

10

YEAR

ANNIVERSARY

Women's
Business
Council

womensbusinesscouncil.co.uk



10 YEAR ANNIVERSARY

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FOREWORDS



FOREWORD
from the Chair
of the Women's
Business Council,
Fiona Dawson CBE

The Women's Business Council was established in 2012, backed by Government and led by Industry, with the objective of maximising women's economic contribution to the economy. Over the last ten years significant progress has been made on many fronts, and it has been a pleasure to revisit these as we pulled together the content for this publication. We could have included much more, however we are delighted to share some of the highlights from the various chapters of the WBC. As you will see, the Council has certainly been busy: we have produced 19 reports and toolkits, covering essential areas such as flexible working, fixing the talent pipeline and women returners, and we have also submitted to many Government consultations. Over the last three years our focus has been on engaging with the private sectors which offer the biggest opportunity in closing the Gender Pay Gap, and we have members representing the interests of SMEs, Tech, Construction, Retail and Finance and Insurance.

Clearly the last few years were not as I expected on taking over as Chair, and as a group we faced into the enormous challenges to employers, and specifically women employees, during Covid.

We provided advice and practical support during incredibly uncertain times, as well as identifying risks and opportunities as they emerged during the progression of the pandemic, with a focus on Building Back Better. We have also increased our regional focus, looking to the geographies with the biggest gender inequalities, and over the last two years we have increased our Global involvement, with representation at G7 and G20 levels. It is clear that while the UK is ahead of many countries in so many areas, we continue to learn from others ensuring we accelerate our agenda. This philosophy of continuous learning and collaboration is essential as we face new challenges on our journey and in the Women's Business Council we pride ourselves on working with those who champion gender equality, amplifying best practices from individual businesses, business bodies, Government initiatives and departments.

I would like to take this opportunity to thank all of the members, past and present, who have generously given their time, commitment and passion over the last 10 years. Our amazing Council members have challenged, supported and enabled us to make wonderful progress with more women entering, and staying in, the workforce across all life stages. I would also like to thank the terrific team in GEO, who have provided unwavering support over the last ten years and of course thank you to our wonderful Ministers for Women who without exception have encouraged us and provided wise counsel.

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FOREWORD

**from the Minister
for Women,
Baroness Stedman-
Scott**

We have made significant progress on gender equality in the workplace over these past ten years. Working in partnership, Government and business have sought to take evidence-based, targeted action to ensure real, permanent change.

In Government, we have introduced legislation for the right to flexible working, shared parental leave and pay - including a new online tool to check eligibility - and doubling free childcare for eligible working parents. More recently, we have launched a taskforce to boost the number of women starting fast-growing companies, employer pilots aimed at closing salary gaps by publishing salaries on all job adverts and a new 'returners' programme to support women into STEM roles after taking time out to care for loved ones.

Working in a unique partnership with the Government, influential industry leaders on the Women's Business Council have identified barriers to progress, and pushed forward industry-led measures to overcome them. It is great to see some of these achievements set out, covering the different remits of the Council as we celebrate its 10 year anniversary.

The Women's Business Council was at the forefront in promoting returner programmes for

women who had taken time out of the workplace for caring responsibilities, championing the experience and creativity mature women bring to the workforce and facilitating constructive conversations about menopause in the workplace. It has also been instrumental in supporting women and girls into STEM careers and female entrepreneurs to achieve their dreams. The Council encouraged male advocates to step up and use their voices to create real change in their industries, and we have seen these actions and more, pay dividends over the last ten years.

I would like to thank Fiona Dawson CBE, Dame Cilla Snowball and Baroness Ruby McGregor Smith for chairing the Council over that time. Their expertise, unwavering leadership, and commitment to this vital task, whilst leading their companies through demanding economic challenges, has been invaluable. I would also like to thank all members for sharing expertise and insight, providing sponsorship for work programmes and role modelling good practice within their own organisations, across their sectors, nationally and internationally. Your voluntary efforts to support our equality priorities have been very much appreciated and valued.

It is great to reflect on the significant number of gender equality ambassadors the Council has helped to develop, who continue to support the agenda long after they have completed their tenure, advocating in their own companies and industries for equality at work. These networks are vitally important: working in partnership to achieve common goals to support fairness in the workplace stimulates innovation and helps drive real change - for the benefit of everyone. Long may this collaboration last!

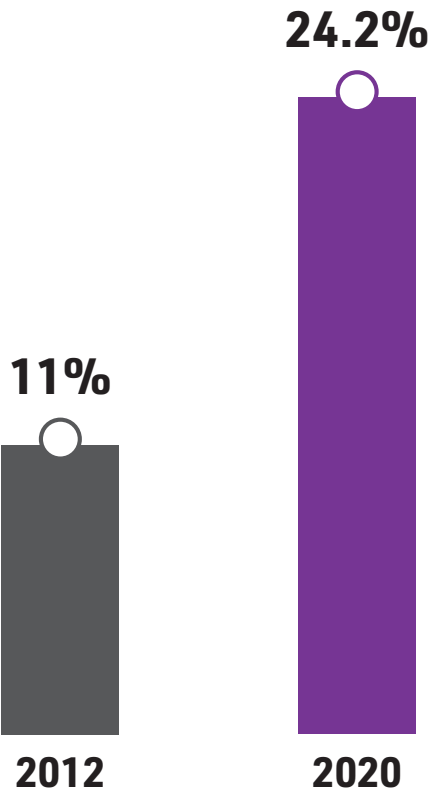
STATISTICS TO CELEBRATE

It is great to see how gender equality has progressed in the UK over the last 10 years and to know that the Women's Business Council has played its part, with members' role modelling and championing good practice in their organisations, across their sectors and the business community more widely, as well as through international partnerships.



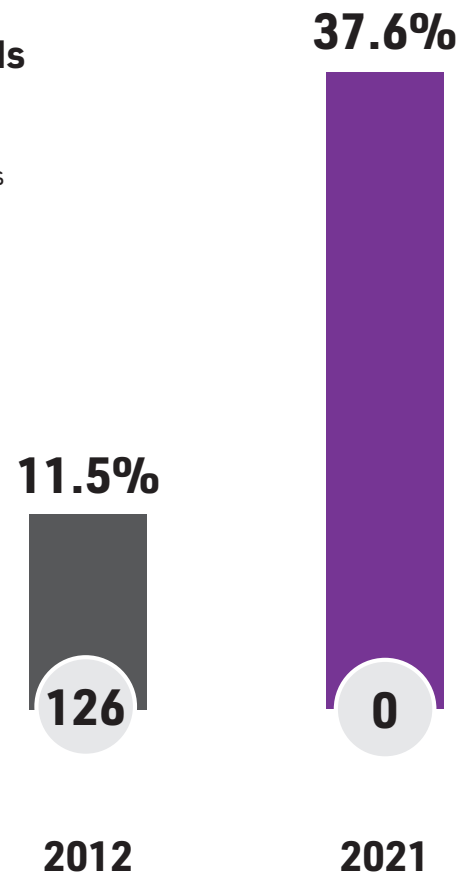
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Proportion of Women in the STEM workforce



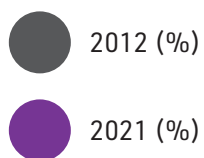
Women on FTSE 350 Boards

Number of all-male boards



Gender Pay Gap (median)

Progress has been made in all of the sectors represented by Council members including construction and finance



Construction



Finance & Insurance

JOURNEY TO 2022

2012

- Women's Business Council was established in 2012 to advise the Government on how women's contribution to UK economic growth can be optimised.
- In 2013 it launched 'The Women and the Economy – Government Action Plan' setting out recommendations for both Government and business, to improve opportunities for women and girls.

In the early days the Council had a **broad focus on removing the obstacles** that restrict women from realising their full potential: **from the classroom - to the boardroom and through the creation of new enterprise.**

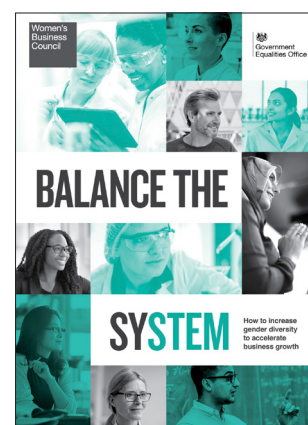
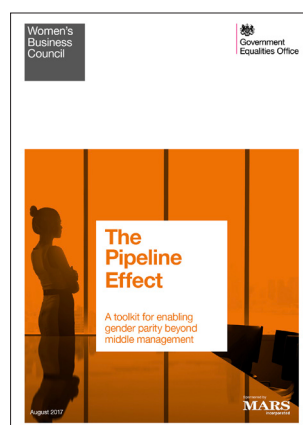
- Delivered over 1,000 activities to promote the WBC recommendations and its work to support them.
- Engaged with a potential audience of over 30 million people through media.
- Reached over 138,000 people through active engagement opportunities including companies, Government, industry representative bodies, students, entrepreneurs and NGOs.

Women's
Business
Council

- Hosted 100 industry-led case studies and 150 topical case studies on the WBC website.

As the Council developed its remit, it:

- **Included a focus on the role of men in challenging and changing workplace cultures** to ensure a level playing field for all.
- Provided input into the Government's Industrial Strategy White Paper reiterating the importance of diversity for business and national productivity.
- Hosted events engaging business leaders on the importance of this agenda at Mansion House, the BT tower, House of Commons, St James's Palace and at the Guildhall.
- Produced a range of toolkits to accelerate progress for women's economic empowerment throughout their lives, including:



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Following support for the Government's voluntary gender pay reporting initiative *Think, Act, Report* and sponsoring its annual publication '*Trailblazing Transparency*' the Women's Business Council welcomed legislation for annual reporting on gender pay and bonus gaps.



2021

Building on its successes at a national level, the Council **broadened its strategic approach to incorporate regional and international activity** to improve women's economic potential.

It **developed a Strategy House model to set out the Council's vision. This identified five critical pillars of focus**, actions to drive progress on these, enablers, high-level goals and proxy indicators to monitor overarching progress on gender equality.

2019

- In 2019 the Council **relaunched to focus on industry sectors that have the most significant gender pay gaps and or underrepresentation of women**, on a national level.
- Members **identified three cross-cutting issues** for achieving gender equality across these sectors and the business community more widely. These were:
 - **flexible working;**
 - **workplace culture; and,**
 - **progression transparency.**

The Council also identified **crucial facilitators** for these:

- **senior leadership** - the need for an inclusive tone from the top; and,
- **line management** - showcasing, supporting and rewarding good practice and avoiding 'accidental managers'.
- Launched 100 Ways to Work Flexibly - to showcase the many working patterns available for men and women
www.womensbusinesscouncil.co.uk/100-ways-to-work/



INTERNATIONAL

- **G20:** Continue to represent the UK for the G20 private sector **EMPOWER Alliance** for the Empowerment and Progression of Women's Economic Representation. Championing a voluntary pledge, to support the advancement of women in the private sector and a playbook of best practice developed with international partners.
- **UN's Commission on the Status of Women:** Chaired a panel of experts at the 'Women in STEM' event during CSW66, co-hosted by the UK and India. Shared knowledge about the challenges facing women in STEM and practical steps to increase female STEM activity at all ages.
- **G7:** Women's health, safety and wellbeing in the workplace was placed on the agenda where they raised awareness about the importance of: flexible working; support for menopausal women; policies to prevent domestic violence when working from home; and, women in decision making positions to influence the creation of safe and inclusive workplaces.

JOURNEY TO 2022

- **UN and BSR:** Mars (member) sponsored "Full Potential" a piece of listening work to hear from women around the world using a wide variety of communication channels. Over 10,000 women from across 88 countries contributed to the 'Hear to be Heard' report published in 2021.



NATIONAL

- Responded to Government consultations on parental leave and flexible working.
- Continues to advise the FTSE Women Leaders Review looking to increase the numbers of women at board and senior leadership level across FTSE350 companies
- Attended the International Women's Day virtual roundtable with the Prime Minister about what more needs to be done to improve gender equality in the workplace: https://www.linkedin.com/posts/boris-johnson_internationalwomensday-iwd2021-extraordinarywomen-activity-6774751220620910592-SRAS
- Responded to the Women and Equalities Select Committee inquiry into Menopause in the Workplace; contributed to the Government's Menopause Task & Finish Group and attended a Ministerial roundtable to inform thinking.
- Advised Ministers with key business and sector insights on the situation with Ukraine to help support the progression and participation of women in the workplace.

- With leadership from Women's Business Council member, Helen Lamprell, who is a director of the Employers' Initiative on Domestic Abuse, members actively promoted policy development and training on domestic abuse.



NATIONAL AND REGIONAL

- As the country began to recover from the pandemic, members supported a virtual Ministerial visits programme to showcase how they are working to improve the number of women progressing to middle and senior management in their companies, as well as working in STEM roles and to understand how Covid-19 has impacted them and how women can help to build back better.
- Members contributed to the Government's evidence gathering by arranging for Ministers to hear first-hand from a diverse range of women in their organisations across Britain about what has worked to support them and what challenges remain, with a specific focus on entry level women who have worked their way up the corporate ladder and women in STEM roles.
- Personal stories from these women featured in blog posts as part of '**Women Build Back Better**'. equalities.blog.gov.uk/2021/05/25/women-building-back-better-in-tech/. These highlighted the impact of Government and business support in their careers and showcased industry good practice.

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SECTOR CASE STUDIES



FINANCE

INITIATIVE: The Council's finance and insurance lead co-founded Insuring Women's Futures and authored its

Manifesto, "Living a financially resilient life in the UK". This included recommendations to support women's financial resilience through the life course and to close the gender pension gap. The report encouraged employers' adoption of a Financial Flexible Working Pledge (to assist employees' financial decision-making when making changes to working arrangements such as parental leave and part-time work); and an Inclusive Customer Financial Lives Pledge (for financial services and pension customers). Recommendations have been progressed by financial firms, trade and professional bodies, the Money and Pensions Service and the Financial Conduct Authority.

INITIATIVE: A campaign and financial wellbeing guide, "6 Moments that Matter – how to secure your financial future", was launched to raise women's awareness as part of #TalkMoneyTalkPensions week.

INITIATIVE: An update to the Manifesto, "Living a financially resilient life in the UK beyond Covid-19" set out priorities to counter the impact on women's financial lives.



Jane Portas:

"The financial sector has a pivotal role in enabling women's economic empowerment, not only for the women who work in the sector but also those served

by it as consumers. Over five years, through an evidence-based approach and wide ranging collaboration Insuring Women's Futures has raised awareness of how gender financial gaps arise through the life course. The manifesto highlighted the role different organisations can play to improve financial resilience, not just for women, for everyone and the Council has helped raised awareness across a range of sectors and G20 countries internationally."



CONSTRUCTION

The construction sector leads ran an 18-month flexible working project with their organisations Willmott Dixon and Build UK in conjunction with Timewise.

INITIATIVE: to trial flexible working to tackle the barriers to women in the construction industry:

RESULT: The flexible working pilots demonstrated no negative effect on time and budget and therefore were a commercial success. Indeed, some showed an uplift in productivity. All 4 pioneering companies who participated have continued to expand on flexible working arrangements within their companies.

INITIATIVE: Work was undertaken by construction leads to ensure there is more suitable workwear and facilities on site for women to support a respectful and welcoming work environment. This included suitable PPE for women, each site had a designated female toilet, and a quiet/wellbeing room to accommodate breastfeeding for example.



Rick Lee OBE, Chief People Officer, Willmott Dixon, Council's Construction Lead:

"It has been a real privilege to be a member of the Women's Business Council since 2016, and I am proud of the work that we have done to help improve women's recognition, inclusion and contribution in the workplace.

In particular, I have focused on how men can act as agents of change and how, in a male

dominated industry such as construction, this is really important in building a truly inclusive and respectful working environment for women. Suzannah Nichol and I have really enjoyed collaborating with our colleagues on the Council and, with their guidance, we have been able to work together on a number of ground-breaking initiatives.



Suzannah Nichol MBE:

"We have shown that offering more flexibility has no detrimental effect on a project's programme or budget which is encouraging employers

to consider working arrangements that are more compatible with the range of responsibilities many of us have outside of work. In turn this offers more opportunities to those currently excluded from the workforce or find it difficult to progress into senior roles, many of whom are women.

"We have received great support from our fellow WBC members on our work to ensure that appropriate Personal Protective Equipment (PPE) and on-site welfare for women is provided as a matter of course. Bringing key business sectors and the Government together is playing a significant role in creating the future working environment for our daughters and granddaughters."

timewise
TALENT THROUGH FLEXIBILITY

SECTOR CASE STUDIES



TECH

The Council's Tech lead led several initiatives, these included:

TECH RETURNERS

- ReConnect, a programme aiming to hire 1,000 returners across Vodafone globally within three years, working to increase the proportion of talented women in management and leadership roles.
- Research on carers and sandwich carers published in March 2021: Lost Connections: Supporting carers in the workplace in 2021 and beyond.
- Research on returners published in May 2021 Lost Connections: Supporting Returners to the workplace in 2021 and beyond which has read across for the millions of furloughed workers and those returning to the workplace after over a year of remote working.

TECH EDUCATION

Vodafone has taken forward the following:

- Code Like A Girl, a free four-day coding workshop for girls aged 14-18 to increase their digital skillset and inspire them into STEM careers.
- STEMettes During the pandemic in 2020, Vodafone and Stemettes partnered to deliver a week of inspiring and educative online STEM sessions for girls aged 15-25.
- IGNITE 1-week Work Experience. This programme for 12 & 13 year olds focused

on uplifting representation of females, the BAME community and students from low social mobility backgrounds in Technology. The aim was to equip students with career awareness and employability skills to build their future pathways. There was both a virtual and in-person programme.



**Helen Lamprell OBE,
General Counsel and Company
Secretary, AVEVA Group plc,
Tech Sector Lead**

"Delighted that our work on returning to work after a career break inspired women who had lacked the self-belief to resume their careers."





RETAIL

- Supported the social enterprise Grocery Girls founded by member Jo Whitfield to increase female representation in senior roles.
- Developed the Retail Pathways initiative by engaging HR heads through the British Retail Consortium and workshops on a range of topics; also by supporting retail businesses to share best practice and successful approaches.
- Provided business leadership for a research study Diversity and Inclusion in UK retail: where are we now and what comes next? This provided a baseline data set on Diversity and Inclusion in the retail sector to provide insight and help report progress over time. The next series of data refreshes are being worked to help demonstrate progress and where more focus is needed.
- A D&I charter of pledges was created as a result which 76 large retailers have signed to date and which enables them to see initiatives championed by the CEO in each organisation.



Roger Whiteside OBE:

"It has been great to work alongside my WBC colleagues united in a common purpose and especially together with Jo Whitfield to establish the Diversity and Inclusion Charter through the BRC which will provide the platform for



continued sector wide progress for women in retail in the years ahead. "It is often the personal interventions that resonate most and I have taken great pleasure and satisfaction in helping to establish our Women's Development Group at Greggs which has seen many capable women progress to senior management including the appointment of my successor as CEO."



Jo Whitfield CBE:

"Seeing so many fellow Retail CEO's sign up to the charter and play an active role in championing change is very powerful as we all look to

step change opportunities for women in our sector. From a personal perspective, it is incredibly rewarding that Grocery Girls has now reached a membership of 2,000 women and to also experience how helpful the network is being in connecting women, sharing role model experiences and supporting positive outcomes for members in driving their careers forward."

SECTOR CASE STUDIES



SMES

- Through engagement SME leads became aware that there was a need to investigate how to reflect and embed D&I more strongly in business support and ensure support addresses the needs of and reaches out to underrepresented and harder to reach businesses.
- A D&I taskforce was set up for Oil and Gas UK which launched a D&I survey to gauge sentiment and gather data. The insights gathered helped inform a baseline and benchmark about how to go forward in terms of specific action. <https://diversityandinclusioninenergy.co.uk/task-group/>
- As a result, the first ever oil and gas D&I Survey Report was produced with Robert Gordon University. It analysed the responses from more than 1,600 people from over 100 organisations. This was a milestone for the sector, providing insights while setting a baseline from which to measure the industry's progress in the D&I agenda.
- Two areas that needed attention were the importance of an inclusive leadership culture, and flexible and transparent recruitment and promotion pathways. In response, OEUK has produced two toolkits for their members to help them on their D&I journey.

- Members also held an SME roundtable and shared learnings and best practice nationally and internationally with other countries across the G20 – on G20 panels and global meetings.



Mary Macleod:

"It is imperative that we keep focused on female entrepreneurship in the UK as it could mean an additional £250 billion to our economy.

The pipeline of talent for this needs to start in schools and we want to speak up and encourage all women to consider setting up a business. Progress has been made and support is available, but we are ambitious for more. We will continue to listen to what is needed from SMEs so that we can help them start up, scale up and succeed more quickly."



Deirdre Michie OBE:

"The work of the WBC is helping to encourage many business sectors by driving D&I across their range of companies which includes the all-important SMEs that are the bedrock of the economy."





LOOKING FORWARD

Bridging the UK gender gap in work has the potential to create an extra £150 billion on top of business-as-usual GDP forecasts in 2025, and could translate into 840,000 additional female employees.



**Baroness Stedman-Scott,
Minister for Women:**

"There has been, and remain, significant challenges for business and Government to navigate - recovery from the economic effects of Covid-19,

protecting ourselves against any future pandemics, the war in Ukraine, re-setting the UK's relationship with Europe, and responsible guardianship of the environment. I am certain that by working together we can successfully steer our way through these challenges, ensure we maintain our gains, and continue to strive for ever greater equality.

I look forward to working with the Council in the years to come, alongside my parliamentary colleagues, to ensure women have the same economic opportunities as men, for their benefit, and the benefit of society more widely, and because it makes good business sense."



**Fiona Dawson CBE,
Chair Women's
Business Council:**

"The landscape for women in work has changed for the better, however, we know

there is more to be done. Women are still underrepresented in certain areas such as STEM and we know that female entrepreneurs face specific issues (such as funding) versus their male counterparts. We continue to see barriers (such as flexible working) for women progressing in the talent pipeline and we are concerned about the number of older women leaving the workforce. I sit on the Advisory Panel of the FTSE Women Leaders Review and the Council fully supports the Review's recommendation that top UK companies should have at least one woman in the Chair, Senior Independent Director, Chief Executive Officer, or Finance Director role by the end of 2025, and to do this we must have a vibrant pipeline of women, who receive mentorship, sponsorship and support.

Above all, we know that the tone from the top is essential in ensuring the right culture prevails for progress to be made in an authentic way, to ensure that the data is transparent and actionable, and for line managers to be held to account for building greater diversity within their teams. It is so important that the Council continues to use its established regional alliances and global partnerships to influence progress and support national strategies in all these areas.

Thank you to all our incredible supporters, the last ten years have been made possible thanks to your determination and hard work. Here's to the next exciting chapter!"

"WE KNOW THERE IS MORE TO BE DONE"

Fiona Dawson CBE, Chair,
Women's Business Council

THANKS TO MEMBERS

AND PREVIOUS MEMBERS:

Dame Cilla Snowball DBE

Baroness Ruby McGregor-Smith CBE

Lynne Atkin MBE

Chris Stylianou OBE

Nikki Yates OBE

Wendy Hallett MBE

Sue Langley OBE

Sue O'Brien OBE

Jill Shedden MBE

Alison Wilcox

Dame Fiona Woolf

John Whelan MBE

Dr Clive Hickman

Maxine Dolan

Sir John Timpson CBE

Eddie Gray

Dr Fiona Withey

Denis Woulfe MBE

Emer Timmons OBE



FIONA DAWSON CBE

Board Member of Marks & Spencer, Kerry and Lego, Trustee of the Social Mobility Foundation, former Global President Mars Food, Multisales and Global Customers

Fiona became Chair of the Women's Business Council in 2019 when the Council was refreshed; she has been a member of the Council since 2014.



HELEN LAMPRELL OBE

General Counsel and Company Secretary, AVEVA Group plc, former General Counsel and Director External Affairs Vodafone

Helen has been a member of the WBC since 2014 and is the Council's Tech sector lead.



MARY MACLEOD

Former Senior Client Partner in the Board Practice and Head of the Public Services Practice, Kornferry.

Mary has been a member of the WBC since 2019 and is one of the Council's leads on SMEs.

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JANE PORTAS

*Portfolio Director,
former partner
KPMG leading on Brexit
services
for insurance,
customer outcomes
and vulnerable
customers in financial*

services and financial inclusion

Jane has been a member of the WBC since 2019 and is the Council's Finance and Insurance sector lead.



ROGER WHITESIDE OBE

*Chief Executive,
Greggs (retired
in May)*

Roger has been a member of the WBC since 2016 and is one of the Council's retail sector leads.



RICK LEE OBE

*Chief People Officer,
Willmott Dixon*

Rick has been a member of the WBC since 2016 and is one of the Council's construction sector leads.



DEIRDRE MICHIE OBE

*Chief Executive,
Oil & Gas UK*

Deirdre has been a member of the WBC since 2016 and is one of the Council's leads on SMEs.



JO WHITFIELD CBE

*Chief Executive,
Co-op Food*

Jo has been a member of the WBC since 2019 and is one of the Council's retail leads.



SUZANNAH NICHOL MBE

*Chief Executive,
Build UK*

Suzannah has been a member of the WBC since 2019 and is one of the Council's construction leads.

APPENDIX

We would like to thank the team at Freuds - James, Charlotte, Mary & Kate for their support of the Women's Business Council and in designing this document.

EVIDENCE BASED GUIDANCE:

- **Updated evidence-based guidance for employers** (BEHAVIOURAL INSIGHTS TEAM) this guidance focuses on how to improve gender equality in the workplace. This updated version includes wider research on other characteristics (e.g. race and ethnicity, sexual orientation, disability) to better understand what works to improve equality more broadly. <https://www.bi.team/publications/how-to-improve-gender-equality-in-the-workplace-evidence-based-actions-for-employers/>

Alongside this guide they have also published five new detailed implementation guides on five of the effective actions:

- **How to set effective targets:** <https://www.bi.team/publications/how-to-set-effective-targets/>
- **How to establish diversity leads and diversity task forces:** <https://www.bi.team/publications/how-to-establish-diversity-leads-and-diversity-task-forces/>
- **How to run structured interviews:** <https://www.bi.team/publications/how-to-run-structured-interviews/>
- **How to use skill-based assessment tasks:** <https://www.bi.team/publications/how-to-use-skill-based-assessment-tasks/>
- **How to increase transparency of progression, pay and reward processes:** <https://www.bi.team/publications/how-to-increase-transparency-of-progression-pay-and-reward/>
- **Effective hybrid working: practical guidance** (CIPD) - As part of its involvement in the **Flexible Working Taskforce**, the CIPD has jointly produced practical guidance to support effective hybrid working. <https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/effective-hybrid-working#gref>
- **Working from home and hybrid working** (ACAS) <https://www.acas.org.uk/working-from-home-and-hybrid-working>

RESEARCH:

- **Supporting progression out of low pay: a call to action.** (GOV.UK) - The Commission's report identifies the multiple barriers faced by those in low-pay looking to progress and sets out key actions that Governments at every level across the UK, employers and others should take to minimise and remove these barriers. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/998175/supporting-progression-out-of-low-pay.pdf
- **Final report on progress to address COVID-19 health inequalities.** (GOV.UK) <https://www.gov.uk/government/publications/final-report-on-progress-to-address-covid-19-health-inequalities>

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The research listed below is the output of a three-year partnership between GEO and the Behavioural Insights Team that looked to better understand how to improve gender equality in the workplace. The programme completed March 2021, having delivered a suite of innovative research trials that provide real-world evidence on what works to improve behaviour, systems and equality in the workplace:

- **Impact of changes in flexible working during lockdown on gender equality in the workplace** (BEHAVIOURAL INSIGHTS TEAM) - a longitudinal survey with UK employees (n = 4,426) to explore changes in flexible working (remote working and hours), unpaid care work (childcare, adult care and housework), career and wellbeing outcomes, and their relationship with gender equality in the workplace. <https://www.bi.team/publications/impact-of-changes-in-flexible-working-during-lockdown-on-gender-equality-in-the-workplace/>
- **A field trial with Zurich Insurance to advertise all jobs as part-time** (GOV.UK) - Research that provides an insight into how advertising all jobs part-time had an effect on the gender balance of applicants. <https://www.gov.uk/government/publications/a-field-trial-with-zurich-insurance-to-advertise-all-jobs-as-part-time>
- **Encouraging employers to advertise jobs as flexible with jobs site Indeed** (GOV.UK) - Produced in partnership with Indeed this research shows the results small changes to the choice architecture of job postings can have on encouraging employers to advertise more jobs with flexible working options. <https://www.gov.uk/government/publications/encouraging-employers-to-advertise-jobs-as-flexible-with-jobs-site-indeed>
- **Flexibility by default: Increasing the advertisement of part-time or job-share options** (BEHAVIOURAL INSIGHTS TEAM) - Behavioural Insights Team partnered with the John Lewis Partnership (JLP) to test whether increasing the advertisement of part-time or job-share options would increase career progression among JLP's part-time staff. <https://www.bi.team/publications/flexibility-by-default-increasing-the-advertisement-of-part-time-or-job-share-options/>
- **Increasing applications from women through targeted referrals** (BEHAVIOURAL INSIGHTS TEAM) - this research looks at how you can boost the number of women in male-dominated industries like defence and tech. We partnered with the Ministry of Defence (MOD) to run a two-armed randomised controlled trial (RCT) testing whether using targeted referrals would increase the referrals, applications and hires of women. The research found that challenging hiring managers to share job ads with 5 women doubled the number of women applying. <https://www.bi.team/publications/increasing-applications-from-women-through-targeted-referrals/>
- **Supporting men to take longer parental leave and work flexibly** (BEHAVIOURAL INSIGHTS TEAM) - Equal numbers of mothers and fathers want to work flexibly to spend time with their kids but men are far less likely to do so. We partnered with the Behavioural Insights Team and Santander UK to find out if pluralistic ignorance (men mistakenly believing that their colleagues disapprove of parental leave) is driving this disparity. <https://www.bi.team/publications/supporting-men-to-take-longer-parental-leave-and-work-flexibly/>

- **Facilitating return to the labour market with a novel CV format intervention** (BEHAVIOURAL INSIGHTS TEAM) - 91% of returners to work are women, but a CV gap makes recruiters more likely to dismiss applications. This research looks at the best way to present a gap in employment. <https://www.bi.team/publications/facilitating-return-to-the-labour-market-with-a-novel-cv-format-intervention/>
- **Global Gender Gap Report 2021** (WORLD ECONOMIC FORUM) - This report looks at integrating the latest statistics from international organisations and a survey of executives. <https://www.weforum.org/reports/global-gender-gap-report-2021>

FTSE WOMEN LEADERS REVIEW REPORT

- **The FTSE Women Leaders Review Report** (FTSE Women Leaders Review) The FTSE Women Leaders Review is an independent, business-led framework supported by the Government, which sets recommendations for Britain's largest companies to improve the representation of Women on Boards and in Leadership positions. The third phase of the FTSE Women Leaders Review is underway, this is the first report published in the third phase. <https://ftsewomenleaders.com/>

WOMEN'S BUSINESS COUNCIL MEMBER ORGANISATION REPORTS

- **Living a financially resilient life in the UK**, Insuring Women's Futures' Manifesto, <https://www.insuringwomensfutures.co.uk/>
- **Living a financially resilient life in the UK beyond Covid-19**, Insuring Women's Futures' Manifesto update, <https://www.insuringwomensfutures.co.uk/>
- **Controlling Your Financial Future - 6 Moments That Matter for Girls & Women**, a financial wellbeing guide to empower girls and women aimed at raising awareness of economic abuse, and to support female survivors. <https://www.6momentsthatmatter.com/published-material>
- **#HereToBeHeard: Helping Women Reach Their Potential**. (MARS INC) <https://www.mars.com/heretobeheard>
- **Diversity and Inclusion in UK retail: where are we now and what comes next?** (BRITISH RETAIL CONSORTIUM) <https://brc.org.uk/media/677267/diversity-and-inclusion-in-uk-retail-in-depth-research-and-analysis-from-brc-the-mbs-group-and-pwc-2021-002.pdf>
- **BUILDING A BASELINE: OGUK DIVERSITY AND INCLUSION SURVEY REPORT** (OIL AND GAS UK) <https://stories.oeluk.org.uk/building-a-baseline/index.html>
- **Lost Connections: Supporting carers in the workplace in 2021 and beyond** (VODAFONE) <https://newscentre.vodafone.co.uk/app/uploads/2021/03/Lost-Connections-2021.pdf>

LEADERS AS CHANGE AGENTS GUIDE

- **LACA Employer & Employee Guide** (LEADERS AS CHANGE AGENTS BOARD) this guide has been designed for CEOs and their leadership teams to help them deliver better inclusion, fairness, opportunity and value for every UK Employer and Employee. <https://leadersaschangeagents.com/our-work/>

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