business performance but also in terms of motivation and engagement of people at work (which in turn contributes to better performance). However, the fundamental values that prevail within much of the corporate sector continue to support a male hegemony—ie, organisational cultures that tend to identify men, rather than women—with the type of behaviours they expect of leaders (ie Command and control approach vs. inclusive and collaborative, which is the way many women in business tend to lead); and men tend to choose their own kind in promotions and selection of people for senior executive and board posts, perpetuating groupthink and lack of diversity at the top.

4. Women on the way to the top often find themselves caught between two stools: ie, criticised as aggressive if they are too “masculine” in their leader behaviour, and criticised as un-leader-like if they are to people-centre, open and collaborative in their approach. Research indicates that this is one of the reasons why some women are “opting out”; they feel that male values around leadership style and behaviours do not represent them and that they would have to compromise their authenticity in order to be credible as leaders. Thus, women may be “choosing” to leave more than feeling “forced” to leave due to lack of opportunity and bias. Either way, the leaking pipeline continues....

5. Thus women’s route to the top in business often comes up against obstacles due to behaviours in corporate leadership, which are usually the result of “unconscious” bias and tend to have impact in all HR processes—from recruitment through promotion and talent management more broadly.

6. Lack of attention to family-friendly policies and practices in the workplace often compound the “difficulties” for women, who usually bear the brunt of organising care for dependents—which in itself perpetuates perceptions and assumptions that women with caring responsibilities will not “put the job first” sufficiently to do what it takes in senior posts. There are a number of women between the age of 27–35 years leaving the workplace. One of the factors contributing to this is the cost of childcare in the UK. The Organisation for Economic Co-Operation & Development show that the UK has the most expensive childcare in the world—the average cost of £97 per week for 25 hours, rising to an average of £115 a week in London and the South-East.

7. Some women decide they don’t like what they see “at the top” in terms of values and behaviours, and they don’t feel like navigating the maze of office politics and “doing the right thing” by the standards of those men at the top. So they move out rather than move up. Hence the oft cited phenomenon of the “leaking pipeline”.

8. On the other hand, women tend to be less “visible” in promoting their own achievements, more altruistic in seeking recognition (ie, for their team rather than for themselves individually), sometimes cut off from the informal male-dominated, out of work “clubs” and networks where promotion conversations and decisions take place.

9. In summary, while there is now a great deal of evidence that having more women on boards and in senior management positively affects board performance, business culture, productivity and profits—is this too the right question?

10. Should we be asking about board and leadership culture in business—questioning values and approaches of male-dominated organisation cultures? Many women do not want to be on boards (or in top executive positions) because what they see in terms of values and behaviours does not sit well with them; other goals may be more important to them. In this context, it is hardly surprising that women are under-represented in senior positions on boards. Should we be focusing instead on:

- what makes corporate culture successful and how is this determined?
- developing policies and strategies to get more women on boards as a means of bringing in what are considered more “feminine” values (or “female leader behaviours”)?

It is important to note that many successful men are also beginning to opt out of being on boards for similar reasons.

Question 9—*How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?*

1. In terms of recruitment processes and board appointments, the voluntary code of conduct for executive search firms, developed in July 2011 by leading members of the industry in direct response to Lord Davies' review into "Women on Boards", sets out seven key principles of best practice for executive search firms to abide by throughout the recruitment process.

2. According to the Dept of BIS, "over the last year Executive Search Firms have seen a continued culture shift amongst their clients, who are increasingly open to considering a wider range of female candidates and are placing a strong priority on appointing qualified women".

3. To date 34 leading Executive Search Firms have signed up to the Code.
(Source: <http://www.parliament.uk/business/committees/committees-a-z/commons-select/business-innovation-and-skills/inquiries/women-in-the-workplace/>)

4. Against the background of increasing "noise" around requirements for companies to "comply or explain", set targets or even quotas, around issues of gender balance on Boards and in Senior management. A growing number of companies are apparently sourcing the services of Search firms able to offer them with gender diverse talent pools.

12 October 2012

Written evidence submitted by iNHouse Communications

1. EXECUTIVE SUMMARY

1.1 iNHouse Communications is delighted to have the opportunity to respond to the Business, Innovation and Skills Select Committee inquiry on Women in the Workplace.

1.2 iNHouse Communications is a full-service communications agency founded by women.

1.3 We also campaign to see more women involved in politics, public affairs and the media. We recently launched HerSay—an online media resource of women experts. This network provides an invaluable resource for those in politics and the media who are looking to garner a female perspective for interview or commentary pieces.

1.4 We welcomed Lord Davies' Independent Review into Women on Boards in February 2011 and broadly support the recommendations made in the report.

1.5 We support the efforts made to increase the number of women on corporate boards. We agree wholeheartedly that efforts should be made to ensure that FTSE 100 boards have a minimum of 25% female representation by 2015.

1.6 We support the decision in Lord Davies' Independent Review not to recommend quotas to achieve these targets of female representation.

1.7 We recognise the progress made, as a result of Lord Davies' recommendations, to increase the number of women on boards but it is evident that issues such as the gender pay gap and job segregation between men and women in the workplace, for example, remain.

1.8 Of particular interest to iNHouse Communications is the number of women involved in national politics and in the media. Despite efforts made to make politics more accessible to women, the number of women seeking election and those reaching cabinet level remains low.

2. GENDER EQUALITY DUTY AND THE EQUALITY ACT

2.1 The Gender Equality Duty and the Equality Act have had a notable impact on improving gender equality and reducing discrimination in the workplace. The Duty required organisations to take action on the most important gender equality issues including working patterns and transport issues. It promotes equal opportunities between women and men and recognises that the two groups are not starting from an equal footing. The Equality Act sort to remove discrimination based on gender as well as other forms of discrimination such as sexuality or religion.

2.2 iNHouse Communications believe that whilst the Duty and the Equality Act have played an important role in reducing gender inequality and discrimination in the work place, much more needs to be done to reduce pay inequality, reducing job segregation and gender stereotyping whilst increasing flexible working and innovating paths to promotion for senior roles.

2.3 We are aware that many women are still paid less than their male counterparts across their sector and in some cases within the same company.

2.4 Of particular relevance to our sector is the on-going lack of female representation in national politics and we seek to encourage women to consider roles in politics, public affairs and in the media.

3. PART TIME WORK AND FLEXIBLE PATTERNS OF WORK

3.1 We believe strongly that issues around flexible working, remote-working, role-sharing and part-time work are still a barrier to both men and women gaining senior positions within an organisation. The Gender Equality Duty acknowledged that women in particular can be disadvantaged by systems that don't allow for their caring responsibilities and therefore the need for a different pattern of working life.

3.2 As such women in particular can benefit from more flexible patterns of work. In order to ensure the 'supply chain' of women within an organisation reaching senior positions, it is important that companies consider their ability to promote flexible working and to encourage those people working part-time or remotely to feel able to apply for senior positions within the organisation.

3.3 The work environment has been radically changed by our access to new technologies which enable both men and women to work outside the normal workplace. This must mean that companies consider alternative and innovative systems and training for promotion to a senior level.

4. GENDER BALANCE AND QUOTAS

4.1 As the Lord Davies' Independent Review concludes the business case for gender diversity on boards and in the workplace is powerful; from improving performance and accessing the widest talent pool, to becoming more responsive to the market and achieving better corporate governance. For example reports suggest that companies with more women on their boards were found to outperform their rivals with a 42% higher return in sales.⁴³

4.2 Despite this evidence, women are under-represented on the company boards in the UK and the pace of change on remains slow. This is despite the existing range of initiatives aimed at training, mentoring and supporting women to be "Board Ready".

4.3 We do not believe that mandatory quotas are the best way to achieve a greater gender balance on company boards. Instead, we believe that market instigated and based initiatives, including targets, underpinned by the principle of 'comply or explain' is the best way to achieve long term sustainable change.

4.4 We agree that if in the future there is no further progress, then the need for legislative progress or non-legislative measures should be reviewed.

5. WOMEN IN SENIOR POSITIONS

5.1 iNHouse Communications was founded by women and through our work in the communications industry seek to promote greater equality in politics, public affairs and in the media.

5.2 It remains the case that gender stereotyping can be prevalent in certain professions. Engineering, construction and banking are perhaps the most obvious professions to be victim of gender stereotyping. However despite efforts made to make politics more accessible to women, the number of women seeking election and those reaching cabinet level remains low.

5.3 We agree with the recommendations made in Lord Davies' Independent Review that a "combination of entrepreneurs, existing providers and individuals need to come together to consolidate and improve the provision of training and development for potential board members".

5.4 It is apparent that current initiatives aimed at allowing women to gain necessary skills and attributes to serve on boards could be improved. In response iNHouse Communications and the HerSay resource, as well as acting as a media resource, provides mentoring and training opportunities for women at the top of their profession and as well as those working toward senior positions.

5.5 We believe that non-executive directorships, governorships, experience on public sector boards and board internships would encourage women to gain first-hand experience and build up confidence. We believe that these opportunities need to receive better promotion internally within companies to ensure that women are aware of the benefits of gaining this experience and are supported in pursuing these opportunities.

5.6 iNHouse Communications believe that companies, organisations and political parties should invest in talent pipelines which should encourage planning and training to help develop sufficient numbers of women who will be effective and willing to sit on boards and accept senior positions within organisations and in politics.

31 October 2012

⁴³ "The Bottom Line: Corporate Performance and Women's Representation on Boards", Lois Joy, Nancy M Carter, Harvey M Wagener, Sriram Narayanan, Catalyst, 2007

Written evidence submitted by the Institute of Physics

The Institute of Physics (IOP) is a leading scientific society promoting physics and bringing physicists together for the benefit of all. It has a worldwide membership of around 40,000 comprising physicists from all sectors, as well as those with an interest in physics. It works to advance physics research, application and education; and engages with policy makers and the public to develop awareness and understanding of physics. Its publishing company, IOP Publishing, is a world leader in professional scientific communications.

The Institute welcomes the opportunity to submit written evidence to the Inquiry

Professor Peter Main
Director
Education and Science

12 December 2012

INTRODUCTION

1. As the Institute of Physics, while we recognise the overall importance of STEM, our background is in physics and our answers necessary focus on our discipline.

2. For physics to thrive in the UK we believe that it is vital that it capitalises on the skills and talent of the widest pool of potential physicists. Currently, women, people with disabilities, people from ethnic-minority backgrounds and people from lower socio-economic backgrounds are under-represented in physics and we believe that physics is missing out on the knowledge, experience and skills that talented people from these groups can bring, and that they are missing out on valuable career opportunities from physics, and science more generally.

3. Since 2004, the Institute has run a specific Diversity and Inclusion Programme⁴⁴, staffed and funded by the Institute, which aims to increase diversity across the whole of the physics pipeline, from education through to employment. One of the main issues is that, while women struggle to fulfil their potential in many different STEM careers, in physics we also face the problem of initial recruitment to the discipline. In parallel to this challenge, it is equally important that physics cultivates an environment where women who have studied physics at school and university remain in physics or STEM employment and progress to senior positions.

4. The Diversity and Inclusion Programme is rooted in a robust evidence base of quantitative data to understand the under-representation of women and other groups in the physics pipeline and qualitative information to develop our understanding of the persistent barriers to participation and how these can be addressed. Initiatives of the Diversity and Inclusion Programme around gender include:

- *Girls in Physics*—a suite of publications to provide teachers with strategies to develop inclusive classroom practices to address the barriers that stop girls choosing to study physics post-16. Our most recent report *It's Different For Girls*⁴⁵ has highlighted the fact that almost half of all maintained co-ed schools in England (49%) sent no girls on to take A-level physics in 2011.
- *Project Juno*—recognising and rewarding university physics departments that have taken action to address the under-representation of women in physics higher education.
- *Mapping the future: Physics and chemistry postdoctoral researchers' experiences and career intentions*—making recommendations to improve the experience of postdoctoral researchers (PDRs), as it is a key attrition point for women in the physics pipeline.
- *Survey on Childcare*—assessing how childcare issues have affected members' career progression.
- *Best Practice for Career Breaks*—a guide developed to provide strategies and actions to help those returning to careers in SET after a career break.

5. Whilst we believe that there are robust, comprehensive pieces of legislation governing equalities, part-time working, flexible working, etc. and no further changes are needed, we would strongly urge the Government to ensure that targeted guidance on implementing legislation and going beyond minimum legislative requirements is provided, particularly for SMEs. This is crucial to ensure that it is being implemented effectively across all STEM sectors. This is particularly important, we believe, when it comes to part-time working. There is no longer an expectation that full-time work is solely 35–40 hours per week, and indeed, in many science occupations the expectation is to work in excess of this, with a 60-hour week not being untypical. Employers, therefore, may not see part-time work as a valuable commodity, given that such employees would be working way less than the expectation. This needs to be addressed through targeted guidance to all employees around productivity and work-life balance, as well as highlighting the benefits of highly-skilled, flexible part-time workers.

⁴⁴ For more information, visit www.iop.org/diversity

⁴⁵ *It's Different for Girls: The influence of schools*, Institute of Physics (2012) http://www.iop.org/education/teacher/support/girls_physics/file_58196.pdf

6. In this written evidence to the Inquiry, we are focusing on one key issue: *How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?*

7. The Institute is working in the following ways to tackle the gender stereotyping that may be prevalent in physics, and other STEM disciplines:

- Understanding under-representation.
- Addressing childcare and part-time working as barriers to progression.
- Providing targeted support.
- Implementing holistic culture change.

UNDERSTANDING UNDER-REPRESENTATION

8. Despite significant changes in the education system over the last 20 years, women continue to make up around 20% of those choosing to study physics at post-16 and degree level.

9. At the school level, the Institute's long-standing Girls in Physics programme⁴⁶ aims to encourage teachers to examine their teaching methods and shares information on successful teaching and learning strategies to engage girls with physics. Research has shown that as girls go through secondary schooling, they increasingly feel that physics is not for them.⁴⁷ The teaching objectives of the curriculum align less well with their personal goals and they feel less confident about their mathematical ability, even if this is not borne out by their actual performance. Good teaching is particularly vital for girls; often teaching physics can be done in a gender-stereotyped way and the situations and activities that are commonly used in physics teaching are often more male-oriented—ie what boys pay attention to is judged more relevant in physics. Girls are therefore more sensitive to poor physics teaching than boys. Our Stimulating Physics Network (SPN),⁴⁸ a Department for Education funded initiative, aims to improve the uptake of A-Level physics by working directly with schools. They have seen a colossal rise in the number of girls taking physics (an increase of 200%, compared to 70% in boys) in the SPN partner schools. This clearly shows that targeted initiatives can and do work.

10. In 2012, the Institute's most recent publication on girls in physics, *It's Different for Girls* threw a media spotlight on the participation of girls in physics across English schools. The report highlighted the fact that almost half of all maintained co-ed schools in England (49%) sent no girls on to take A-level physics in 2011. Action must now be taken to address this and the Institute is working with key partners, including Ofsted, to address gender stereotyping using a whole-school culture approach. Such gender stereotypes will persist through degrees and into employment.

11. The percentage of females taking physics degrees is around 22%, although there are some gender differences detected in the take-up of BSc (three-year) degrees and MPhys (enhanced, four-year undergraduate degrees, often seen as the preferred route to doctoral research). The Institute is currently doing more research in this area.

12. Around 26% of PhD students are women, but as the academic route progresses from PhD through postdoctoral positions, women drop out with greater frequency than men: women initially constitute around 17% of PDRs, which then falls further as positions progress. The demands of short-term contracts and frequent need to move location are more likely to discourage women, especially as they move into their 30s. A recent survey of postdoctoral researchers,⁴⁹ found that as the number of postdoctoral positions increased, men became significantly more likely than women to say that they were aiming for a permanent academic position. In addition, the PDR population has many more people from international backgrounds, where the gender-balance is higher than in the UK; other countries, it seems, are better at attracting more women into science.

13. Whilst the IOP has a good understanding of how women fare in academia, it has much less data on career progression of women in industry and the challenges that they face. The Institute could seek to do further research in this area and try to engage more employers. However, we recognise that this is more difficult than in academia as the drivers for employers are very different: those in the public sector (including HEIs) have an overarching public sector duty to eliminate discrimination and promote equality, under the Equality Act 2010. Companies are often reluctant to release data and SMEs can prove particularly difficult to engage with, given their small size and their need to focus on their priority of simply continuing to exist and thrive. Several years ago, we tried to engage with companies on a similar basis to the award scheme we run in academia (Project Juno—see paragraph 20), but this was unsuccessful. We believe that more robust data is needed to fully understand the extent of the under-representation of women in the physics, and whole science, workforce. The government should do more to encourage more science-based companies to specifically become involved in Think, Act, Report and such schemes could be extended to smaller companies.

⁴⁶ For more information, visit http://www.iop.org/education/teacher/support/girls_physics/page_41593.html

⁴⁷ *Girls in the Physics Classroom: A Review of the research on the participation of girls in physics*, Murphy and Whitelegg, IOP, 2006

⁴⁸ For more information, visit <http://www.stimulatingphysics.org/>

⁴⁹ *Mapping the Future: Physics and Chemistry postdoctoral researchers' experiences and career intentions*, IOP and RSC (2011) http://www.iop.org/education/teacher/support/girls_physics/page_41593.html

ADDRESSING CHILDCARE AND PART-TIME WORKING AS BARRIERS TO CAREER PROGRESSION

14. The Institute conducted a childcare survey of its members in 2009⁵⁰ and found that childcare and flexible working continue to be perceived as major barriers to career progression in physics, particularly for women. Although over half (58%) of respondents thought that their career progression might have been affected by childcare issues, women were almost twice as likely to report this than men (80% compared to 47% respectively).

15. However, it is the hidden effects of childcare issues and part-time working that may have a more detrimental effect on career progression. For example, almost 75% of respondents reported attending fewer conferences and events once they had caring responsibilities. Women were significantly more likely to report this than men. As one female respondent said, *“I avoid attending international meetings unless unavoidable—in a multinational company that amounts to putting your career on hold”*. In addition, whilst 80% of respondents, both men and women, reported that it was difficult to make additional childcare arrangements outside of working hours, again, women were significantly more likely to find it “very difficult” or “difficult” compared to men.

16. Finally, although more than 80% of respondents worked full-time, almost 50% of women respondents worked part-time compared with only 3.5% of men. Interestingly, a significantly smaller proportion of women with childcare responsibilities worked part-time in permanent university roles than in other areas. A possible explanation for this is that university staff may feel that they have relative flexibility to organise their commitments enough and work at home when the need arises. However, there might also be an issue regarding the perception that your career may be “over” if you work part-time and that may mean people see working part-time as too much of a risk. More work needs to be done to assess how part-time working, in terms of career progression, is perceived.

17. Whilst we have not done specific work on the impact of maternity leave on female physicists’ career progressions, we have anecdotal evidence from many of our members in academia that this leave is often organised ad-hoc, poorly implemented at the departmental level and that women are not properly informed of their entitlements and colleagues are asked to cover rather than posts being backfilled. The Institute’s Project Juno (see paragraph 20) seeks to address this, and other issues. We would encourage the Government to ensure that women, and men, across all employment sectors, are fully aware of their entitlements.

18. Under-represented groups often need more specific, targeted support to ensure that they have access on a level playing field. Therefore, the Institute provides a range of services for all members that support them throughout their professional development. Although open to all, women may find some of these services particularly beneficial at certain stages of their careers. For example, members can take advantage of the IOP’s mentoring service, which allows members to match themselves with other members who can give them advice and guidance in how to progress their careers. Members on a low income, such as those on maternity leave, pay a reduced subscription to the Institute. The IOP Benevolent Fund can also provide assistance to members on a career break. In addition, the IOP’s Women in Physics Group encourages its members to participate in all activities of the Institute. As well as organising meetings, the group has a number of interests that it works on, including: education, women in research and academia—especially those on short term contracts, career breaks, career management workshops and networking. The Institute’s initiatives in this area are admired by other professional bodies.

19. All the easy and obvious approaches to increase the percentages of women in physics have been tried with little effect. The reasons appear to be far more deep-seated, so there is a real need to bring together social scientists and education professionals to understand the interaction between how physics is taught and learnt and the roles that girls have to play in society to be accepted. A recent paper,⁵¹ published as part of the ASPIRES programme, has brought together all the current, high-quality, international research evidence from the fields of science and mathematics education to make recommendations for change. Evidence from all this research suggests that families, teachers and schools play a part in creating gendered patterns of subject choice through, for instance, differential encouragement of boys and girls to pursue science. The research provides examples of teachers favouring boys and perceiving them to be “better” (and more “naturally able”) at science than girls, even where attainment data indicate otherwise. Examples notified to us, such as the school that timetabled A Level Biology and A Level Physics at the same time, and another where a very high achieving girl was specifically told not to take Triple Science GCSEs reinforce unacceptable gender stereotypes. Indeed, we have recently begun discussions with Ofsted about encouraging schools to tackle gender stereotyping across the whole curriculum, not just girls in physics, and we believe that only when such issues are embedded into the school inspection framework, will school culture really start to change.

20. For universities, the Institute runs Project Juno,⁵² an award scheme that recognises and rewards physics departments that are working to address the under-representation of women. A department moves through levels of recognition as they identify issues, develop an action plan and work through it. They start out as Supporters then progress through Practitioner and to Champion level. At each stage they receive individual

⁵⁰ http://www.iop.org/publications/iop/2010/page_45280.html

⁵¹ Ten Science Facts and Fictions: The Case for Early Education about STEM Careers, <http://www.kcl.ac.uk/sspp/departments/education/research/aspires/10FactsandFictionsfinalversion.pdf>

⁵² For more information, visit www.iop.org/diversity/juno

guidance and feedback from an independent panel on their work. We currently have six Juno Champions, six Practitioners and a further 21 Supporters working towards Practitioner. This represents 33 out of the 46 physics departments in the UK and two out of the 11 in Ireland. This has enabled all of our Champion departments to engage in holistic culture change, addressing gender issues from the bottom up and to seek to embed practice at every level within their departments. Indeed, this year one of our Juno Champions has, so far, reported a rise to almost 34% of applications from girls to take physics degrees. This is unprecedented and highlights a real step-change taking place in culture in physics HE. This proves that voluntary reward schemes can, and do, work, provided that they are well supported and resourced.

21. One of the major areas that Project Juno has been particularly successful is in that of encouraging more openness and transparency in promotions processes. Promotion systems that require individuals to put themselves forward do tend to disadvantage women, as generally women are less likely to apply until they are 100% certain that they will be successful; whereas men generally will apply even if they are in some doubt about their success. We know it is the case, from our work with Juno, that women need more encouragement to see themselves in leadership positions, particularly technical leadership ones. Senior managers must foster a culture where diversity of talent is encouraged.

22. The Institute believes that, whilst a Juno programme outside of academia may not be entirely appropriate for many reasons, the good practice gained from the culture change required to attain Champion status can be spread. There needs to be some mechanism for doing this in a more-joined up way. Various equality schemes exist for businesses and organisations; however, there is no one “kite mark” for gender equality in STEM industries. Whilst the Institute is not advocating a further strengthening of equality legislation, it does recognise that some industries may only develop better gender equality models on the threat of litigation and not as a matter of good practice. More could be done to encourage and spread the good practice, which already exists, amongst specific industries where there is a clear issue of gender under-representation. The Government should do more to promote Think, Act, Report, to science companies and ensure that they publish diversity information regularly. Remuneration committees should be encouraged to examine this when approving pay settlements and should be required to show evidence of equality of pay and opportunity. Changing the culture of employers takes time. Organisations have to be persuaded that it is worth their time and effort to enhance diversity within their workforce—a business case has to be built and communicated to them. Change needs to be led by the people who are respected by those employers—champions from within industry will provide the best role models and convincing examples.

23. The Government can help by taking a bold stance in the implementation of equalities legislation. Employers need examples of good practice, highlighting how diversity can be achieved with minimal expense and resource and it must be inter-related with talent management—equality and diversity needs to be embedded within recruitment and retention processes in all sectors of employment to ensure that all employers are recruiting from the widest possible talent pool and therefore secure in the knowledge that they are getting the very best staff. A voluntary scheme, such as Juno or its counterpart across all science, Athena SWAN, could be a valuable tool to encourage diversity in STEM employment, as would a requirement on government procurement, to ensure that all those involved in procuring government contracts had appropriate equality and diversity measures in place.

24. The Institute recognises that there is a long way to go to reach a gender-balanced physics community and membership, but we believe that we have established robust mechanisms for monitoring, review and action to ensure that we will continue to make progress and move in the right direction. Key to this is the monitoring and expansion of our evidence base to ensure that we fully understand the issues, pipeline and attrition points, so that we are able to identify appropriate action to address the barriers. We would urge the government to do the same. If gender stereotyping in physics is to be tackled, it must include a focus on understanding the need for holistic cultural change, tackled on different levels involving partnerships between schools, parents, educators, employers and professional bodies like ourselves.

Written evidence submitted by Dr Sue Johnson

I am responding to this call for evidence in a personal capacity.

1. *Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?*

1.1 No.

1.2 The fact that the gender pay gap still exists and that it was necessary for the Equality Act to still contain the so called sex equality clause to legislate for equal pay, more than 40 years after legislation to outlaw it was originally introduced, is a sorry indicator of the failure of equal pay legislation to date.

1.3 In March 2012 the Office for National Statistics reported a gender pay gap of 10.4% for the UK as a whole.⁵³ The gender pay gap between full time male workers and part-time women workers at that time was substantially higher at 39.4%. In London the gap was even higher at 43.9%.

⁵³ Annual Survey of Hours and Earnings, Office for National Statistics, March 2012

1.4 There is nothing in the Equality Act to specifically tackle job segregation between men and women in the workplace other than perhaps the public sector gender equality duty (PSED). Even then it depends on each public body interpreting the PSED as relating to job segregation. There is no requirement as such for them to interpret it in this way. The duty anyway, does not compel public sector bodies to tackle inequalities, it only requires them to give due regard to equality. The EHRC has never had enough capacity to “police” all of the 40,000 or so public bodies in GB, so public bodies do not feel they run much of a risk if they do not comply. There is nothing at all in the Act to steer the private sector towards tackling job segregation.

1.5 Job segregation is still very prevalent. There is only an average of one to two% of women in manual trades, 11% in skilled trades⁵⁴ and 34% amongst managers and senior officials. Only 1.8% of taxi drivers in London were women at the end of March 2011; just over five% of fire fighters, just over 10% of underground train drivers and only 24% of police officers in London were women.⁵⁵

1.6 Women are also under-represented in top jobs and amongst people running businesses. In November 2012, 17.4% (191 out of a total of 1,098) of the directorships of the FTSE 100 companies were held by women.⁵⁶ While the proportion is increasing, the pace of change is slow. 8% of FTSE 100 companies and 80 (32%) of FTSE 250 companies still have no women on their boards.

1.7 Furthermore there is underrepresentation of women as business owners. Although there is no recent data, a 2007 report found that only 16% of businesses in London could be categorised as women-owned.^{57,58}

1.8 Many women are still in lower paid jobs as cleaners, cashiers, carers and clerical workers. In London, the occupation with the highest proportion of women is in personal services, where they make up 80% of all those in employment, followed by administrative and secretarial jobs (70%) and 54% of those employed in sales and customer services.⁵⁹

1.9 Men are also under-represented in certain occupations. For instance, less than 14% of teachers in nursery and primary schools in England are male⁶⁰ and two% of day nursery staff⁶¹.

1.10 If we want the Equality Act to enable a reduction in the level of job segregation it, perhaps through the Gender Equality Duty, would need to be amended to make the need to tackle job segregation a specific requirement. The public sector equality duty could also need to be strengthened to ensure that public bodies take action, rather than just “pay due regard”.

1.11 Job segregation also occurs in the private sector. If the Equality Act and the Gender Equality Duty are to play a role in tackling the gender pay gap and job segregation, then the government should enact s78 of the Equality Act and extend the gender equality duty to the private sector.

2. What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

2.1 The PSED has been a positive for driving those public bodies, who were not already publishing data on their workforce composition by gender and other diversity measures, to do so. The Think, Act, Report initiative and the Financial Reporting Council’s Corporate Governance Code new diversity reporting requirements have been welcome steps for encouraging greater transparency and activity on pay and workforce composition inequalities in the private sector.

2.2 Whilst the Think Act Report’s annual report has shown some progress, it is still slow. The Equality Act (s.78) allows the government to bring in legislation to require all companies with 250 employees or more to report their gender pay gap. The government needs to be transparent about when and how it will ascertain that the voluntary approach is not leading to fast and wide enough progress and under what circumstances it would be prepared to enact s78. This may, of itself help to drive the voluntary process.

3. What has been the impact of the current economic crisis on female employment and wage levels?

3.1 There has been a rise in the employment gap between men and women. In the year ending June 2011, the employment rate of women in London was 60.6%, compared with 75.4% for men. This gap of 14.8 percentage points, was an increase on the previous year’s gap of 13.5 percentage points.⁶²

⁵⁴ Annual Population Survey, year ending March 2011, Office for National Statistics

⁵⁵ Assessment of the GLA’s impact on gender equality, Greater London Authority, 2012 <http://www.london.gov.uk/sites/default/files/Gender%20equality%20assessment%202012%20final.pdf>

⁵⁶ Women on Boards, Cranfield University School of Management, November 2012

⁵⁷ over 50 per cent of owners or partners are female

⁵⁸ London Annual Business Survey, London Development Agency, 2007

⁵⁹ Annual Population Survey, year ending March 2011, Office for National Statistics

⁶⁰ In November 2011, School Workforce in England, Department for Education <http://www.education.gov.uk/rsgateway/DB/SFR/s001062/sfr06-2012v5.xls>

⁶¹ In 2010, from Childcare and early years providers survey 2010, Department for Education <http://www.education.gov.uk/researchandstatistics/statistics/allstatistics/a00196854/dfc-childcare-and-early-years-providers-survey-2010>

⁶² Equal Life Chances for All, Measures of Success Bulletin 8: The employment gap—update March 2012 <http://www.london.gov.uk/sites/default/files/Equal%20Life%20Chances%20for%20All%20Bulletin%208%20The%20employment%20gap.pdf>

3.2 Women's unemployment has risen. In March 2012 figures from the Office for National Statistics showed women's unemployment standing at 1.13 million—the highest figure for 25 years. Fawcett Society calculations suggested that, female unemployment had increased by almost 20% (19.1%—from 945,000 to 1.13 million) between the end of the recession in 2009 and March 2012. Whilst, although it has fluctuated in the intervening years, the unemployment rate for men stood, in March 2012, almost exactly where it did at the end of the recession in 2009 (where it has increased by 0.32%—from 1.53 million to 1.54 million).⁶³

3.3 The CIPD April 2012 Age, gender, and the jobs recession Work Audit reported that, compared with early 2008, women accounted for a larger share of total long-term unemployment (up from 31% to 36%) by the start of 2012 and that the share of women who are long-term unemployed had increased in all age groups.

3.4 The cuts in public sector jobs, in which women disproportionately work has led to large numbers of women losing their jobs. In November 2012 it was reported that more than 6,000 nursing posts had been lost in England since May 2010, most of whom will be women.⁶⁴ Over 56 thousand NHS positions across the UK are due to be cut⁶⁵

3.5 In 2011 women accounted for 100% of those losing their jobs in 19 councils in England and Wales, 76% of local councils in the South East and 60% of London councils.⁶⁶

3.6 Cuts in public sector jobs in London seem to be having a disproportionate impact on black, Asian and ethnic minority (BAME) women. A survey of 17 out of 27 local authorities in London found that BAME women were being disproportionately hit in 12 London councils. In one council BAME women made up 5% of the workforce but made up 23% of redundancies.⁶⁷

3.7 There have also been particularly high job losses amongst women in administrative, secretarial, sales and customer services roles, all of which are traditional female occupations. 400,000 such jobs were lost between the start of the recession and the start of 2012.⁶⁸ With women being over-represented in the retail industry, the continuing closure of high street shops is bound to continue to have a detrimental impact on female employment.

3.8 With the high level of job losses and low level of job opportunities people are taking whatever jobs they can and accepting positions with lower skills than they are qualified for, or are accepting lower pay or hours of work than they had previously enjoyed or want.

3.9 Women make up 75% of the local government workforce.⁶⁹ Due to the pay freeze and the impact of inflation, typical full-time hourly earnings in local government have dropped down back to the levels of the early 1990s and pay for those on low salaries is at poverty level.⁷⁰

3.10 At the end of August 2012 8,129,000 people were working part-time, the highest level since records began in 1992. This represented 27.5% of all those in employment, which was also a record.⁷¹ The level of temporary workers was at its highest since the beginning of January 2002.

3.11 There have been substantial rises in the number of people in involuntary part-time work and involuntary temporary work since 2008. In August 2012, 1.4m people were in part time work because they could not find full time work and 649,000 were in temporary work, because they could not find permanent work.⁷² The numbers of women who are involuntary part-time work are greater than those of men and are increasing.⁷³

4. *How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?*

4.1 In 2010 the former UK Resource Centre for Women in Science, Engineering and Technology (UKRC) reported that only 5.3% of working women were employed in the SET sectors, compared with 31.3% of working men.⁷⁴ The BITC Diversity Benchmark Survey which took place in 2012 found 25% of employees below management level in SET and Mathematics Industries were women.⁷⁵ The percentage was lower at the higher levels.

4.2 The government has significantly reduced funding to organisations such as the former UKRC, which were dedicated to tackling under-representation of women in science, engineering, technology and the built

⁶³ The Impact of Austerity on Women, Fawcett Society, March 2012

⁶⁴ Royal College of Nursing report, Guardian, 13/11/12

⁶⁵ Royal College of Nursing, November 2012

⁶⁶ National quarterly public sector employment survey, GMB, October 2011: <http://www.gmb.org.uk/pdf/National%20Quarterly%20Public%20Sector%20Employment%20Survey.pdf>

⁶⁷ Unison, February 2012 http://www.unison.org.uk/asp/presspack/pressrelease_view.asp?id=2600

⁶⁸ Age, gender, and the jobs recession work audit, Chartered Institute of Personnel and Development, April 2012

⁶⁹ <http://www.fawcettsociety.org.uk/index.asp?PageID=1236>

⁷⁰ P. Kenway et al, New Policy Institute and Unison, Living on the edge: Pay in local government, February 2012

⁷¹ Labour Market Report, Trades Union Council, October 2012

⁷² Labour Market Report, Trades Union Council, October 2012

⁷³ Labour Force Surveys, Office for National Statistics

⁷⁴ Women and men in science, engineering and technology: the UK statistics guide 2010 UK Resource Centre for Women in Science, Engineering and Technology, 2010

⁷⁵ Benchmarking Survey Trends Analysis 2012, Business in the Community, 2012

environment. The government should reconsider the wisdom of this and how likely it is that significant change in these sectors will be achieved without such organisations and sufficient levels of resourcing.

4.3 As regards the construction industry, the government could use the Women in Construction initiative, which led to the percentage of women working for contractors on the Olympic Park being about double of the construction industry as a whole, as a model for at least all government funded major construction and infrastructure projects.⁷⁶ It could also promote the Women in Construction initiative across all of the construction industry.

4.4 Women are increasingly working in professions that were denied to them in the past. They make up, for instance, 46.5% of solicitors with practising certificates⁷⁷ and 43.2% of all doctors registered in the UK.⁷⁸ Consideration could be given as to what it is about these higher paid occupations that have succeeded in attracting and employing increasing numbers of women and see how any learning can be applied to the engineering, banking and construction industries.

4.5 The government's drive to increase the number of apprenticeships is welcome. It is also pleasing to see that the number of women doing apprenticeships has been rising and make up 50% of those on apprenticeships. This provides an opportunity for both men and women to move into occupations that are not traditional for their gender. Unfortunately the evidence seems to suggest that this is not happening. For example in 2011 only 5% of 49,000 engineering and manufacturing apprenticeships were taken up by women.⁷⁹ Without greater intervention it will take at least 50 years at current growth rates for there to be an equivalent proportion of male to female apprentices. Furthermore, research has found that the increase in women doing apprenticeships has, in large part, been due to the expansion of apprenticeships into sectors with a large female workforce, such as retail and business administration.⁸⁰

4.6 People who start their working life on low earnings are likely to be low earners throughout the rest of their working lives.⁸¹ Unesco's 2012 Education for All Global Monitoring Report reported that female apprentices in the UK earn 21% less on average, than their male counterparts, while doing their training. The Women's budget Group's 2011 report reported that 97% of engineering apprenticeships—which paid around £189 a week—were being done by men, whereas 92% of hairdressing apprenticeships—which paid around £109 a week—were being done by women.⁸² Efforts to increase both young men and women's take up apprenticeships in gender atypical occupations will not only have a positive impact on tackling gender job segregation but also on closing the gender pay gap.

4.7 Over the years efforts have been made and there has been success in increasing the proportions of men and women in occupations that are atypical for their gender. Where there are job losses in these fields there should be careful ongoing monitoring by gender of these workforces to ensure these hard won gains are not lost as jobs are shed. Where monitoring or equality impact assessment show that there is a possibility of this occurring, timely interventions should happen to prevent it.

5. What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

5.1 Employers should recognise that 2 part-timers filling one post can bring a wider set of skills, knowledge and experience, than one individual can.

5.2 All vacant full-time posts should be advertised as open to jobsharers. There should be no expectation on any candidates applying as a job-sharer to apply with a job-sharer. The application process should make it clear that the employer will take responsibility for filling the remaining portion of the post.

5.3 Employers should ensure that their staff are aware of their right to request flexible working and promote the organisations commitment to granting such requests as far as possible.

5.4 Employers should promote part time working to their workforce and respond positively to requests from staff to work part-time regardless of the reasons for the request.

5.5 Employers should not make an assumption that someone working part time is not interested in developing their career and progressing up the organisation.

⁷⁶ See the London 2012 Equality and Diversity Forum's Working towards an inclusive Games Annual Reports <http://www.london.gov.uk/london-2012-equality-and-diversity-forum>

⁷⁷ In July 2011, Trends in the solicitors' profession: Annual statistical report 2011, Law Society, 2011: <http://www.lawsociety.org.uk/representation/research-trends/annual-statistical-report/documents/annual-statistical-report-2011-executive-summary/>

⁷⁸ In December 2012, from General Medical Council http://www.gmc-uk.org/doctors/register/search_stats.asp.

⁷⁹ Sector Skills Council for the Advanced Manufacturing and Engineering <http://semta.org.uk/media/press-releases/more-female-engineering-apprentices/>

⁸⁰ Dolphin & Lanning, Rethinking Apprenticeships Institute for Public Policy Research, 2011

⁸¹ See for example L. Savage, Moving on up? Social mobility in the UK in the 1990s and 2000s, Resolution Foundation. 2011 and L. Savage, Snakes and ladders: Who climbs the rungs of the earnings ladder?, Resolution Foundation, 2011.

⁸² The Impact on Women of the Budget 2011, Women's Budget Group, April 2011: http://www.wbg.org.uk/index_7_282363355.pdf.

5.6 Employers should encourage their part-time staff to take up professional development opportunities and promotion and make it known to the wider organisation that it is doing this. This will alert staff to the fact that part-time working is not an impediment to being able to progress within the organisation.

5.7 Staff in senior positions, especially men, should work part-time to demonstrate to the workforce that working part-time is perceived by the employer as a seriously recognised work pattern and also provides no detriment to career progression.

5.8 Senior staff approaching retirement could be encouraged to work part time as a step towards retirement, with the employer making the hours given up available to enable lower ranking part-time staff the opportunity to move up. Where appropriate there could be a mentoring relationship between the outgoing member of staff and the upcoming member of staff.

6. *To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?*

6.1 It is difficult to tell as there has been no further comprehensive reporting on progress against the whole of the recommendations since March 2012. Certainly there has been progress with the amendment's to the Financial Reporting Council Corporate Governance Code having been made and the EHRC having published its recommendations on improving the process of appointing to boards and the Role that Executive Search Firms can have in the appointments process.

6.2 We still do not know whether the aim for a minimum of 25% female representation on FTSE 100 boards by 2015 is on track. Presumably another annual report against the recommendations is imminent.

7. *To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?*

7.1 If companies wish their organisations to be reflective of the views of the population that the company serves, to be confident that they are drawing from the widest possible talent pool and to have the widest range of views brought to board meetings then they should want to see boards made up of 50% of women.

7.2 Despite the recession, an increasing number of respondents to McKinsey's surveys believed there was a direct connection between a company's gender diversity and its financial success, with 72% believing this in the survey whose results were published in 2010.⁸³

8. *Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?*

8.1 There are a number of reasons why there are still so few women on boards.

8.2 One is the historical legacy of men being traditionally appointed to such positions.

8.3 In order for new people to get onto boards there needs to be positions available. Whilst most companies make at least some new appointments each year, a number recommend that the incumbent is reappointed.

8.4 Some men will need to be willing to step down to allow women to be able to step forward.

8.5 Women's talents and skills are not recognised and valued enough. SHL measured the leadership potential of over a million employees across 25 countries and concluded that, while leadership potential is actually higher in women, the gender difference in senior positions globally is 76% in favour of men.⁸⁴ Of the 25 countries, UK women ranked fifth in the world for leadership potential, but 19th for leadership roles held by women. Men tend to be motivated by a desire for power, whilst women tend to be motivated by a desire for recognition. The authors of the SHL Talent Report advised that, to be more attractive to potential female leaders, boardroom culture needs to shift from one framed by fear of failure to one founded on recognition for contribution and performance.

8.6 Some women will lack confidence that they are suitable to sit on boards.

8.7 Some women will not have been given sufficient development or experiential opportunities that will equip them to take on these roles.

8.8 A number of women who have made it into senior positions have done so by either sacrificing their opportunity of having children or have nannies or partners who have taken on the role of parenting their children, which has enabled the woman to be able to have the time to concentrate on her career and its development. It is not desirable for all women to have to choose these options in order to be able to make it to senior positions; neither does it serve companies well to not have the voice and talent of women who have parented children at the board.

⁸³ McKinsey Global Survey results, McKinsey, 2010

⁸⁴ Eugene Burke and Ray Glennon, The SHL Talent Report, SHL, 2012

8.9 The extent to which women have to travel, the amount of time over and above their other commitments they have to spend and the time of day that meetings take place also have a bearing on why some women will not wish to put themselves forward to become board members.

8.10 Research carried out by McKinsey of large European companies has found that those with the highest percentage of women show the best performance.⁸⁵ These reflect findings from other parts of the world.⁸⁶

8.11 As indicated in paragraph 7.1 above, the benefits of having more women on boards are that companies can be assured that they are drawing from the widest possible talent pool. Why would a company want to disregard half of the potential pool? It also ensures that the widest range of views will be brought to board meetings and that these views will be reflective of the opinions of all of the population that the company serves. McKinsey's more recent reports focus on ways of achieving greater gender diversity on boards.⁸⁷

9. *How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?*

9.1 BIS reported that there were 34 Executive Search Firms signed up to the Voluntary Code of Conduct, addressing gender diversity and best practice in search criteria and recruitment processes to FTSE 350 boards, by July 2012.⁸⁸ This was good progress in a year. www.allheadhunters.co.uk lists 88 UK Executive Search Firms, so there is still some way to go.

9.2 As well as moving towards all the relevant Executive Search Firms signing up, BIS also needs to monitor that those firms that have signed up are actually adhering to its provisions and action is taken where they are not doing so.

21 January 2013

Written evidence submitted by Dr Pete Jones

1. EXECUTIVE SUMMARY

The proportion of women on boards and in other senior positions in business is indicative of a more systemic problem with female progression at work. Our research and experience leads us to believe there are three reasons for this:

1. Unconscious bias within the processes of selection, development, performance management, mentoring and work allocation leads to some women not being afforded the same experience or opportunity as male employees.
2. The operation of subtle networks within the workplace and/or sector which afford greater opportunity for men to progress.
3. A reluctance on the part of male and sometimes female managers to effectively and robustly performance manager women because of an anxiety around being seen as "sexist" within a politically correct company culture.

The interaction of these three factors produces a situation where not only are women not afforded the same opportunity, but they are not afforded critical but developmental feedback which enables them to develop the skills sets and experience for the next career move. Four out of five HR managers believe that unconscious bias impacts decisions around who to appoint and promote and the research evidence is strong that 27% of us have gender biases which impact our behaviour at work and this figure is at 38% in Human Resource managers and related roles. Gender bias manifests as unconsciously seeing a woman or man as more/less competent or unconsciously trying to protect them from difficulty or challenge (benevolence). Anxiety about doing or saying the "wrong" thing or being accused of acting in this way, creates a social distance and this social distance damages the informal work relationship and access to crucial informal networks, as well as undermining male performance when managing women.

2. INTRODUCTION

I. Dr Pete Jones is a business psychologist specialising in personal and organisational bias, in the measurement and mitigation of unconscious bias at work and in the design of staff selection and performance management systems. He is widely regarded as one of the UK's leading expert practitioners in unconscious bias, stereotypes and stereotype threats at work. Since 2003 he has worked nationally and internationally with companies seeking to understand and better manage staff biases in the financial, IT, legal, educational, professional services and engineering sectors. He is the author of *Implicitly®*, believed to be the first

⁸⁵ Women Matter, McKinsey, 2007

⁸⁶ <http://www.20-first.com/9-0-better-bottom-line.html>

⁸⁷ Making the Breakthrough: Women Matter 2012, McKinsey, 2012: Women the Top of Corporations: Making it Happen, McKinsey, 2010

⁸⁸ <http://news.bis.gov.uk/Press-Releases/Women-on-boards-code-of-conduct-one-year-on-67d91.aspx>

commercial test of a person's personal biases designed to predict the likelihood of discriminatory behaviour at work. Implicitly® is a 3 minute online test of an individual's unconscious bias, including gender bias.

3. Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

I. Research suggests that despite legislation workplace gender equality in selection, pay, progression and retention remains an aspiration rather than a reality. The legislation provides one motivation for responsible organisations to change but the anxiety created in the individuals required to enact the legislation in the workplace (eg selectors, line managers and other employees) is counterproductive. Anxiety about infringing ever more complex legislation is, at a psychological level, likely to diminish an individual's capacity to manage difference and their personal biases, making the legislation less effective. Employees are rarely supported to manage the additional burden of new legislation beyond compliance training which in itself is likely to raise rather than reduce anxiety. Anxiety (and other emotions such as frustration, anger or a feeling of threat) absorb the same neuropsychological resources employees use to solve business problems and make decisions but most importantly these resources are also required in bias control. Therefore increased anxiety caused by compliance legislation with sanctions is likely to lead to more biased decisions, and potentially less gender equality. When employees feel unable to cope with the demands placed upon them the research shows that they are likely to withdraw rather than engage with the woman and the legislation.

II. We should note however that a smaller number of individuals do need the ultimate threat of sanctions to get them to try to better manage their biases if they cannot be motivated by making the right moral and business case and if we cannot create the right conditions at work to help them to better manage their biases. Such behavioural controls form part of the way in which we form the reasoned intent to manage our biases. However, continual threat of sanction is not a complete nor a long term solution. Therefore although the legislation needs to remain, it is the way it is currently used pejoratively which needs better management inside companies to minimise anxiety and be the exception rather than the first port of call.

4. What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

I. Pay is not an area of our expertise and it would not be appropriate to comment in this area. However, in terms of companies understanding the nature of the problem and the impact of their interventions mandatory reporting on gender composition is helpful and for those still struggling to see the company has a problem such data can sometimes be critical. Mandatory reporting and public benchmarking, such as that planned by the Solicitors Regulatory Authority, is a good example of a sector specific action which can motivate competing companies especially in recruiting well informed candidates.

5. How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

I. Our experience is that many companies have a poor understanding of the science behind stereotypes and bias, and how they impact both men and women, especially in sectors where women are under represented. The research shows that we develop and reinforce gender stereotypes from an early age and that by adulthood they are firmly established in all of us. The research also shows us that we create neurological pathways to these stereotypes which are automatically and unconsciously activated and that we do not have to believe a gender stereotype for it to affect our behaviour and decisions. Although we may think we have conscious control of how we see people the evidence from FMRI scans shows that stereotypes are activated and acted upon between three and ten times faster than our eyes can even consciously process the person's face as male or female. Therefore asking employees to consciously not be biased is an intervention which is usually too late in the regulatory processing.

II. Companies also have a poor understanding of how some well intentioned policies and interventions have ironic effects. For example some positive action programmes may actually trigger negative neurological effects in under represented groups which reduce rather than enhance their performance in selection and in role. Again this is anxiety related. Good role models, without tokenism, are one way to reduce stereotyping but again we see that companies are ill equipped to navigate this route and can lean towards "politically correct" responses without understanding the psychological implications.

III. Companies need to better understand how bias and stereotypes operate at this scientific level when deciding how they will market to, recruit and develop their employees. The situation is not helped by the numerous "diversity" consultants in the market place who are both unqualified and lack even basic scientific, psychological and neurological insight to the implications of the practices they are suggesting. Neurologically, creating anxiety in boards and employees by critical finger wagging or interventions which are confrontational or require the allocation of significant mental resources to use the "right" words is likely to create rather than reduce bias because our bias control resources, our emotional regulatory and problem solving resources are shared.

IV. Bias and the stereotypes which drive bias are a very personal thing. If board members and employees are to tackle them the culture that bias is somehow "abnormal" and should be subject to immediate sanction

must be addressed to allow people to identify, talk about and act on their biases. Research suggests that we have a bias blind-spot which means we can see bias in others (Pronin et al, 2006) but not ourselves but three quarters of people want to better manage or change their biases (Abrahms and Houston, 2006). The minority are those not yet motivated to change. The legislative and policy approach of using threats and sanctions inside companies through discipline is only likely to have an effect of this quarter of employees and again research shows that harsh treatment of this group leads to a backlash which is then supported by the people who were wanting to change (Devine, 1989). The lack of support for the large majority who can be helped to change means that we miss an opportunity in favour of “sheep dipping” staff in compliance training and making futile attempts to persuade people to comply and change their attitudes. In a 2010 review of 985 bias reduction interventions by Betsy Paluck and Don Green was unable to identify a robust method of reducing bias although it did identify some promising areas in need of further investigation. Research suggests only about one third of people are motivated solely by the moral argument for change and the rest need a more sophisticated response. Although we all have biases, they do not always impact our behaviour. Our own research shows that around 70% of people have a gender bias which is so weak it does not affect behaviour, and that of the 30% with biases which affect behaviour and it is as likely to be anti-male bias as anti-female bias. It appears to us that diversity consultants and trainers are sometimes reluctant or unable to recognise the individual differences in the way we manifest and manage bias and themselves stereotype men as the sole source of the problem. Our bias testing of Human Resource managers and diversity consultants supports this assertion.

V. One of the impacts we do see in companies, and these were evident in the Women’s Hour programme on November 14th 2012 is that unconscious bias plays a key role in the opportunities being afforded to women, both overtly but also through the subtle social networks which operate inside companies. Work and role allocation are often driven by stereotypes underpinned by our preference for people who look like us. Our subtle social networks lead to some employees being privy to information and opportunity because of their status as members of the “in” group. This makes progression easier for the majority/dominant group members. Managers and leaders need to recognise their own unconscious biases but also how these impact the subtle work relationships and afford advantage to some employees in terms of opportunity without us realising.

6. *To what extent have the recommendations in Lord Mervyn Davies’ Report “Women on Board” (published in February 2011) been acted upon?*

I. Our experience has been that the Davies report is a catalyst in getting companies to look more seriously at gender representation. It is frequently mentioned as one driver for organisational change although other drivers include the loss of female talent to competitors and the customer perception of the organisation. The moral case for change is rarely mentioned but is the one often used by trainers and consultants.

7. *Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?*

I. Appointment to boards is really a red herring in the sense that the problem is more systemic than appointments to boards. We know that gender pay gaps begin to appear within just 12 months of graduation from university. Even in sectors where women are well represented (eg in academia) their representation falls as we move up the university hierarchy. We believe there are three reasons for the under representation on boards:

1. Unconscious bias within the processes of selection, development, performance management, mentoring and work allocation.
2. The operation of subtle networks within the workplace which afford greater opportunity for men
3. A reluctance on the part of male and sometimes female managers to effectively and robustly performance manager women because of an anxiety around being seen as “sexist” within a politically correct company culture.

II. The interaction of these three factors produce a situation where not only are women not afforded the same opportunity, but they are not afforded critical but developmental feedback which enables them to develop the skills sets and experience for the next career move. They quickly develop a narrower experience because the trust which male managers have with other males leads to them allocate them the more challenging and developmental work and giving them more honest feedback when they under perform. The informal work networks of women are impacted by unconscious bias, whereby men and women seek out people who are similar to themselves because they feel more comfortable with this (affinity bias). This impacts the information and ideas to which they are privy and their potential to get support across and up the organisation. Promotion can be as much about a regular but informal discussion in the corridor where a boss develops an affinity and a feel for a person, as delivering on a major project or doing well in the selection interview. The anxiety created in organisations by the scrutiny of (usually) male behaviour towards female employees can lead to men being wary about how they interact with and manage women. This anxiety about doing or saying the wrong thing, or being accused of this, creates a social distance and this social distance damages the informal networks, as well as undermining male performance when managing women.

III. Under represented groups also tend to be moved or encouraged into stereotypical roles, and for women this may be where more communal skills are valued. These roles tend to be more often in support roles rather than the operational roles where they can gain credibility and experience (Livers and Caver).

8. RECOMMENDATIONS FOR ACTION

No legislative action is required. Employers and employee should be advised to:

- I. Conduct research with both men and women in their organisation to better understand the barriers and the anxieties around working with the other gender group
- II. Review their selection, mentoring, performance management and work allocation systems for unconscious bias and stereotype threats
- III. Use only selectors/assessors and head hunters who have been gender bias tested
- IV. Train managers in the impact of unconscious bias and in techniques to counter unconscious bias
- V. Talk to unions and staff associations about how anxiety amongst managers can be better managed during grievance and dispute investigations and resolutions
- VI. Avoid using emotive language such as “sexism” as this increases anxiety and is a misunderstood term in any event
- VII. Review induction processes so that anxiety around managing women is reduced and to find common ground
- VIII. Proactively monitor selection, reward and promotion processes for differential outcomes and act to find out how and why any differences are created
- IX. Be clear about organisational values around treating people as individuals, and expect leaders to “walk the talk” and be role models in best practice in this area
- X. Examine the informal social networks in the organisation which often distribute information, influence and experience to establish whether women’s networks are restricted in any way
- XI. Conduct and publish robust research into the tangible business impacts of having more women in the business
- XII. Examine their organisational culture and practices for aspects which prevent equitable progression (eg home working practices, social interactions, work allocation)
- XIII. Be honest about the likelihood of unconscious bias in the company but avoid demonising people for having bias as this will likely increase bias
- XIV. Be careful around how they design positive action programmes and think through the consequences of doing this
- XV. Challenge diversity consultants around the science and evidence underpinning their approaches
- XVI. Support employees wanting to change or better manage their biases

27 November 2012

Written evidence submitted by E Joyce

While I am in favour of any woman who wants to achieve a top job being able to do so if she’s the best, I believe woman are equal to men but different.

Women bear the children and in prehistoric times men were generally the hunter gatherers and women the home makers. This difference still exists to a certain extent. This means that people wanting to reach the top are not divided male/female 50/50.

It is not realistic to expect 50% of the top positions should be held by women or that 50% of MPs should be women.

A survey of people in all walks of life asking who would aspire to a top job or who would be happy at a less stressful level would go some way to establishing what percentage of men and what percentage of men would actually want these jobs.

18 December 2012

Written evidence submitted by Dr Ruth Levitt and William Solesbury, Visiting Senior Research Fellows, King's College London, Dept of Political Economy

SUMMARY

Our memorandum focuses on so-called tsars, that is, prominent individuals from outside government who are publicly appointed by a government minister to advise on policy development or delivery on the basis of their expertise. Their role was considered by PASC in the 2009–20 session, but the Coalition government was largely dismissive of the committee's recommendations. Our research reveals that of the more than 260 tsar appointments made since 1997, only 15% were women and that the rate of tsar appointments is rising. Tsars are an increasingly important source of expert advice to governments of all complexions. We draw the attention of the BIS Committee to this empirical research evidence of the persistently low proportion of women whom government ministers appoint to be tsars. Our own research has revealed for the first time the extent of this gender bias because Whitehall keeps no central records on tsars. This bias prevails despite recent equality legislation, the Davies report and repeated policy statements espousing greater diversity in recruitment to roles in Westminster, Whitehall, government agencies, public services and companies.

ABOUT THE AUTHORS

Dr Ruth Levitt and William Solesbury published in November 2012 the report of a research project that critically examines the UK government's use of policy tsars (prominent expert advisers on contentious issues; formal titles include, Reviewer, Ambassador, Champion). The empirical research has uncovered important new research evidence on the low proportion of women appointed as tsars. Their previous research includes "Evidence for Accountability",⁸⁹ which investigated the uses of evidence in audit, inspection and scrutiny, and a study of "Outsiders in Whitehall".⁹⁰ They submitted evidence to PASC's inquiry into Goats and Tsars⁹¹ and to the Liaison Committee's inquiry into Select Committee Effectiveness, Resources and Powers.⁹²

INTRODUCTION

1. This memorandum provides empirical research evidence on the role that government ministers have played in relation to the gender profile of tsar appointments. It provides the Committee with important evidence of the practices of government ministers and their departments in relation to women in the workplace, particularly in the context of the Equality Act 2010 and the Public Service Equality Duty.

2. Our research reveals that ministers have made over 260 tsar appointments in the fifteen years since 1997, and the rate is increasing. Tsar appointments have risen steadily with each of the four governments during the period. The first New Labour administration (1997–2001) made 14 appointments. The second (2001–05) tripled that number, appointing 45, and the third (2005–10) tripled it again to 130. Between May 2010 and July 2012 the Coalition administration made 93 appointments. Expressing these as annual rates reveals this strongly rising trend (see Figure 1).

⁸⁹ R Levitt, S Martin, S Nutley, W Solesbury, Evidence for accountability: using evidence in the audit, inspection and scrutiny of UK government, Nuffield Foundation, 2010.

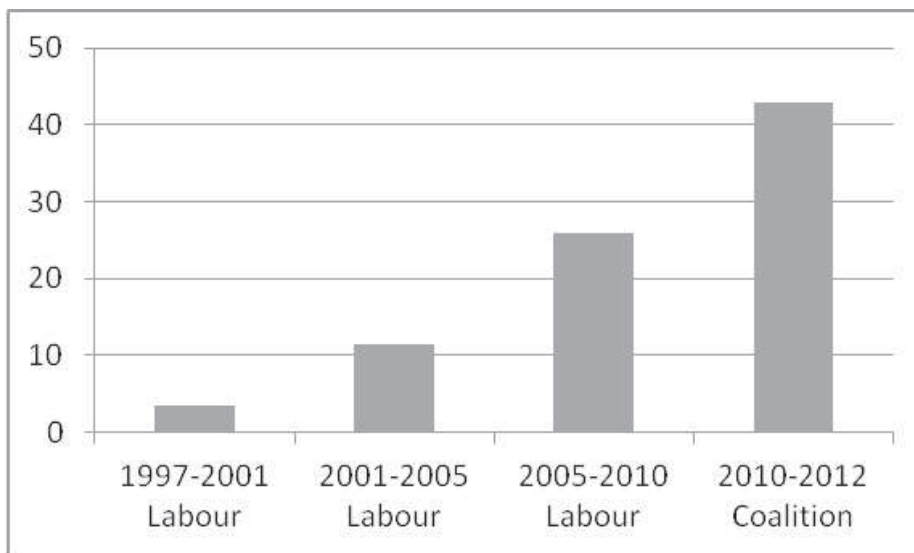
⁹⁰ R Levitt and W Solesbury, Evidence-informed policy: what difference do outsiders in Whitehall make? ESRC UK Centre for Evidence Based Policy and Practice, Working Paper 23, 2005.

⁹¹ House of Commons Public Administration Select Committee, Goats and Tsars: Ministerial and other appointments from outside Parliament, Eighth Report of Session 2009–10, HC 330, 2010, Ev44–48.

⁹² House of Commons Liaison Committee, Select committee effectiveness, resources and powers, Second Report of Session 2012–13, HC 697, Ev60–62.

Figure 1

ANNUAL RATE OF TSAR APPOINTMENTS 1997–2012



3. We define a tsar as:

an individual from outside government (though not necessarily from outside politics) who is publicly appointed by a government minister to advise on policy development or delivery on the basis of their expertise.

4. We unpack the definition as follows:

- *“an individual”*—tsars are personally appointed and it is clear to them that their advice will be personal too; in our view this applies equally when tsars have advisors appointed to work them, who may or may not endorse their conclusions.
- *“from outside government”*—they are “external experts” in the words of the Coalition government’s pursuit of “open policy making.”
- *“(though not necessarily from outside politics)”*—quite a few serving or ex- MPs or ex-ministers have been appointed tsars.
- *“publicly appointed by a government minister”*—these are public appointments.
- *“to advise on policy development or delivery”*—tsars (unlike their Russian predecessors) have no executive authority and most of them dislike this media term for that reason; nevertheless we use the term as a pragmatic shorthand.

5. Although tsars have an advisory role, they can be hugely powerful: potentially they each have the power to influence ministers and policies directly and personally, and many of them have used this power strongly.

DEMOGRAPHICS AND DIVERSITY

6. Taken together, the 267 tsar appointees were not diverse. Tables 1, 2 and 3 show that 85% were males, 83% were over 50 when appointed⁹³ and 98% were ethnically white (whereas nearly 17% of the UK population is non-white).⁹⁴

⁹³ For comparison, Peter Hennessy quotes from the January 1986 list of “the Great and the Good” (which contained over 5000 names) to reveal that 18% were women and 95% were over 40 (P Hennessy, Whitehall, London, Secker and Warburg, 1989, p 557).

⁹⁴ Office of National Statistics, estimate for England and Wales, 2009.

Table 1

TSARS: GENDER

85%	226	male
15%	41	female

Table 2

TSARS: AGE ON APPOINTMENT

83%	223	over 50
45%	121	over 60
38%	102	50–60
13%	34	40–50
4%	1	under 40

Table 3

TSARS: ETHNICITY

98%	262	white
2%	5	African or Asian

7. Another notable feature is the very high prevalence of honorific titles among tsars at the time of appointment: 35 lords, five baronesses, 55 knights and six dames, 101 in total, comprising 38% of all appointments.

8. Of the five tsars with African or Asian backgrounds, four (80%) were men (Shaun Bailey, Prof Sube Banerjee, Richard Taylor and Lord Nat Wei) and one was a woman (Sunita Mason). Their age profile was quite different to the white tsars: three (60%) of them were under 40 (Bailey, Mason, Wei), one (20%) was 41–50 (Taylor) and only one (20%) was 51–60 (Banerjee); none were over 60. Female tsars were also younger (see Table 4).

9. How many appointments were female tsars varied widely among ministers. Ministers from six departments chose no women at all (DCMS, DECC, DfID, DTP, FCO and MOD), whereas ministers in three departments appointed women for over a quarter of their tsars: (PM, CO, DfE). Ministers from the other eight departments appointed women as 10–20% of their tsars. The average was 15%.

Table 4

TSARS: GENDER AND AGE

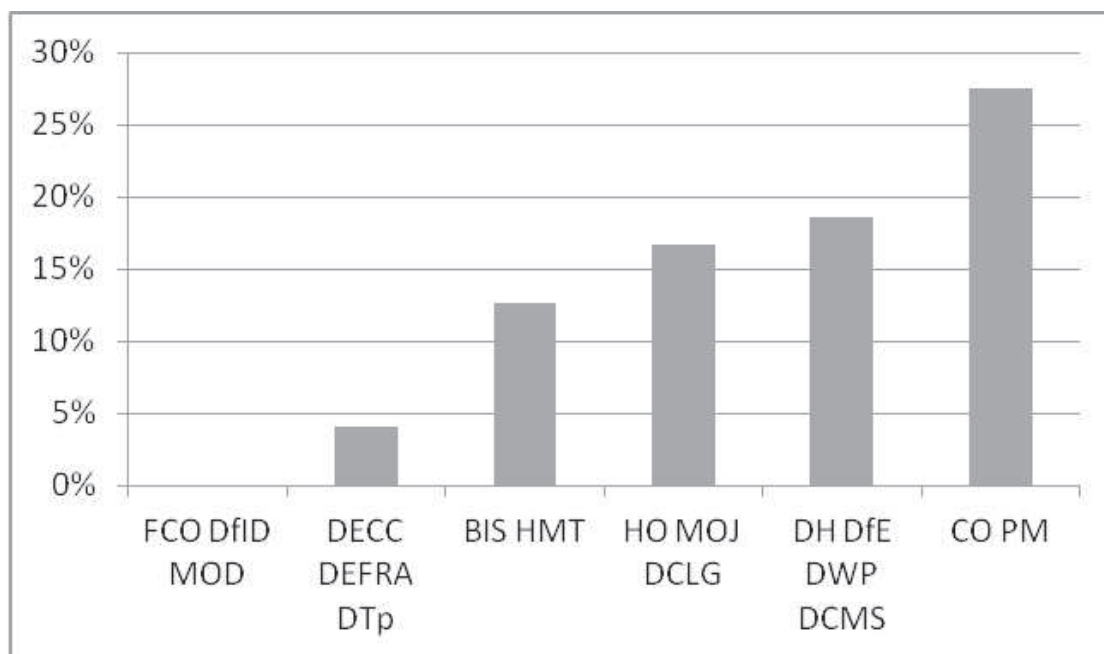
	<i>M</i>	<i>M</i>	<i>F</i>	<i>F</i>
under 40	4	2%	5	12%
40–50	27	10%	7	17%
50–60	85	38%	16	39%
over 60	110	49%	13	32%
	226		41	

10. Patterns in the gender of tsars can also be seen by looking at the departments by policy area. While this may only be a rough indicator, as the clusters inevitably contain overlapping areas, we have grouped departments as follows:

- economic (BIS, HMT);
- social (DCMS, DfE, DH, DWP);
- home (DCLG, HO, MOJ);
- infrastructure (DECC, DEFRA, DTP);
- foreign and security (DfID, FCO, MOD); and
- government (CO, PM).

11. For women tsars Figure 2 shows clear differences between policy area clusters, with a greater proportion of all women tsars appointed in the government, social and home policy areas.

Figure 2
WOMEN TSARS BY POLICY AREA



12. These demographic findings suggest several influences. One might be a presumption that men and women further on in their careers may be able to draw on and reflect upon greater depth and/or breadth of work experience than younger individuals because they have more working experience. On the other hand, younger individuals may be more innovative or more open to innovative options than older individuals. Another telling influence may be that the bias towards white males reflects the ethnic and gender profiles of the professions and organisational sectors from which tsars are habitually drawn.

13. These pronounced biases of gender and ethnicity are only now being documented, for the first time, through our research, because Whitehall keeps no central records on tsars. The biases run counter to the Public Sector Equality Duty⁹⁵ and its predecessors, notwithstanding governments' rhetoric over many years about securing greater diversity in their own ranks, the civil service and the wider public sector.

14. Furthermore, appointing tsars from a more diverse pool of candidates, including more who are younger, female and from more ethnically diverse backgrounds could introduce fresh stimulus, less affinity to custom and practice and more robust challenge into policy making and political culture. It could make more sensible use of the different perspectives, creativity and imagination that overlooked individuals may be able to contribute.

15. Government ministers and their departments should be exemplars in upholding the spirit and the letter of their diversity policies.

15 November 2012

Written evidence submitted by Alastair Macleod

I live and work in Orkney an Island Archipelago of some 30 islands off the very north of Scotland.

In my early years I worked in construction, agriculture, catering, sold art, wine, and was a land surveyor. Later I was for many years a careers adviser and bereavement counsellor. I am married with one son.

When I worked as a careers officer adviser (approx 25yrs) I always promoted women's equality and encouraged girls and young women to get qualifications.

My father died young at 44 years in 1967 he left my mum with five children and the farm to run. She had no qualifications, could not drive and had never written a cheque. She learned to do all these things then went on to train to be a teacher and had a second career working until she was 75, the latter years in supply.

For myself in careers work as well as helping individual young people to comprehend strategies and routes into various careers, I actively promoted equal opportunities, in many ways for example using newspaper articles and using Women into Science and Engineering in our Science Festival to bring women in those professions into the schools here as role models.

⁹⁵ Equality and Human Rights Commission, 2011.

Television has a great influence and we would get a rush of would be forensic scientists, doctors, vets, wildlife biologists and so on depending on what series was on TV. This is an important point and series and soaps could do and are doing a lot to change attitudes to women in certain jobs.

There are no exciting TV series in certain careers to stimulate interest so women are under represented in certain areas. Some examples are in the UK we have few electricians or telecom engineers whereas in Norway if your phone breaks down you are just as likely to get a woman engineer.

There are a few women now as deck officers, even less as engineer officers at sea.

In engineering we lag behind Russia for mechanical, chemical, and electrical engineers and in pure and in physics and maths women are very rare.

Some of this is to do with the existing male club atmosphere in these jobs, some of it is to do with how the brain is wired. Girls piled into biological sciences and languages. Self selection begins at subject choice and despite working hard at this area to engage young women and point out the value of physics and maths patterns seem to some extent set very early on.

Medicine has now got more women than men in it, Primary Teaching is dominated by women at all levels.

Archaeology is well balanced and the Law, but there is with all these questions about women reaching and maintaining higher levels of position, due to a number of issues.

But meeting some of those young women further on in their lives today I detect a sense of discontent, a sense of a lost promise, that *equality in the work place* has not provided the equality it was supposed to provide.

In my opinion there *are* residual equality issues, but more gallingly is this sense of lost promise and that *work itself and the work patterns of today are less attractive*.

Virtually all women want to fit a family into their lives its natural for them but it is essential for the country too for the demographics. Government while wanting a high participation rate of women also needs to recognise that the next generation needs to be not just to be produced but nurtured properly to become fully rounded emotionally stable human beings.

MORE THAN EQUAL

It has not been sufficient to offer equality in society to women. Women need to be offered a new status; *more than equal. Fully recognising their dual roles.*

Women need to be recognised and given status in society not just as workers and professionals but they need this extra recognition of this key central role ie child bearing and child rearing.

Communist countries and the extreme right countries have offered equality but the reality is that women end up doing two jobs juggling families and the demands of work. In Russia the men leave or the women leave them because of alcohol problems. In America the intensification of work, the 24/7 economy and the icon of the single “Sex in the City” lifestyle puts pressure on women and encourages late marriages, crucially when a woman is well established in her career, bringing them sometimes to gut wrenching changes of lifestyle.

Few men experience what one of my relatives did when as a successful London Corporate Tax lawyer with two post graduate qualifications. Her whole lifestyle was geared to the corporate one, late working, bonuses, after work socialising she found herself at home alone with a baby. She took her own life.

On reflection she was suffering loss of status, self esteem loss of economic freedom, as well as having to meet the needs of a child.

SPECIFICS

Low Pay and the 24/7 economy.

Low pay in this country is an issue. It may not seem like it for middle class professionals but shop workers catering workers in the private sector are at the bottom of the heap in pay. What does this mean? It means that people have to work long hours to make a living wage. If the worker is a women it means she has to find child care for free and or pay for it or as a consequence of cost, not work.

On top of this they are the ones at the forefront of the 24/7 economy. Who is that person behind the bar at 2 am. She may be a working single mum. Who is that person in the supermarket at 11 pm at night, another working mum. Who is that nurse that tends you in hospital at 3 am, a working mum? Who is that woman in the school holidays who is serving you coffee and is not with her own children? Yes, you’ve got it, a working mum.

Of course not always—it may be a PhD graduate or other professional unable to find work in their specialism, or it may be someone from another EU country desperate for a better living standard but who is looking after their kids?

Low Pay means that people are also *squeezed* by commuting costs, long travels to work, by long hours and the quality of life suffers for them and their family.

Another hidden aspect of Low Pay is that two partners in a household are literally forced to work to keep afloat financially. This is in effect Low Pay with no room often for redundancy, for time off, for childcare.

WORK IS CHANGING

Intensification and Dumbing down

There are seemingly two almost contradictory things going on.

Some skills are disappearing because of outsourcing abroad and mechanisation. Some of those jobs that remain are simplified because of technology.

Other jobs are intensifying ie new pressures on speed, on depth are being exerted intensification going on in work.

Its faster more demanding stressful this is happening in Nursing and Teaching for example.

Intensification also means an expectation of working beyond contracted hours for free.

Women are well represented in both of these major social changes.

Many health service jobs which employ a lot of women are intensifying as the pace of change and service targets are integral today.

Some shop work has dumbed down; there is less need for counting skills, or even for communication skills in some supermarket jobs.

The intensification means pressure, stress, conflict on family and individual life and can mean mental and physical illness.

Coupled with intensification of the work itself is the effect of *cuts* where people have been removed to save money and not replaced making more pressure on those who remain.

The *dumbing down* can mean well qualified people working below their potential often for long hours and low pay. Particularly galling if you are trying to pay off student debt. This also means unhappy life styles where people feel thwarted, and left with failed ambitions.

SHORT TERM CONTRACTS

Short term contracts came in to give employers maximum flexibility to hire and fire at will. They have gained ground because of another reason which is *short term funding*.

I am the chair of a charity much of our funding is yearly some two yearly. This sort of funding regime means that the employer is nudged towards short term contracts to fit in with the funding regime.

Many women find themselves on short term contracts in the health service, teaching, industry, the media. This adds pressure to an already pressured life, lowers commitment to the work and to the employer and adds to the instability of society.

An unintended consequence of short term contracts is that getting qualified in the workplace where an employer pays for in service training is less likely to be offered as the employee is seen as temporary.

Skills need nurturing and attention and the skill base could be suffering because of short termism.

Cuts mean a loss of skills from that workplace and the economy .

Much used to be said about the German apprenticeship system and its stability. It takes a long time to create a ships captain, a pharmacist, a doctor, an engineer, an oil field technician, a teacher, you need five, six or seven years lead in time in the system, money to fund the training and stability.

WOMEN RETURNERS

For women broken career patterns are the norm. This needs attention not just for them as a sex or as individuals but for the economy as a whole.

When I mean attention I mean attention to support mechanisms, availability of training and education and child care support.

LOSING YOUR PLACE

As new technology romps ahead someone out of the workplace can be left well behind and as straight return to work after even a three year absence becomes scary without retraining so there is pressure is felt by some "not to lose your place" and some women go to extreme lengths to hold onto a position . So also are aware that if they leave their job will actually disappear because of the cuts.

Some professions have returners course, refreshers course. But the high cost of privately pursuing *retraining* is a prohibitive factor.

The ability of a young mum to pay for and find the time to get into training or a college depends on costs, grants, child care.

In my experience once children were in nursery, women began to explore returner options often in this period reskilling or training for a new profession.

When school proper begins for her children more training education or part time work is sought for interest and for the money.

The back bone of this issue is local education colleges.

The state of local education colleges is crucial in this issue their funding and the availability and range of courses and cost of courses.

Some colleges offer child care in situ and this can be extremely helpful both in terms of time, convenience and if low cost, affordability.

Employers have a role to play with work experience and work shadowing programs, and part time working at home to keep skilled workers but many report that they are left out of the loop for in-service training and other related knowledge being shared at work.

CHILD CARE: TRUE COSTS

There has been a tendency to push towards children being in some sort of child care from a younger and younger age. (see linked point about “losing your place,” above).

Some of this is financial pressure undoubtedly, but some is the promotion of the idea that children are seen as a negative experience talked of by women, and men, as an interruption of the working women’s right to work.

My brother had a partner who put her two year old to a carer at 6.30am so the mother could commute to London. The carer then took the child at 8.30am to the nursery then the carer picked the child up at 5pm then kept her until the mother returned at 6.30pm. There many examples of this.

This is a stressful regime for the child for the carer for the mother.

Why have we got into this mentality that work is the god, at any price? That children are commodities to be almost bundled out of the way.

Where are the rights of the child to be nurtured to have a normal rhythm of a day?

Is this the high cost to us of the promoted lifestyle we have accepted and created, mortgages, cars, appliances, furniture?

Is this acceptable set against the high cost in money to pay for child care and time of commuting?

FAMILY BREAKDOWN

Both my own experience in schools and that of my wife who is a teacher is often the high prevalence of family breakdown in today’s society.

Given what I have said earlier on a number of topics we can see that for the modern women should we be surprised that this is happening?

Asked to go against biology, asked to have dual roles, both intense?

And given false hopes that work on its own would be the emancipator?

Our local schools here now have counselling for teenagers; the principal reason listed for coming to counselling is dealing with family breakdown.

And there are real costs in child behaviour, loss of concentration, crime and so on from family breakdown. Any farmer would tell you that stability is crucial for rearing good stock.

UNWILLINGNESS TO FACE SOME TRUTHS ABOUT OUR SOCIETY

Work has not emancipated women in the way they hoped.

We need *Equality Plus* ie targeted better support for women at all stages of training, education and employment. this means respect and acknowledgement of their dual role

We need to *not encourage* so many women to abandon child care in the early years (0 to 3yrs).

By a) establishing a new norm ie a much more positive steer to the concept that “in the earliest years, mother involvement is a crucial vital role” and giving it status,

By b) offering early years support, supported mother and toddler groups, also projects such as Home Start.

By c) considering *some payment to be at home in the role of mother in these early years.* (as you go apoplectic remember what it costs for the alternative; childcare costs, commuting costs, family break up costs).

By d) making baby care compulsory at school for all pupils thus dispensing with the notion that we all know what to do with a baby or young child.

By supporting mothers (parents) at their children's transition stages such as three—four years using nursery provision.

By getting work places to formally recognise mothers in work have added responsibilities at home, a dual role, and to have workplace provision such as flexible hours, home working arrangements, maternity, paternity leave.

By having good provision for women returners in terms of refresher courses, college provision, college crèches, help with child care costs.

These suggestions will not be popular with some. I have not mentioned men.

Men have benefitted from sexual equality in the workplace and in society at large.

For example there are some of us men acceptably at home looking after the house and children.

There are others exploiting the new sexuality to remain absent fathers, cuckoos flitting from one partner to the other.

Men anxiously thinking of how to survive financially seek out well paid women.

But career divergence where one partner gets sent or is offered attractive work in another location often splits couples.

Men have been relieved of the sole financial burden of providing for the family. Many a redundant miner was glad he had a working wife.

But in bars men see the new stressed out working women boozed up at the weekends.

Women talk of the lack of commitment.

Men find high pressures in relationships often connected to a stressed out working partner, can and do leave, because there are new norms of sexual choice.

In Conclusion:

In my opinion there *are* residual equality issues, but more gallingly is this sense of a lost promise;

Work itself and the work patterns of today are not providing an attractive lifestyle.

We have created a frantic, stressful workplace for women (and for men)—we need to address that for both sexes.

Because men have a vested interest in having well qualified happy, successful partners, wives and daughters, men should wholeheartedly put their shoulder to the wheel for change.

3 December 2012

Written evidence submitted by Maternity Action

1. EXECUTIVE SUMMARY

1.1 In 2005, an estimated 30,000 women each year lost their jobs as a result of pregnancy discrimination. Pregnancy discrimination has increased since the economic downturn. Women who lose their jobs as a result of pregnancy discrimination tend to experience a significant drop in income.

1.2 Pregnancy discrimination includes unfair redundancy processes, poor health and safety protection, unfair performance management processes and blatant cases of unfair dismissal.

1.3 Of those women who lost their jobs as a result of pregnancy discrimination, 8% pursued formal action and only 3% took their claims to the employment tribunal. Women face significant barriers to exercising their rights including: competing demands of motherhood, access to advice services, employment tribunal fees, the abolition of the questionnaire procedures and negative attitudes towards maternity rights.

1.4 Maternity Action recommends: an investigation into pregnancy discrimination following the economic downturn; a focus on prevention; adequate funding for advice agencies; dropping planned employment tribunal fees; reinstating the discrimination questionnaire process; and clear statements from Government on the value of maternity and parental rights to families and the economy.

2. ABOUT MATERNITY ACTION

2.1 Maternity Action is a national charity working to challenge inequality and promote the health and wellbeing of all pregnant women, new mothers and their families.

2.2 Maternity Action provides online information and telephone advice on maternity rights at work and maternity benefits. Each month, parents download 30,000 information sheets from our website and we answer over 200 advice calls.

2.3 Maternity Action leads on the Valuing Maternity campaign.⁹⁶ This campaign is calling on the Government to champion pregnant women and new mothers during the recession and has support from 20 voluntary organisations, unions and health professional organisations.

3. LEGAL PROTECTION FOR PREGNANT WOMEN AND NEW MOTHERS AT WORK

3.1 The Equality Act 2010 states that it is unlawful discrimination to treat a woman less favourably on the grounds of her pregnancy or because she wants to take or has taken maternity leave. To show discrimination a woman does not have to compare herself to how a man might have been treated. She must show that “but for” her pregnancy she would not have been dismissed or treated less favourably. All employees, casual workers, agency workers, freelancers and self-employed women are protected by discrimination law from day one of their employment.

3.2 The Employment Rights Act 1996 s99 and Maternity and Parental Leave etc Regulations 1999 reg 19 protect employees from detriment or dismissal on the grounds of pregnancy or maternity leave. This applies from day one of their employment.

4. NATURE AND INCIDENCE OF PREGNANCY DISCRIMINATION

4.1 The 2005 Equal Opportunities Commission (EOC) investigation into discrimination against new and expectant mothers in the workplace is the most recent national research on the nature and incidence of pregnancy discrimination.⁹⁷ Two investigations by the Equality and Human Rights Commission have identified significant problems of pregnancy discrimination in specific industries: the finance sector (2009) and the meat and poultry processing industry (2010).

4.2 The EOC investigation found that pregnancy discrimination was widespread and had a significant impact on women’s workforce participation. Half of all pregnant women and new mothers in the workforce had experienced some form of pregnancy discrimination. An estimated 30,000 women each year lost their jobs as a result of pregnancy discrimination. This is just under 8% of all pregnant women in the workforce.

4.3 The EOC investigation found that women who lost their jobs due to pregnancy discrimination experienced an average 5% reduction in their hourly rate when finding a new job. This decreased by 14% for women on low incomes. Women who lost their jobs due to pregnancy discrimination missed out on a total of £12 million in maternity pay.

4.4 The Government is not monitoring the incidence of pregnancy discrimination so no current national figures are available. There are strong indications that the incidence of pregnancy discrimination has increased significantly since the economic downturn. Maternity Action has experienced a substantial increase in demand for advice and information in recent years and so have other voluntary sector agencies and employment law firms.

4.5 The following discussion focuses on pregnancy discrimination resulting in women losing their jobs. All case studies are calls to the Maternity Action advice line.

Unfair redundancy processes

4.6 Since the economic downturn, there has been a growing problem of unfair and unlawful selection of pregnant women and new mothers for redundancy. This has prompted the Equality and Human Rights Commission and ACAS to release guidance for employers on managing maternity and redundancy.⁹⁸

4.7 Women are encountering criteria for selection which are discriminatory. For example:

On the day Jane returned from maternity leave, her employers gave her maternity cover a permanent position at the company. Just over a month later, they announced that all employees in her department were at risk of redundancy due to a re-structure across the company. The selection criterion chosen to decide who would be offered the remaining jobs was performance over the previous year—when Jane

⁹⁶ www.valuingmaternity.org

⁹⁷ ECO 2005 Greater expectations: Final report of the EOC’s investigation into discrimination against new and expectant mothers in the workplace Available at <http://www.maternityaction.org.uk/pregnancydiscriminationresearch.html>

⁹⁸ <http://www.equalityhumanrights.com/advice-and-guidance/before-the-equality-act/guidance-for-employerspre-october-10/guidance-on-managing-new-and-expectant-parents/managing-pregnant-women/redundancyand-dismissal-during-pregnancy-and-maternity-leave/>

was on maternity leave. Jane was selected for redundancy based on this assessment and told that there were no other jobs available with the company.

4.8 Redundancy processes are often opaque. It can be difficult for women to prove that they have been unfairly selected for redundancy even where there are strong indications that this has occurred.

4.9 Under Regulation 10 of the Maternity and Parental Leave etc Regulations 1999, women who are made redundant while on maternity leave should be offered any suitable alternative vacancy, without interview. This regulation is intended to reduce the risk of redundancy during maternity leave and avoid women having to participate in selection processes during maternity leave.

4.10 Increasingly, employers are undertaking restructures and recruiting to the new posts prior to issuing redundancy notices. Regulation 10 provides limited protection prior to issue of a redundancy notice. As a result, women seeking to retain a job with their current employer during a restructure are compelled to participate in selection processes during maternity leave. This affects the health and wellbeing of mother and baby and women can be significantly disadvantaged in the selection process.

4.11 Lucila's department was being restructured with four existing posts at her level being deleted and two new posts created. She was told that selection for the two new posts would be based entirely on performance in an interview. She argued that she should be offered one of the new posts as a suitable alternative but was told by her employer that because at that stage her job was "at risk" (rather than having been made redundant) she must go through the interview process. Her colleagues in work were offered interview training and given half a day in work to prepare for the interview.

Poor health and safety protection

4.12 Pregnant women and new mothers are encountering unsatisfactory health and safety protections at work. This leaves women to choose between remaining in an unsafe working environment, taking long periods of sick leave or leaving this job; all of which can have long term effects on their income and health and wellbeing.

4.13 Anita worked in a care home for children with challenging behaviour. Four days after notifying her employer she was told that she was suspended for the rest of her pregnancy without pay; no risk assessment had been carried out. When she questioned her rights under health and safety law, she was told by her employers that they were aware of the law but would find a way round it and that she "should be glad she's got a job to go back to". She was also told that if she was considering further action against them she should think about how she would feel when she'd "waited months for the tribunal, lost her job was stressed out and had a miscarriage".

4.14 Dhanwant worked as an IT trainer for a large company and had to carry around equipment for training sessions and set up IT systems; both very physical tasks. Following her risk assessment, she was told not to do these tasks whilst she was pregnant. In practice this proved impossible as no alternatives were put in place. Four months into her pregnancy, she started to haemorrhage and was signed off sick from work for two weeks. The haemorrhaging was attributed to the physical work she had been doing.

Unfair performance management

4.15 Women are reporting performance management processes which are unfounded and which follow on from announcement of their pregnancies.

4.16 Denise had worked for a small estate agent for a few years and had always had a good working relationship with her employers. Immediately after giving them notice of her pregnancy and that she would take six months maternity leave, she received an email from her boss telling her that disciplinary action was being taken against her. The issues outlined had not previously been raised with her. From that time, she was also reprimanded constantly, sometimes about duties that did not fall within her job description. Her employer looked through her desk, read her emails and positioned the security camera on her desk. He has also withheld commissions due to her (with no explanation) and delayed paying her. She was signed off from work with stress.

Unfair dismissal

4.17 Women are reporting blatant cases of pregnancy discrimination which result in women losing their jobs. For example: a woman received her P45 in the mail during maternity leave, without explanation; another woman was unable to arrange her return to work after maternity leave as her employer did not respond to her repeated phonecalls.

5. BARRIERS TO EXERCISING RIGHTS

5.1 The EOC investigation found that very few women took action following pregnancy discrimination. Of those who lost their jobs as a result of pregnancy discrimination, 71% took no action, not even seeking advice. 8% took formal action, such as submitting a grievance. Only 3% took a claim to the employment tribunal.

5.2 The EOC investigation found that relatively few women were aware of their maternity rights. Of those who lost their job as a result of pregnancy discrimination, 45% took no action as they were not aware of their rights.

Competing priorities

5.3 Pregnant women and new mothers face significant demands on their time, money and emotional resources from their pregnancy and new baby. This is a significant barrier to women pursuing formal action against their employer.

Access to advice services

5.4 Cuts to advice services are limiting women's ability to obtain assistance to resolve a dispute at work. There have been substantial cuts to generalist advice services, such as Citizens Advice Bureaux, as well as specialist services.

5.5 Maternity Action provides specialist online information and telephone advice on maternity rights at work and maternity benefits. Each month, parents download 30,000 information sheets from our website and we answer over 200 advice calls. We are facing growing demand for our services and we lack the resources to meet this. We currently receive 21 times more calls than we are able to answer. Maternity Action receives no Government funding to provide our information and advice service.

Employment tribunal fees

5.6 From mid-2013, women will face fees of £1,200 to take a pregnancy discrimination claim to the employment tribunal. There are currently no fees for employment tribunal claims. We do not believe that these fees will have the effect of deterring unfounded or vexatious claimants. As all discrimination claims have an element of uncertainty, the fees will effectively deter women with well-founded pregnancy discrimination claims from taking action in the tribunal. Women's inability to afford a tribunal claim will also reduce their negotiating position in conciliation proceedings.⁹⁹

Questionnaire procedure

5.7 The Government has decided to remove the questionnaire procedure in discrimination claims. This will reduce women's capacity to determine the likelihood of their claim succeeding and further deter them from pursuing formal action.

Negative attitudes towards maternity rights

5.8 In recent years, media discussion of maternity and parental rights in the media has tended to characterise these rights as a burden on business and unnecessary red tape. This negative attitude towards maternity rights has given a level of social acceptability to pregnancy discrimination. Negative attitudes towards maternity rights have been expressed by individuals within and close to Government. These include comments by the then Director of Strategy at Number 10, Steven Hilton, on the desirability of abolishing maternity leave (2011); and the Free Enterprise Group, associated with Conservative MPs, on exempting small employers from maternity leave (2012).

6. RECOMMENDATIONS

6.1 There is an urgent need for an investigation into pregnancy discrimination to document the nature and incidence of discrimination following the economic downturn.

6.2 The Government should intervene to prevent pregnancy discrimination rather than leaving it to individual women to take action when incidents occur.

6.3 Specialist and general advice services should be adequately funded to ensure that women can access information and advice about maternity rights.

6.4 Employment tribunal fees for pregnancy discrimination claims should not be introduced.

6.5 The discrimination questionnaire procedure should be retained.

6.6 The Government should make clear and unambiguous public statements about the value of maternity and parental rights to families and the economy as a whole, and publicly challenge any criticism of maternity rights.

24 December 2012

⁹⁹ <http://www.maternityaction.org.uk/sitebuildercontent/sitebuilderfiles/maternityactiontribfees2012.pdf>

Written evidence submitted by National Association of Pension Funds

1. EXECUTIVE SUMMARY

1.1 The NAPF is the leading voice of workplace pensions in the UK. We speak for 1,300 pension schemes which collectively hold assets of £900 billion providing benefits to 16 million people. We represent over 400 providers of essential advice, products and services to the pensions industry.

1.2 We welcome the Committee's undertaking of this inquiry into women in the workplace. While there will likely be measures governments, in the UK and throughout the EU, can take to both support women making career choices and to support them once in their careers in areas such as flexible working and child care; we have restricted our comments to the questions posed in relation to "Women on Boards".

1.3 We believe there are several benefits associated with board diversity, particularly gender diversity, and understand and share concerns that low levels of women on boards can inhibit board effectiveness.

1.4 In the UK the 2011 Lord Davies "Independent Review into Women on Boards" has focused boards' attention on gender diversity and the extensive media and market attention on the issue is encouraging boards to consider this issue and take action.

1.5 The only way to achieve better gender balance at all levels in the UK's leading companies is to ensure the pipeline of female talent is developed. We believe that applying quotas to the boardroom would simply tackle the symptoms rather than the root causes of the issue. Sustainable change will only follow from concerted efforts to encourage and assist more women to continue with their corporate careers.

1.6 We are therefore concerned about the proposed misguided legislation, expected to be formally introduced later this month by Viviane Reding, the EU's Justice Commissioner, which seeks to impose a quota of 40% of women on listed company's boards by 2020.

1.7 We agree with the European Commission's stance that there are still too few women on the boards of publically listed companies. However, the UK, along with other nations, have introduced voluntary national approaches to tackle this issue which are proving successful and which we believe are more likely to achieve sustainable success.

1.8 We also firmly believe that the debate about board diversity should not be specifically limited to gender, but also encompass professional, international and potentially other forms of diversity.

2. BOARD DIVERSITY IS A RELEVANT CONSIDERATION FOR INVESTORS

2.1 There are several benefits associated with board diversity, particularly gender diversity. Evidence suggests that companies with a strong female representation at board and top management level perform better and gender-diverse boards have a positive impact on performance.

2.2 Boards undoubtedly make better decisions where group think is avoided and instead a range of voices, drawing on different life experiences and skills, can be heard and challenge entrenched views and conventional thinking.

2.3 It is therefore important that the diversity of a company's board is considered when making new appointments to the board. However, we also firmly believe that the debate about board diversity should not be specifically limited to gender, instead boards should encompass a balance of skills, experience, independence and knowledge of the company, considerations should include professional, international and gender diversity.

2.4 The importance of gender diversity has been emphasised in the past couple of years and investors now expect boards to set out an explicit policy for achieving a greater degree of diversity than has been the practice in the past, as such stronger scrutiny of Board policy regarding director appointments and succession can be expected.

2.5 Board composition, including the diversity of its members, is a regular question in corporate governance meetings between investors and companies in the UK. The increased and improved reporting on the issues by companies will further enhance this dialogue.

2.6 Many of the UK's largest institutional investors, including pension funds and asset managers managing over £1.8tr of assets are members of the 30% Club Investor Group which is helping to coordinate the investment community's approach to this issue. In particular they are working on encouraging all investment firms to engage on the issue of board diversity with Chairmen and management teams, and to consider the issue when voting on the appointment and re-election of board members.

2.7 We are supportive of this approach. It is important that shareholders use the powers they have to reinforce good practice. Normally engagement over time is sufficient but the voting sanction is an important backstop. We are updating our own Corporate Governance Policy and Voting Guidelines to reflect the above.

3. PROGRESS IS BEING MADE

3.1 Companies that make a concerted effort to attract and nurture talent from a wide pool of experience and backgrounds are more likely to succeed and to attract investment. Greater diversity on boards should therefore bolster commercial competitiveness.

3.2 Since the publication of the Davies report, the number of women appointed to the boards of the UK's top companies has been on an impressive upwards path.

3.3 In the UK over the last six months, 35% of new board appointments to FTSE 250 companies have been women and women now make up 16.7% of all board posts in the FTSE 100—while still low this is an indication of significant progress being made.

3.4 FTSE companies are clearly moving in the right direction through voluntary means. Indeed, a study by Cranfield School of Management indicated that if this level of appointment continued, a target of 30% female directors was achievable within four years.

3.5 This shows that a business led approach is more likely to be sustainable in the longer term as companies see the commercial benefits of having a balanced board. It is hoped that this will then lead to greater gender diversity at senior levels below the board.

3.6 The challenge is to continue that momentum, and to increase the number of women appointed as executive board members. The business case is clear, and, as the old adage suggests, what gets measured gets done. As such the recent changes to the Corporate Governance Code will ensure that the focus is maintained and that accountability mechanisms are in place.

3.7 Success would be a notable and significant increase in the percentage of women on company boards, both as Executive Directors and Non-Executive Directors—this will require a parallel increase in the percentage of women in senior management positions with companies.

4. QUOTAS WOULD BE A NEGATIVE DEVELOPMENT

4.1 We believe that the proposed legislation, expected to be formally introduced later this month by Viviane Reding, the EU's Justice Commissioner, for EU mandatory quotas for women on company boards would be a negative development.

4.2 We are not supportive of legislative quotas, as we are concerned that it could lead to a simple “box-ticking” approach at the expense of board and company performance.

4.3 Mandatory quotas are blunt, unsophisticated instruments which address the symptoms of an issue as opposed to solving the root cause; they do not solve the broader issue of diversity nor the underlying problem of women coming through the senior management pipeline, instead leading to unintended consequences.

4.4 We favour a more sustainable solution whereby Chairmen engage in setting, reporting against and achieving voluntary measurable targets with investors taking a proactive role in effecting oversight, encouraging progress and utilising existing powers to hold laggards to account.

4.5 Therefore while we agree with the European Commission's stance that there are still too few women on the boards of publically listed companies, we are sufficiently encouraged by the positive developments and progress being made in the UK, and other nations, which we believe are more likely to achieve sustainable success.

4.6 We encourage the EU therefore to hold off on the introduction of mandatory quotas to allow current progress to continue and instead seek to maintain the focus on the issue through measurable voluntary objectives with clear timeframes for disclosure.

David Paterson
Head of Corporate Governance

5 October 2012

Written evidence submitted by the Open University

EXECUTIVE SUMMARY

1. The Open University (OU) welcomes the opportunity to contribute to this inquiry, and in doing so draws on its experience both as a major public sector employer (11,400 employees) and as the UK's largest distance learning University (over 250,000 students, nearly two thirds of whom are women).

2. We have focused our response on five of the inquiry's nine themes as follows:

- *The Gender Equality Duty and the Equality Act*
We regard the current level of regulation as proportionate but suggest there is further scope for raising awareness of gender segregation, increasing careers guidance and improving participation by women in male dominated subjects. In terms of the latter, we advocate the important role of part-time higher education, delivered online. For women this provides:
 - A more attractive option than full-time—there are more women undergraduates in part-time higher education than full-time higher education.
 - Flexible options in terms of time, place and volume of study.
 - In the case of the OU, access to study without the qualifications required by traditional universities, and study leading to qualifications that are favoured by employers.
- *Greater transparency*
The University proposes that publication of pay scales and pay monitoring/audit results should be strongly encouraged.
- *How to tackle gender stereotyping*
In our view, appropriate careers advice, at every educational stage, is one of the most appropriate means of addressing this on-going problem.
- *Promoting part-time work*
The greatest impact would be achieved, we believe, by encouraging employers to advertise all jobs as open to job-share/part-time and other forms of flexible working unless there are justifiable reasons not to do so. We cite other measures, including positive role models in Government and male-dominated sectors.
- *Women in senior positions on boards*
Employers' preconceptions are a major factor.

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

3. The Open University supports the current levels of equality regulation and considers that further regulation would not necessarily resolve the complex social phenomena of gender segregation and the different expectations for men and women. It would also be contrary to the government's current drive for less bureaucracy for business and for proportionate responses in relation to equality. However, we believe there is scope for tackling inequalities by further measures to:

- Raise more awareness of specific forms of gender segregation.
- Extend careers guidance to include non-traditional roles for both girls/women and boys/men.
- Improve participation rates in subjects under-represented by both girls/women and boys/men.

4. The flexibility offered by part-time higher education via distance learning makes it a particularly important progression route through to higher paid jobs for women, particularly those who cannot for any number of reasons attend a traditional university on a full-time basis. It offers a wide curriculum, delivery at a pace and time to suit their other commitments, and access irrespective of where they live (and work) in the UK.

REFLECTIONS OF FORMER OU STUDENT JANE HEYBROEK (BARRISTER)

I wanted to improve my qualifications generally, but was unsure in what field. I started with the Foundation in Social Sciences, then, during my first year of study, the OU announced they were commencing courses which would result in a qualifying law degree. I had wanted to become a Barrister as a teenager, but I was a very unruly teenager and ended up not finishing my A Levels because I wanted to leave home and get a job.

The main high point for me was an ever-increasing sense of self-worth and accomplishment as the years went by. I noticed that, almost in spite of myself, I was becoming more of an intellectual, able to engage more meaningfully in debate, able to express myself with more clarity and ease than I ever had before.

Of course, the down side of OU study is the total lack of social life. I was working full time, studying part time and being a mum and a wife, all at once. Stuck indoors doing a TMA [Tutor Marked Assessment] when everyone else is off to a barbecue can be depressing.

My areas of practice are Crime (Prosecution and Defence), Family Law and Immigration. Every day is different. And every day I wake up looking forward to going to work—which is more than most people can say about their work. I often joke that even if I won the lottery I would still work as a Barrister (although perhaps I would be a bit fussier about the kind of briefs I accepted!).

Don't do as I did and assume that, just because you qualified with the OU, that this makes your law degree somehow inferior to "proper" universities. Nothing could be further from the truth. The OU is a highly respected institution and, generally, prospective Chambers see the independence, tenacity, commitment and determination that it takes to qualify through distance learning as highly positive assets. The majority of OU students are either in other careers, or parents (or both).

5. The part-time sector accounts for 30% of undergraduate students in the UK and of these, 89% are studying to further their career aims.

6. In 2009–10 the profile for first degree undergraduates in UK full time higher education was 54% female and 46% male (source: HESA). However, the equivalent figure for part-time higher education in the same year was higher, at 59% female and 41% male.

7. The Open University's undergraduate profile in the same year was even higher, at 61% female and 39% male (this profile remained the same in 2010–11).

8. Unlike other universities we have no formal entry requirements (45% of our students had one A level or less when they started studying with us). The University's "Openings" courses are a particularly important route for women who lack the traditional entry qualifications for a conventional university. Over the past ten years we have delivered an entire suite of these modules dedicated to helping non-traditional learners build their confidence and study skills through a shorter, less expensive, more flexible and supportive introduction to open learning. This Openings Programme is currently offered in nine curriculum areas and recruits 15,000 students annually. In 2010–11, 67% of our undergraduate students on the programme were women.

SINGLE PARENT JAGJIT KAUR

Jagjit works as a security guard to support herself and her family. She has always wanted to work with children, and wanted to study towards that aim, but wasn't sure where to go or what she needed to do to have a career in teaching or childcare. She came across The Open University through her children's school which is a partner of the University. After speaking with the OU, she was encouraged to study an Openings course—*Understanding children*.

Jagjit hadn't studied since leaving school and was understandably nervous, but her success on the course increased her confidence and persuaded her that she was able to study at this level. She has since enrolled on a longer OU course and intends to pursue a career in primary teaching.

"I've become a lot more social, engaged in a lot more voluntary activities and met new people. I'm interacting with children outside of school and helping them with their own schoolwork as well. When you see your own children getting on it gives you the initiative to want to get up and do something as well and to enjoy that time studying with them, seeing your own children progress in life makes you want to follow your own dreams."

9. As well as being particularly attractive to women, there is evidence that part-time higher education delivers the skills employers want. For example, 80 of the FTSE 100 companies have sponsored staff on OU courses.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

10. In the interests of greater transparency, The Open University would advocate that publication of pay scales and pay monitoring/audit results should be strongly encouraged in all sectors. The OU publishes such data on a regular basis.¹⁰⁰

11. According to equal pay expert Sheila Wild,¹⁰¹ organisations which foster transparency in their pay systems generate employee confidence in the reward process, reinforce the link between performance and remuneration, reduce the likelihood of being targeted for regulatory action, and enhance the organisation's reputation as an employer of choice.

12. We are proud to have been the highest ranking higher education institution in the 2010 *Sunday Times Best Companies to Work for list for the public sector*.

13. As well as being good for the organisation, enhanced reporting would align with the Government's general aim to improve transparency and enable the public to hold organisations to account.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

14. In our opinion careers advisers have a key role to play in tackling the gender stereotyping that exists in these occupations. The stereotyping needs to be tackled from an early age so that the career aspirations of both girls and boys are widened beyond traditional roles. Career opportunities should be inclusive and promoted through subject choice at school, college and university. This could include the promotion of positive role models.

15. At HE level, online delivery of careers advisory services for part-time distance learners can have incredible reach. For example, the OU Careers Advisory Service¹⁰² delivers online careers forums, most of which run for a month, during which a professionally qualified careers adviser provides impartial guidance and

¹⁰⁰ OU Internal Staff annual E&D monitoring report 2011, p32–33: http://www.open.ac.uk/equality-diversity/p7_1.shtml#p1

¹⁰¹ Food for Thought: The Gender Business Case. http://www.bitcdiversity.org.uk/resources/on_food_for_thought_fact_sheets/the_business_case.html

¹⁰² <http://www.open.ac.uk/careers/index.php>

answers questions. Some forums include guest employers who are able to explain how to get into their area of work and provide advice/tips to students.

16. One example is a Computing and ICT careers forum which ran from October—November 2010. One of the topics on the forum was “Is it difficult for women in IT?” Others included further course choice, getting work experience, getting jobs, when to apply, what areas to go into, age and employment, recruitment practices, specialisations within ICT, and generally what the next step might be for an individual. This particular forum had 517 postings and included 88 discussion topics, 77 of which were started by students.

17. Feedback was positive and supportive, for example: “First let me say what an excellent idea this forum is. I’ve been reading some of the posts here last night and tonight and have been encouraged by how many experts and industry professionals have taken time from their own schedules to reply with solid and relevant information to help everyone in the OU community. Thank you all.”

18. In addition to careers advice, we would identify the following areas as important in reducing gender stereotyping:

- Changing attitudes—Cultural change would be needed in occupations traditionally dominated by one or other gender so that when women/men take up new opportunities they are made welcome. This applies to colleges and the workplace. Measures to eliminate negative attitudes are needed (females are sometimes still bullied or marginalised by their peers in male dominated occupations such as construction). Networks could be built to support those negatively affected by the above.
- Facilities—Appropriate support facilities need to be in place (such as toilets/changing facilities for use by women). This might result in increased costs for business where in the past facilities were provided for a single sex only.
- Employer incentives—Government incentives could be provided to encourage greater gender diversity within the workplace such as introducing an employer premium for taking on women apprentices in non-traditional roles (and upon their success).
- Targets—Senior, middle and junior management could be educated to eradicate any bias and employers could be asked to set gender targets to increase the diversity of their organisation in response to known under-representation and report progress in the public domain.
- Recruitment practices—All vacancies could be advertised externally to avoid perpetuation of known gender imbalances.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

19. Employers could be encouraged to make all their jobs open to job-share/part-time working unless there were justifiable reasons not to do so.

20. Despite much “encouragement” to adopt flexible work pattern options, a culture of “full-time working only” remains in many sectors and organisations, with part-time and flexible working viewed as a lack of commitment. We believe the most effective solutions for addressing this are likely to be:

- Promotion of positive role models in Government, and male-dominated sectors.
- Financial incentives/penalties for low levels of flexible working options.
- Government guidance and strong encouragement to publish information about requests for flexible working and number of requests accepted/declined.

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

21. Here we would like to make reference to an article, *Women in the Boardroom*,¹⁰⁴ in which three highly successful businesswomen, all of whom completed MBAs through The Open University Business School, give their expert insight into the realities of gender equality in businesses.

5 October 2012

Written evidence submitted by Mr Swayne O’Pie

I’ve studied gender politics for many years, and consider myself well qualified to make a strong contribution to this discussion. I’ve studied for two Masters degrees in the subject (Gender and Social Policy, Gender in Education). My book *Why Britain Hates Men: Exposing Feminism* (2011) has sold well. It’s an extensive work and includes a good deal of material about “women in the workplace”. It draws upon a wide and deep evidence and research base. I’ve lectured on gender politics at leading independent schools and universities, and to community groups.

15 October 2012

EXECUTIVE SUMMARY

1. Four decades of governments’ and local education authorities’ initiatives seeking to persuade girls to study typically “male” subjects (mathematics, science, engineering) and to enter “typically “male” trades and professions have repeatedly failed.¹⁰⁵

2. Most women have a different work ethic to men, and self-select employment patterns accordingly.¹⁰⁶

3. Most women choose a healthier work and career trajectory than men.¹⁰⁷

4. For numerous reasons women feel comfortable choosing and working in stereotypical “women’s work”, whilst choosing to avoid stereotypical “men’s work”.^{108,109}

5. Women’s choices of work, employment, and career patterns are *rational* choices. They aren’t the product of poor career advice, an explanation which is patronising to young women, as it implies they’re not intelligent enough to make rational choices. There are *many* benefits to the choices women freely make. It’s in order to enjoy those benefits that women choose different employment conditions and patterns to men: they understand and *accept* there’s a trade-off. Accordingly, we see fewer women than men in senior positions, and a small pay differential between the sexes.¹¹⁰

6. Only one recommendation is made, that government bodies (and this committee) engage in future with a wider variety of organisations, advisors, and researchers than is normally the case. Virtually all the contributors to such debates in the past have had broadly similar ideological and political leanings and motivations.

A BRIEF INTRODUCTION TO THE SUBMITTER

1. In 1989, after 22 years in education, Swayne O’Pie became a single parent, caring for his three children. Coming from a socialist background, during the 1970s he worked enthusiastically for Equality Feminism and still passionately believes in its principles of equal rights, equal opportunities, equal respect, equal treatment and equal choices for women.

2. Already holding two bachelor degrees, in 1995–96 Swayne took a Masters in Gender and Social Policy. Whilst studying for a second Masters, in Gender and Education, he became his student union’s Equal Opportunities Officer for 2004–05. Swayne was requested to produce research for Bob Geldof’s literary and media documentary work. He’s studied gender politics academically and privately since 1992, and is one of Britain’s leading authorities in this field from a non-feminist perspective. Swayne’s audiences have included many in leading independent schools and universities.

3. Swayne is the author of *Why Britain Hates Men: Exposing Feminism* (2011), later published internationally in paperback and ebook editions with the title *Exposing Feminism: The Thirty Years’ War Against Men* (2012).

¹⁰⁴ OpenMinds, 2012, pp24–28.

¹⁰⁵ *Why Britain Hates Men: Exposing Feminism* (2011), chapter 22, “Women Choose to Study the Arts and Humanities”

¹⁰⁶ *Ibid.*, chapter 27, “Women’s Work Ethic and Choice of Options”

¹⁰⁷ *Ibid.*, chapter 28, “Women Choose a Healthy Work-Life Balance”

¹⁰⁸ *Ibid.*, chapter 34, “Women Choose ‘Women’s Work’”

¹⁰⁹ *Ibid.*, chapter 35, “Women Choose to Avoid ‘Men’s Work’: The Unhealthy and Dangerous Jobs”

¹¹⁰ *Ibid.*, chapter 36, “The Pay-Off for the Pay and Promotion Gap”.

COMMENTS ON THE COMMITTEE'S QUESTIONS

1. *Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as the gender pay gap and job segregation, between men and women in the workplace?*

4. *How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?*

1.1 The above are leading questions and I refute that there are “inequalities” resulting from inferred “discriminations” with regard to the pay gap, job segregation, and gender stereotyping in employment. However, there *are* “differences”, that is, numerical imbalances. These are not “inequalities”, nor are they “discriminations”. Such terms have a *moral* dimension and assume that there is an action (or actions) *deliberately* causing them—inferred in the widely-used and deliberately provocative term “glass ceiling”. The numerical imbalance between women’s pay and men’s pay, and between the number of women and men in senior positions (vertical segregation) and job stereotypes (horizontal segregation) is due almost entirely to *women’s and men’s freely made choices*. The research confirming this is addressed in detail in the attached chapters of my book.¹¹¹

1.2 It is the conclusion of these chapters, informed by many respected international researchers, that women and men *freely* choose different work/life balances. Women (generally speaking) choose to enter “women’s work” and to *actively avoid* “men’s work”, what I refer to as the “glass cellar” jobs. The chapters offer evidence-based explanations for this gender employment stereotyping (in both vertical segregation and horizontal work segregation).

1.3 The phenomena of vertical and horizontal segregation are neither “inequalities” nor “discriminations”. They are the result of considered and rational choices that women make to suit their life-style preferences, their personalities, characters, and their interests in educational study subjects. More women choose to study the arts, literature and humanities than do men... and choose *not* to study, or follow as careers, engineering and construction. Such freely made choices (ironically, “choice” was a primary aim of Equality Feminism) also apply to young women’s proposed career choices and trajectories.

1.4 Four decades of government initiatives and policies aimed at getting young women to change their interests, subjects, and career choices, have resoundingly failed, as I have outlined.¹¹² (Relevant chapters attached). The numerical imbalances are *not* a problem (or an economic or political “women’s issue”) for the vast majority of women. It is only a “problem” for the relatively small coterie of Feminists who wish to pursue an ideological agenda. Only someone who is deeply influenced by feminist ideology would *deliberately* misinterpret the outcomes of the majority of women’s freely made choices as “inequalities”. Politicians, and those involved in the policy-making process, ought not to allow themselves to be “used” to promote the feminist ideology and agenda, to alchemise a young woman’s freely made choice into a “discrimination”.

1.5 The policy making process is informed by a narrow coterie of interested groups, advisors, and researchers holding similar ideological and political positions. The Committee should embrace a wider selection of opinion rather than being informed solely by those whose views have been framed by a conventional wisdom and political zeitgeist which has unquestioningly accepted the feminist perspective. A broader spectrum of well-respected advisors and researchers, politically and ideologically neutral, would be a refreshing and democratic input to the policy-making process.

1.6 As a society we need to exorcise the taboo which prevents our questioning of, and challenging of, the monopolistic feminist ideology which is having such an adverse and profoundly worrying influence on every area of social policy in Britain today.

RECOMMENDATIONS FOR ACTION BY THE GOVERNMENT OR OTHERS WHICH THE SUBMITTER WOULD LIKE THE COMMITTEE TO CONSIDER FOR INCLUSION IN ITS REPORT TO THE HOUSE

Government bodies and indeed this Select Committee should seek input from a wide group of advisors and researchers who aren’t ideologically or politically motivated, including such internationally respected authorities on “women in the workplace” as Catherine Hakim (LSE; Oxford; Paris); J.R. Shackleton, (Institute of Economic Affairs); Arnaud Chevalier (Royal Economic Society/Warwick University). The work of these authorities is ideologically and politically neutral.

¹¹¹ Why Britain Hates Men: Exposing Feminism (2011)

¹¹² Why Britain Hates Men: Exposing Feminism (2011), chapter 22, “Women Choose to Study the Arts and Humanities”

Written evidence submitted by Pact

EXECUTIVE SUMMARY

The television and film production sectors are diverse industries where many women hold senior-level positions.

Pact is concerned about the inequalities in pay between men and women working in this sector. However, further analysis is required to find out more about the reasons behind these differences.

Pact does not consider that legislative quotas are the most appropriate means of promoting gender diversity in the television and film sectors.

Rather we support many industry measures to promote diversity of access and opportunity within the creative industries.

We believe that the best way to encourage greater access for women in the workplace is by helping to promote the many advantages which this brings to businesses with the premise that equality is good for business.

Pact will continue to lead and support industry-led schemes and incentives to promote gender equality in the workplace.

The Government could support working parents further by providing additional support for childcare, especially for people who regularly have to work outside of normal office hours, including evenings and weekends.

INTRODUCTION

1. Pact is the trade association which represents the commercial interests of the independent production sector. The sector produces and distributes approximately half of all new UK television programmes¹¹³ as well as content in digital media and feature film.

2. The UK independent television sector is one of the biggest in the world, with revenues of nearly £2.4 billion in 2011.¹¹⁴ The sector employs more people than the television divisions of the BBC, ITV, Channel 4 and Five combined.¹¹⁵

3. Pact's remit is to work on behalf of independent film, television and new media producers to ensure the best legal, regulatory and economic environment for growth in this sector.

4. One of Pact's core principles is to promote social responsibility within the independent production sector. Encouraging and supporting diversity in the workplace forms an important part of this goal.

WOMEN IN THE INDEPENDENT PRODUCTION SECTOR

1.1 Film and television are exciting industries to work in. They are sectors which attract a significant amount of new talent each year in a wide range of posts with different levels of experience.

1.2 According to a report by Creative Skillset which was published in September 2010, 42% of the creative media industry's workforce is female, compared with 46% of the workforce across the wider economy.¹¹⁶

1.3 The report found that within the creative sector, the industries with more stable, permanent (rather than freelance) employment models had the largest representation of women. For example, almost half (48%) of people working in terrestrial television were women, with a similar picture in broadcast radio (47%).

1.4 Pact is concerned that the report highlighted a decline in the number of women working in the independent television sector between 2006, when 46% of the sector were women, to 2009, when the figure was 38%.

1.5 In film, according to the latest Creative Skillset Creative Media Workforce Survey (from 2010, another survey is due to be published shortly), 22% of employees and 39% of freelancers working in the UK film industry were female.¹¹⁷

1.6 According to the figures collected by the BFI, of the films released in cinemas in the UK in 2011 only 18.9% of the writers and 15% of the directors on these productions were women.¹¹⁸

¹¹³ Ofcom, Communications Market Report 2010: independents produced more than 50% of qualifying network programming by hours and 46% by value

¹¹⁴ Pact Census Independent Production Sector Financial Census and Survey 2012, by Oliver & Ohlbaum Associates Limited, August 2012

¹¹⁵ Employment Census 2006, Skillset

¹¹⁶ Women in the Creative Media Industries, September 2010

¹¹⁷ Creative Skillset Creative Media Workforce Survey 2010

¹¹⁸ BFI Statistical Yearbook 2012

1.7 Whereas this data is extremely helpful in identifying the number of women working in the film and television industries at a given point in time, it is extremely difficult to gather detailed analysis on the reasons why fewer women than men are working in the sector.

1.8 However in order to tackle any barriers to women working in the sector there is a strong need for more robust data and information about women's experience in the workplace and the reasons behind differences in pay and working hours, for example.

1.9 Pact considers the issue of gender equality to be extremely important. As such, we have a full-time diversity advisor whose role is to promote equality issues within the sector and to encourage and support independent producers in working together to combat discrimination and ensure fair access to work for all.

1.10 Pact also supports relevant campaigns by organisations such as Women in Film and Television (WFTV), Creative Skillset and the Creative Diversity Network (CDN) to promote equality of access and conditions for women working in the television and film sectors.

Question 1: Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities such as gender pay gap and job segregation between men and women in the workplace?

1.11 We were extremely concerned by the significant disparity in pay between men and women which was highlighted in a 2010 Creative Skillset report. It reported that in 2009, the average salary of a man working in the television industry was £38,930, whereas the average salary for a woman was £32,341.

1.12 Unfortunately, we do not have comparable data to be able to assess whether this gap has narrowed since the introduction of the Equality Act in 2010.

1.13 Furthermore, we do not have the necessary information to identify the reasons why the average salary for women is lower than for men. It is possible that this is due to more women than men working part time, or working fewer hours if they are freelancers.

1.14 The next Creative Skillset workforce survey is due to be published shortly. We look forward to seeing if and how the pay gap between men and women has changed in the television sector since this legislation was introduced and to consider some of the reasons behind this difference, if the data is available.

Question 2: What steps should be taken to provide greater transparency on pay and other issues such as workforce composition?

1.15 As with other sectors, remuneration and benefit levels differ significantly depending on factors such as the circumstances of the hiring company, the type of contract issued, the number of hours worked and the individual's level of experience.

1.16 There are, however, some publicly available sources of information which help to provide transparency and which individual's can use these as a benchmark to compare how their salary matches with sector averages for their role.

1.17 One such benchmark is the Televisual Annual Pay Survey. Now in its 17th year, the survey breaks down the average salary of respondents in different roles—from runners to more senior production staff such as executive producers, managing directors and commissioning editors.

1.18 As with the earlier Skillset survey, we are concerned that the average salary for women working in the television sector (£49,000) was considerably lower than that of men (£56,000).¹¹⁹

1.19 However as stated above, the Televisual survey does not include analysis on the possible reasons for this pay gap between men and women.

Question 3: What has been the impact of the current economic crisis on female employment and wage levels?

1.20 Pact considers that the economic crisis is likely to have had a mixed effect on female employment and wage levels in the television and film production sector.

1.21 Overall, the UK independent production sector has bucked the economic trend with year-on-year revenue growth.

1.22 This has been driven by UK independent producers working harder to seek additional revenue streams to become co-investors in their content to meet funding deficits and get their programmes made.

1.23 We do not yet have reliable data on the impact which this has had on the workforce in this sector. A significant proportion of respondents to the Televisual survey (46%) claimed that their earnings rose year-on-year between 2011 and 2012. However we do not know whether there was any gender differentiation in this rise.

¹¹⁹ Televisual Pay Survey, May 2012

Question 4: *How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction and the beauty industry be tackled?*

1.24 Gender stereotyping is an issue which is rooted deep in society, and which transpires in the workplace.

1.25 In the television and film production sector, there are often fewer women than men working in more technical roles, such as post production (12%), outside broadcast facilities (17%) and animation (20%).¹²⁰

1.26 Pact considers that the best way to tackle gender stereotyping is by ensuring that both men and women from a range of different backgrounds have fair access to and awareness of opportunities available to work in this sector.

1.27 One of the ways in which Pact is striving to improve equality of access in the television production sector is by supporting the development of a new entrant independent production diversity scheme for people from under-represented groups.

1.28 The recruitment process for this new scheme is now underway and the successful candidates will start the training scheme at different independent production companies and broadcasters in early 2013.

1.29 Another important scheme which supports equal access within the television and film sectors is run by Women in Film and Television, who are a member organisation which represent the interests of women working in creative media. WFTV run a mentoring scheme for women in the sector which is designed to support women who have more than five years experience working in TV, film or digital production or business roles (such as writing, directing, producing, vision mixing, cinematography, composing, sales and acquisitions) with their career progression.

1.30 Over six months, selected participants receive six hours of mentoring contact with an experienced industry figure, combined with an intensive programme of seminars, training workshops and networking opportunities. Pact is very supportive of this scheme and several independent producers, and Pact staff, have acted as mentors to women participating on the scheme.

Question 5: *What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?*

1.31 Career progression is often linked to training and opportunity. Formal training courses and coaching can offer employees a means of learning valuable skills to equip them with the knowledge and confidence to progress in their professional careers.

1.32 Independent producers recognise this and as such, invest into funds which offer financial support for training for people working in the TV and film sectors—whether they work full-time, part-time or as freelancers.

1.33 The Indie Training Fund (ITF) is a non-profit organisation funded by independent production companies which delivers specialist training for professionals working in TV and digital media production throughout the UK.

1.34 The ITF develops its courses in collaboration with industry bodies such as Pact, Creative Skillset and Bectu (the trade union for production crews) to ensure that the content is up-to-date and relevant to the specific training needs of people working in the media production sector.

1.35 The Creative Skillset TV Skills Fund is funded by UK broadcasters and independent producers. Its purpose is to distribute financial grants to training organisations to deliver courses and development activities that will benefit the UK television industry, including freelancers.

1.36 HM Treasury outlined in the consultation document on creative sector tax reliefs that “the Government believes that investment in UK skills and talent development is a critical element to sustaining UK production.” Pact supports the Government’s proposal to consider how the benefits from the proposed tax reliefs for animation, high-end television and video games can be utilised to invest in UK skills and talent development.

1.37 We will work with Creative Skillset and other relevant organisations to consider the most appropriate model in which this additional support for the creative industries could be used to support training opportunities for both men and women working in the sector.

1.38 Whilst training is very important as a means of enabling people in the sector to attain senior positions, one way in which the Government could support parents in the sector—both men and women—to progress more easily in their careers is by considering additional support for childcare.

1.39 Television and film production often involves working long hours, sometimes overnight. It can therefore be difficult for parents to make suitable childcare arrangements which can be costly, particularly outside of regular working hours.

¹²⁰ Ibid

1.40 Pact would strongly welcome any additional support or investment by the Government to facilitate the cost, flexibility and availability of childcare for working parents.

Question 6: *To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?*

1.41 Pact is not in a position to comment on the details of Lord Davies' recommendations about women on the boards of FTSE 350 companies.

1.42 However, we broadly support the recommendations not to support the introduction of quotas for female employment and to introduce voluntary measures to improve transparency about senior-level appointments.

Question 7: *To what extent should investors take into account the percentage of women on boards when considering company reporting and appointments to the board?*

1.43 We consider that in order to make an informed decision when considering company reporting and appointments to the board, investors should consider a range of factors including the range of expertise, knowledge and experience of the board members.

1.44 With regards to boards of companies in the creative sector, Pact is very supportive of the work of the Creative Industries Council and Creative Skillset looking at introducing virtual boards to assist SMEs in the creative sector. The aim of this project is to offer a low-cost, high-value solution for SME boards to seek input and expertise from experts in the sector as required.

Question 8: *Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?*

1.45 In the television sector, there are many examples of women in senior positions on boards.

1.46 Debbie Manners, Pact Chairman and Managing Director of CEO Films, eloquently expressed her views of the benefits of having a diverse board in the quote below:

"In business, good leadership skills aren't exclusive to men or women. But good leadership can make a business. I'm good at finding talented people and letting them do their jobs, while being supportive. Maybe being a woman helps because our natural inclination is to enjoy watching people develop and grow.

At Keo I am the only woman on the board, but when the shareholders first recruited me as a non-executive director the fact that I was a woman was a factor in their decision. When I was appointed MD we discussed the attributes we all believed were valuable in the role, and we felt these were at least in part because I was a woman—including communication, openness, talent/staff development, training and good management practices.

Of course there are many men who have all these characteristics. However, I can speak for all the board members when I say we feel that the feminisation of the MD role at Keo has been a positive change.

The UK's independent TV production sector recognises the importance of diversity—it's become more representative of its audience. At Pact, our Board is a 50/50 male-female split and we're seeing more women in top jobs throughout the sector.

It can be a juggling act for some women. I'm a single mum with three children. I used to be bad at asking people to help me. When I was younger I had this incredibly strong coping thing. I had to be able to do it all—full-time job, kids, husband—and I wouldn't ask for help. I've got better though. Now I think, "Why wouldn't I say yes?" when people offer me help."

1.47 Earlier this year, WFTV published a power list, in association with Screen International and Broadcast magazine, of the top 50 women working in the sector.¹²¹ This is an impressive list of female executives, producers, directors, talent and writers who are leading one of the most successful television and film sectors in the world.

1.48 Many independent production companies are also run by women. There are numerous examples of women at the top of this sector. Some examples of women working at the top of the independent television and film sector include:

- Debbie Manners, Pact Chairman and CEO of Keo Films, who produce popular television and digital content, including hart-hitting documentaries such as Hugh's Fish Fight and Terry Pratchett: Chossing to Die.
- Beryl Vertue and her daughters, Sue and Debbie, who run Hartwood Films (which produce the hit-series Sherlock).
- Eileen Gallagher, who co-founded Shed Productions and co-created Bad Girls and The Fugitives.

¹²¹ The Women in Film and Television Power List 2012: <http://content.yudu.com/Library/A1w1hj/BroadcastWFTVNew/resources/index.htm>

- Elisabeth Murdoch (Chairman) and Alex Mahon (CEO) of Shine Productions, one of the biggest independent television production companies responsible for world-renown formats such as Masterchef and popular dramas like Merlin.
- Jane Turton, Chief Operating Officer of All3Media, a global production and distribution company who produce popular shows such as the Cube, Peep Show, Derren Brown, Hollyoaks, Midsommer Murders and Undercover Boss.
- Sara Geater, CEO of Fremantle Media UK, one of the UK’s most successful production companies encompassing a group of labels including Boundless, Retort, Talkback, Thames and a digital division, FremantleMedia UK Interactive.
- Joely Fether, CEO of Zodiak UK which produces shows such as The Inbetweeners and the Secret Millionaire.
- Rebecca O’Brien, who has worked with the director Ken Loach on many of his films, including The Angel’s Share which won the prestigious Jury’s Prize at the Cannes Film Festival in 2012.
- Andrea Calderwood, the producer and managing director of Slate Films including the Last King of Scotland which won a Bafta for Best British Film.

Question 9: How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating FTSE board level appointments?

1.49 We believe that the best way to boost gender diversity is by highlighting the benefits which it can bring to business and ensuring fair access and opportunity for all.

1.50 In his report, Lord Davies of Abersoch found that imposing quotas would not be a suitable means of promoting gender diversity as “board appointments should be made on the basis of business needs, skills and ability.” We strongly support this claim.

1.51 However we do see the merit in voluntary codes and pledges which can have a positive effect on changing attitudes towards gender diversity.

1.52 One example in the television sector is the CDN Diversity Pledge. To date, around 370 independent producers have signed the pledge which is a public commitment by independent production companies, in-house producers and other suppliers to take measurable steps to improve diversity in the industry.

12 October 2012

Written evidence submitted by Maggy Pigott CBE

JOB- SHARING: A PERSONAL PERSPECTIVE

1. INTRODUCTION

1.1 I am a recently retired civil servant and Vice Patron of Working Families.

1.2 In 1974, I joined the public sector from the practicing Bar as I believed it would be a family friendly employer.

1.3 I worked full-time for eight years, part-time for five and then job-shared for 23 years (1988–2011), 19 in the Senior Civil Service (SCS). My partner, Judith Killick, and I held seven posts (legal, policy, operational, senior judicial/QC appointments) ending as Chief Executive of the Judicial Studies Board.

1.4 We were both honoured to receive a CBE in 2011.

2. SUMMARY

2.1 From our, and other job-sharers’, experience, and research (eg Working Families “Hours to Suit” in 2007, and Capability Jane’s/Working Families “The Job Share Project” in 2011), I can say that although not every job or every person is suited to job-sharing, it usually works and often works extremely well in a wide range of roles and even at senior levels.

2.2 It is a “win:win” situation. The employer is recognised as an inclusive employer who values diversity; gains two heads for, almost, the price of one; it improves recruitment and helps retain skilled, loyal and committed staff and, crucially, it delivers. Employees gain a real work/life balance, suffer less stress and guilt (both employee’s and parent’s guilt), enjoy a great way of working, maintain a career and fulfill their potential.

2.3 With job-sharing’s high likelihood of success and its benefits to both organisations and individuals, it is regrettable that it is still a relatively rare way of working. Job-sharing should increase, particularly at senior levels, and more could be done to achieve that.

3. PERSONAL EXPERIENCE

3.1 My job-sharing partner and I were able to continue working after we had children and we gained promotion together to the SCS. We worked with the Senior Judiciary, Ministers, Permanent Secretaries, the legal profession, the third sector and others and we had up to 65 staff. We never encountered any serious difficulties over our 23 years and were often told the Department gained by having job-sharers. We were fortunate in the culture that prevailed and we felt able to apply for any post. Job-sharing was welcomed in our Department and at one time there were three SCS pairs. Culture and support from the top were crucial to our longevity and success.

3.2 Whilst there were, on occasions, initial concerns from new bosses and teams who had never experienced job-sharing, once we were in post and delivering, doubts soon disappeared. The often-mentioned disadvantage of the unavailability of a particular job-sharer is grossly overrated. With good communication, modern technology, flexibility, and teamwork it was not a problem. I found I was not as indispensable as I thought! Concerns were largely an understandable fear of the unknown. Role modelling and people seeing it work was vital to its increasing acceptance in the organisation.

3.3 Productivity increased. We worked three days each but believe we produced more than one person working six days and our job responsibilities tended to grow. We could not have worked for five days at the pace sustained over three. And our days off provided time to re-charge batteries, reflect, and restore balance. You do have to prioritise and time-manage rigorously, deadlines are often shorter, and “down-time” is minimal. In two of our SCS posts when we moved on we were replaced by two *full-timers*.

3.4 There can be various different ways of job-sharing ranging from almost a total split (but with joint accountability) to sharing every responsibility. It is, in essence, an advanced form of team working.

3.5 Jobs are no longer nine to five, five days a week; they are constantly changing and project working is much more prevalent. Job-sharing is a flexible and valuable option that increasingly fits this new world of work.

3.6 Job-sharers can have different personalities and strengths—we played to those. Two heads really are better than one and we found it improved the quality of decision-making on key issues. You can also coach, feed back and support each other, enhancing performance. We found success required a similar overall level of competence, shared values and similar attitudes to leadership and management. Job-sharers do have to be committed to each other and the job-share and have to work hard to make it seamless. You also need good communication skills, total trust between partners, flexibility, an ability to team work, let go and a willingness to share any glory as well as the mistakes!

3.7 Our experience, over more than twenty years, demonstrates it works in legal, policy, operational, HR related work and in leadership and management roles. Having worked full-time, part-time and job-shared, job-sharing was undoubtedly my favourite way of working and had the most advantages.

3.8 Job-sharing has the obvious and significant advantage over part-time working that the whole week is covered; therefore any full-time role can, in theory, be shared. Working three days a week (or the time-equivalent) is more difficult in senior positions—often the senior part-timer works four days and, in reality, is doing five days work in four. We always had mainstream posts, previously held by a full-timer, and were fortunate to be able to undertake high profile and fulfilling work.

4. *What more should be done to promote part-time work at all levels of the workplace and to ensure both men and women have opportunities to gain senior positions within an organisation while working part-time?*

Based on my personal experience, I suggest:

- Raise awareness and promote job-sharing within organisations and nationally eg publicise success stories, produce case studies, demonstrate the evidence and business case. (Conferences on the topic sometimes preach to the converted and lack significant numbers of men);
- Get visible support from the top;
- Embed organisational cultures that welcome flexible working at every level;
- Ensure jobs are routinely open to flexible working/job-sharing unless there are justifiable reasons why not;
- Consider job-design and whether any adjustments are necessary;
- Provide policies, guidance, tools, training on how to make it work successfully including job-share registers, mentoring, coaching, networks, best practice guides, and training, including for managers of job-sharers; and
- Have role models—and use them.

Written evidence submitted by Public and Commercial Services Union (PCS)

BACKGROUND

The Public and Commercial Services Union (PCS) is one of the largest trade unions in the UK, with over a quarter of a million members. We are organised throughout the civil service and government agencies, as well as in the private sector, usually in areas that have been privatised.

PCS is a democratic organisation, run by our members, for our members. We campaign for fair pay and conditions, decent pensions for all and equality in the workplace and beyond. Equality is at the heart of everything we do.

WOMEN IN THE WORKPLACE

1. *Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?*

Gender Equality Duty and Equality Act

The Gender Equality Duty (GED) was a useful tool to hold public bodies to account on gender equality. The GED, which came in to force in April 2007, created new legal requirements for public authorities. It was brought into being because existing legislation was insufficient to eradicate the persistent and systematic discrimination against women.

The GED was superseded by the Equality Act 2010 in April 2011 and specifically by the Single Public Sector Equality Duty (PSED).

1. The Equality Act 2010 is a fairly new piece of legislation and as such it may be too early to evaluate its effectiveness. However, the changes introduced to the specific duties appear to have been designed to reduce challenges to public authorities compliance with their general duty (PSED), such challenges often triggered by evidence published by the authorities themselves of obviously inadequate engagement with the duty, in particular in the equality analysis.

2. PCS is concerned though that the message coming from government is that these types of legislation are a burden on business efficiency—something that PCS does not accept.

We are particularly concerned by:

- The Prime Minister’s announcement to the CBI that the government intends to end equality assessments in war on “red tape”
- Weakening the Equality Act
- Reform, including very damaging budget-cuts, of the Equality & Human Rights Commission.

PCS represents over 250 staff at the Equality and Human Rights Commission—an independent body responsible for enforcing equality legislation on age, disability, gender, race, religion or belief, sexual orientation or transgender status, and encouraging compliance with the Human Rights Act.

In its first two years the Commission:

- ensured protection for 6 million carers against discrimination in employment;
- answered over 70,000 contacts a year to the Helpline;
- resolved 80% of enforcement cases without the need to go to court;
- advised 136,000 businesses about upholding equality during the downturn; and
- distributed £10 million in grants to 285 different voluntary groups delivering frontline services across the country.

The work of the EHRC is now under threat. The government plans to slash its budget by 68% (compared to when it was set up in 2007).

It is likely to:

- lose more than half its workforce;
- reduce its legal enforcement ability;
- close its Helpline to the public, business and the public sector;
- lose its regional offices; and
- end its grants to charities or projects disability groups and community organisations that are often the first port of call for victims of discrimination and harassment.

At a time of unprecedented cuts that will hit the most vulnerable in society hardest, the EHRC is more vital than ever.

3. It is important to have legislation in place that requires public sector organisations to consider equality issues when deciding policy—furthermore, this helps to embed equality in public service provision.

4. While some progress has been made with regards to equality in the areas of pay and status in the workplace, there is still clearly a long way to go.

5. Currently, many aspects of government policy seem to be in contention with achieving equality. But rather than address the points of policy that work against achieving equality, the government appears to be seeking to instead to alter equality principles and targets.

Shortcomings of the Equality Act 2010

1. The Equality Act 2010 does not establish new procedures for providing arbitration in equal pay disputes nor does it impose positive duties on employers to take steps to monitor and respond to pattern of pay inequality.

2. Combined with the absence of positive duties to monitor and act upon patterns of pay inequality, it is difficult to use equal pay legislation to challenge patterns of unequal pay linked to occupational segregation (eg the clustering of women in particular categories of low paid jobs) as finding male comparators in such circumstances often proves difficult.

3. In July 2008, the UN Convention on the Elimination of Discrimination against Women's (CEDAW) monitoring Committee published its most recent report on the UK's compliance with CEDAW. They expressed particular concern about the persistence of occupational segregation between women and men in the labour market and the continuing pay gap, one of the highest in Europe.

4. PCS recommends that employers take proactive and concrete measures to eliminate occupational segregation and to close the pay gap between women and men, including through the introduction of mandatory pay audits.

5. The equal pay provisions of the ACT represent a wasted opportunity to enhance protection against gender inequality by clarifying and improving a complex and increasingly outmoded area of law.

6. The existing equal pay framework also struggles to address issues of occupational segregation, identified by the CEDAW Committee as a persistent problem with contributes greatly to the size of the pay gap between men and women in the UK.

7. We consider that the equal pay provisions would benefit from the establishment of new arbitration mechanisms, the introduction of positive duties upon employers in certain circumstances to take steps to monitor and respond to pattern of pay inequality.

2. What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

Transparency

PCS believes complete transparency on pay and other issues is prerequisite for achieving equality and also for collective bargaining purposes. This applies to both the public and private sectors, but while there has been significant progress in this area in the public sector the private sector still has much progress to make and could learn from best practice in the public sector.

It is often difficult for individual women to identify where they are being paid less than men doing equal work to them because of the lack of transparency around pay in many workplaces, especially in the private sector.

Section 78 of the Act, if it had been enacted, would have provided regulations requiring private employers with at least 250 employees to publish information relating to the pay of employees for the purpose of showing whether, by reference to factors of such description as are prescribed; there are differences in the pay of male and female employees.

This provision came as something of a disappointment to trade unions lobbying for the adoption of mandatory pay audits, such audits requiring as a first step the gathering and dissemination of detailed information about pay levels in predominantly male and female jobs, pay levels for men and women by levels of seniority and so on.

The Equal Pay Code of Practice recommends equal pay audits as the most effective way of establishing whether an organisation is in fact providing equal pay. Unfortunately it is not in the main body of the act and is a recommendation rather than a statutory duty.

Pay systems in the civil service are open and transparent, with clearly defined grade structures. Furthermore roles and grades are set as part of "job appraisal" procedures and importantly civil service employers negotiate with trade unions that represent civil servants in setting pay and grading.

PCS would support mandatory pay audits in all sectors of the economy.

PRP and bonus payments

PCS believes there to be issues with both performance-related pay and bonus payments—both of which are creeping into public services. The concerns PCS has about these areas are very much about a lack of transparency related to these areas and to what often outwardly appears to discriminatory outcomes from these processes. Our experience is that they cause resentment and poor morale.

3. *What has been the Impact of economic crisis on female employment and wage levels?*

Since the onset of the finance sector inspired economic downturn and the ensuing austerity measures introduced in the areas of public services and welfare, there has been a wealth of academic research which highlights the fact that women are suffering the effects disproportionately in comparison to men.

Women make up a higher percentage of public sector workers (when part time workers are included) and this means that women in the UK are disproportionately affected by job cuts and pay stagnation in the public sector.

The ONS records that in the civil service there are 244,210 female workers compared to 215,270 male workers (counting full-time and part-time).

The Fawcett Society notes that:

“Moves to reduce the country’s deficit have left women facing a “triple jeopardy” of slashed benefits, job cuts, and a reduction in the core public services they rely on for themselves and those they care for.”

Furthermore PCS would fully commend, and wholly support, the finds in the same organisation’s most recent comprehensive analysis on the issue: “The Impact of Austerity on Women” March 2012¹²² and a TUC report published in November 2011: “The gender impact of the cuts—a year on”,¹²³ which in summary noted:

“We have seen how the government’s attack on the public sector is having a disproportionate and disastrous effect on women in three main ways:

- More women will lose their jobs simply due to the fact that significantly more women than men are employed in the public sector.
- Women are more reliant on the services that the public sector provides and therefore stand to lose more from cuts to services.
- Women are more likely to depend on the welfare system and will be hit hard by cuts to benefits.

The unfairness of the government’s attacks on the public sector has been widely recognised, not just by the trade union movement, but by much of the national press, the NGO and charity sector, community groups, religious organisations, many academics, and a range of think tanks.

On an almost daily basis, the government announces new policies that will have a negative impact upon women. The abolition of the Women’s National Commission, cut backs and a review of the functions of the Equality and Human Rights Commission, and cuts to legal aid are just a few examples of recent government announcements, before and since the CSR, which will have a direct, negative effect on women.”

While the Women’s Budget Group, in response to the 2012 Budget, noted:

“The Office for Budget Responsibility has increased its estimate of how many jobs will be lost in the public sector between the beginning of 2011 and the start of 2017 to 730,000. Women account for two thirds of employment in the public sector, and therefore will face the brunt of these losses. Women’s unemployment is at the highest level in 25 years; and women account for two thirds of the latest monthly increase in unemployment.

- Many women who do have a job face the prospect of further reductions in their real earnings. Just before the Budget, the government announced that the minimum wage for young people will be frozen for 2012–13. Even the for older workers the 11p rise is a cut in real terms. Women make up the majority of those on the minimum wage.
- The Chancellor wants to introduce “regional pay” in the public sector, to reduce the gap between earnings in the public sector and the private sector. Lower income women—home helps and dinner ladies, for instance, will be disproportionately affected by this.”

While the Daily Telegraph, wrote in December 2011, that:

“Government figures show that almost 12 million women will be affected by changes to tax credits and public sector pensions, compared with just 5.3 million men. An analysis shows that women will lose £1.7 billion, compared with just £640 million lost by men. Changes to tax credits alone will cost households £1,200 each.

“The Coalition has repeatedly come under attack over the effect of its policies on women from groups such as the Women’s Institute. A forum of 37 Conservative MPs has also warned that more could be done for female voters.”

¹²² See <http://fawcettsociety.org.uk/index.asp?PageID=1208>

¹²³ See <http://www.tuc.org.uk/equality/tuc-20305-f0.cfm>

Membership Survey

The UK government's own statistics show that the cost of living will rise by 19.4% between 2010 and 2014. During that time the vast majority of PCS members in the public sector have had a two-year wage freeze—followed by two pay rounds with a maximum rise of 1%.

The pension contributions made by most civil servants from their wages increased in April 2012 and for many will treble by April 2014.

In that context PCS carried out a pay survey. Across all regions and in all age ranges incomes are falling, prices are rising and debt is growing. Remembering that women are in the majority in PCS membership and civil service employment, findings included:

- Monthly average loss of income = £100
- 88% worse off as a result of the last Budget
- 90% had to cut down spending in the last six months (at time of survey)
- 70% had borrowed money in the last six months
- Monthly average borrowing = £300
- 55% said they could not live on their salary alone
- 70% said their income was down in the last six months
- On average members said they were approximately £69 a month worse off due to benefit changes.
- Nearly 70% of people are experiencing high levels of stress—with women in particular suffering the highest levels of stress.

And an example of a member's response:

“Got a 10mth old baby and all my outgoings and bills have increased and with the pay freeze and increase in pension contributions I'm not sure that my incomings will continue to exceed my outgoings but think that actually I'll be short each month.”

While another said when asked about financial loss as a result of government policy:

“Over £200 per month because of money taken by government for my pension, family tax credit taken away, no EMA but increased costs of travel to college, books and stationary for my son, pay freeze, but cost of living gone up, changed my mortgage to a repayment only.”

Women are also suffering a disproportionate effect from the government's social welfare cuts.

According to campaigning groups the Fawcett Society and the Women's Budget Group, more than 70% of the £18bn cuts to social security and welfare will fall on women. While one-fifth of the female wage consists of benefits to compensate, for instance, for the low wages associated with female-dominated sectors such as care and retail—benefits make up only one-tenth of the male wage.

Ongoing “Reform” in the Civil Service

As well as facing public sector-wide attacks on jobs, pay and pensions, PCS members are now also facing very severe attack on long established terms and conditions that go to the heart of women's ability to maintain employment and a family life. In October 2012 a leaked Cabinet Office document revealed that the government is proposing to relook at things like:

- Working hours
- Holiday entitlement
- Access to childcare
- Sick leave and pay
- Flexi working
- Parental leave
- Part-time, term-time and compressed hours working
- Relocation & redeployment.

The stated aim of this review is to reduce and curtail the above, to the level of the private sector. But instead PCS believes that private sector workers should be able to avail themselves of the terms and conditions available in the public sector rather than a race-to-the-bottom as being proposed by the government, so that HR best practice is available to all women.

Outsourcing

PCS also believes that the government's policy of outsourcing and privatising public services, while providing no proof that the private sector can deliver services more efficiently or cost-effectively, certainly has

a detrimental effect on the workers who have been outsourced and privatised. Evidence has shown that, as a result of outsourcing and privatisation, employees pay, terms and conditions, and pensions are eroded over time.

4. How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

The stereotypical belief is that if women in managerial positions possess traditional male characteristics it is a better predictor for success, which reinforces the belief of “think manager-think male” and this discriminates against women reaching the higher positions with characteristics commonly associated with females.

Since construction is one of the highest male dominated industries, the effect of stereotypes as a barrier for women’s career progression in construction is salient. The culture in the construction industry is extremely male dominated. As a result of this, gender stereotypes are salient in construction organisations as direct antecedents of discrimination of women at work.

The norm characteristics of managers in construction are perceived as masculine. They restrict women from entering, promoting and training in the industry. The lack of female role models, diversity training and poor implementation of initiatives and policies on equal opportunities can be identified as the main barriers to reduce prevailing stereotypes in the industry.

In brief, it can be inferred that to improve the status of women’s career advancement in the construction industry it is essential to reduce the influence of occupational gender stereotypes on women managers through a holistic approach of organisations, authorities, research and development institutions and society as a whole.

5. What more should be done to promote part time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

The economic system in the UK means that it is often not financially viable for a woman to work part-time where they may wish to. This is because pay is too low in comparison to the cost-of-living and is made worse by the further cuts to tax credits announced recently.

And a 2012 report by the Resolution Foundation: “The price of motherhood—women and part-time work”¹²⁴ notes that:

“Women in the UK are also more likely than in the five countries with the highest rates of female employment to switch to part-time work once they have children. Although this is often a positive choice to balance work and family life, it is more common for women in the UK to remain working part-time after their children have reached school age, a point at which many women in other countries choose to extend their working hours. On average, nearly 45% of mothers of school-age children work 40 hours or more per week in the OECD compared to less than 20% of British mothers of school-age children. Just over 50% of mothers with school-age children work fewer than 20 hours a week in the UK compared to an OECD average of 30%.

“The UK has one of the highest part-time pay penalties in the European Union. This is largely because of the occupational segregation between full and part-time work which unduly affects women who are far more likely than men to work part-time. Women who switch to part-time employment tend to move down the occupational ladder into lower skilled and lower paid jobs and struggle to move between full and part-time employment as their family situation changes. This means that, while the part-time pay gap within any one occupation is relatively small, women who switch from full to part-time employment when they have children stand to lose a significant amount of income if, in doing so, they are forced to also take a lower skilled job.”

6. To what extent have the recommendations in Lord Mervyn Davies Report “Women on Board” been acted upon?

PCS represents around 165,000 women members, who are predominantly located in public sector employment.

The issue of women on boards is far removed from the day-to-day life of our members.

However, PCS recognises the importance of addressing issues relating to gender equality and women represented in public life in general.

PCS has at least two concerns with the lack of women in senior positions.

Firstly, it is totally unacceptable that the employment market in the UK is structured so that women find it very difficult to compete with men for the top posts on an equitable basis. This is a long-standing issue to which many organisations such as the Fawcett Society have recommended solutions but which successive governments have not had the courage to implement. Education, careers guidance, career barriers, childcare, stereotyping, access to family-friendly HR policies, job status, working environment etc all play a role.

¹²⁴ See http://www.resolutionfoundation.org/media/media/downloads/The_price_of_motherhood_-_women_and_part-time_work.pdf

Secondly we have a position where men are in positions of decision-making that affect women's lives in areas such as pay, cost-of-living and work/life balance—which would benefit from the experience of women in the workplace.

This might also apply to people from different social backgrounds.

7. To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointment to the board?

The positive action provisions in the Act allow employers to take steps in order to advance equality for people who may be under-represented in a particular activity, have suffered a disadvantage or have different needs related to one of the protected characteristics.

By taking positive action this will help them create a more diverse workforce with all the benefits that brings, for example a wider pool of talented people from which to recruit, more creative teams, a workforce that is more responsive to a diverse customer base or service users.

8. Why are there still so few women in senior positions on boards and what are the benefits of having a greater number?

The number of women on boards in UK governing bodies across a wide range of sectors shows no cause for celebration either.

In 2012, housing associations fared best with 40% of board roles occupied by women, followed by NHS foundation trusts (37%), top charities (34%), government departments (32%) and non-departmental public bodies (28%).

Women bring different perspectives that help to drive new insights, while they can create a more collaborative and reflective atmosphere that helps boards work better together.

Even more importantly, in a world where talent is seen as a key source of competitive advantage, the cost of losing many of your potentially most valuable management resources is recognised as huge. Why would any organisation want to select its leaders from only one half of the population?

Reflecting the customer base

It is anomalous and unhealthy for senior management ranks to have low female representation, when women account for the vast majority of their customer base.

Employers need to enhance gender diversity as even the most successful companies are finding that this progress is patchy both across geographies and across different functional areas, with relatively few women coming through the ranks in front-line operational, commercial and general management roles in particular.

4 January 2013

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Written evidence submitted by Mary Reed

PERSONAL EXPERIENCE OF WORKING PART TIME

I have had to make a choice between my career and being a mum, I don’t want to go back to work full time because I want to be there for my children (aged 2 and 7). I am a researcher based at a university, I have a hand to mouth existence, various short term, fixed term projects and am now frantically trying to find work before my current contract comes to an end. I am treading water career wise and have taken a pay cut with this current job, because it fits—allowing me to work from home and organise my own working day. I am pretty much forgotten about by my employers as I get the work done to a good standard, the sadness for me is that means I am not really developed or given new opportunities which was a big feature of my pre-children full time job where I was promoted often. I am trying to be creative with how I work and have even set up my own limited company to do consultancy work related to research. My ambition has been diluted by having children, and my main concern relating to work is getting the mortgage paid, but I am still really interested in the work I do and am very engaged (which is hard to maintain when you don’t interact with other team members). I just can’t compete time wise with colleagues who go for the career, these people work all the time, morning noon and night. What is frustrating is that I am good at my job and can achieve so much in part time hours as I am more focused. I did have a brilliant boss who recognised my ability first—and not just how many hours I could work, but she was a one off and since then I haven’t met that flexibility. The irony is I worked my socks off for this boss and would do anything to produce good work for her and together (although both part time) we achieved so much. It is frustrating—I am happy to sacrifice anything for my children—but it is like Caitlin Moran says; women in their 30’s are at their prime, confident etc, but taken out of circulation due to having children. I would love for both me and my husband to work flexibly (and so would he) but he works in a traditional industry—joinery where it wouldn’t even be considered. I also have many talented and clever friends who have totally opted out of jobs market to stay at home, because they are scared of doing the juggling act; it just seems such a terrible waste.

14 November 2012

Written evidence submitted by the Retail Motor Industry Federation

1. ABOUT THE RMI

The Retail Motor Industry Federation (RMI) is a leading automotive trade body in the UK, representing franchised car and commercial vehicle dealers; independent garages; bodyshops; motorcycle dealers, petrol retailers; auction houses and cherished number plate dealers who provide sales and services to motorists and businesses across the UK.

2. EXECUTIVE SUMMARY

Our submission covers a broad analysis of the sector and anecdotal experience of barriers the industry faces in terms of gender equality. It does not address legal technicalities in the Equality Act or the Davies’ report. The RMI are keen to encourage as much new talent into the automotive retail sector as possible, and the following points cover recommendations for action as to how to address tackling gender stereotyping in our sector. RMI would welcome the opportunity to provide oral evidence during the inquiry.

3. INTRODUCTION

The RMI is a federation representing a diverse range of associations within the retail sector. Therefore, our directors have an understanding of different aspects of the automotive industry, including dealerships, where employment may involve sales, to garages, where the majority of employees will have a background in technical skills.

4. FACTUAL INFORMATION

The only statistical research undertaken by analysts in the industry was on average pay in the franchised sector and did not highlight discrepancies between male and female pay. The only statistical information we have been able to obtain (from www.trendtracker.co.uk) is approximate and shows that in the industry as a whole, males account for 80% of the workforce, and females 20%, a figure which has remained relatively steady over the last 10 years.

5. RECOMMENDATIONS FOR ACTION

5.1 The RMI are committed to securing the best skills for the industry and are keen to address any stereotyping within the automotive retail sector that may deter females from pursuing a career within it. Currently, the RMI are working in conjunction with our partners in the automotive industry to launch an initiative called Discover Automotive, aimed at young people to highlight the benefits a job in the sector can bring. Initiatives that the RMI are involved with, such as this, are aimed equally at males and females, but there is scope for us to tackle gender stereotyping through such initiatives.

5.2 Within the automotive sector, it is clear that women are in the minority in terms of representation on company boards. The RMI are of the opinion that this is due to traditional views in the sector that it is very much a career path for males. However, the RMI are keen to pursue any initiative that will highlight the careers available within the sector that are equally open to women as are men, and may lead them on to a path of attaining a senior position in the company. With regards to female directors on company boards, RMI would encourage any board to be representative of the population as a whole in terms of its composition, ie 50% women. Gender should not act as a barrier to attaining a senior position, but as stated above, nor should we enforce quotas. However, owing to the fact that 80% of employees in the sector are male, it is unlikely that this is a realistic achievement and this overall composition must first be addressed.

5.3 Legal safeguards such as the Equality Act must be stringently followed and enforced within the workplace to deter any behaviour that will discourage females from pursuing careers in our sector. The RMI are opposed to any form of positive discrimination or quotas as it is of the opinion that any position of employment should be secured based on merit. However, it is keen to wipe out any form of harassment based on gender that could occur and any negative stereotyping that may detract from the success of the automotive sector, by discouraging talented individuals from applications.

5.4 Transparency of pay could play a key role in helping to achieve a more equal balance of men and women in the sector, openly reporting company pay for senior staff would ensure there are no discrepancies in pay between men and women in the same role, yet it is our understanding that this is already covered by the Equality Act.

5.5 Education is an important part of changing any mindsets in society, but this is a bigger and broader issue.

5.6 Finally, in terms of general trends, the percentage of women in the automotive sector saw an increase in the early 2000s but has recently started to decline again. In an increasingly competitive climate it is possible that outdated stereotypes prevail and women are once again discouraged from applying for oversubscribed jobs. Both males and females alike have been affected in terms of wage levels in the ongoing recession and it is important that, notwithstanding the effects of the crisis, equality of pay is maintained. This includes equal opportunity to obtain a senior position in a company.

5 October 2012

Written evidence submitted by Professor Tom Schuller

THE PAULA PRINCIPLE AND THE NEED FOR A LIFECOURSE PERSPECTIVE ON WOMEN AND SKILLS

SUMMARY

The Paula Principle is this: “working women stay below their levels of competence”. Women’s increasingly superior educational performance is evident, but not sufficiently recognised. It is not reflected in career and pay trajectories. This is part of a broader issue about skill utilisation in the UK.

My submission:

- (a) Shows the crossover points in education at different levels, as women overtake men—and therefore the lag involved in closing the pay/careers gap.
- (b) Shows that whilst the pay gap has largely closed at the point of entry into the labour market it widens again over time—faster for younger generations.
- (c) Argues that the issue of part-time careers is central to the debate; and this should be seen as applying to men as well as women.

SUBMITTER

Tom Schuller is currently Director of Longview. From 2008–10 he directed a national inquiry into the future of lifelong learning, sponsored by the National Institute of Adult Education, and was the main author of the report *Learning Through Life*. From 2003–08 he was Head of the Centre for Educational Research and Innovation at OECD, the international thinktank, and before that Dean of the Faculty of Continuing Education and Professor of Lifelong Learning at Birkbeck. He is a Visiting Professor at Birkbeck and the Institute of Education. He has written or edited some 15 books, on education, ageing, pensions, industrial democracy and social capital.

Longview is an independent thinktank which promotes the value of longitudinal studies. The UK is a world leader in large-scale longitudinal studies, and Longview aims to make sure that these are used effectively by policy-makers and researchers, especially in areas such as employment, education and social mobility. See www.longviewuk.com.

THE PAULA PRINCIPLE

1. The Paula Principle (PP) is that “working women stay below their levels of competence”. It is the mirror image of the Peter Principle that “people rise to their level of incompetence”, expounded in the 1960s when only men had careers. See www.paulaprinciple.com for further detail. A book on this is in preparation.

2. Why does the PP matter? Partly for reasons of fairness: women should be rewarded fairly for their competences. But also because an increasing proportion of the nation’s human capital is female, and underutilisation of these competences harms us all.

EDUCATIONAL CROSSOVERS

3. The superior education and training performance of girls and women has been going on for some time. The simple table below indicates the years when female achievements overtook males.

<i>Educational level</i>	<i>Date</i>
Women overtake men in FE participation	1981
Girls overtake boys in getting 2+ A levels	1989
Women overtake men in HE participation	1994
Ditto in Russell group, undergraduates	1999
<i>Training</i>	
Higher participation in training	1993

From all these crossover points women have either continued to increase their advantage, or maintained it. Women achieve better qualifications initially, and improve their competences more consistently than men. The gap exists at all levels of qualification.

However the superior qualifications and competences have not been reflected in the pay and careers of women in the workplace. There has been progress, but this has been not only slow but patchy—as we can see with part-time workers.

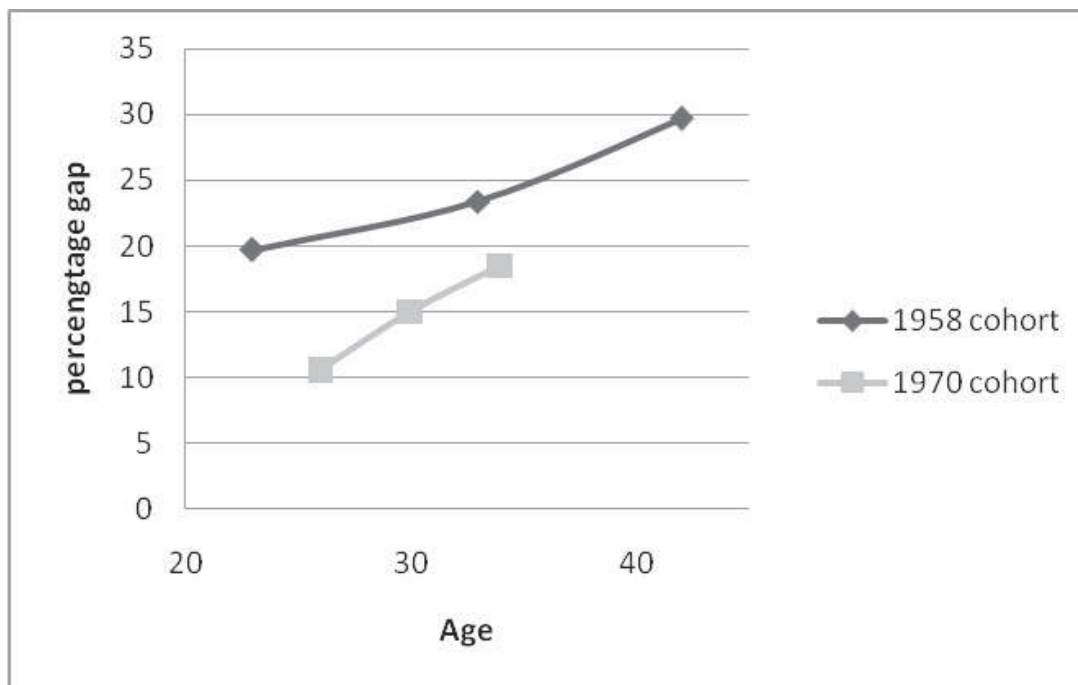
CAREERS AND PAY: THE NEED FOR A LIFECOURSE PERSPECTIVE

4. The gender pay gap has certainly closed over the decades. We can argue about the slow pace. But the key point here is that the gap widens again over time as women and men pursue their careers—and that it widens faster for the younger generations.

5. Longitudinal research illuminates this. Using large-scale data from two cohorts born in 1958 and 1970, whose careers have been followed at roughly five-yearly intervals, Jenny Neuburger’s analysis (Figure 1) shows how the pay gap starts at different points but expands over time. Although the pay gap has decreased very significantly between the two generations, the gap widens over time as each generation gets further into its career path—and this happens at a faster rate for the younger generation. So for those born in 1970, the gap at age 26 was only just over 10%, compared with nearly double that for the 1958 cohort measured at roughly the same age (23). This is the kind of progress one would expect, especially given that the women in the younger generation had begun to pull ahead of the men of their age in terms of qualifications. But for this same younger generation, by age 34 the earnings gap had increased by eight points to 18.5%; whereas at a similar age, the previous generation had gone up only from 19.5% to 23.4%. Figure 1 shows how the gap starts smaller, but then widens at a faster rate for the younger generation, whose women have a larger qualification advantage over the men in their cohort than the 1958.

Figure 1

THE PAY GAP HAS DECLINED ACROSS THE GENERATIONS—BUT GROWS BACK OVER TIME!



Source: Jenny Neuburger, personal communication

6. So we may have made progress in shrinking the gender pay/career gap, but this is not necessarily being sustained over the lifecourse. It is possible that as big a pay gap will have opened up by the time the later cohort reaches the later parts of their career as existed for the earlier cohort at the equivalent age. The implications are large, for women as individuals (pay, status, self-respect, pension) and for society generally. At a time when we shall all be living longer, and therefore also working longer, we need the kind of evidence which tracks people over their careers.

7. The lifecourse perspective is also crucial for revealing the effect of women working part-time. The Committee has already heard from many sources about the importance of giving greater value and reward to part-time work. Longitudinal research shows that it is not so much having children as shifting to part-time status which really sets women's careers on a flat or downward trajectory.¹²⁵ And the effect of course cumulates over the lifecourse—with a cumulative loss of earnings to the individual, and talent to society.

THE PP FACTORS

8. The Committee will have evidence on why the women do not reach the levels their competences suggest they ought to. I've summarised these as:

- PP1 *discrimination*: overt or covert
- PP2 *caring*: child and elder care. The UK costs are exceptionally high.
- PP3 *psychology*: lack of self-confidence means women do not present themselves for jobs/promotions
- PP4 *vertical networks*: women don't have the links to people at levels above them—a vicious circle

And a rather different one, less negative:

- PP5 *choice*. Women choose positively not to go further up the ladder. This is obviously contentious. It is of course true that choices are shaped by circumstances; but we cannot attribute too much false consciousness to women who say they are choosing different routes.

Leaky pipe rather than glass ceiling

9. The presence of women at senior levels is important, symbolically and for reasons of power. But it's arguable that the "glass ceiling" metaphor narrows attention too much on the top levels. It's irrelevant for most

¹²⁵ Erszabet Bukodi, Shirley Dex and Heather Joshi (2012) "Changing career trajectories of women and men across time, in J. Scott, S. Dex, H. Joshi (eds.) *Gendered Lives: Gender inequalities in production and reproduction*, Cheltenham: Edward Elgar pp48–71.

women, whose skills are being underutilised at all levels. However evidence is harder to gather at these lower levels.

Implications: a better time mix

10. Mentoring, cheaper childcare, better careers guidance and managed career breaks are all part of the mix. But I am increasingly persuaded that *abolishing the outdated fulltime/parttime distinction, and enabling careers to be built on a range of worktime patterns, is absolutely central. This extends to men as well as women.* The practical implication is for a default position where all jobs should be advertised and available on a sliding hours basis, except where it is demonstrably inappropriate.

11. We need also to look at careers in a way that is both more diverse and more coherent *over the lifecourse.* There is much rhetoric around how we all need to change careers many times in a working life (probably rather less often in fact than the rhetoric suggests), and to work longer. The challenge is to think about how to offer career opportunities to all which combine coherence with change. Such an approach would be especially beneficial to women.

12. This is in fact part of a wider argument about the utilisation of skills. The argument has been too dominated by the supply side, ie increasing the supply of qualified people. The Paula Principle shows how women's competences are underutilised; we need to pay more attention to job quality and how work is organised.

30 November 2012

Written evidence submitted by the Scottish Women's Convention

BACKGROUND

The Scottish Women's Convention (SWC) is funded to engage with women throughout Scotland in order that their views might influence public policy.

This is achieved in a number of different ways—through roadshow, round table, conference and celebratory events. Following each event a report is compiled and issued to women who attend, as well as relevant policy and decision makers.

The SWC uses the views of women to respond to Scottish and UK Government consultation papers.

INTRODUCTION AND EVIDENCE BASE

The SWC has consulted with women throughout Scotland using numerous communication channels including roadshows and thematic events, surveys, Geographical Information Groups and Conferences.

The response to the Business, Innovation and Skills Committee Inquiry into Women in the Workplace is informed by the voices of women participating in SWC activities. During discussions with women the topic of employment is always discussed. Barriers in accessing and sustaining employment as well as being promoted within the workplace are key areas considered.

The SWC has also held two Conferences on Women and Employment. The first explored the current employment opportunities afforded to women, while the second concentrated on positive workplace practices.

WOMEN AND THE PUBLIC SECTOR

Throughout Scotland, concern has consistently been expressed at the reduction and removal of jobs in the public sector, where women predominate. In many cases, full-time jobs have been reduced to part-time or job-share. This, combined with massive redundancies in the private sector, has undoubtedly contributed to the current rate of women's unemployment.

“The amalgamation of jobs has led to one person doing the job of three people.”

Women are aware of the impact of cuts and redundancies however many *“are not complaining about changes in services and conditions—we're just glad to have a job”*.

WOMEN AND EMPLOYMENT

The SWC attended and participated in the Scottish Government Women's Employment Summit, held in September 2012. The consistent rise in female unemployment has resulted in discussion around barriers to seeking and remaining in work. Women continue to be clustered in roles in what are known as the “5 c's”—catering, cleaning, caring, cashiering and clerical. These jobs offer little in the way of training, development and progression.

The stress of looking for a job is described as *“horrendous”*, especially as there are few vacant positions in the current economic climate. Where vacancies do exist, an increasing number of women are forced to work on a part-time basis, meaning reduced wage potential, because of caring responsibilities. The cost of childcare

is very high in Scotland. As a result some women sacrifice returning to work full time in order to look after their children. Shift work and unsociable hours are not recognised working patterns with regards to the services available. Distance travelled to access childcare, in addition to hours worked, is having a detrimental impact on quality family time on a daily basis.

In some areas of the country, women are forced to undertake additional part-time jobs as a result of the current economic climate. Women are expected to live on wages that have not increased in a number of years, while the cost of living continues to rise.

YOUNG WOMEN

Youth unemployment is having a detrimental effect on local communities. There is a serious lack of employment opportunities for young women. Access to Modern Apprenticeship schemes is limited and heavily gender streamed, with young women taking up roles in childcare, hairdressing, beauty etc. whereas young men predominate in construction, engineering, joinery etc.

“I fear for the future of young people. Many school leavers must have no hope.”

Young women who wish to pursue non-academic careers are often discouraged through lack of opportunity and support. Occupational segregation and gender streaming need to be discouraged through education and employer stereotypes.

“More needs to be done to encourage girls into non-traditional careers.”

WOMEN AND EDUCATION

Community and adult education services have undergone significant spending cuts. Women take courses in order to gain skills and qualifications which in turn, enhance their job opportunities. These cuts ultimately have an adverse effect on local communities and families.

“As a result women are just not skilled enough for jobs which come into the area.”

RURAL WOMEN

The public sector—Local Authorities and the National Health Service (NHS)—are major employers within rural Scotland. The current loss of public sector jobs is having a harmful effect on rural communities, in particular the women employed to provide necessary local services.

“The public sector employs 40% of workers in the region, the majority of these are women. It stands to reason we will be the most likely to feel the repercussions of policy decisions.”

A lack of increase in wages is resulting in rural women experiencing severe financial hardship. Fuel prices, for example are *“extortionate—it’s unbelievable how much it costs to fill a tank these days”*. The rising cost of fuel means that deliveries of food etc to rural areas is more expensive, which in turn puts up the prices for those living there.

COMMENTS FROM WOMEN IN EMPLOYMENT CONFERENCES

Main barriers for women getting into employment—Attitudes (societal, employer and political); Caring (a lack of suitable, affordable childcare); Lack of confidence.

Main barriers for women progressing in the workplace—Attitudes and gender prejudice; maternity leave; ageism (women of childbearing age); Work/life balance tensions.

Factors which could bring about a significant difference for women in employment—Better educational opportunities, change in attitudes, change in Equality Legislation.

“The number of women who have gained professional qualifications yet left their sectors of expertise is shameful. Policymakers and employers should be more focused on why this is happening.”

“It is well documented that women face educational and employment disadvantage as a result of other social and economic factors such as race, poverty and being a lone parent. The loss of women from employment sectors where their numbers are just becoming established or within industries vital to the economy is ‘a seriously leaking pipeline that has to be sealed’. Public policy and employers must confront the inequities that contribute to this loss of talent and experience.”

“There is a new ageism in employment—‘women of child bearing age’. The issue needs to be more open and under scrutiny. A lack of transparency is more apparent in the private sector. Equality legislation compels the Public Sector to be less ambiguous.”

“Women still experience difficulty breaking through the ‘glass ceiling’. There is still a macho culture in workplaces and the glass ceiling exists. It is often as a result of poor workplace policies and procedures and this needs to be actively challenged.”

“Cost and availability of childcare is still an issue. More government/employer promotion of positive workplace practices could help overcome this.”

CONCLUSION

The lack of suitable, sustainable employment coupled with limited access to flexible childcare and transport is having a damaging effect on a woman's ability to fully engage with the employment market.

GOVERNMENT ACTION

What can the Government do to support women to sustain and develop their employment opportunities through positive workplace practices?

“Support childcare provision that meets the needs of working women and encourage employers to adopt flexible working practices.”

“Make policies more transparent and introduce yearly monitoring of these policies.”

“Uphold and put into practice equal opportunities and pay structures.”

“Promote policies which not only encourage women into employment but also progression to higher positions within the organisation.”

“Equal Pay should be that—equal!—regardless of full time, part time, job share or status.”

“Provide clearer guidance on existing legislation and policies.”

“Encourage small businesses to implement flexible working and have better employer/employee communication.”

6 December 2012

Written evidence submitted by Linda Wells

THE POSITIVE ROLE OF JOB SHARING IN THE WORKPLACE

My experience working as a job share for fourteen years has convinced me of the many advantages job shares offer to the employer as well as to the employee. I worked as a teacher, but I found talking to other job-sharers in the civil service, medicine and the private sector that they too echoed the points I am making. Although this is about women, men too (carers/parents) benefit from the opportunity to job share.

1. SKILL DEVELOPMENT

By being in a job-share women can retain and develop skills which they would lose if they had to take a complete career break.

2. STAFF RETENTION AND LOYALTY

Employers retain experienced staff if they can continue to work while having to parent etc. Job sharers are known to be loyal workers as they cherish the advantages of their position, so less staff turnover. Job sharers are inclined to go the extra mile, as to have the job share is so important to them. I do not see this as exploitation, as some do, but as a common-sense, realistic approach.

3. IN A SMALL WORKPLACE JOB-SHARING EXTENDS THE SIZE OF THE WORKFORCE

eg I worked in a small school, between us my job share partner and I took on extra management responsibilities, more of a workload than one person could have taken on.

4. EMPLOYERS GET MORE THAN ONE FULL TIMER

A job sharer when not at the workplace will be reflecting on their job, so the employer gets more hours of input; a single worker is one worker, a 50:50 job-share probably in reality provides 1.5 worker time. I know that a reluctant civil service boss admitted after a time that he was won over realising that his job sharers were mulling over work in free time and reckoned he got not 50% and 50% but 75% and 75%.

5. LESS TIME TAKEN OFF

In teaching the work is physically exhausting and teachers do have time off for sickness. My experience is that job-share workers take off very little time, because they have rest time so get ill less, and also can “keep going” on their work days—knowing it is not for a full week.

6. CONTINUITY IS EASIER TO MAINTAIN

During 14 years with four job-share partners if ever one of us was off sick (which was very rare) we were always able to cover for each other. As a result the class never had to have a stand in teacher so the continuity of teaching was maintained.

7. FLEXIBILITY

Having two people completely up to speed on one job gives the workforce flexibility to allow for individuals attending courses, holidaying etc without loss to clients. In the private sector, (where the criticism of job sharing is break in continuity) I would say that the lesser likelihood of neither person being available for clients etc, as one covers for the other, means better continuity over all.

8. AN EMPLOYER HAS TWO PEOPLE WORKING ON EACH ISSUE

Job sharers talk over the job with each other, so eg a class of 30 children have two teachers talking about how best to teach them rather than one teacher on their own. The active process of handing over the job each week to a partner ensures that issues are explored, difficult matters that a worker without a partner might choose to ignore, cannot be ignored but must be talked through with the job share partner. Decisions as a result are more likely to be considered judgements rather than impulsive.

9. NO HIDING PLACE!

Responsibility to one's partner means that the job sharer is very loath ever to do shoddy work, it is so glaringly obvious; so untidiness, sloppiness doing the wrong thing, less likely to occur.

14 November 2012

Written evidence submitted by WEN Wales

WEN Wales is a community of organisations and individuals working to advance the rights of women in all spheres of Welsh life. We want to create a fairer society in which women live free from sexism and gender discrimination and enjoy equality in all aspects of their daily lives. The role of *WEN Wales* is to facilitate communication between our members; to help them coordinate their work and work in partnership and to represent women's interests at all levels of government. We welcome the opportunity to respond to this consultation. Women account for approximately half of the population and the workforce. Despite succeeding in education, women are over-represented in low paid jobs, mostly in order to balance work and care. We hope that this consultation will lead to changes in the workplace that will support the full use of women's skills in the economy.

CONSULTATION RESPONSE

1. *Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?*

1.1 Legislation alone will not resolve these issues. We have had an Equal Pay Act in the UK for 40 years and the pay gap still prevails. Achieving the change we need depends on social actors such as parents, community leaders, education practitioners, careers advisers, employers, voluntary organisations and more. The Government has the power to make sure all of these agencies and individuals are aware of the issues and are taking the steps necessary to bring about the change we need.

1.2 The Public Sector continues to be the major employer of women in the UK. Many Local Authorities have still not settled equal pay claims from their women employees. Under equal pay legislation, councils were supposed to settle claims by April 2007. Most in Wales have yet to settle.

1.3 Job segregation remains in place, exacerbated by a lack of appreciation of the potential productivity gains made possible by the creation of a gender balanced workforce at all levels in the organisation. Management development programmes need to include information on best practice in application of the gender equality duty.

2. *What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?*

2.1 When they are published, equal pay audits provide a useful means of improving transparency, allowing analysis of systems especially if they were combined with mandatory obligations to implement findings. Stakeholders could then play a role in holding directors and management accountable for lack of progress on equal pay.

2.2 By encouraging dissemination of information on the gender composition of organisations; this could be a requirement for publication in the annual reports of government departments and in statutory returns to Companies House Comparative tables could be published every one or two years to measure progress towards a gender balanced workforce.

3. *What has been the impact of the current economic crisis on female employment and wage levels?*

3.1 The economic crisis has hit women's jobs and the particular sectors where the majority of women find work, such as public services and retail. There has been an increase in part-time working but this is due to

many employers offering reduced hours. Research shows that in Wales, 50% of part-time jobs are low paid and one in 10 workers is under-employed, with many working part-time hours but wanting more. Women are often found to be working in the lower paid jobs such as cleaning and catering.

3.2 20% of women are low-paid compared with 10% of men. Women are 80% of claimants of Income Support in Wales, mainly because they account for the majority of lone parents.

3.3 IFS¹²⁶ estimate that on average:

- Lone parents (90% of whom are women) will lose more than 12% of their income by 2014–15—equivalent to about £2,100.
- Workless couples with children will also lose 11–12% of their income.
- Families with children under five and families with more than two children are the worst affected of all.

These are very substantial decreases in projected household income, affecting people who already have very limited means.

3.4 The new Universal Credit will be paid only to one member of the household (although Child Benefit and Carer's Allowance will continue to be paid to the claimant). So, even if the household's benefit claim is made up of entitlement by several members of the household, only one person will actually get the money (and this will be paid monthly).

3.5 Studies of how families manage their money suggest that women often don't have equal access to family cash and are likely to bear the brunt of shortfalls in income, all the more so with a switch to monthly rather than fortnightly payments.

3.6 And then there's the question of second earners. Universal Credit has been explicitly designed to encourage one-earner households: "incentives for first earners have been given priority over second earners [...] the aim of Universal Credit is to ensure that as many households as possible have at least someone in work and that work will pay for that household."¹²⁷

Couple this with the squeeze on women's employment in the economy generally and the reduction in support for childcare costs, and there is little incentive for a second earner to work. The Resolution Foundation has shown that a second earner in a family who is working 16 hours a week on the minimum wage would, on Universal Credit, take home £17 a week after childcare costs—around £1 an hour—compared with £46 a week under the current system.

3.7 Changes proposed in the Chancellor's Autumn Statement will hit women harder than ever. New analysis has shown that 81% of the key additional direct tax, tax credit and benefit changes will come from women—that is, £867 million of the £1.065 billion raised.¹²⁸ As a result of these changes, working parents will see child tax credits and child benefit cut in real terms on top of the previously announced real cuts in Working Tax Credits and childcare. Maternity pay is also being reduced, removing £180 from the pockets of new mums by 2015–16, making it harder for women to afford to take their full maternity leave. Changes since the 2010 election now mean women are paying three times as much as men to bring the deficit down, even though women still earn less and own less than men. Things like the increase in public sector pension contributions, cuts to attendance allowance and social care hit women harder too. House of Commons Library research shows that out of the total £16 billion being raised in direct tax, credit, benefit, pay and pension changes, £12 billion is being paid by women.

4. How should the gender stereotyping prevalent in particular occupations be tackled? For example, in engineering, banking, construction and the beauty industry

4.1 There is a widely recognised need to promote gender equality in schools and communities. The media plays a major role in reinforcing gender stereotypes. Chwarae Teg's Agile Nation project is working to reduce gender stereotyping in schools through the Fair Foundations programme: <http://www.agilenation.co.uk/for-educators/>. Agile Nation's educators strand also works with Sector Skills Councils to engage girls in non-traditional apprenticeships such as construction and ICT. Women are severely under-represented in the sectors predicted to grow in the future such as Aerospace, Advanced Manufacturing and Energy. This means that they are not able to contribute to or benefit from economic growth. The persistence of occupational stereotyping causes women to remain in typically female sectors which are being worst hit by public cuts.

5. What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part-time?

5.1 Part-time work is not always a good thing. Many people in Wales are currently under-employed in part-time roles because they cannot get more hours. Chwarae Teg promotes flexible working in order for carers to

¹²⁶ The Institute for Fiscal Studies

¹²⁷ DWP (2011). Universal Credit Policy Briefing Note 5, accessed online: <http://www.dwp.gov.uk/docs/ucpbn-5-second-earners.pdf>

¹²⁸ Cooper, Y (2011). Autumn Statement Hits Women Harder than Ever, accessed online: <http://www.labour.org.uk/autumn-statement-hits-women-harder-than-ever—cooper,2012-12-05>

balance work and family life. Chwarae Teg research (yet to be published) tells us that women prioritise work-life balance and will accept low-paid, part-time jobs to achieve it. Businesses need to make sure they have “family friendly” policies in place which allow women to work flexibly in roles that allow them to reach their potential. Women’s qualification levels have been rising; women account for around 2/3 of graduates and yet this valuable resource is not being used in the economy. Flexible working opportunities, particularly in senior roles, would support women to reach their potential.

6. *To what extent have the recommendations in Lord Mervyn Davies’ Report “Women on Boards” (published in February 2011) been acted upon?*

6.1 Lord Davies’ report set a target of 25% women on FTSE 100 boards by 2015. The one year progress report showed a 3% increase. Chwarae Teg stakeholders say that it has motivated companies to develop programmes to support women to progress to this level. WEN Wales believes that targets will not bring about change quickly enough and advocates quotas to ensure fair representation of women at board level.

6.2 The same progress report (Feb 2012) noted that the number of FTSE100 boards that were all male dropped from 21% to 11% in the year to February 2011, and it looks as though the FTSE100 are making progress to improve the position of women at board level—particularly through non-executive appointments.

6.3 According to the information on the Appointed for Scotland website at 16 October, 40% of public corporation boards there has governance boards that are male only. Women account for 14% of non-executives at the boards of Scotland’s public corporations and 14% of the executive and non-executive board at Scottish Water.

6.4 Of great concern are the results of recent research for Cass Centre for Charity Effectiveness which shows that the skills of senior female staff in the third sector are largely dismissed. Only one woman from the voluntary sector has got to the first stage of a formal interview for a FTSE 100 board, but has heard nothing further, she said. “There are still many who have described working in the voluntary sector as being toxic”. One chair described one of the women’s CVs as “just a little bit of charity work”. There is a complete lack of understanding about the voluntary sector. There is dismissal of the expertise from the voluntary sector but also innate sexism despite the fact that there is clearly an appetite for women to pursue such roles, whether from private, voluntary or public sector background.

6.5 By contrast, the numbers of women in leading roles in Social Enterprises has already exceeded the Davies report targets.

7. *To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?*

7.1 Research has shown that “boards with a strong female presence outperform boards without a strong female presence”.¹²⁹ Women have an appreciation of the customer base for their businesses and companies like Proctor and Gamble report a measurable 9% growth in profit that they attribute to improvements in gender balance at board level.

8. *Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?*

8.1 Men tend to be more confident in applying for senior positions whereas women need to be supported and encouraged to progress to a senior level. One issue is that role descriptions for these posts tend to use language to identify skills which are stereotypically “male”. Women have different qualities/attributes/skills which are sometimes viewed negatively by the men responsible for making the appointments. Everyone in senior positions should understand gender equality and diversity issues so that they can implement the necessary changes.

8.2 The benefits of gender balance on boards have been shown to directly benefit the bottom line in businesses (See 7.1 above).

8.3 Organisations that have taken action to improve their gender balance have identified a number of key actions for success, including:—

- Mentoring and support (before and after appointment)
- Training programmes
- Networks
- Role models
- Succession planning in organisations to ensure that there are women in senior management positions ready to take on the mantle of governance at an appropriate time for them
- Early intervention through work with schools and colleges to create a talent pipeline.

¹²⁹ McKinsey and Co. (2007) Women Matter, accessed online:
http://www.mckinsey.de/downloads/publikation/women_matter/Women_Matter_1_brochure.pdf

9. *How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?*

9.1 In the public sector, the situation differs between Scotland and England & Wales. As far as public appointments in Scotland are concerned and, until recently, in England & Wales, the appointing bodies aimed to have women on appointment panels wherever possible. Recent changes to the processes for appointing to these bodies in England and Wales may well change that as the pool of women available to make appointments is diminished. As ever, those who design the recruitment process will need to conduct gender audits on those processes.

21 December 2012

Written evidence submitted by Dr Heather Williams

I am a professional physicist within the NHS, honorary secretary to the Institute of Physics' Women in Physics Group, and Director of ScienceGrrl (www.sciencegrrl.co.uk)

I am responding to this call for evidence in a personal capacity.

I would particularly like to submit my views on the following questions:

What has been the impact of the current economic crisis on female employment and wage levels?

I think it is not so much the current economic crisis but the response to it that is the issue. In particular, the emphasis reducing the deficit through on public sector cuts has adversely affected women, not only because the public sector workforce is predominantly female, but also because women are adversely affected by measures that reduce state provision and support for part-time and flexible work. The Fawcett Society is continuing to compile and report information on this issue: <http://www.fawcettsociety.org.uk/index.asp?PageID=1236>

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

Speaking specifically about women in non-typical careers, I think we need more visible, accessible and inspirational female role models from a wide variety of careers, and enable access to these role models for young women at all stages of their education. As professional scientists like myself have limited time available to visit schools, we need to exploit the opportunities provided by e-mentoring, websites and social networks. It is also important to ensure a wide range of women (and men) in non-stereotypical occupations are represented in the media. The BBC, as our national broadcaster, should aspire to better representation of women, particularly as "experts" on current affairs programmes; the recent incident on the Today programme where two men were commenting on a woman's experience of breast cancer was inexcusable and provoked quite a response, more details here: <http://www.guardian.co.uk/lifeandstyle/2012/nov/04/women-bbc-female-experts> The counterpoint to that is that, from my point of view, women with expertise need media training in order to communicate well in this setting and gain confidence to do so. ScienceGrrl, a network of (predominantly) female scientists passionate about passing on their love of STEM to the next generation, is looking to contribute to both these areas—role model visibility and media representation—in 2013.

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

As a part-time scientist and mother of two small children, I think the most important thing that could be done would be to bring about equity in paternity/maternity leave arrangements. At present, the mother is entitled to two months or more of maternity leave, whereas the father only gets two weeks. After the first two months of recovering from labour, there is no reason why a woman cannot return to work and the child be cared for effectively by his or her father, or arrangements made for sharing childcare. I would like to see a transition to the Swedish system, which I first became aware of through this article: <http://www.guardian.co.uk/money/2012/nov/18/swedish-latte-pappa-shared-childcare> In Sweden, parental leave can be divided between the parents as they see fit, so it is not automatically the mother's career that needs to "held back" or abandoned completely to care for a small child. This will help support a change I am witnessing amongst my peers and those younger, that most men want to be more involved in family life than has historically been the case. Establishing joint responsibility for parenting at the outset will mean both parents expect to combine the demands of family life with those of their career, and be prepared to negotiate for part-time opportunities based on the existing legal right to request flexible working. I think MPs should also lead from the front on this, and allow MPs to job share so that two part-time MPs can represent the same constituency. I am in full support of this petition, to this end: <http://www.inclusionlondon.co.uk/sign-petition-for-job-share-for-mps>

24 December 2012

Written evidence submitted by Workpond Ltd

I am very interested in contributing to your inquiry into Women in the Workplace. Not only have I had my own personal experiences of being a woman working in the City, but I have now dedicated my career to improving access to flexible employment opportunities for both men and women. I believe strongly that the key to gender equality in the workplace will be through increased acceptance and adoption of flexibility for men and women and at all levels of seniority. To this end, a year ago I set up www.workpond.co.uk. It is a website which helps companies source experienced professionals on an interim, part-time or consultancy basis. We currently have over 500 candidates and have had over 150 roles posted.

In response to your questions.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

I believe that transparency on pay is difficult as there are so many factors that affect the setting of wages and each negotiation is unique. As far as workforce composition goes, I believe that we should encourage companies, where possible, to employ flexibly (which will benefit both men and women). This is an advantage not only for the employee but to the business, which will benefit from greater productivity, lower attrition and often lower wage costs.

What has been the impact of the current economic crisis on female employment and wage levels?

Many women that have left the workforce to raise a family find it difficult to return to work on a part-time basis. Even if they decide to return on a full-time basis, many will need to return at a lower level of seniority and pay. Due to the recession, there is a greater need for women to return to work to help support their families. We would like to see women have greater choice when they choose to return to work and less compromise.

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

You first need to understand the underlying reasons for the gender stereotyping. Had I known, when I embarked on a career in Fund Management that a) it would be so difficult to work in any way less than full-time and that b) I would at some point have a family, I would probably have opened up a beauty salon!

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

I believe that part-time work should be promoted at all levels within the workplace for those that choose it and where it is not harmful to the company.

I believe that people should be promoted on results—this will make it less likely for a part-time worker to be promoted as quickly as someone working full-time, but this is a choice that they have made. I believe that if advantages are given for part-time workers this is effectively discrimination against full-time workers—both men and women.

To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Boards" (published in February 2011) been acted upon?

To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?

I believe that boards should be chosen on the basis of the best candidates available. I am hearing of relatively junior women being approached for board roles on the basis of their gender, not experience. This is not right and not good for our companies and ultimately our country.

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

There was an economist report explaining that 20% of women are focused solely on their career, 20% of women are focused solely on their children and the 60% in between that work to varying degrees (as in a normal distribution curve). I believe that the greatest impact on board composition will come from a) the changes to the right to request flexible working for both men and women and b) cultural changes that are emerging that make it more acceptable for fathers to take on a more hands on roll in raising children. I do not support quotas. I believe in a meritocracy.

I believe that in order to fully integrate our workforce in the shortest time, it has to be for the good of all—not just women and not just employees, but businesses too.

20 November 2012

Written evidence submitted by the Women's Engineering Society

1. EXECUTIVE SUMMARY

1. The Women's Engineering Society is a volunteer lead, small charity in existence for over 90 years. Our members represent all sectors, are qualified in subjects from maths, chemistry and biosciences through to PhD rocket scientists and all manner of engineering disciplines. They have entered technical professions through a variety of routes: art degrees, apprenticeships and engineering and or science degrees.

2. We find that more needs to be done to tackle gender stereotypes and greater emphasis placed on KS1 and 2. We are pleased with the greater emphasis in recent years and work done on gender inclusion.

3. Part-time work is available in a variety of creative ways offering 24/7 customer service across the globe in many cases helping our members to maintain their career and balance it with child or elder care, hobbies and volunteering. We see an increasing number of women setting up their own businesses. We do not see employers being celebrated enough for their support. We would like to see more encouragement by government of part-time working.

4. We also wish to see the inclusion of elements within engineering and technology degrees around unconscious bias and modules that inculcate greater respect between men and women students. Please refer to the HE STEM report *Jobs for the Boys* and its recommendations.

5. Further we would like to see a greater emphasis on mentoring of middle management women by more senior men and women.

6. WES and its members would like to see a tougher stance, better data collection and support to enable more and more effective uptake of part time working to support women engineers returning to the workplace.

Some observations from our members

7. As a female engineer, one is generally assumed to be incompetent, until one proves otherwise. For males, the initial assumption is that they are competent.

8. There are many more women (some engineers) working in the renewables sector than in the more conventional engineering sectors.

9. Women who succeed tend to have a male sponsor.

10. We see an increasing number of women setting up their own businesses and consultancies to manage their work and build a culture they enjoy working within.

11. There are still places women engineers cannot go eg submarines.

12. The engineering sectors are heavily segregated—for example in energy there are many women in the renewable side.

13. We still find that suitable personal protective equipment is not available—based on both anecdote and a substantial survey showing how women feel inadequate, unprofessional and putting them at risk. The high level survey results are attached to the submission and contains direct quotes.

Introduction

14. The Women's Engineering Society was founded in 1919 and has a history of working closely with government on issues relating to women and work with particular relevance to science technology and engineering. The Society draws its members from a broad range of sectors including defence, manufacturing, banking and finance and all stages of education and policy making. Members also reflect all career and life stages.

15. Our submission is drawn from personal perspectives and information gathered from enquiries to our offices, recent surveys of members and a call for responses.

Facts

16. A recent survey for the HE STEM programme shows persistent low numbers of women entering STEM employment, but that figures for engineering graduates is better than for STEM subjects as a whole. 44% rather than 21% as reported.

17. In engineering subjects 63% of male bachelor degree graduates were in engineering and technology occupations compared to 44% of females. There is less difference among engineering graduates from enhanced first degree courses where both male and female graduates were more likely to be in engineering and technology occupations than bachelor degree course graduates: 78% of men and 71% of women. (HE STEM report *Jobs for the Boys*, HESA 2010)

18. The proportion of women in engineering employment persists below 10%. Achieving a critical mass of 30% of technical women on boards of engineering or manufacturing companies is therefore unlikely to happen in a generation.

19. Research by Carroll Seron published in 2012 shows persistent subtle bias against women even within undergraduate programmes.

2. RECOMMENDATIONS FOR ACTION

20. There is still a need to support the career advancement of women.

21. Subtle unconscious bias against women persists.

22. Stereotypes need to be addressed early in the pipeline to challenge gender schemas (images we hold in our heads, forged from experience and reinforcement of ideas).

23. Part-time working efforts need strengthening:

- Incentives
- Right to have
- Promotion of good practice
- Upskilling internships (paid).

3. RESPONSE

3.1 *Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?*

24. Replacement of the gender equality duty with the Public Sector Equality duty causes some concern. The focus on gender may be lost with the requirement for only one equality objective.

25. Our concern extends to the fact that the duty only covers public sector organisations and excludes the private sector. Using influence within the procurement process has been adopted in some sectors, but this is patchy even in sectors as well structured as construction and worse in defence. Progress is too slow.

26. Positive action is still confused with positive discrimination. Implementation of positive action enablers has been too slow and we see little progress to enforce or monitor progress.

27. For women engineers positive action by employers is crucial to ensure that women have access to opportunities for promotion, career development opportunities, flexible working arrangements and a working environment free from macho politics.

28. Demand transparency of wages, including bonuses, promotion patterns, hours of work.

3.2 *What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?*

29. Workforce statistics in business are difficult to monitor and assess the participation rates of technical women when this is grouped and reported by business unit. This becomes more difficult as women become more senior and their technical contribution becomes blurred by managerial responsibilities.

30. In some sectors there are many companies who haven't given pay rises over the past few years but look to reward staff in other ways, however this year this is now back on track, it has to be to keep people motivated, it doesn't matter what industry you are in, if the people are not motivated the business won't succeed, it will creak.

31. Reporting by area of qualifications may be one way to make more meaningful measurements. Data can be further skewed by showing a high % women in a technical field when majority of female workers are in low paid admin positions. Data must be transparent to show this.

32. Within engineering, pay grades are more easily measured by merit and in professions with very few women statistics can be skewed because the calibre of the women is so high and the numbers so low. The principles of fair pay and transparency must be embedded within engineering and technology areas.

33. Publish pay scales, show progression routes, publish % women in meaningful statistics.

3.3 *What has been the impact of the current economic crisis on female employment and wage levels?*

34. We do not have any information on this.

3.4 How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

35. There continues to be a push to tackle the image of engineering. This needs to continue and to be accompanied in a many pronged approach using many methods that deliver reinforced messages to different target age groups. The community needs to be building on the finding of the reports produced over the last 15 years and not wasting the money spent by re-inventing or duplicating efforts. WES sees duplicated effort with its own community led mentoring scheme, MentorSET, as an example and other organisations creating their own rather than support or fund an existing scheme.

36. The key messages about stereotypes and associated messages of opportunity for all need to be targeted at the very young and in public places such as libraries and schools. Schools should be encouraged to deliver in a more positive way and transform their diversity policies into effective action plans.

37. The STEM Ambassador Programme should be looking at focusing its efforts on primary and nursery schools. WES provides materials for Ambassadors to take out and encourages its members to become STEM Ambassadors.

38. It is our view that the image of engineers and engineering will not be improved unless and until the “actuality” is improved. This can be tackled from two perspectives:

39. Improving the employment climate to one that is more flexible and inclusive.

40. Improving attitudes and expectations among employees based around respect. Embedding this within the education and training programmes in further end higher education is essential so students practice inclusion and respect while they are being trained.

41. Good engineering employers who succeed in retaining their women engineers are working to achieve this; however, they still suffer in recruitment terms from the fact that much of the industry has not yet recognised them for their good work.

42. Membership organisations such as the Women’s Engineering Society are in a good position to help employers identify and eliminate the cultural barriers within their organisations that can discourage women from staying in engineering. If the retention issue is resolved then we might be halfway to resolving the recruitment problem.

43. Working with girls in school is clearly important, and WES members do this, but it has been going on for a long time now and has not shifted the statistics much; in the last 20 years the proportion of working engineers who are women has gone up from 6% to 8%—not a good return on all the effort. Something else is needed and WES believes it lies in workplace culture or “climate” providing:

- (a) Information on opportunities, wages, pathways, for: primary and secondary teachers, lecturers in FE and HE, advisors to children, parents, carers, play-group workers, for all learners.
- (b) Information on skills gaps vs talent pools, role models, best practice in recruitment for employers, particularly SMEs.
- (c) Information online on barriers and how to overcome them for all learners, teachers and employers.
- (d) Support and peer-mentoring: for schools, colleges and HE to avoid stereotyping; for learners and trainees to avoid drop-outs from chosen pathways; for employers to follow good practice in recruitment and development of staff.
- (e) More opportunities to connect women across each career transition point.

3.5 What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

44. Many of our members have managed to work successfully in a range of part-time role combinations. These tend to be negotiated locally and when they work, are rarely mentioned. Disseminating examples of successes is important so that when part-time work is requested the benefits can be clearly seen and communicated with the request.

45. Gaining a measure of how much technical role, part-time working is in existence would be a help. The data should be gathered by gender so it can be seen that men enjoy flexible working too and that flexible working can be for wide range of reasons, for example, to enjoy sports, seasonal sports and follow teams, travelling, caring, hobbies, as well as the more obvious childcare role for example.

46. With improved dissemination and greater confidence among employers flexibility works for both employer and employee and “the right to request” part-time working could be changed to a “right to be given”—easily. It is our experience that there is no job which cannot be reorganised to be done flexibly. This will be a big help in helping women maintain their career trajectory.

47. Employers find job sharing to be a burden to implement, with increased management overheads and perceived difficulties. A financial incentive should be given to induce an increase in part-time working, especially among smaller businesses.

48. A challenge for job sharing in engineering is there is not a big enough pool of women (or men) on a career break or wanting to work part-time to provide a strong pool of the right candidates.

49. WES believes in part-time working and knows of many organisations offering it at more junior levels, however it is difficult at senior management level to promote part-time working when you could be required at any time of the week. In technical roles people tend to work to their deadlines and have time off to reflect, this could be an advantage.

50. Case study examples of where part-time working has worked need to be better promulgated. For the most part good part-time working experiences are a case of project management and scheduling of resources. Some employers such as MBDA should be applauded and celebrated for the efforts to which they go to retain talent.

51. A key issue: "part-time" is often interpreted as "not committed". This thinking has to change to improve conditions for all at work, to reduce underemployment as well as over-working. The reality is that part-time means greater commitment.

52. Also part-timers often work for longer hours than those they are contracted for. This has a hidden impact on the real gender pay gap, as women are three times as likely to be working on a part-time basis for their main job (<http://homeoffice.gov.uk/equalities/women/women-work/gender-equality-reporting/>), often at lower hourly rates than the equivalent fulltime rate, and in addition work more hours.

53. Reporting requirements could be applied to all companies to identify the number of part-time workers, at different levels of seniority and for different functions, and broken down by contracted hours and actual hours of work. There would be good reasons to require large companies to provide data broken down by gender, race, disabilities.

54. Taking the quota argument further these reports could provide a background to setting "proportional quotas": so if in some functional area, 30% of staff are part-time, then it should not be unreasonable (assuming that "part-time =not committed" is a fallacy) to expect around 30% of senior staff in that functional area to be part-time.

55. Part-time working is often undertaken by people managing a family or caring. Career breaks can make re-entering the workplace difficult. WES would like to see employers offering short term paid internships to enable women to up-skill, such as undertaken by ThoughtWorks for the Portia led Equalitec project.

3.6 To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?

56. With regards to the recommendations in Lord Mervyn Davies' Report "Women on Board" women can add a lot to the decision making in a team/Board as they are socialised differently throughout childhood and hence have been seen to use different parts of their brain and may bring a more rounded discussion than ones involving mainly men.

57. WES does not approve of tokenism, but meritocracy. Our members do not wish to be promoted "because they are women" but because they are excellent engineers. We have seen some evidence of boards supporting women in senior positions to encourage them towards a board role through mentoring (Skanska). We wish to see more of this proactive effort. We would like to see more coaching and mentoring across companies and a more formal requirement and commitment on companies to support technical women staff in this way.

58. Our members are split on the issue of quotas but the number in favour of implementing them is increasing.

59. To what extent should investors take into account the percentage of women on boards, when considering company reporting and appointments to the board?

60. Board diversity is seen to be a good thing and to bring different perspectives to decision making. We would want to see better reporting and requirements for strongly diverse talent pools for key appointments. We would like companies being seen to reporting on efforts to increase their diversity and growing talent.

3.7 Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

61. Engineering and technology companies face critical bottle necks and an ageing workforce in addition to glass ceilings and sticky floors. Yet, people still like to recruit in their own image. WES and its members see that diversity leads to robustness of decision-making and with a wider perspective on the world women bring a different perspective and new business opportunities.

62. When the customer base is increasingly diverse, clients are more likely to demand to deal with someone in their own image or with whom they can build a bond. Understanding a customer base is critical in the world of manufacturing, design and construction. A diverse board will therefore broaden a business's horizons.

3.8 *How successful is the voluntary code of conduct (a recommendation of the Davies Report) which addresses gender diversity and best practice, covering relevant search criteria and processes relating to FTSE board level appointments?*

63. Again our membership is split on the issue of legislation, understanding the potential business costs and wanting to avoid tokenism. However there is frustration that progress is slow. The voluntary code seems too soft and greater impending threats may bring greater clarity to actions. Progress in many engineering companies is low.

18 December 2012

Written evidence submitted by Women 1st

1.0 INTRODUCTION

Women 1st was established in 2009 as a thought leadership initiative run by People 1st, the sector skills council for hospitality, passenger transport, travel and tourism. People 1st is a registered Charity.

1.1 ABOUT WOMEN 1ST

Women 1st wants to help women achieve their career ambitions and increase the number of women on boards. We have already helped over 800 women through our dedicated mentoring and training programmes and our focus is to work with employers to develop and implement a gender diversity strategy that will empower female talent at all levels within our footprint.

Our mission is clear. We want to develop and empower talented women and strive for a better balance of men and women in leadership roles. Gender-balanced teams have a wider range of skills, are more productive, creative and innovative and, ultimately, deliver a better performance.

1.2 STRATEGIC GOALS

Our strategy is focused on the following five key strategic goals:

- To elevate women leaders by challenging the industry to reach a greater level of gender balance in their senior roles.
- To advance women into leadership ranks by building a pool of talent for the senior team and board room.
- To ensure a culture shift in businesses, to be able to better harness and retain female talent.
- To have at least one female candidate on the shortlist for every board/executive team positive by 2015.
- An improvement of gender balance in the top two tiers of organisations across the sector by 2015.

1.3 AREAS OF EXPERTISE

To achieve our strategic goals, Women 1st has established a range of offers and programmes focused on gender diversity and women in business, these include:

- 1.3.1 *Training*—our continuous professional development programmes transform women's leadership capabilities and give them the skills to take the next step in their career.
- 1.3.2 *Mentoring*—we give women access to personal advice and guidance from senior leaders they would not usually have access to.
- 1.3.3 *Events*—The annual conference and regular networking events bring women together to make valuable connections and be inspired by dynamic speakers. The purpose is to facilitate and enable women to network, share ideas and stories that will inspire them in their personal and professional lives.
- 1.3.4 *Shine Awards*—our annual Shine Awards shine a light on the women that are making a difference in our industries.
- 1.3.5 *Top 100 Club*—We have established a growing network of influential women to act as role models and ambassadors for future female leaders.
- 1.3.6 *Individual membership*—This offer provides our network with access to discounts for training, mentoring and events.
- 1.3.7 *Corporate membership*—Enables an organisation to become an employer of choice for women.

1.4 OUR SUCCESS

The following potted history describes the Women 1st journey and highlights the success we have achieved along the way:

- *October 2009*—Women 1st is officially launched with the support of Cherie Blair.
- *November 2009*—Women 1st hosts its first networking event with successful businesswoman and author, Judith Leary-Joyce. The first trainees enrol on the Step Up and Women 1st Mentoring programmes.
- *May 2010*—UK Commission for Employment and Skills research shows that nine out of 10 participants on Women 1st training programmes have improved their skills and confidence in the workplace.
- *August 2010*—Women 1st launches the Female Chefs' Development programme, with the support of Michelin-starred chef, Michael Caines.
- *November 2010*—Women 1st releases "The Case for Change" report on women working in hospitality, leisure, travel and tourism. The report reveals that 310,000 women leave the industry each year, costing businesses over £2 billion in replacement recruitment and training.
- *November 2010*—Women 1st announces a deal to take over the Shine Awards and opens nominations for the first Top 100 Most Influential Women in Hospitality, Leisure, Travel and Tourism list.
- *March 2011*—Women 1st unveils the Top 100 Most Influential Women and winners of the 2011 Shine Awards at a ceremony hosted by broadcaster, Gaby Roslin.
- *July 2011*—The Women 1st programme is extended to support women working in the passenger transport industry.
- *March 2012*—Women 1st announce the creation of the Women 1st Top 100 Club of influential women in hospitality, passenger transport, travel and tourism and calls for nominations.
- *March 2012*—Total number of women trained through Women 1st programmes reaches 800.
- *June 2012*—Women 1st holds its first conference, hosted by Carla Buzasi, editor-in-chief of the Huffington Post UK. Key note speakers include Jill McDonald, CEO of McDonald's UK, and former BBC One controller, Lorraine Heggessey.
- *June 2012*—Women 1st reveal the winners of the 2012 Women 1st Shine Awards and induct 30 women into the Women 1st Top 100 Club at a ceremony hosted by broadcaster, Emma Forbes.

Women 1st will be launching a new book in early 2013 titled "The Little Book of Diversity—A practical guide to supporting women in the workplace". This book provides a detailed review of the current challenges that exist in the area of gender diversity and also provides a practical guide of how organisations can address these challenges in a positive and lasting way.

2.0 THE CASE AND RECOMMENDATIONS

2.1 Gender equality

Do the Gender Equality Duty and the Equality Act go far enough in tackling inequalities, such as gender pay gap and job segregation, between men and women in the workplace?

Inequalities that exist in the workplace are difficult to address and resolve, the current acts need to be enforced this is challenging when there is limited visibility of pay grades and recruitment practices. As firms are accounts are audited one suggestion would be a review of salaries and recruitment practices within annual audit reports.

What steps should be taken to provide greater transparency on pay and other issues, such as workforce composition?

A general requirement for organisations employing over 250 to report workforce composition, pay scales, providing a breakdown of salaries for men and women across all pay scales.

Organisations can start addressing this by:

- A scoping exercise which should be conducted, either through an internal questionnaire or facilitated focus groups, that enables the organisations to survey the opinions and thoughts of staff thus giving management an insight as to how big the problem might be.
- Results should be shared and communicated to all in order to provide greater transparency on pay and other issues within the organisation.
- A full diversity analysis should then be conducted by the HR and finance function of the organisation. The analysis should consider all areas including job role, remuneration and working hours.
- Targets should then be set that describe the gender equality outcomes that the organisation wants to achieve with specific and tangible milestones and timelines.

- A transitional plan should then be developed that addresses the gap.
- The plan should be filtered and communicated to the organisation.
- Annual budget should be revised to allow pay gaps to be addressed and rectified, if required.
- Cultural workshops starting at the top and feeding down the gender diversity culture.

2.2 Economic pressure

What has been the impact of the current economic crisis on female employment and wage levels?

With any economic downturn, employers will generally feel the pressure to retain and keep talent whilst employees will lean towards security and certainty at any cost.

What this means for female employment is that women will often stay in a position because it provides financial security and often, women will “feel” grateful that their role still exists which subsequently means that they will generally not ask for a pay rise or review, until economic pressures have calmed.

This cycle creates many problems for organisations such as inertia and a decrease in productivity and employee satisfaction. The advancement of gender equality becomes less of a priority as women will gravitate to holding their position until the pressures have subsided. The scary fact is, internal and external pressures will always exist in industry and business therefore we need women to overcome and overstep economic pressure and believe that they have a right to ask for what they think they are worth. This can be resolved through positive coaching and mentoring of female talent.

2.3 Gender stereotyping

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

Attracting women and men into non-traditional roles continues to be a challenge, through our work we have been working to encourage women into the non-traditional role of bus driving. To tackle this issue we have developed “Step on the Bus” which is a unique pre-employment programme designed to give women—particularly those who have been unemployed for a number of years—the skills they need to pursue a rewarding career in the bus industry, and help the industry address a major gender imbalance in its workforce. The success of the Step on the Bus programme is largely measured on the number of women who complete the training, and the percentage who subsequently find work as a result of their training. 100% of the learners in the past three years have completed the programme, and 60% have found work in the bus industry as a result.

Given the success in this approach we are expanding activities to include aviation, taxi and rail industries. Only 28% of the passenger transport industry is female.

Bus companies traditionally find it difficult to attract women into driving jobs. Just 8.2% of bus and coach drivers are female. At the same time, the industry is becoming increasingly reliant on an ageing workforce—the average age of a bus and coach driver is 48. Attracting new talent is crucial if the industry is to grow in the future.

Over the four years that it has been running, it has become clear that the programme has the capacity to change lives, as well as women’s perceptions of a career in a traditionally male-dominated industry. Reasons why women are failing to break into the industry include a lack of confidence in applying for roles in a male-dominated and potentially unfamiliar industry, the fact that many simply do not consider it as a career option and misconceptions about the bus industry and the jobs it offers.

The programme consists of industry-specific training, including CPC (Certificate of Professional Competence training and testing, which all bus drivers in the UK are legally required to complete) and vital soft skills such as confidence building, interview techniques and employability skills. Women who complete the course move onto a work placement with a local employer, where they gain genuine work experience and learn about the bus company. If they complete this stage they are given a guaranteed interview and, if successful, start work with their employer.

We find that running women-only courses creates a “safe environment” for learning, and learners quickly gain confidence. We encourage them to think about the skills they have already gained in their life outside of work, from running a home to managing their children. It soon becomes clear that they have lots of qualities employers look for, like time-keeping, negotiating, organisation, managing difficult situations and financial skills. This new-found confidence allows them to show their true ability in an interview.

Many of the women on the programme have been unemployed for over a year and their confidence is at rock bottom, so even attending is a huge step. Getting a job as a bus driver is something most of them would never have imagined possible—when they go on to secure employment, it’s a massive achievement for them.

Many of the learners have found their lives transformed as a result of the training. One such example is Virginia Floyd, driver for Transdev Harrogate and District.

Virginia's approach to her work, and to her development, impressed her employers during her work placement and soon after she was offered a job as a trainee driver. She has now carried out her passenger carrying vehicle (PCV) training and passed her PCV driving test.

Virginia said: "I am very grateful for this opportunity and I love my job. It was strange at first working in a male-dominated environment, but with the training I had already received and the support of my training manager, I have gained confidence in my work."

Virginia says her family and in particular her children are very proud of her.

Keith Roebuck, business director for Harrogate and District Travel, says: "The women who have moved onto full employment have quickly adapted to life on the buses. They have found it personally satisfying with a real sense of achievement."

Another learner that has seen a huge difference to her life is Miranda Anderson, driver for Trent Barton buses in Derby (learner testimonial at the end of this submission). Miranda truly found her vocation in life through the programme and, earlier this year, stood up in front of over 100 senior industry figures at a People 1st event—from CEOs to managing directors—to talk about how the positive impact the programme has had on her and her family. This is something she never could have imagined having the confidence to do previously!

The Step on the Bus programme gives its learners clear opportunities in an industry that they may well have never thought of as an option before. Many of the women who started the project had little confidence, but they have now realised their potential and have jobs in the bus industry.

The programme not only has a positive impact on the learners themselves, but on their families. As well as helping them become more financially secure, a number of participants have commented on how proud their relatives have been to see them return to work, and how their children now see them as positive role models.

Organisations all need to take a view on tackling stereotyping in business, research by Catalyst¹³⁰ found that women are stereotyped as "taking care" and men are stereotyped as "taking charge". "Taking charge" skills are seen as those required for board and executive positions and so women are not actively considered for these roles.

While men are considered "default" leaders, women are considered "atypical" leaders. These stereotypes can result in certain career paths unconsciously being seen as more suitable for women, such as HR or other support roles.

Tackling bias in organisational culture can be adopted through a range of activities including training and support for employees on the concept of unconscious bias.

Organisations and industry can implement certain strategies to address gender stereotyping. Some of these include:

- Raising awareness of unconscious gender bias—introduce unconscious bias training to raise awareness of stereotypes and assumptions and the impact this has on our decisions and behaviour. This may include for example:
 - Raise awareness of common biases, stereotypes and gender myths.
 - Highlight examples of bias in the workplace using specific examples.
 - Raise awareness of how these can limit and affect decisions.
 - Raise awareness of and help people to identify their own biases and assumptions.
 - How to manage and minimise personal biases and the impact they can have in recruitment, promotion and appraisals.
- Cultural shift—start with the most senior levels in the organisation and anyone making recruitment or promotion decisions first, and then roll out to all staff. Encourage staff to highlight any examples and take action.
- Business case—ensure the business case for addressing unconscious bias is understood and that the benefits of retaining and progressing productive staff are clear.
- Policies and procedures—review policies and procedures for any biases, especially recruitment, succession planning, working hours/schedules, pay policies—take action where any biases are identified. For example—review job adverts and descriptions—do they use language or images that are unconsciously biased against women?
- Support and recognition—openly support women working more flexibly and tackle any negative comments. Ensure women's achievements are recognised and promoted, especially those who may be working reduced hours to address assumptions about competence or commitment.

¹³⁰ Catalyst, 'Women "Take Care," Men "Take Charge:" Stereotyping of U.S. Business Leaders Exposed' 2005

2.4 Flexible working hours

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

The main observation that we see in our industries is that there is plenty of part-time work and the potential of flexible hours at junior levels. However flexibility is much more prevalent in junior roles, and does not seem to translate as you move further up an organisation.

Workplaces need to establish and make available high-quality, part-time career options for women in their workforce. Here are some strategies organisations can adopt:

- Assess the feasibility of commercially viable flexible working patterns through a Flexible Working Assessment. The assessment exercises should adopt a guiding principle that all flexible options need to be commercially viable and have minimal impact on the business or clients.
- Conduct a series of workshops to explore:
 - Which flexible working options work for different areas and roles in the business?
 - What forms of flexible working are realistic and commercially viable in certain client facing roles?
 - What business implications need to be addressed to ensure successful implementation?
- Secure senior management sign off for a pilot adopting flexible practices in an area of the business.
- Develop a positive action campaign to increase the number of female role models in.
- The outcome of this should create a positive shift in the attitude of senior management and should also result in the identification of part-time working options which are commercially viable and will improve retention for the organisation.

2.5 Women on boards

To what extent have the recommendations in Lord Mervyn Davies' Report "Women on Board" (published in February 2011) been acted upon?

The Davies report has put diversity on the business agenda, while it takes time for the recommendations to be implemented given the lack of women in senior positions. Through our network, organisations are now planning for the future and starting to develop diversity strategies, implement mentoring and coaching for women, putting in place networks to support women in their career development.

There is a strong business case for balanced boards. Inclusive and diverse boards are more likely to be effective boards, better able to understand their customers and stakeholders and to benefit from fresh perspectives, new ideas, vigorous challenge and broad experience. This in turn leads to better decision making.

There are business and social justice arguments for improving women's representation in senior management.

Why are there still so few women in senior positions on boards, and what are the benefits of having a greater number?

There are still so few women in senior positions on boards. We believe the following barriers exist that are preventing women's advancement to senior roles:

- The talent pool for senior positions is currently small but growing.
- Recruitment practices are undertaken via networking.
- Dominant masculine organisational culture.
- Preconceptions and gender bias/unconscious bias.
- Lack of networking and exclusion from informal networks of communication.
- Lack of visible women in senior positions.
- Difficulty combining work at senior level with caring responsibilities.

52% of the Women 1st online survey respondents think that it is more difficult for women to move into senior management roles in the sector than men.

The benefits of having a greater level of women on boards and achieving gender balance at senior levels include:

- Improved business performance, (women make 85% of the spending decisions from holidays, cars, to utility providers and property)
- Reduced risks and costs
- Better decision making
- Better understanding and responsiveness to customers
- Access to the widest talent pool

“Having at least one female director on the board appears to cut a company’s chances of going bust by about 20%. Having two or three female directors lowers the risk even more”.

McKinsey & Company, Women Matter: Gender diversity, a corporate performance drive, McKinsey & Company, France, 2007.

“Research has shown that the Fortune 500 companies with three or more women on the board saw more than 73% higher return on sales, 83% higher return on equity and 112% higher return on invested capital than those with the fewest female board members”.

Catalyst, The Bottom Line: Corporate performance and women’s representation on boards, Catalyst, New York, 2007.

24 December 2012

Written evidence submitted by Women Like Us

Please find attached a summary of research conducted by Women Like Us to specifically address the question:

What more should be done to promote part-time work at all levels of the workplace and to ensure that both women and men have opportunities to gain senior positions within an organisation while working part time?

A full copy of this report can also be accessed at <http://www.jrf.org.uk/publications/sustainable-quality-part-time-recruitment>

Please see some related articles from the initiative we announced today—the UK’s first Power Part Time List:

Timewise Jobs Power Part Time Top 50

<http://www.timewisejobs.co.uk/staticpages/11000/revealed-the-uk-s-power-part-time-top-50/#p16>

Financial Times

<http://www.ft.com/cms/s/0/c2f98bc8-2f1d-11e2-b88b-00144feabdc0.html#axzz2CwkuoJaX>

<http://on.ft.com/UgD1hQ>

Daily Telegraph

<http://www.telegraph.co.uk/women/womens-business/9694190/Part-time-is-no-longer-a-dirty-word-for-women.html>

Evening Standard—should hopefully appear in print later today

<http://www.standard.co.uk/lifestyle/london-life/the-parttime-secrets-of-the-flex-executives-8343108.html>

I co-chaired DWP’s Family Friendly Working Hours taskforce two years ago.

And Women Like Us’s sister company Timewise Jobs is the UK’s first jobsite dedicated to professional part time roles, and has worked with over 4,000 employers and advertised more than 3,000 quality part time vacancies.

We also run a helpdesk on flexible job design, developed in partnership with CIPD, and champion the business benefits of quality part time work in the media.

Emma Stewart MBE

Director

Women Like Us

22 November 2012

BUILDING A SUSTAINABLE QUALITY PART-TIME RECRUITMENT MARKET

Flexible and part time working is heralded as a solution to a number of social problems, and there has been much policy debate about how to stimulate demand from employers. However, much of this debate is focused on legislative change.

This study explores what triggers employers to generate quality part-time vacancies, and what can help grow this market. It also highlights the potential business benefits of creating part-time and flexible jobs, and the quality of the part-time candidate pool.

March 2012

KEY POINTS

- The part-time recruitment market is skewed strongly in favour of vacancies with salaries below £20,000 Full-Time Equivalent earnings (£20k FTE)—20% of the market, compared with 3% at £20k+ FTE. This is in sharp contrast to the full-time market, where the majority of vacancies pay over £20k. The flexible recruitment market appears to be under-developed for skilled jobs where it could be of greatest benefit to the economy.
- Part-time working (at £20k+ FTE) was primarily used as a retention tool. This restricts employment mobility for skilled candidates who need to work part time: they may be able to reduce their hours with existing employers but will have difficulty switching to new jobs or returning to work if they leave employment temporarily.
- Some 27% of employers claimed that they always advertise full-time roles with the option to work flexibly. Of these, 45% reported that they “sometimes or frequently” filled £20k+ full-time vacancies with part-time candidates—indicating that the pool of part-time applicants is of high quality.
- Resistance to part-time recruitment is related to workplace culture, with highest resistance amongst employers who had not previously recruited part-time staff at £20k+ FTE. Concerns reduced with experience—those who had recruited at this level cited many benefits and few disadvantages.
- To stimulate the market, the debate around part-time working needs to move away from new regulation and towards the business benefits of flexibility. Employers need to be convinced of the quality of part-time candidates and to see hard evidence that it can work for their business.

BACKGROUND

This study investigated the recruitment market for “quality part-time vacancies”, setting a defining salary threshold at a minimum of £20,000 FTE (full time equivalent). It aimed to provide evidence to move the debate away from legislation enforcing obligations around flexible working, and on to the business benefits of part-time job creation and the quality of the part-time candidate pool. It sets out how recruiting staff in “quality” part-time jobs can help rather than hinder business growth.

About eight million people work part-time in the UK, and the number is growing. Part-time working can help more women back into the workforce after having children, to balance their work and home lives; let older people continue to work longer; and allow more people to share the diminished amount of available work, thereby reducing unemployment levels.

The Government is keen to stimulate the part-time and flexible labour market, which (in addition to the social benefits) is often suggested as being a competitive advantage for the UK (*Flexible, effective, fair: promoting economic growth through a strong and efficient labour market*, BIS October 2011) Consequently, there has been much policy debate about growing the part-time market through potential legislative change. However, many employers voice very strong concerns about this.

Less formal consideration has been given to the business benefits of part-time working as a tool for recruitment. Yet there are many. Recruiting skilled part-time staff can help growing businesses to:

- acquire experienced talent at an affordable cost;
- recruit for hard to fill/niche roles; and
- realise cost efficiencies by more precisely matching tasks to appropriate skills/salary levels.

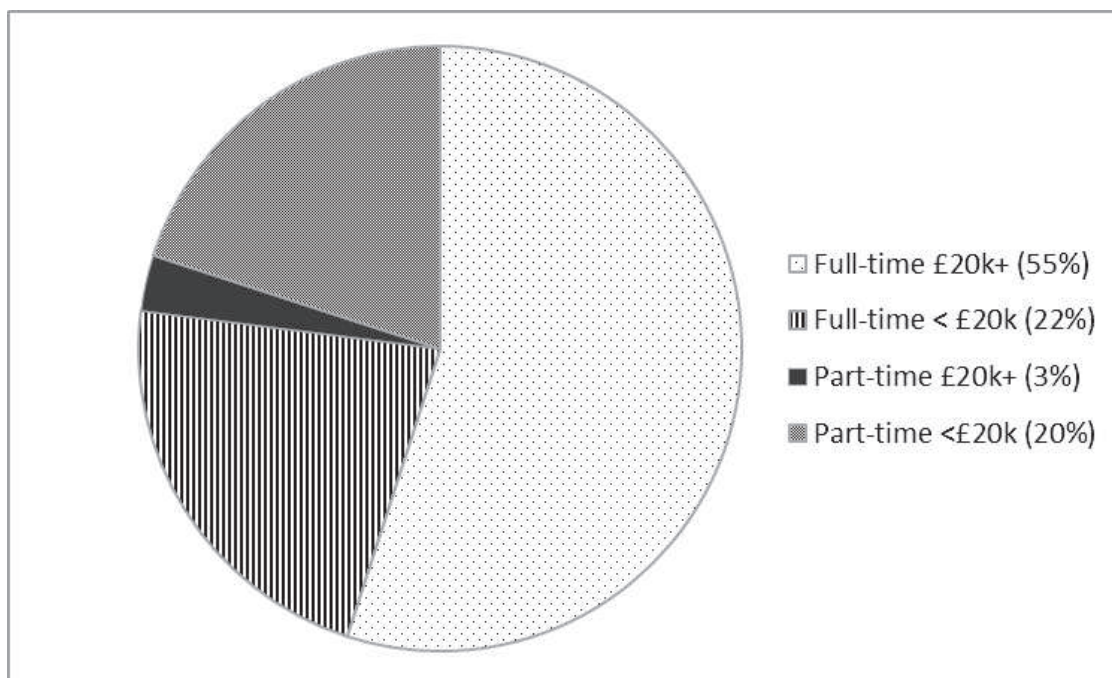
All of the above is set against a background of incomplete knowledge. For example:

- The market tends to be viewed as a homogenous whole, regardless of salary and skill levels, glossing over the distinction between the employment and recruitment markets.
- While the part-time employment market is well documented, the part-time recruitment market is not as well understood: the Office for National Statistics does not collect data on part-time vacancies outside of Jobcentre Plus.

SKILL-LEVELS DIVIDE IN THE SUPPLY OF PART-TIME VACANCIES

A snapshot of employers’ current vacancies found that about one-quarter (23%) was for part-time roles. However, there was a large discrepancy in the supply of part-time jobs above and below £20k FTE. As Figure 1 shows, only 3% of vacancies were for part-time roles paying £20k+ FTE, compared with 20% for part-time roles at lower salaries. This pattern differs considerably from full-time job vacancies, where the substantial majority were paying £20k+ per year.

Figure 1
SHARE OF JOB VACANCIES



The implications for people seeking part-time work are considerable. A low-skilled or inexperienced candidate would find a comparable supply of part-time and full-time vacancies paying below £20k FTE. Intermediate and higher skilled candidates, on the other hand, would face an acute shortage of quality part-time opportunities: there is only one part-time vacancy paying £20k FTE for every 18 full-time vacancies at this level.

The shortage of quality part-time vacancies means that many skilled and experienced candidates who need or want to work part-time face a difficult choice: taking a role below their skill level (and so being paid less) or not working at all. Lower skilled candidates can be crowded out of the part-time labour market due to increased competition against those with higher skills.

This also has considerable implications for businesses and for the overall economy: through loss of skills in the UK workforce, lost earning potential and the cost of welfare provision. Significant wider benefits from increasing part-time quality vacancies include having a flexible workforce and increasing opportunities for more qualified or experienced candidates to get better quality part-time roles.

THE ROLE OF RETENTION AND RECRUITMENT PRACTICES

One of the main reasons for the small size of the quality part-time recruitment market is that employers primarily use the offer of part-time work as a retention tool at this level. The research found that almost half (48%) of existing staff in part-time roles paying £20k+ FTE had originally worked full-time for their employer.

However, when part-time employees left, only 35% of employers said that they usually replaced the role on a part-time basis. A further 29% say that they tended not to replace part-time staff (either converting the roles to full-time or passing the workload onto other employees). The remaining 36% of employers said they had no standard approach to this situation.

It is hard to imagine a similar approach was applied to full-time posts, and the evidence suggests that it contributes to the relatively low numbers of part-time vacancies at £20k+ FTE.

The implication for employees is that, while they may be able to return to an existing employer on a part-time basis, they face a considerable challenge when trying to switch jobs, or when looking for part-time work after a break from work.

Full-time vacancies advertised as “open to flexibility”

One surprise finding of the research was that a sizeable proportion of employers (16%) reported that vacancies advertised as £20k+ and full-time were sometimes or frequently filled by candidates on a part-time basis.

Just over one-quarter (27%) of employers said they adopted a policy of “always advertising full-time roles with the option of flexibility”. Amongst these employers, 45% “sometimes or frequently” filled full-time

vacancies with part-time candidates—the implication being that part-time applicants often proved to be the best candidate for the role.

UNDERLYING ATTITUDES TO PART-TIME EMPLOYMENT

Two deciding factors for the recognition/acceptance of part-time employment emerged:

1. senior managers' mindset; and
2. the operational needs of the business.

The attitudes of directors and the official or unofficial policies set by them were reported to be the most important influence on recruitment practices. Where businesses were resistant to part-time working, some HR respondents reported a “disconnect” between what their department advocated (eg flexible working practices) and their ability to implement this because of a workplace culture operating on a model of full-time employment.

Unsurprisingly, resistance was greatest amongst businesses that had never actually recruited any part-time staff at £20k+ FTE. Amongst these, half (52%) said that they had an unofficial preference against part-time recruitment at this level, and 9% said there was an official company policy against it.

The attitude of some directors appeared to be strongly influenced by the operational needs of the organisation. Certain roles were seen as unsuited to part-time employment—particularly professional client-facing employees who needed to be on-call. There also seemed to be a general perception that part-time employment was incompatible with senior managerial responsibility, especially when a team needed to be supported every day of the week.

However, other employers did not express such concerns over operational capability, as long as the individual business case was well thought through. These employers were able to cite examples where senior part-time roles worked successfully.

More generally, there was recognition that change is happening in this area, driven by changing attitudes and societal shifts such as lifestyle demands, an ageing population and new technology enabling remote working. As one employer said:

“Ten years ago, I just wouldn't have seen an investment director taking a part-time role, but we now have a group tax manager on three days a week and a marketing manager on three-and-a-half days a week and it works fine.”

BENEFITS AND DISADVANTAGES OF PART-TIME JOBS: A CONFUSED PICTURE

A contradiction emerged in employers' views of the benefits and disadvantages of part-time recruitment. The three most frequently cited *benefits* (flexibility, cost efficiency and employee commitment) were also amongst the three most frequently cited *disadvantages* (inflexibility, cost concerns and lack of commitment).

This suggests confusion over the real benefits and disadvantages of recruiting part-time staff in £20K+ FTE jobs (see Table 1).

Table 1

EMPLOYERS' VIEWS ON THE BENEFITS AND DISADVANTAGES OF RECRUITING PART-TIME EMPLOYEES AT £20K+ FTE

<i>Benefits</i>		<i>Disadvantages</i>	
Hours worked are flexible/adaptable to business needs	62%	Inflexibility to work the hours needed	35%
Save money/cost efficiency	19%	Lack of continuity/workload problems	21%
More loyal/motivated/hard working staff	11%	Less committed staff	18%
Better quality/more knowledgeable staff	10%	Additional cost concerns	16%
There are benefits for the staff	5%	Additional management time/training/red tape	14%
Depends on the role/type of business/the person	3%	Doesn't work for senior/client facing roles	5%
Access a wider candidate pool	1%	Less skilled/experienced/qualified staff	4%
NA/Don't know	0%	Depends on the role/type of business/the person	4%
Other	17%	Other	16%

At least some of the explanation for this contradictory set of responses comes from managers' perception versus actual experience of employing part-time staff.

VIRTUOUS CIRCLE OF PART-TIME RECRUITMENT

The study found that concerns about part-time working reduced with actual experience of it. Employers who regularly employed and had recruited quality part-time staff were very positive about the business benefits, and cited almost no substantial disadvantages. These employers were open to recruiting again at this level. Several respondents suggested a “tipping point” scenario, as proof of success went a long way to supporting future arguments for part-time recruitment.

The major hurdle for growing the part-time recruitment market therefore appears to be persuading more employers to try it for the first time. As staff increasingly request to work part-time, more businesses are experiencing part-time employment at senior levels. It seems likely that positive experience of these part-time working arrangements will lead to increased acceptance, and in turn to additional recruitment for quality part-time roles.

THE RECRUITMENT PROCESS FOR PART-TIME ROLES

Most respondents described the decision-making process for new job roles as the same or similar for part-time and full-time roles. The decision to create a part-time role was sometimes due to budgets, such as when funding was tight and part-time roles were seen as likely to contribute to cost-efficiency and flexibility.

However, the recruitment process for part-time vacancies was seen as a greater challenge than for full time, as:

- the full-time candidate pool was seen as larger than the part-time pool; and
- recruitment agencies were keen to focus on the full-time market, as fees were higher for full-time roles, for the same amount of recruitment work.

STIMULATING THE QUALITY PART-TIME RECRUITMENT MARKET

The following factors may influence employers to consider creating new part-time jobs:

- Employers need hard evidence demonstrating:
 - how recruiting part-time can result in efficiency/revenue improvements; and
 - how part-time working can impact favourably on staff relationships and morale.
- Many (46%) employers said they would consider recruiting more quality part-time staff if presented with a greater supply of suitable part-time candidates.
- There was particular interest in using part-time posts to attract candidates in specific areas of work which suffered from a skills shortage.
- Almost one-third (30%) of employers said they had an interest in receiving free support/advice on part-time working from an independent source.

It appears that many employers are unaware or unconvinced of the benefits of recruiting part-time staff at intermediate and senior levels, or as to the quality of the potential supply of skilled candidates seeking this kind of employment.

Against this backdrop, any attempt to stimulate the part-time market through further legislation is likely to increase employers’ concerns. It is certainly unlikely to help create an environment in which employers will try this type of recruitment.

Instead, the evidence strongly suggests that debate in this area needs to move away from legislation and towards showing the business benefits of flexibility, of which there are many.

ABOUT THE PROJECT

This study comprised two phases of primary research:

- a quantitative study involving telephone interviews with 1,000 employers; and
- follow-up, in-depth interviews with a sample of ten employers who had experience of employing and recruiting part-time staff at salaries over £20,000 FTE.

The research was conducted in London, where part-time work is known to be less prevalent than in other parts of the country.

The defining threshold for a “quality part-time job”, set at £20,000 FTE, is in line with the definition cited by the Government Equalities Office.

FOR FURTHER INFORMATION

The full report, *Building a sustainable quality part-time recruitment market* by Emma Stewart, David Curtis, Richard Buck, Lorraine Lanceley and Paul Gallagher, is published by the Joseph Rowntree Foundation. It is available as a free PDF from www.jrf.org.uk

Written evidence submitted by Women and Manual Trades (WAMT)

INTRODUCTION

1. WAMT is a company limited by guarantee and a registered charity. It was set up in 1975 to support women training and working in manual trades in construction and the built environment.

2. We are a membership organisation based in central London but with a UK wide remit. Our current membership is 730 of whom around 75% are tradeswomen or women training for a trade. Trades represented include Bricklaying, Electrical, Carpentry, Plastering and Painting and Decorating. Many of our members are “job changers” who have chosen to enter the trades at a later age.

3. WAMT has four part-time staff (FTE of 3.5 days pw) and our current activities are the provision of a monthly e-bulletin to a readership of over 1100, networking events for members, a job brokerage programme, DIY workshops for women and partnership working with sector skills bodies, colleges and employers.

4. As WAMT is a niche organisation focused specifically on addressing the under-representation of women in manual trades we have limited our response to Question 4 of the Call for Evidence:

How should the gender stereotyping prevalent in particular occupations, for example in engineering, banking, construction, and the beauty industry, be tackled?

5. Robust data on the representation of women in manual trades is limited as industry data tends to be headline rather than disaggregated to specific trades. Also many women are self-employed and therefore do not feature in industry equality statistics. However, our anecdotal understanding is that less than 1% of the construction “on the tools” workforce is female.

6. Given WAMT’s limited resources we have been unable to provide a detailed response within the timescale of the Call for Evidence. However, what follows is a snapshot of the views of some of our members based on their direct experience of entering and sustaining a career in the manual trades. These views provide an insight into some of the barriers faced by young girls and women wishing to work within “non-traditional areas”.

7. We would be happy to provide further information or oral evidence to the Committee should this be thought helpful.

A SNAPSHOT OF MEMBER’S VIEWS

8. This is a summary of points made by Tradeswomen who attended a recent focus group meeting organised by WAMT. The group were asked to respond to the following questions:

- (a) Do you think that there are any barriers to women entering, working and progressing in the manual trades?
- (b) If yes, what are the main barriers for women wishing to train for and progress in the manual trades?
- (c) What actions should be taken (and by whom) to address these barriers?

9. The group felt that there is still a pressure on tradeswomen to be better than their male work colleagues, and to continue to blaze a trail as there are still so few who have trodden the path previously. They felt the need to carry the responsibility of representing all women in the trades. There was also general agreement that little would change without the active promotion of the possibility of careers for women in “the trades”.

10. Points the group felt were important in this area included:

- 10.1 Working in manual trades is rarely promoted as a career option for young women.
- 10.2 Few role models exist amongst friends and family.
- 10.3 There is a lack of information on the manual trades available to girls in school.

11. The women noted that while opportunities to take formal training courses have increased, the opportunities for apprenticeships and longer term employment have and continue to be challenging.

12. Perceived barriers to long term employment opportunities included:

12.1 Working environment:

- 12.1.1 All members of the group mentioned that they were often the only female trades-person on site. Lack of peer support can sap confidence and lead to feelings of being perceived as “the outsider”.
- 12.1.2 Many tradeswomen feel a pressure to work harder and be better than the average male in order to compete.

12.2 Inflexible hours:

- 12.2.1 Women who have caring responsibilities can struggle with on-site working hours. Such lack of flexibility can present a barrier to entry.

12.2.2 Lack of flexible working and affordable childcare remain barriers to many women wishing to enter the trades.

12.3 Limited work opportunities from employers:

12.3.1 Expectations and toleration levels can be subtly different for tradesmen and tradeswomen. For example, if an employer has one bad experience they are less likely to give another female an opportunity, they do not respond to males in the same manner 3 December 2012

12.3.2 The weight of responsibility on the few women in the trades as having to act as a representative for “all women”.

13. All the participants in the focus group were women who had changed career and re-trained to gain the skills needed to work in the construction industry. It was felt that some of the reasons why the women had not considered a trade earlier in their careers and working life was simply that it had never been promoted to them as a viable option. There was a strong feeling that action is needed to increase the visibility of manual trades as a career much earlier in the development and socialisation of young girls. This can only be done through educating parents, increasing the profile of tradeswomen in the work place and in the domestic trade maintenance environment.

14. Suggested ways of achieving this include:

14.1 For schools and colleges to make it policy in commissioning maintenance and building work to give some tender analysis/weighting benefits to contractors able to deliver an actual work force with women “on the tools”.

14.2 Run a gender education campaign promoting women in non-traditional roles, to help promote awareness amongst teachers and pupils of the trades being something that women do.

14.3 Introduce the trades to parents and encourage them to promote opportunities for their children and not to push stereotypical gender biased career roles.

14.4 Make the trades visible, ensure that women are seen working in the trades. For example asking all public bodies to commission maintenance, repair and building work with an expectation that women can do the work as well as men.

14.5 Introduce tradeswomen to children at early stages in their development to expose and promote skilled labour as a viable career and employment option for women and men.

14.6 Promote more positive images of women working in non-traditional roles.

14.7 Provide more information on how to enter the trades. This will help raise address a lack of confidence amongst those women who want to do something different but don't know where to start.

15. Finally, with the rise in the number of women working in professional roles in construction (including architects, surveyors and project managers) the hope is that these senior women will be seen as potential role models too, helping to change the public perception of construction as a wholly male working environment.

20 December 2012

Written evidence submitted by Claire O'Connor

I myself would not have considered engineering had I not spoken to a family friend who highlighted the variety of skills I could use as an engineer, such as project management, finance, purchasing and technology, therefore exposing more people to the industry can only be a positive thing. [...] Having worked within the automotive industry for 16 years I have always found it very female friendly, with many policies which positively support women in the workplace. I have benefited from generous maternity leave, flexible part-time working and an on-site nursery which have made it possible for me to remain in the workplace. From my observations these policies have meant the majority of women return to work following the birth of their children.

31 December 2012

Written evidence submitted by Mary-Ann Paddison

I am a “retired” 55 year old female Chartered Surveyor and member of the Royal Institution of Chartered Surveyors (RICS). When I started training for my profession in c.1983 I recall that around 7% of Chartered Surveyors were women. Today I understand that approximately 15–17% of Chartered Surveyors are women.

The article “Women in Construction” in Construction Student which is available on the web site www.construction-student.co.uk/careers/women gives a summary of where women in the industry are today, and refers to various studies of the number of women in surveying and the construction industry that may be of interest to the Parliamentary Committee.

I look forward with interest to reading the report from the Committee.

29 December 2012

Written evidence submitted by Renée Santosa

A SUMMARY OF THE MAIN POINTS

Too much emphasis is placed on work and worldly success.

Children need a time commitment to bring them up properly.

Raising children can be hard work and is looked down on.

Raising children is deeply undervalued in the society that we live.

Society has got the balance wrong, for both male and female adults.

A BRIEF INTRODUCTION ABOUT ME

I am a mother of two boys and my first priority is them. I do work around their school timetable when possible, but they come first. I feel they spend too much time at school without all the extra care needed to get by today. There should be longer school holidays and less enthuses in academic achievement for the under sevens, more art and creativity for all. England is losing art and creativity in its schools and community centres, this will be very damaging to people mental health and prospects for our work force in the future. England has relied so much on the nations creativity to bring in the money for many generations now.

FACTUAL INFORMATION YOU WOULD LIKE THE COMMITTEE TO BE AWARE OF

I would like the committee to acknowledge that children need parenting. Time is the biggest gift we can give our children. Both parents need to be able to make time. Ideally work should enable parents to be able to be with their children, when they are young. It has been clearly proved that separation creates high anxiety for children under the age of three. It is also proven that a child will grow up feeling secure if he or she is taken and collected from school by a parent up until the age of seven. Children need to be taken and collected from school as two separations or even three a day are very stressful on the young mind. The government need to build a society where this is possible for the future generations to grow in a emotionally secure manor. Once children reach seven years. Both family members can work full time as it becomes possible to give from 9am to 5pm for work and travel until children are 18. This is a good time for parents to take it in turns if possible.

The work/parenting balance needs to be addressed with some urgency. Do the United kingdom value bring up the next generation?

ANY RECOMMENDATIONS THAT YOU WOULD LIKE THE COMMITTEE TO CONSIDER INCLUDING IN ITS REPORT

Children are not prioritized and not care for well, due to working parents. TV is very damaging and should be limited to one hour a day, not used as childcare while the parents’ work. Their needs to be more emphasis on activities, love, care and just spending time with children. The government’s emphasis’s on equality at work means children and family life get sidelined again! Mothers and fathers, out all hours becoming directors or whatever leave the children in childcare all day. What is the point of worldly recognition, has it brought this country anything good, the economy is not booming? Do we need to be a world “big wig” at the expense of the next generation? Is it helping with our society out values? Both men and women seem to have lost the balance of priorities on this one. Family life is coming second to working life and this is deeply damaging to the next generation!

18 December 2012

Written evidence submitted by Kay Vincent

I have just been listening to “Woman’s Hour” on Radio 4, and am very interested in the inquiry into Women in the Workplace.

Having graduated from an MSc in computing in 2012 I would have dearly loved to work in the IT sector (and apparently the IT industry is crying out for graduates with programming skills). Unfortunately I could not find anyone who would employ me, because I can only work part time.

To me this seems like a huge and obvious waste. Not just for me personally, but perhaps for tens of thousands of women. Why can’t employers find ways to use the skills of job-share and part-time workers? It would be very useful if Government could encourage and educate business leaders to use all of this wasted talent.

As for me, I have given up on the idea of getting back into the IT sector, and have started my own craft business.

Kay Vincent (BA, MA, MSC, PGCE)

18 December 2012
