

Getting ahead in business - leading on Gender Equality

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Aims for the day

- Facts on gender
- Why closing the gap is important
- Your organisational culture
- Attracting, retaining and developing women
- Business case for equality
- Case studies
- Action Planning - what do you want to do?

The girls' school shoe is called "Dolly Babe",
while the boys' equivalent is called "Leader"



A few facts

- 195 independent countries -17 led by women
- 20% of parliamentary seats held by women globally
- 4% of Fortune 500 CEOs are women
- 15% Board seats in FTSE 100 companies are women
- 57% graduates in UK are women - **so what happens?**

What happens?

- Type of degrees - not STEM
- Stereotypes - See Jane - 18.5 % women in cartoons had job v 80% men
- Career progression often depends on taking risks and advocating for oneself - salary negotiation
- Research shows men are promoted for potential while women promoted on past achievements
- Women tend to self assess more harshly than men
- Women tend to apply for jobs if meet 95% criteria (men apply if meet 60%)

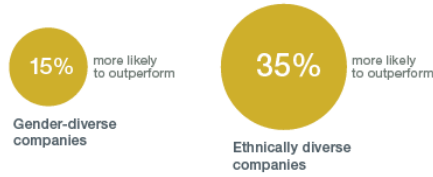
Sheryl Sandberg



Why closing the gap is important for business

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹



¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country. Source: McKinsey analysis

How gender equality can make your business better

- In the United Kingdom, greater gender diversity on the senior-executive team corresponded to the highest performance uplift in this data set: for every 10 percent increase in gender diversity, profit rose by 3.5 percent.

And yet

- Women account for an average of just 16 % of the members of executive teams in the United States and 12% percent in the United Kingdom.

3 key factors that influence your Organisational Culture

- Unconscious Bias
- Organisational Stereotypes
- Role Modelling

Gender and top 10 ways to challenge unconscious bias

4. Seek feedback especially from people who might offer up a different point of view – use a diverse collective to make decisions if possible
5. Look out for the subtle messages and hidden agendas that can influence us
6. Review every aspect of the employment life cycle and look for hidden bias
7. Conduct Implicit Association Tests to raise awareness

Gender and top 10 ways to challenge unconscious bias

8. Customise your training to pick up feedback from above and train people on recognising unconscious bias
9. Review - are the policies helping - what staff surveys are you conducting to review, why did former employees leave and what would bring them back? Carry out Organisational Diversity audits
10. Support projects that encourage positive images of women (diversity programmes aren't as effective as de-biasing people)

Organisational Stereotypes

Comparing How Male and Female Entrepreneurs Are Described by Venture Capitalists

These gendered personas are illustrated with quotes from Swedish government VCs who were observed discussing a total of 125 applications for funding between 2009 and 2010.

The average **MALE** entrepreneur is described with attributes such as:

- "Young and promising"
- "Arrogant, but very impressive competence"
- "Aggressive, but a really good entrepreneur"
- "Experienced and knowledgeable"
- "Very competent innovator and already has money to play with"
- "Cautious, sensible, and level-headed"
- "Extremely capable and very driven"
- "Educated engineer at a prestigious university and has run businesses before"

The average **FEMALE** entrepreneur is described with attributes such as:

- "Young, but inexperienced"
- "Lacks network contacts and in need of help to develop her business concept"
- "Enthusiastic, but weak"
- "Experienced, but worried"
- "Good-looking and careless with money"
- "Too cautious and does not dare"
- "Lacks ability for venturing and growth"
- "Visionary, but with no knowledge of the market"

NOTE: QUOTES WERE TRANSLATED FROM SWEDISH TO ENGLISH.
SOURCE: "GENDER STEREOTYPES AND VENTURE SUPPORT DECISIONS: HOW GOVERNMENTAL VENTURE CAPITALISTS SOCIALLY CONSTRUCT ENTREPRENEURS' POTENTIAL," BY MALIN MALMSTRÖM ET AL., ENTREPRENEURSHIP THEORY AND PRACTICE, FEBRUARY 2017

Organisational Stereotypes

- University of Florida study - literature between 1900 and 2000 - every book reviewed had a male character, 25% had no female characters, 37% had no female characters who spoke
- Govt survey of 1000 female and 500 male small business owners - found that more than 60% of respondents had heard female bosses referred to as 'bitchy' and 'emotional' compared to just 12.5% male counterparts
- Language matters - women leaders "supportive", male leaders "risk taking" - what does your organisation value, what is acceptable behaviour for each gender?
- Fatherhood bonus (more responsible), motherhood penalty (less committed)

Recruitment and Selection Why language matters - latest study in USA

Problematic terms

ambitious	hierarchical
analytical	rigid
assertive	Silicon Valley
autonomous	stock options
best of the best	strong
boastful	takes risks
chairman	workforce
competitive salary	
dominate	
foosball	
ninja	

Inclusive terms

adaptable	leans in
choose	plans for the future
collaborate	resilient
creative	self-aware
curious	socially responsible
excellent	thoughtful
flexible schedule	trustworthy
multitasking	up-to-date
health	wellness program
imaginative	
intuitive	

vodafone UK 10:59 85%

Summary

with the new Operations Officer in planning and implementing new systems and strategies, client interaction, expenses, assisting with staff events, very ad hoc private support etc.

Hours: 9:30am - 6pm

Skills & Personality Required

- Solid PA/EA experience. Investor Relations experience
- Good personality - ability to deal with the male banter and be sociable but not distracting
- Bright and emotionally intelligent
- Degree educated with good spelling and grammar
- Proactive, driven and hard working
- Patient and conscientious - great in dealing with HNWIs

Recruitment and Selection

Why language matters

- Language used in job adverts, JDs and PS - people self select
- What are you assessing?
- More rigorous and transparent evaluation processes
- Implement a series of checks and balances to safeguard against stereotyping - scoring candidates as soon as you can
- Educate managers and executives about latent influence of stereotyping and ways to override automatic tendencies to use stereotyping

Recruitment and Selection

Practical Actions

- Structure for Success
- What makes a great Manager - articulate criteria that is required to do the job well and stick to it
- Impact of blind auditions on female musicians - 5% of top 5 orchestras were women, now 35%
- People are overconfident about ability to interview but data repeatedly and overwhelmingly shows unstructured interviews don't work
- Score ASAP and interview with more than one person

Role Modelling

- Forensic Science statistics - it works!
- Institute on Gender in Media research - Since 1946 the ratio of men to women in family films is 3:1, of characters with jobs, 81% are male
- Catalyst survey showed 64% women see absence of role models as barrier to career development

Role Modelling - practical actions

- **Create role models** - study shown where women saw images of females versus males and performed better
- **Change your visible company culture** - University of Washington in Science labs, changed art to gender neutral and affected performance of women positively

3 initial questions to get you started

- Who are you recruiting?
- Who are you training and developing?
- If compensation is fixed makes a positive difference to women applying - how do you advertise salary?

20% is minimum needed for a gender diverse leadership team increasing innovation and correlation with impact on the business

The missing 33%

Susan Colantuono

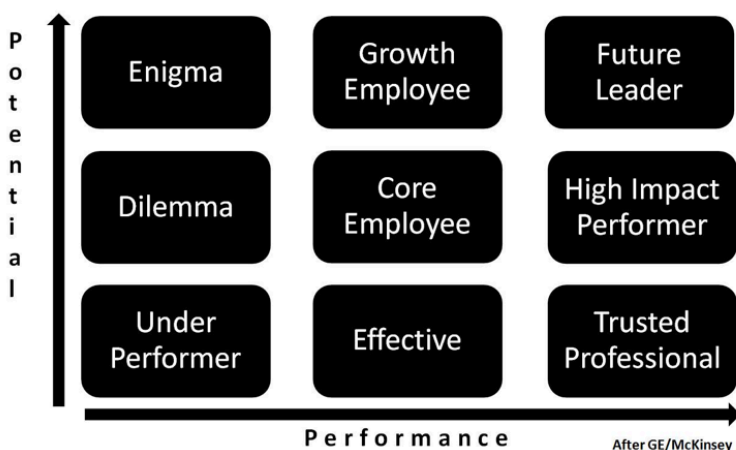
9 Senior Competencies - who are you training and developing and on what?

- Strategic Orientation
- Customer Impact
- Market Knowledge
- Commercial Orientation
- Results Orientation
- Change Leadership
- Collaboration and Influence
- People and Organisational Development
- Team Leadership

9 Senior Competencies

- Mentoring programme to support women develop these skills
- How are you supporting women to be involved in the business planning, strategic direction and the financial planning?
- Talent Management programme to develop these skills

The 9 Box Talent Model



3 game changers for best companies - change led from the top

- Persistence- acknowledge it takes time
- CEO commitment down to all management levels - is it a strategic priority for your company? What's your evidence?
- Comprehensive transformation programmes

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Hold the challenging conversations - 5 questions for your business to answer

- Where are the women in our talent pipeline?
- What skills are we helping women build?
- Do we provide sponsors as well as role models?
- Are we rooting out unconscious bias?
- How much are our policies helping?

What leaders can do

- Identify potential early
- Develop women's leadership skills
- Illuminate the path to CEO
- Ensure sponsors
- Develop bias reduction programmes and policies to level the playing field

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Case Study - Unilever

- Targets and transparency around tracking and measurement
- CEO commitment and cascade down to management
Global Diversity Board chaired by CEO and 11 Senior Executives
- Comprehensive transformation programmes - 50% of Senior Executives are women
- Target challenges - supply chain - targeted proactive school engagement programmes, linked to apprenticeship programmes

Case study - Unilever

Recruiting and managing diverse talent - Diverse talent is managed through mentoring, coaching, learning courses, succession planning and performance management, with diversity and inclusion targets linked to performance plans, which are linked to reward.

Case study - Unilever

Agile working for all - focusing around wellbeing. The organisation has a global maternity policy and offers alternative childcare backup care at discounted rates which parents can use as needed.

90% of office based employees currently utilise agile working.

Unilever has generous leave policies: maternity, paternity, parental, shared parental and adoption leave openly available to all employees.

5 things to plan and implement

1. Gender targets across different hierarchical levels of the business
2. Improving hiring practices and employee retention
3. Changing your company's image and policies to promote equality
4. Communicating equality aims to all members of the business
5. Being clear from the start how you will measure your progress

Action Planning

- What can you set in motion straight away in your business?
- What priorities will you recommend to your CEO/ Directors for discussion/implementation?
