



# BALANCE THE

# SYSTEM

How to increase  
gender diversity  
to accelerate  
business growth

Young women represent a pool of potential STEM-skilled people that is currently being lost to the economy.

Delivering STEM skills for the economy, National Audit Office, January 2018.

# FOREWORD



BY —

**Rt Hon Penny Mordaunt**

Secretary of State for International Development  
and Minister for Women and Equalities

The UK's economic future is directly linked to the success of its Science, Technology, Engineering and Maths (STEM) based sectors. They are key drivers of productivity, innovation and economic growth for this country.

We know that the success of these sectors depends on the availability of a skilled and diverse workforce. Right now, there is a huge gap between the number of people with STEM skills and the STEM roles we need to fill. As these sectors expand, this gap will widen further. In order to maintain global competitiveness, it is imperative that UK businesses and government work together to address the skills shortfall.

Very few of those currently working in STEM occupations in the UK are women. Tapping into the pool of female talent will be key to helping ensure the future success of this sector. Research shows that businesses perform better with a more diverse workforce and more women in senior management.

That is why I am delighted to see this practical tool - designed by the Women's Business Council - to help organisations understand how greater gender balance can enhance their performance, accelerate business growth and help to fix the "leaky pipeline" of female employees. In each section there are case studies, advice and practical resources to help employers bring about

positive change within their workforce and address their gender pay gaps. These resources include a dashboard tool to measure their progress against their #STEMbalance targets.

Ultimately, a more balanced STEM workforce, built from a growing and supported pipeline of women, will lead to a more productive and sustainable economy. We all need to work together to bring about this change.

Penny Mordaunt

**“ Businesses perform better with a more diverse workforce and more women in senior management.”**

McKinsey,  
Why Diversity Matters, 2015.

# 43% VACANCIES

Employers report that 43% of current STEM vacancies are hard to fill<sup>1</sup>

# 1/3



In 2011, only 1/3 of employed core STEM graduates were working in core STEM sectors or core STEM jobs<sup>2</sup>

# £27 bn



A skills shortage in engineering alone could see the UK economy miss out on up to £27bn a year from 2022<sup>3</sup>

# 142,000 NEW JOBS BY 2023

Jobs in science, research, engineering and technology are expected to grow at double the rate of other jobs, creating 142,000 new jobs between now and 2023<sup>4</sup>



Currently, only 23% of all those working in core STEM occupations in the UK are women<sup>5</sup>

# 41%



Approximately 41% of junior level roles in STEM are being filled by women<sup>6</sup>

# 9%



Only 9% of STEM companies have 33% or more women on executive committees, compared to 20% of other non-STEM companies<sup>7</sup>

# 15%



However, only 15% of SET managers are female<sup>8</sup>

# 52%

Over time, 52% of women in STEM quit their jobs by mid-career<sup>9</sup>

1. Reviewing the requirement for high level STEM skills, UKCES 2015.
2. UKCES, The Supply of and Demand for High-Level STEM Skills, 2013.
3. Engineering UK Report, 2015.
4. Social Market Foundation, Jobs of the Future, 2017.
5. WISE Women in STEM workforce 2017.
6. WISE, Women in STEM Workforce, 2017.
7. WISE, Women on Boards, 2017.
8. WISE, Women in STEM Workforce, 2017.
9. Stopping the Exodus of Women in Science, Hewlett, Luce and Servon, Harvard Business Review, 2008.

**There are three key stages at which companies can take action to boost female participation in STEM effectively:**



## Attraction

Making adjustments to your recruitment process can help increase the percentage of female hires.



## Progression

Implementing career development planning can increase the percentage of women promoted to senior roles.



## Retention

Developing a flexible support framework and an inclusive workplace culture can decrease the percentage of women who drop out mid-career.

At each stage it's crucial to set measurable targets if you want to implement these practices effectively. Use our [dashboard tool](#) of metrics at the end to track your company's progress.

# ATTRACTION



Over 20% of women say that they have personally experienced gender discrimination when applying or interviewing for a job, (compared with just 5% of men).

PwC, Winning the fight for female talent: How to gain the diversity edge through inclusive recruitment, 2017.



## IDENTIFYING THE PROBLEM

Increasing the number of women entering STEM careers is key to solving the skills shortage. Only 8% of young people who started a STEM apprenticeship last year were female<sup>1</sup>. This means we need to work harder to attract women as the selection pool of female talent is so much smaller.

Girls are often brought up to believe that STEM subjects are 'masculine'. This negatively affects girls' interest in STEM and discourages them from pursuing STEM-related careers. Addressing gender stereotyping throughout the education and career pipeline is therefore key to increasing female engagement in STEM<sup>2</sup>.

In order to increase female participation in your business, it's vital to implement inclusive strategies throughout your recruitment process.

Recent research shows that organisations miss out on hiring top female talent through:

- Failing to deliver gender inclusive recruitment
- Unconscious gender bias impacting hiring decisions
- Subjective selection processes detracting the best talent

1. Delivering STEM skills for the economy, National Audit Office, 2018.

2. UNESCO, Cracking the code: girls' education in STEM, 2017.

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**It's so important to attract a diversity of talent to your organisation and making a few simple changes to your recruitment process can make a huge difference.**



Dr Mene Pangalos  
Executive Vice President  
IMED Biotech Unit

CASE STUDY –  
IMED Biotech Unit,  
AstraZeneca

## You're hired

How AstraZeneca has increased its female hires

AstraZeneca's Innovative Medicines & Early Development Biotech Unit (IMED) have taken a number of different steps to make their recruitment processes gender neutral. This includes blind-screening CVs, where references to gender are removed as well as removing gender-biased language from job adverts. Research shows that applicants with male names are rated higher than those with female names so blind-screening helps remove this initial layer of bias from the selection pool.

IMED Biotech Unit has also rolled out training in unconscious bias. Being aware of your bias allows you to question whether

your impressions of a person are based on fact or on underlying associations that you cannot control.

Finally, the IMED Biotech Unit requires diverse panels at the interview stage. This can mean, for example, asking colleagues from other parts of the business to join, especially when the HR team feels it might be too 'like-minded'. Diversity in thought helps to recruit the best people, not more 'people like us'.

### TOOLKIT LINKS

[Guidance on setting up interview panels](#)

[Recruitment and Selection Good Practice Guide](#)

[Implicit Associations Test](#)

### KEY TIPS

- Advertise to the whole talent pool: use job descriptions that are gender neutral
- Use skills-based assessment tasks and structured interviews to select your shortlist based on merit; where possible, remove references to gender in applications
- Include multiple women in final shortlists where possible
- Make sure diversity is on the agenda of the leadership team, not just HR
- Ask your team to take an implicit associations test online to enhance awareness of their own unconscious bias
- Set measurable attraction targets and use our dashboard tool to track your progress

# PROGRESSION



Companies with greater gender balance in leadership roles report higher financial results (McKinsey & others). Inspiring your female employees to step forward and apply for a promotion is vital if you want to help them progress up the ladder.

Women get less access to the people and opportunities that advance careers, and they are less likely to think they have equal opportunities for growth and development—and more likely to think their gender will play a role in missing out on a raise, promotion, or chance to get ahead<sup>1</sup>.

By implementing a targeted support framework for women at key moments in their career, senior leadership teams can ensure that more women progress - and consequently enjoy greater business success.

1. 451 Research, WANTED: WOMEN IN STEM An Exploration of Influential Factors, Their Professional Journey & Ways to Foster Change, US, 2016.

**Companies with higher gender diversity in their leadership teams are 15% more likely to outperform their industry average.**

McKinsey, Diversity Matters, 2015



## IDENTIFYING THE PROBLEM

Organisations miss out on promoting top female talent through:

- Unconscious gender bias
- Lack of flexibility for all e.g. part-time, job sharing, flexible hours, remote working
- Lack of career planning
- Lack of purposeful encouragement
- Failure to engage men in the mentoring and sponsorship of women



Nikki Yates  
SVP Mid-Sized & Cluster Markets, Pharma Europe, GSK

### CASE STUDY – GSK

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**Encourage your talented women to seek out role models who inspire them and who take an interest in their career. But remember – don't just seek mentors who look like you.**

# Journey to the top

## How GSK is accelerating women's careers

In 2013, GSK launched Accelerating Difference, a leadership programme to nurture and progress the career development of high-achieving female leaders. The 18-month programme enables attendees to better understand the structures and behavioural differences that affect progression. It seeks to drive cultural change, with discussion groups where men and women share their experiences of progression at GSK, giving both greater awareness of how gender differences can affect leadership styles and team dynamics.

The emphasis is on organisational change harnessing inclusive leadership, rather than an exclusive 'female-only' approach.

It focuses on equipping women as they develop strategies to progress their careers, increase awareness of gender differences and give greater organisational insights.

Over 400 women have taken part in Accelerating Difference since 2013 and around 48% of participants were promoted within 3 years of starting the programme. This programme has provoked more open discussions about gender and careers within the organisation. GSK has seen a steady increase in the proportion of women in management positions.

### TOOLKIT LINKS

- [Mentoring guidance](#)
- [Women in STEM networks](#)
- [Talent review and succession planning](#)
- [CMO \(Competence, Motivation and Opportunity\) worksheet](#)
- [Flexible working options](#)
- [Engaging Men workshops: BAE systems](#)

### KEY TIPS

- Educate your organisation about the commercial benefits of having a diverse set of leaders
- Ensure transparency of opportunity in career development planning, talent identification, succession planning and in the promotion and reward process
- Use skills-based assessment tasks and structured interviews for promotion
- Encourage all to be advocates for female talent
- Set up a peer support framework at work that encourages women to talk through how they can achieve progression with their mentors
- Evaluate mentoring, sponsorship and networking programmes to target improvements
- Set measurable progression targets and use our dashboard tool to track your progress

# 3. RETENTION

50%



20%



NON STEM

After 12 years, 50% of women who originally worked in STEM had left, compared with only 20% of professional women in non-STEM sectors throughout the study (up to 30 years).

Glass et al, Social Forces, What's So Special about STEM? A Comparison of Women's Retention in STEM and Professional Occupations, US, 2013.

## IDENTIFYING THE PROBLEM

Organisations lose female talent through:

- Gender bias in the workplace and a culture which is inadvertently less favourable for women, (rather than pipeline or personal choices, as is commonly believed)<sup>4</sup>
- Lack of support following childbirth or returning from a career break
- Failure to deliver flexible working environments



Ensuring that female talent stays within the company is critical to building a better-balanced organisation. No matter the stage in career, women may struggle to combine childcare and work which can result in lost career potential. Many qualified women fail to reappear in the STEM sector after a maternity or career break<sup>1</sup>.

Adapting workplace culture, normalising a variety of working patterns and offering supportive return programmes is vital to avoid a critical loss of skills<sup>2</sup>.

Research shows companies who put effort into developing, mentoring and sponsoring female talent will show a higher retention rate than those who don't show this leadership commitment<sup>3</sup>.

1-2. WES, Women in STEM – Are you In or Out? Survey, 2015.

3. Cummings et al, Sponsoring Women to Success, Catalyst, 2011.

4. Williams et al, The 5 Biases Pushing Women Out of STEM, Harvard Business Review, 2015.

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**The employer-employee relationship is, in some ways, no different to those in our personal lives. It takes commitment from both sides in order to develop and thrive.**



Chris Fox  
VP General Manager,  
Amgen UK & Ireland

## CASE STUDY – AMGEN

# Staying power

How Amgen is developing its key talent

Amgen is working hard to maximise career opportunities for all within their business: 50% of their leadership team in the UK are female. But importantly, over a third of these female leaders have more than a decade of experience within the company. Creating a culture that promotes opportunities for long-term contribution and retention requires honest conversations to ensure all employees can make confident career decisions.

By using the CMO (Competency, Motivation and Opportunity) tool to explore career options, it was possible to find a solution for an Amgen employee to achieve both her personal and professional ambitions.

Through proactive mentoring following her return from maternity leave, robust talent planning and flexible working, she managed to achieve her career goal of becoming a Director within a global business function and Amgen retained a key talent.

Furthermore, over half of Amgen's female part-time employees have been with the company for more than five years. It's crucial to help build a culture that fosters and creates opportunity for future generations of STEM talent.

## TOOLKIT LINKS

- [Flexible working: ACAS guides](#)
- [How to handle flexible working requests](#)
- [Manager's Guide to Maternity](#)
- [WISE 'Ten Steps' campaign](#)

## KEY TIPS

- Conduct 'stay' interviews regularly to understand how to accommodate and empower female talent
- Provide a flexible working environment for all (flexible hours, working remotely, part-time)
- Engage men to help cultivate an environment where women feel valued
- Encourage the uptake of Shared Parental Leave
- Support the route back to work after maternity leave or a career break through mentoring schemes, 'keep in touch' days, or assigning a 'buddy'
- Set measurable retention targets and use our dashboard tool to track your progress

# DASHBOARD TOOL

Although most companies track metrics on women's representation, targets are far less common. And targets matter—it is easier to track and make progress when a company has clear goals in place.

We've created an online dashboard tool with a set of key metrics so that you can monitor your #STEMbalance progress. The spreadsheet acts as a template and can be edited to suit your company's targets. We suggest using the measures we have provided to monitor your own targets and overall goals. Input your company's data and click to see the progress of your targets on the dashboard. Here's what it might look like.

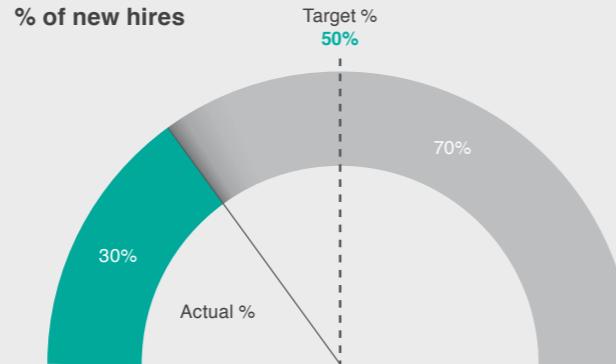
 Download and create  
your dashboard tool here

**“**  
**The Lord Davies's review set a target for increasing the number of women on FTSE 100 boards and exceeded it. Setting a target was a key recommendation and subsequent driver of progress.**

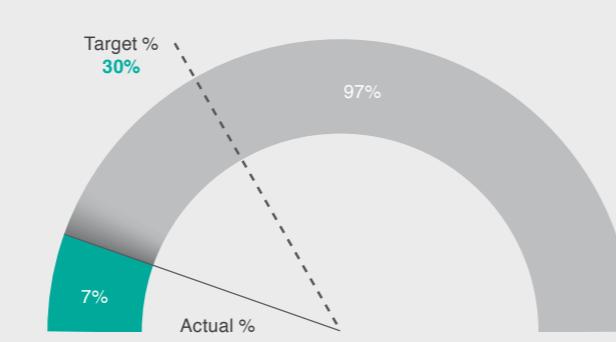
## ATTRACTION

Female Non-female

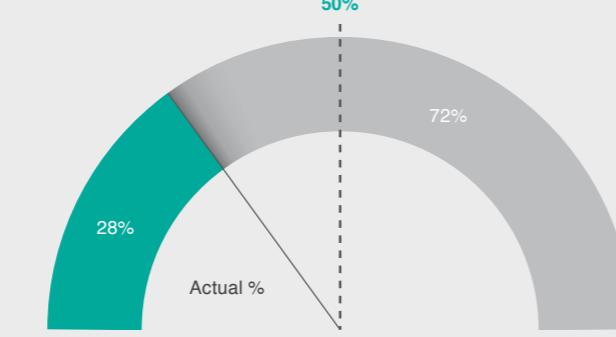
% of new hires



% of applicants



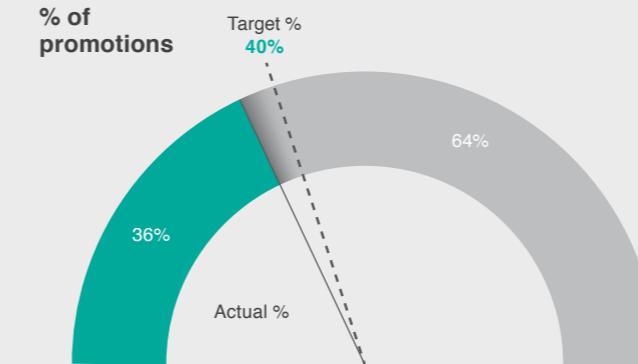
% of job offers



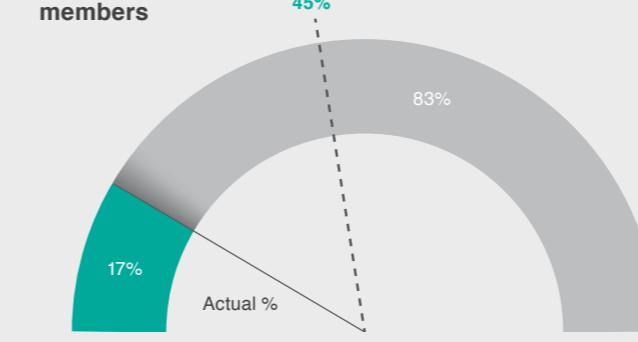
## PROGRESSION

Female Non-female

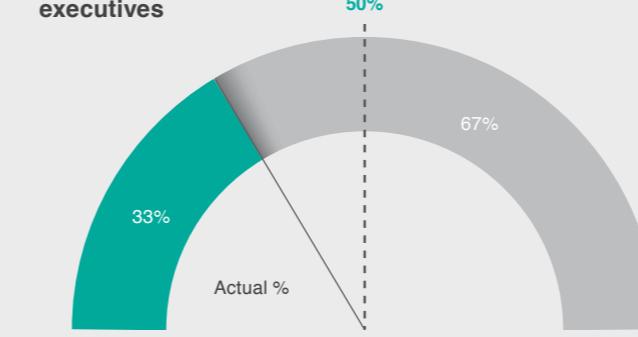
% of promotions



% of board members



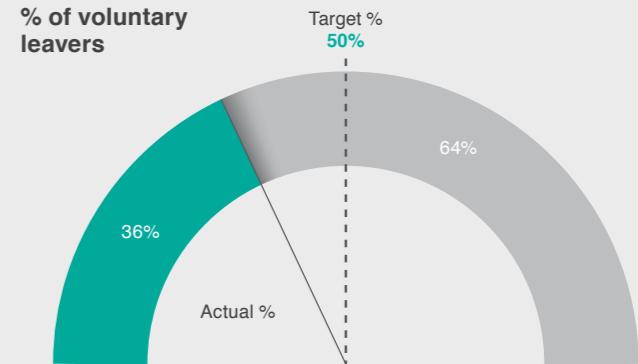
% of senior executives



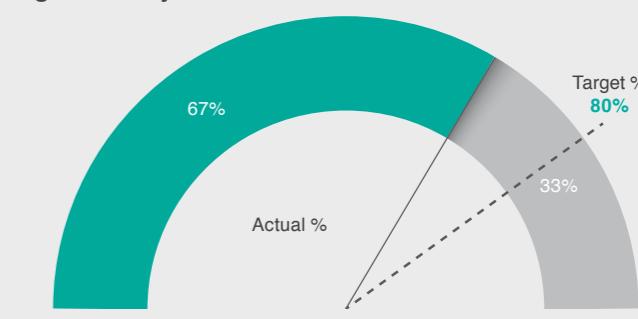
## RETENTION

Female Non-female

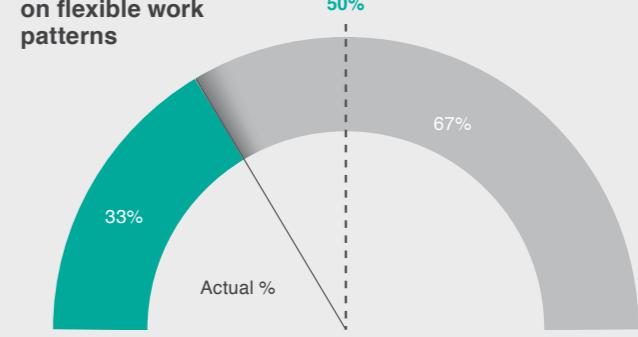
% of voluntary leavers



% of returners after leave of absence  
e.g. maternity/career break



% of employees on flexible work patterns



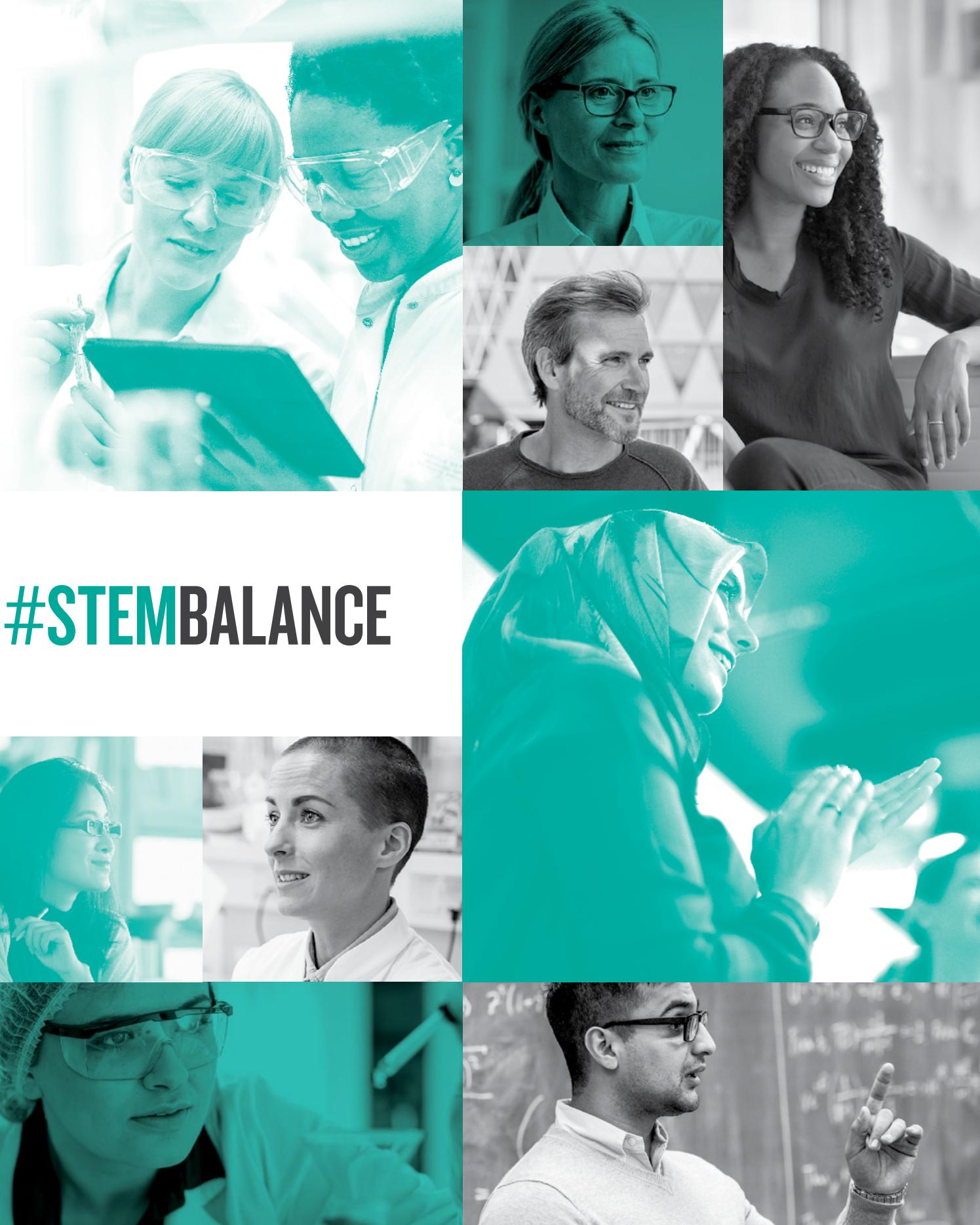
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**British business needs to pick up the pace, renew its commitment to gender equality in the workplace and harness the underutilisation of women’s skills for the benefit of business and the UK economy.**

**This is particularly pressing in the STEM sector where less than one quarter of all those working in STEM occupations in the UK are women, and whilst the trend is positive, more needs to be done to accelerate progress.**



**Sir Philip Hampton**  
Chair, Hampton-Alexander Review



# #STEMBALANCE

AstraZeneca 

**AMGEN**®

 do more  
feel better  
live longer

Edited and designed by

**BRANDPIE**