

Gender Equality: Developing successful initiatives in the workplace

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The CIPD

A partner and
a voice for
people
professionals



160,134
members
worldwide and
5,000+ volunteers
and associates



Offices in
the **UK**,
Ireland,
Middle East
and **Asia**



All committed
to **championing**
better work and
working lives





FAIRWAY
GROUP



**If I had an hour to solve a problem
I'd spend 55 minutes thinking
about the problem and 5 minutes
thinking about solutions.**

Albert Einstein

Problem Definition

Question re drivers for gender equality

- How is gender equality perceived in your company / government department? What do people talk about? (Top 3)
- What would you want them to talk about?
 - As fairness / human rights issue
 - As talent / recruitment issue
 - As competitive issue
 - As part of business imperative e.g. driver of innovation, international expansion etc
 - As HR issue
 - As board issue
 - As investor issue
 - As regulatory / compliance issue
 - As change management issue
 - Other



Who are your key stakeholders & supporters in gender equality?



Government support for initiatives



Campaigns / Private Member bills with Govt support

- **Flex from 1st** - [CIPD launches Flex From 1st Campaign](#)
- **3 Private Member bills** [Backing legal changes for greater support for employees with different caring responsibilities](#)
- Wendy Chamberlain MP's Bill: [The Carer's Leave Bill \(unpaid leave\)](#)
- Stuart McDonald MP's Bill: [The Neonatal Care \(Leave and Pay\) Bill](#)
- Dan Jarvis MP's Bill: [Protection from Redundancy \(Pregnancy and Family Leave\) Bill](#)

Professional womens' initiative



Individual expectations – Brussels Declaration

- [Brussels Declaration](#) – gender equality manifesto
- Signed by group of professional womens' associations in Brussels on 26 October 2022 - EWMD, PWN Global, FEDEPE, EWOB, Collabwith, WEGate, WEP, supported by Oxford Brookes University – companies welcome to support
- Professional women unhappy that will take 60 years (2082) to reach equality in Europe (132 years globally)
- So men and women in Europe born in 2014 will be reaching 68 and the end of their working lives and will never have worked in a gender equal world

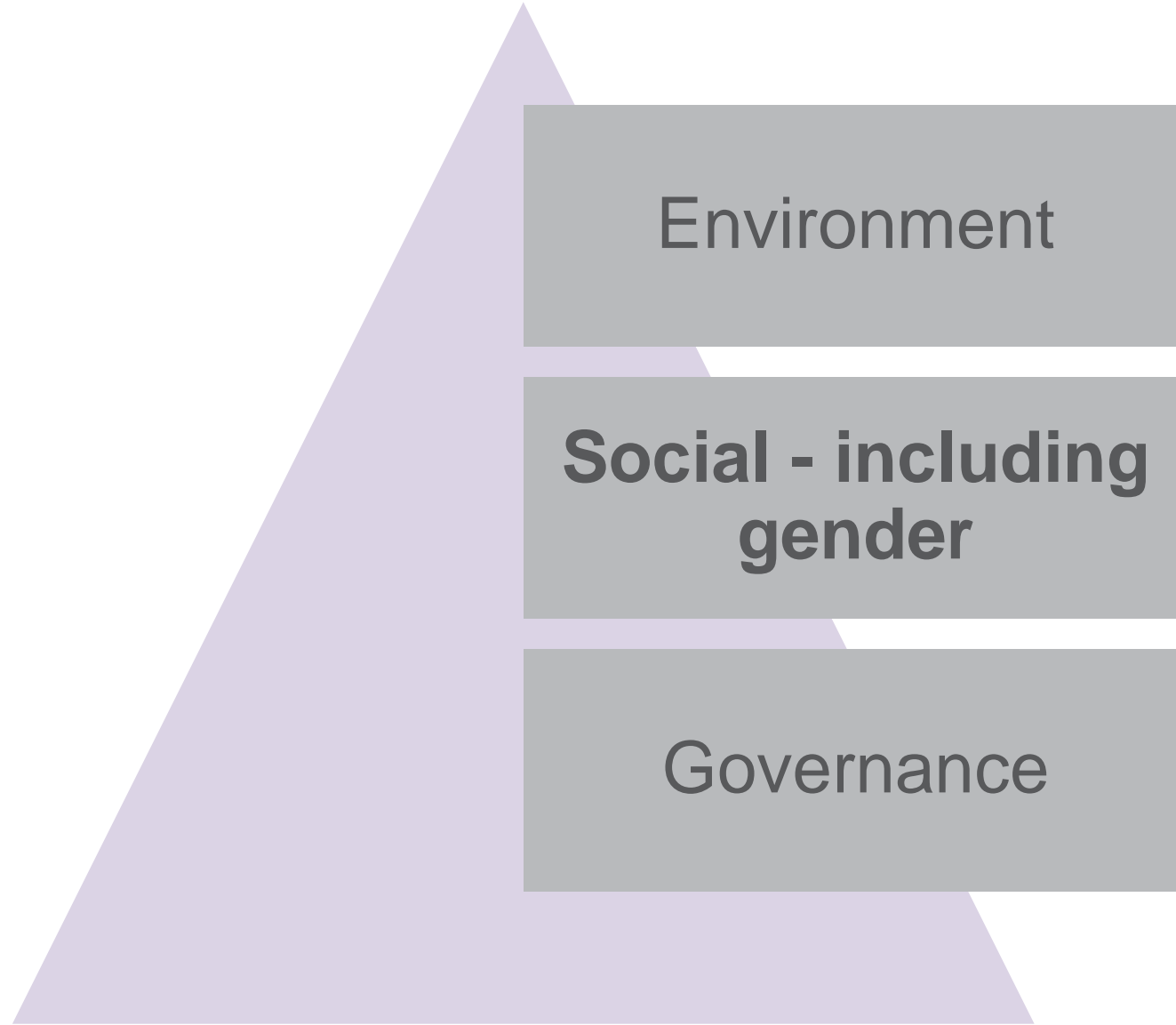
Individual expectations – Brussels Declaration

- Calls for action by policymakers on the following, with recommendations under each:
 - **Ending gender-based violence, challenging stereotypes**
 - **Addressing the gender pay and pension gaps**
 - **Closing the gender finance gap**
 - **Closing the gender care gap**
 - **Gender equality in practice in working life and decision making**
 - **Gender mainstreaming**
 - **Improve monitoring and communication of gender equality**

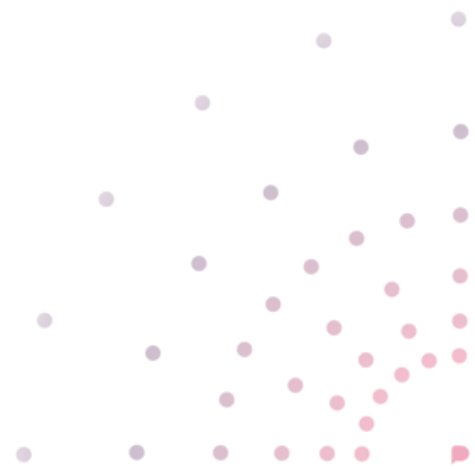
Shareholder expectations



ESG



CIPD



Shareholder expectations and best practice

- [Equileap - Official Website](#)
- The leading provider of gender equality data & insights
- Enabling investors to make informed decisions
- Publish annual Global Gender Report comparing company performance, based on public information
- Provide data to investors and index providers



KEY FINDINGS 2022

- The average score of UK companies is 48%, compared with 35% for U.S. companies, 42% for German companies, and 52% for French companies.
- Women make up over one third (35%) of UK boards on average, and
 - 11% of the Chairperson positions (board of directors)
 - one fifth (20%) of executive team members
 - Only 13 companies (6%) have a female CEO
 - 27 companies (13%) have a female CFO

Equileap Global Gender Report 2022

Top 10 UK Companies p32

- National Grid Utilities 74%
- Admiral Group Financials 73%
- WPP Communication Services 72%
- Diageo Consumer Staples 70%
- AstraZeneca Health Care 70%
- Johnson Matthey Materials 69%
- MoneySuperMarket Consumer Discretionary 67%
- SSE Utilities 67%
- Vodafone Communication Services 67%
- ITV 67%



Equileap Global Gender Report 2022

Top 10 UK Companies p33

- *“National Grid is the leading company in the UK for gender equality, and ranks 3rd globally with a score of 74%.*
- *In 2021, it achieved gender balance at the board and executive levels, with action being taken to improve representation at senior management and within the overall workforce.*
- *The company publishes gender pay gap data showing an overall mean, unadjusted pay gap of under 3%, as well as continuing strategies to close the remaining gap.*
- *National Grid pays living wages, and for parents provides 26 weeks of primary carer leave at full pay, and 2 weeks for secondary carers.*
- *It is one of only 13 UK companies to have all eight of Equileap’s recommended policies that promote gender equality. (List p 49)*
- *National Grid is also a signatory of the United Nations Women’s Empowerment Principles.”*

Equileap Global Gender Report 2022

UK companies performance

- Seven of the 19 companies globally which have closed their gender pay gap are based in the UK: National Grid, Johnson Matthey, GlaxoSmithKline, Royal Mail, Weir Group, Rolls-Royce Holdings, and Ocado Group (i.e. published an overall mean, unadjusted gender pay gap of 3% or less).
- 58% of researched UK companies do not have an anti-sexual harassment policy, five years after the start of the #MeToo movement. This is better than last year's 64%, but leaves much room for improvement.

Equileap Global Gender Report 2022

UK companies performance

- The UK is the best performing country for living wage commitments: nearly half (47%) of UK companies publish the commitment, making up 32% of companies globally that publish.
- No UK companies have undertaken an independent gender audit (10% in France)

People Reporting Developments



Gender as a business driver



Best companies to work for

- In 2021, a portfolio of “Best companies to work for” earned an “abnormal” return of 2-2.7% annually, and outperformance was significantly higher during bad times.
- The pandemic really helped investors to better understand the importance of social issues to the effective operation and performance of companies.
- Over 50% of MSCI analyst reports in Q2 2020 dealt with social issues likely to impact company valuations. MSCI also studied ESG and financial returns and found that governance tends to be far more significant for profitability, idiosyncratic and systematic over 1 year, but that environmental and social risks were more significant over the longer term.

Best companies to work for

- Investors expect companies to have a clear and consistent strategy and story: how will you answer? How will you report?
- Where are the challenges for your company: recruitment, retention, promotion, mentorship? And what are targets and metrics at each stage? How could a lack of diversity impact the company's prospects for greater innovation?



What are the key issues for business in 2023? In 2030? What skills and capabilities do we need?

- **According to a survey by Gartner, digital tech initiatives, workforce issues, ESG, growth, financial matters, risk management and business expansion and diversification are seven of the top priorities for boards this year.**
- **How is gender equality relevant to the top business risks? How is it relevant to the top business opportunities?**

What are the Top Priorities for HR Leaders in 2023 (Gartner)

- **Priority No. 1: Leader and manager effectiveness** - This is a priority for 60% of HR leaders, and 24% say their leadership development approach does not prepare leaders for the future of work.
- **Priority No. 2: Organizational design and change management** - This is a top priority for 53% of HR leaders, and 45% say their employees are fatigued from all the change.
- **Priority No. 3: Employee experience** - This is a top priority for 47% of HR leaders, and 44% believe their organizations do not have compelling career paths.
- **Priority No. 4: Recruiting** - This is a top priority for 46% of HR leaders, and 36% say their sourcing strategies are insufficient for finding the skills they need.
- **Priority No. 5: Future of work** - This is a top priority for 42% of HR leaders, and 43% say they do not have an explicit future of work strategy.

Who is your ally within the company?

- CEO
- Board Members - Chair of Board / Chair NomCo / other
 - Korn Ferry reports that diversity is an issue for boards and chairman in particular : [KF-Chair-of-the-Future](#)
 - Deloitte Singapore: [Chair of the Future](#) - Driving growth & innovation, Advancing trust & purpose / societal licence to operate, Focus on board renewal & diversity
- Head of Product Design / R&D – innovation
- Investor Relations / Finance - questions from investors
- Sales – winning against the competition

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE AND JUSTICE STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS




SUSTAINABLE
DEVELOPMENT
GOALS

SDG 5

- **SDG 5: Gender Equality**
- “The [Sustainable Development Goals](#) are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all UN Member States in 2015, as part of the [2030 Agenda for Sustainable Development](#) which set out a 15-year plan to achieve the Goals.
- Today, [progress](#) is being made in many places, but, overall, action to meet the Goals is not yet advancing at the speed or scale required. 2020 needs to usher in a decade of **ambitious** action to deliver the Goals by 2030.”
- Source: UN SDG website

- UN Women Empowerment Principles [WEPs](#)



Different Perceptions
CIPD Survey



CIPD survey: Different Perceptions of Pay

- [Over-reliance on line managers to communicate about pay could be leaving HR teams out of touch with workforce perceptions of fair pay | CIPD 2019](#)
- **75% of HR respondents think all (or the majority) of people in their organisation are paid fairly, but only 33% of all workers (or 34% of permanent workers) agree.**
- **Likewise, HR respondents are more likely (86%) than the rest of the workforce (20%) to agree that their chief executive is paid 'about right'.**

Different Perceptions of Pay

- Half of HR respondents say line managers have full or moderate involvement in communicating with staff about pay, but more than three-fifths of employees say they've never had an explanation from their manager about why they're paid what they are.
- Among employees who have received an explanation from their line manager, 60% say their manager had done a poor or very poor job of communicating.
- Of those employers whose line managers play a role in making decisions about employee pay, only 38% assess the effectiveness of them in this role.

Different Perceptions of Pay

- 60% of HR respondents claim that their organisation talks about fairness of pay processes and outcomes, but only 30% have a clear definition of fairness and just 10% of staff say their line manager 'always' or 'often' speaks to them about fairness.
- Few employers survey their employees to check whether they think pay processes (23%) and outcomes (25%) are fair and just 38% encourage line managers to talk to staff about the fairness of both pay processes and outcomes.



FAIRWAY
GROUP



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I'd spend 55 minutes thinking
about the problem and 5 minutes
thinking about solutions**

Is your
business trying
to comply or to
compete on
gender?

CIPD

*Championing better
work and working lives*

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Useful links:

- [Overview](#)
- [Gender equality at work | CIPD Viewpoints,](#)
- [Over-reliance on line managers to communicate about pay could be leaving HR teams out of touch with workforce perceptions of fair pay | CIPD,](#)
- Resources to confront sexism and discrimination and ensure all colleagues contribute to developing an inclusive working environment
- [Sex Discrimination at Work | Factsheets | CIPD,](#)
- [Pregnancy and maternity discrimination | Policy consultation | CIPD,](#)
- [Revealing the 'gender punishment gap' | CIPD,](#)



Useful links:

- [Inclusion](#)
- [Building inclusive workplaces | CIPD](#),
- [Provide financial wellbeing support | CIPD](#)
- Health checker tool [Understanding inclusion in your organisation | CIPD](#)

- Embedding flexible and remote working practices across the organisation to improve the experiences of women with care responsibilities
- [Information on Flexible Working | CIPD](#),
- [Employee health and wellbeing](#),
- [Backing legal changes for greater support for employees with different caring responsibilities \(private member bills\)](#)

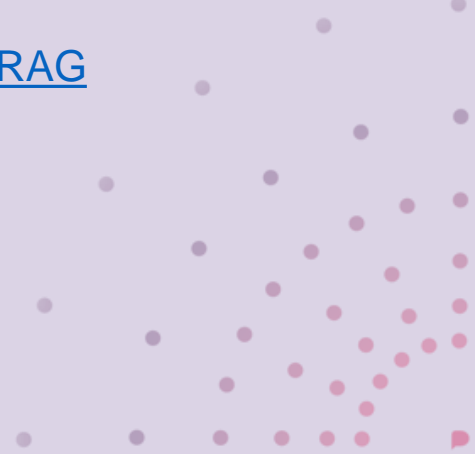
- Creating initiatives for women in senior roles to mentor and support junior staff members
- [Coaching and Mentoring | Factsheets | CIPD](#),
- [Develop your mentoring skills | CIPD](#)
- Professional womens' networks



International links:

- United Nations:
 - [UN Women | WEPs](#),
 - [SDG Goal 5 .:. Sustainable Development Knowledge Platform](#)

- EU:
 - [Brussels Declaration - EU Manifesto](#),
 - [EU Gender Equality Strategy](#),
 - [A European Care Strategy](#)
 - EU Work Life Balance Directive - [EU legislation on family leaves and work-life balance](#)
 - EFRAG recommendations on social sustainability standards - [First Set of draft ESRS – EFRAG](#)



Other links:

- Research
- [Equileap Global Report 2022.pdf](#)
- [Global research WWT | Mercer 2020,](#)
- Gender Audit:
 - [EDGE Certification \(edge-cert.org\)](#)



Championing better work and working lives



Our purpose

We exist to champion better work and working lives. We believe people should have work that benefits them, their organisations and society, and our Royal Charter demands we do so. To make that a reality, we need champions for better work and working lives: the people profession. And they need a partner and a voice: the CIPD.



Our mission

We're building the world's most influential community of experts on people, work and change – united by a common goal to make work better, led by the highest standards of professionalism and enabled by a professional body that provides world-class learning and support.



Our strategy

And we're doing it by:

- growing a strong community of experts in people, work and change
- making the case for better work and raising the profile of the people profession as its champions
- improving how we work as a sustainable, future-fit organisation.

Where we work

Extending our reach



Professionals
People Managers



Partners



Business &
Government

CIPD

Ireland

6,493
members

1,167 students
6 employees
5 paid associates

United
Kingdom

142,124
members

28,256 students
365 employees
98 paid associates

Middle East

5,041
members

3,022 students
9 employees
25 paid associates

Asia Pacific

2,276
members

455 students
6 employees
15 paid associates

Rest of
world

4,200
members

644 students

Total worldwide
membership

160,134



A partner and a voice for the people profession

Making the case for better work:

- Research and evidence
- Thought leadership
- Influencing public policy
- Social impact and innovation
- Campaigning for change



Building and supporting a professional community of experts in people, work and change:

- Professional standards
- Training and qualifications
- Career development
- Support and guidance
- Professional recognition

Our ambition



Building standards,
capability and
professionalism

**Championing
better work
and working
lives**


Growing our
reach and impact
around the world



Growing our
voice and
influence

Extending
community
connections





Our purpose and
priority remains the
same: supporting
and leading a strong
community of people
professionals to drive
change in the world
of work.