



Government
Equalities Office

Women's Business Council Progress Report 2016



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Foreword



I'm absolutely delighted to have been appointed Chairman of the Women's Business Council and to be succeeding Baroness Ruby McGregor-Smith CBE. We thank her for all her work as Chairman.

The Women's Business Council is looking forward to working in a productive partnership with Ministers Justine Greening and Caroline Dinenage to deliver our shared goals for women. We would also like to pay tribute to the Prime Minister, Theresa May, who had the vision to establish the Women's Business Council back in 2012, setting out to harness female talent and help drive UK economic growth.

The Women's Business Council is determined to accelerate the pace of change so that barriers for women in the workplace are systematically removed and best practice is emphatically endorsed. As a Council, we are determined to increase and support the pipeline by encouraging women and girls at all ages and stages.

We want women to be able to make informed choices about where and how they work, in sectors and companies that actively develop the executive pipeline and nurture their talent. Transparency is key, and the Women's Business Council wants to spotlight and harness the experience and talent of women by demonstrating the tangible benefits to business. The best organisations are built on successful teams and countless studies have proved that gender balanced teams deliver better business.

This means joining all the dots: from raising girls' aspirations at school; providing the best possible careers advice and role models; to breaking down organisational barriers that prevent women from reaching their full potential. The Women's Business Council's five new Action Groups are doing just that, because we know that success depends on enabling women to progress – from the classroom to the boardroom.

We firmly believe the conversation must include, embrace and celebrate the male leaders who are champions for equality. The leaders who are shrewd enough to recognise the equality imperative and who work hard to address it. We can't empower women without involving men.

As a Council, we are determined to increase and support the pipeline by encouraging women and girls at all ages and stages.

There is much more to do and we need to do everything we can to level the playing field and unlock untapped growth potential.

The Women's Business Council is business-led and government-backed. The insights it has highlighted have encouraged business and policy leaders to introduce initiatives ranging from pay transparency, to age audits, to cracking maternity leave provision, to pioneering returnship and apprenticeship schemes, shared parental leave and flexible working initiatives. There is much more to do and we need to do everything we can to level the playing field and unlock untapped growth potential.

We have welcomed seven new members to the Women's Business Council this year in order to extend our sectoral and geographical reach and we are grateful for the support and insight of the new members and the businesses backing them. We have structured our efforts into five Action Groups around Starting Out, Getting On, Staying On, Enterprise and Men as Change Agents. And we have built a strong tier of Champion Advocates to help advise our ambitious programme of reform and to help amplify our important messages.

I am grateful to them all for the time, commitment and zeal that our supporters bring to the Women's Business Council. I would also like to thank the team at AMV BBDO and the Government Equalities Office who have so enthusiastically supported our work.

This is a very exciting time to be Chairman of the Women's Business Council, and I look forward to leading this programme with the Council and the Government Equalities Office over the next three years.

Cilla Snowball CBE
Chairman, Women's Business Council

Council members



Cilla Snowball CBE | Group Chairman & Group CEO, AMV BBDO

Cilla joined AMV BBDO in 1992 as the agency's first New Business Director. Twenty four years later, she now oversees the 3 companies that comprise the AMV Group in the UK – AMV BBDO, Proximity and Redwood.

Cilla sits on the boards of BBDO Worldwide and Derwent London plc and she chairs the Women's Business Council. She was awarded the CBE in the 2009 New Year Honours list for services to the advertising industry. Most importantly, she is Fred, Albert and Rosie's mum.



Denis Woulfe | Partner and Vice Chairman, Deloitte LLP

Denis is a Vice Chairman of the firm and has been a Partner since 1996.

Denis served as a Deloitte board member from 2008 to 2015 and lead the South West & Wales regional practice for 11 years. He has worked with a broad range of listed and unlisted businesses in the Consumer Business, Business & Professional Services and Media industries.

Denis has also been a member of the Women's Business council since 2014.



Fiona Dawson | Global President, Mars Food, Drinks and Multisales

Mars to the core, Fiona joined the Mars graduate scheme in 1988 straight from Trinity College, Dublin. Apart from a few years at Pepsi, Fiona has spent her working life with the business in roles including European Marketing Vice President, Managing Director and then President of Mars Chocolate UK. Fiona has participated in the Mars Chocolate Global Board and also acted as President of Mars Global Retail.

Fiona now serves as Global President of Mars Food, Drinks, and Multisales and is a member of the Mars Incorporated Leadership Team, overseeing sales in excess of \$33bn. Mars Food is the fourth largest segment at Mars, Incorporated and is the proud provider of much-loved brands like UNCLE BEN'S®, DOLMIO® and MASTERFOODS®.

Fiona has a passion for the advancement of women's entrepreneurship and human rights, especially in the developing world. She is a member of the Women's Business Council and has served on the Economic Development Advisory Group to the UK's Department for International Development (DfID).

Fiona previously served as President of the Institute of Grocery Distribution (IGD) and Vice President of the Food and Drink Federation, where she led both the Sustainability and Health and Wellbeing committees, becoming a pivotal member of the UK Responsibility Deal. In 2013, while President of Mars Chocolate UK, she was the first woman to win The Grocer Cup – voted by readers of The Grocer, and awarded to business leaders who have inspired their teams to achieve exceptional results.



Sue O'Brien OBE | Managing Partner, Ridgeway Partners

Sue has over 18 years as a practitioner in board advisory services. Her work within the search industry has focused on board and non-executive appointments in FTSE and AIM listed businesses.

With an early career in retail, she was a managing director of a leisure business in the early nineties. She moved into executive search in 1998.

In addition to her role of Managing Partner at Ridgeway Partners, Sue is a non-executive director of MK-LF partners, a founder member of The Women's Business Council and a Trustee for KidsOut children's charity. In January 2014, she was awarded an OBE for services to charity and for promoting equality in the workplace. In September 2015, she took up a role on the board of the Chartered Management Institute and she is also a member of the International Women's Federation



Sue Langley OBE | Non Executive Chairman, AJ Gallagher UK

Sue Langley has extensive Board and international experience as an Executive Director, Non-Executive Director and Chair. She is currently Non-Executive Chairman for AJ Gallagher UK, Non-Executive Director for UK Asset Resolution, (N Rock Asset Management, Bradford and Bingley and Mortgage Express) and the Lead Non-Executive Director for the Home Office.

Previously she was CEO for Financial Services (UKTI), Director of Market Operations and a member of the Executive Group for Lloyd's of London, Chairman of Lloyds Japan and Director of Lloyd's Asia. Prior to this Sue was Chief Operating Officer (COO) and a member of the Executive Team for the Hiscox Group holding various Executive Board positions. She joined Hiscox from PriceWaterhouseCoopers where she was a Principal Consultant and worked with a range of FTSE companies.

Sue is a founding Member of the Governments Women's Business Council and a Vice President of the Insurance Institute of London (IIL). She is a recipient of the the IIL President's Award, the FS Women in the City Achievement Award and was awarded an OBE for services to women in business. Sue is involved in various voluntary and charity events and organisations and is a mentor for a number of women across industries. She has a degree in geography (BSc Hons) from Southampton University.



Lynne Atkin | HR Director, Personal and Corporate Banking, Barclays

Lynne has over 25 years experience within HR. Working within the energy industry and financial services.

Lynne joined Barclays in 2005 becoming the HR Director for UK Retail and Business Banking in 2009. She also assumed responsibility for HR in Europe in 2013.

Following the Bank's strategic review, in May 2014 Lynne became the HR Director for Personal and Corporate Banking, leading the HR function supporting the business and its c40,000 colleagues. At the same time Lynne also became the Head of Employee Relations across Barclays.

In March 2016, Lynne was appointed HR Director for Barclaycard in addition to her existing role as HR Director for Barclays UK (formerly known as PCB) and Head of Employee Relations.

Prior to Barclays she spent 3 years at AVIVA in HR within the Life and Pensions business. Previous to that she was at Yorkshire Electricity for 11 years as HR Director for the energy supply business, supporting the business through privatisation, with the significant skills and cultural transformation required to drive success in a highly competitive, low margin industry.

Lynne is passionate about diversity and inclusivity in Talent Management and Early Careers, becoming the driving force behind the Bank's Apprenticeship Programme, and culture and engagement in driving business performance.

She lives in Greenwich, married for more than 25 years to Michael, with one daughter, Jasmin, aged 26 who currently lives in New York.



Roger Whiteside | Chief Executive, Greggs

Roger Whiteside joined the Board of Greggs as NED in 2008 and was appointed CEO in February 2013. He is an experienced CEO with a successful track record spanning both the retail and leisure sectors, prior to his current position at Greggs Roger was Chief Executive of Punch Taverns plc. He was Chief Executive of the Thresher Group off licence chain from 2004 - 2007. Prior to this, he was one of the founding team of Ocado, the innovative online grocer operating in partnership with Waitrose and served as Joint Managing Director from 2000 - 2004. He began his career at Marks & Spencer where he spent 20 years, ultimately becoming head of its Food Business.

Council members



Emer Timmons | Chief Marketing Officer and President of Strategic Sales, Brightstar

Emer was appointed Chief Marketing Officer and President of Strategic Sales with Brightstar in July 2016. She leads all aspects of marketing, from branding through to customer execution and sustaining the Brightstar brand, by spearheading the company's global marketing organization. Her remit also includes leading the Customer-First Programme and implementing business critical sales strategies and deals with carrier, retail and enterprise customers and prospects. Brightstar is the leading global mobile services company, owned by SoftBank Group. Brightstar has a reach extending across 100 countries, serving 200 mobile network operators, 40,000 retailers and 15,000 enterprise customers.

Emer has consistently demonstrated her ability to lead and maintain major customer relationships for which she has received global and industry recognition over the last few years. Her most recent award is the 2015 Woman of the Year from the Women in IT awards. She has also been awarded the Stevie International Award for both Global Female Executive of the Year and Global Maverick of the Year; and Female UK Corporate Leader. Emer was also awarded the CBI First Women Award for Business Services.

She is also an ambassador for BT Group, working with BT Global Services most strategic customers and also serves as an ambassador for the Royal Marines Business Liaison Group. Emer is also a member of the International Womens Forum, committed to cultivating women leaders for today and tomorrow.



Rick Lee | Chief Human Resources Officer, Willmott Dixon

Rick is Chief Human Resources Officer at Willmott Dixon, a privately owned construction and property services company that values innovation, partnership, sustainability and people.

Rick started his career at Shell, working in the Middle East, followed by roles at QA plc and the University of Nottingham.

Rick is passionate about equality and diversity and heads up Willmott Dixon's Centre for Leadership Excellence, which is developing and promoting outstanding women leaders.

Rick is married with three children – a daughter and two sons.



Dr Clive Hickman | Chief Executive, MTC Ltd

Prior to joining MTC in January 2011 Clive Hickman had over 35 years engineering experience in several roles within the automotive industry, culminating in the position of Head of Engineering for Tata Motors in India.

Born in Dudley in the West Midlands, he gained a first class honours degree and PhD in Mechanical Engineering and a MBA.

He was a senior engineer with Rover Group before becoming Engineering and Group Operations Director at the Motor Industry Research Association working on product development and later joining Ricardo Consulting Engineers, where he held a seat on the board of Ricardo Plc and was managing director of Ricardo UK Ltd.

During his career he has worked on a wide range of vehicle programmes including the development of a unique Bentley which, along with Dr Phaefgan of VW, he presented to HM the Queen in 2002.

In 2005, he was approached by Ratan Tata with the idea to set up an engineering function for the Tata Motors the UK and to manage the entire engineering operation for Tata Motors in India, responsible for some 6,000 engineers. During this period of extraordinary development in the automotive sector he was responsible for the 'peoples car' the Nano in India and the introduction of the Vista electric vehicle in UK.



Deirdre Michie | Chief Executive, Oil & Gas UK

Deirdre Michie has extensive experience as a senior business leader in the oil and gas industry, upstream, downstream and globally. Ms Michie joined Shell's downstream operations with an LLB Hons in Scots law, undertaking a variety of business roles before moving to Shell's UK upstream operations as Senior Commercial Negotiator. She subsequently moved into external affairs to become External Affairs Manager for Shell UK's upstream operations and Communications manager for Shell's European business.

In 2007 Deirdre was appointed Contracting and Procurement Manager for Europe, where she was responsible for a multi-billion annual contracting and procurement strategy across Shell's European exploration and production business.

From 2011 to 2014, Deirdre successfully managed a global team delivering a multi-billion annual strategic sourcing programme for Shell International Petroleum Company Limited. In 2014, she headed up a multi-disciplinary team to develop and deliver a revised sustainable operating model for Shell's UK upstream operations.

Deirdre was appointed CEO of Oil and Gas UK in May 2015 and is a member of MER, the UK Government and industry forum, and is also a member of the Scottish Government's Energy Advisory Board and the UK Treasury's Oil Industry Fiscal Forum. She is Chair of Common Data Access Limited, a director of OPITO Strategic Ltd, a Board Member of Opportunity North East and of the SCDI (Scottish Council for Development & Industry). Deirdre is also a member of the UK government's Women's Business Council which is focused on increasing women's contribution to economic growth.

A former vice-president and council member of Aberdeen & Grampian Chamber of Commerce, Deirdre takes an active role in local business and in the community. Before taking on the role of CEO of Oil & Gas UK, she was Chair of the Board of Aberdeen Science Centre, a Board member of North East of Scotland College, and of Aberdeen Skills and Enterprise Training. Married with two sons, both studying Chemical Engineering, Deirdre enjoys reading, cycling, skiing and running.



Dr Fiona Withey | Managing Director, UK Clinical Services

Fiona gained a BSc in Biology and Chemistry followed by a PhD in Biochemical Engineering from the University of Wales. Prior to joining Biotec Services in 2007 as Director of Business Development, Fiona began her career as a Senior Scientist in research and development before gaining over 20 years' experience in Business Development, Marketing, Project Management and Operational roles within the pharmaceutical and diagnostics industries. In 2008, Fiona was appointed to the Board of Directors of Biotec Worldwide Supplies Group and was latterly the Operations Director prior to being appointed as Chief Executive Officer. In 2014, Fiona was appointed as a member of the Welsh Government Life Sciences panel and served as a member of the Economic Advisory Board for Wales. Following the acquisition of Biotec Services by PCI Pharma Services, Fiona was appointed the Managing Director UK Clinical Services.



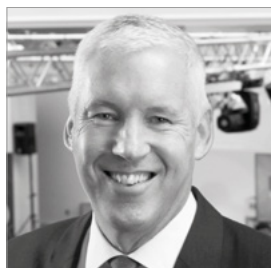
Nicola (Nikki) Yates | UK General Manager, GSK

Nikki Yates is Senior Vice President UK and Ireland Pharmaceuticals and UK General Manager for GSK, a science-led global healthcare company that researches and develops a broad range of innovative medicines and brands.

Nikki has held numerous leadership roles working in pharmaceuticals in the UK and overseas. Most recently she led the European Commercial Strategy and Operations function for GSK and previously was General Manager of the Belgium and Luxembourg pharmaceutical business.

Nikki is also a member of the Government Equalities initiative, the Women's Business Council.

Council members



John Whelan | Human Resources Director, Programmes and Support, BAE Systems

After gaining a Degree in Business and qualifications in Human Resource Management John has worked in a variety of HR roles in Engineering, Technology and Manufacturing businesses. Following Graduation, John spent 6 years in a number of HR roles in a Large Telecommunications company where he worked in Manufacturing and Customer Support divisions. He then spent 4 years in the Semi-conductor industry in a small technology start up that had been acquired by a large European Semi Conductor Company. He also led a major restructuring including preparing part of the business for sale and the transfer of technology projects and engineers to Italy and France to maintain critical skills and funding.

In 1994 he joined Matra-Marconi Space as Human Resources Director in the UK and was later appointed as overall Human Resources Director, based in Paris. He implemented a strategic People and Organisational planning process tying HR plans to business strategy. The UK share of Matra Marconi was then acquired by BAE Systems following the merger with Marconi. John transferred to BAE Systems as Avionics Group Human Resources Director at the end of 1999. He led the HR merger integration project and process for Avionics, exceeding all cost reduction and organisational targets.

At the end of 2001, John transferred to BAE Systems Head Office as HR Director, Organisation Development and Learning, responsible for management development and talent at the plc level. He initiated a suite of leadership programmes and implemented the first BAE Systems Schools' programme aimed at building motivation and interest in STEM in 11-13 year olds. He supported the Nominations Committee and managed the company succession planning processes.

In September 2007 he was appointed as Human Resources Director, Military Air Solutions. In this role he worked with the MAS Board to help implement the people and organisation plans in support of the strategy. In December 2009, John was appointed as Human Resources Director for Programmes and Support in addition to the MAS role; he worked with the Programmes & Support Board on cross-cutting organisational and people issues and UK employment policy and Employee Relations.

In February 2013, John was appointed as Human Resources Director, Programmes and Support. He works with the UK Board to focus on the HR priorities across the business especially in Resourcing, Talent Management, Leadership Development, Education and Skills, Diversity and Inclusion and Employee Engagement. In 2015, he put in place a new Company-wide HR organisation with specialist roles working across the business, supported by common business processes and new HR Information Systems. He has also implemented a process of Long term skills planning for the UK business linked to the Business planning process.

John sits on the CBI Employment and Skills Committee and the Women's Business Council.



Helen Lamprell | Corporate & External Affairs Director, Vodafone

Helen Lamprell is Corporate & External Affairs Director for Vodafone UK, where she is responsible for core areas, including government and regulatory affairs, corporate security, legal, risk & compliance, sustainability and media relations. Prior to joining Vodafone UK in 2014, Helen worked for Vodafone Group over 10 years during which time she advised on key strategic matters such as the disposal of Vodafone's stake in Verizon Wireless in the US and major business acquisitions in India.

Also, Helen is a Trustee of the Vodafone Foundation, which addresses pressing humanitarian challenges through mobile technology, as well as a member of the Women's Business Council and sits on the advisory board for the Masters in Law and Finance at Oxford University.

Helen read law at Trinity Hall, Cambridge, and qualified at Linklaters - a leading global law firm - where she specialised in international finance.

She lives in Oxford with her family.



Jill Shedden | Group Director, HR Centrica

Jill joined Centrica as a graduate in British Gas marketing, soon realising that her real passion was for people. Following a number of generalist HR roles, she was appointed HR director in British Gas Business and soon after in the wider company - British Gas Energy (BGE).

After two years in BGE, Jill was appointed HR director in Centrica Energy, a gas and oil exploration, production, power generation and trading business. Her focus has always been on building a high performance environment and a great place to work and she has achieved operational and commercial success, as well as 'Best Companies' and 'Great Places to Work' awards, throughout her career.

In July 2011, Jill was appointed to the role of Group HR director for Centrica plc.



Dame Fiona Woolf DBE DL | Partner CMS Cameron McKenna

Fiona Woolf is an energy and infrastructure lawyer with CMS Cameron McKenna who has advised over 28 governments and the World Bank on energy reforms and infrastructure. She has 25 years' experience in dealing with regulation, market design, implementation and major projects in the electricity industry - culminating in a CBE in 2002 for her contribution to the UK knowledge economy and invisible earnings. She is known for her work with the World Bank on regional markets, regulation and infrastructure serving more than one country.

Fiona Woolf was Lord Mayor of London in 2013/14 during which she extensively promoted the UK-based services sector, diversity and inclusion and the sustainable, low-carbon economy which she continues to promote through her honorary presidency of the Aldersgate Group. She now chairs the Advisory Board of the continuing Power of Diversity programme for the City Corporation.

Continuing her passion for promoting STEM subjects in schools, she is now a Trustee of the Science Museum.

She is a Senior Adviser with London Economics International LLP and a Patron of Raleigh International. She was Chairman of the Chelsea Opera Group and is now its President.

She is Chancellor of the University of Law and served, ex officio, as Chancellor of The City University when she was Lord Mayor.

She is a member of the Council of The London Regiment of the Territorial Army and of the Government's Women's Business Council. She is an Honorary Benchers of Middle Temple.

She was President of the Law Society of England and Wales in 2006/7, a Member of the Competition Commission and a non-executive director of Affinity Water Ltd, both from 2005 to 2013.



Chris Stylianou | Chief Operating Officer UK and Ireland, Sky plc

Chris Stylianou was appointed Chief Operating Officer, UK and Ireland, in March 2016, expanding his previous role - Managing Director of Sky's Customer Service Group - which he has held since August 2011. He is responsible for Sky's sales and service operations (including contact centres, digital capability, in-home service and retail division), as well as property and data departments, Sky Business and OTT services in Europe. Chris was previously joint Deputy Managing Director, Customer Group, and before that Deputy CFO. He joined Sky in January 1996 from KPMG where he was a senior manager in the Media practice.

Council members



WENDY HALLETT MBE | Managing Director, Hallett Retail

Wendy Hallett spent 13 years at Arcadia before starting her own business, Hallett Retail Services, in 1999. Hallett Retail offers a unique concessions concept pulling together fashion, accessory and jewellery brands under one concession umbrella. Today, Wendy works with over 100 brands and many of the High Street's top retailers, instore and online, including Debenhams, Dorothy Perkins, John Lewis and House of Fraser.

In 2013 Hallett Retail acquired fashion website, Stylistpick.com, and a warehouse, Hallett Retail Logistics, giving brands and hosts an end-to-end, full service solution including logistics, e-fulfillment, processing, AQL and quality control, Customer Service and ecommerce photography.

Wendy is committed to the enhancement of women in business. She is an everywoman Modern Muse and works with schools, colleges and women's groups to inspire the next generation of working women. She is also on the Women's Business Council, a Government body that aims to find better opportunities for women to contribute to the economy.

Wendy was awarded a MBE in 2013 for services to diversity in the retail sector.



The Baroness McGregor-Smith CBE | Chief Executive MITIE PLC

Ruby McGregor-Smith is the Chief Executive of Mitie Group plc, the strategic outsourcing company. She joined Mitie in 2002 and was appointed as CEO in 2007. She is one of a small number of women holding the position of Chief Executive in the FTSE 250 or FTSE 100 and is the first Asian woman to be appointed in such a role within that group of companies. She was made a peer of the House of Lords in October 2015.

Ruby was named Business Leader of the Year at the Orange National Business Awards 2011 and in 2012 was Honoured with a Commander of the Order of the British Empire for services to business and diversity in business. Ruby is an independent non-executive director of PageGroup. Ruby is a working mother with two children, a daughter and a son.

Executive Summary

The Women's Business Council (WBC) was set up in 2012 to advise government on how women's contribution to growth can be optimised. It has focused, in particular, on broadening girls' aspirations, optimising career development, the needs of older working women, and encouraging female entrepreneurs. And it quickly became apparent that if we wanted to accelerate the pace of change, we had to engage forward-thinking male leaders. Our aim has been to focus on areas with the greatest potential economic benefit and on recommendations with a clear economic case for action.

The WBC has a set of Action Groups that correspond to the life stages of women studying, entering, continuing and returning to work. These are:

- **Starting out.** This group focuses on encouraging more girls to study science, technology, engineering and mathematics (STEM) and to join STEM industries;
- **Getting on.** This group focuses on identifying best practice in ensuring women move through the executive pipeline;
- **Staying on.** This group focuses on ensuring that older female workers feel that they can stay on in work, or return to work after a career break;
- **Women's Enterprise.** This group focuses on identifying best practice to encourage more women to entrepreneurship; and,
- **Men as change agents.** This group seeks to harness influential men to act as sponsors and promote cultural change to foster equality.

WBC members have travelled the length and breadth of the country, and internationally to speak at UK EU and United Nations events. The WBC has:

- helped drive important legislative changes such as Shared Parental Leave and the right to request flexible working;
- raised awareness of the need for tax-free childcare and an older workers' business champion;
- promoted best practice within companies to tackle the gender pay gap and helped to develop the forthcoming reporting regulations;
- reached a potential audience of **8 million** people through active engagement and a potential audience of over **32 million** through the media;
- developed practical tools for business by business and been leaders for change;
- harnessed the power of scores of champion advocates to amplify best practice; and,
- published over **150 topical business** focussed case studies.

Creating social change can be slow, but the WBC has steered significant progress in just four years. Shared parental leave, a narrowing gender pay gap, many more women on executive boards, tax breaks for childcare and a swell of business leaders who understand the business case for supporting women in the workplace – these are real and important achievements, and testament to the combined energy, commitment and expertise of the WBC members.

Starting Out

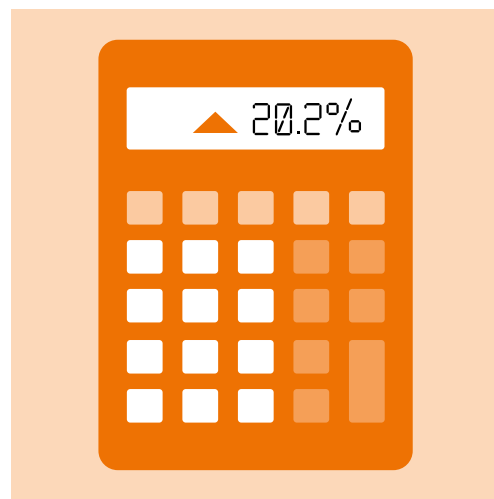
Girls and young women in the UK today have come a long way. Girls are outperforming boys at school and a greater proportion are going on to university. However, this educational attainment is not translating into career and economic attainment. The STEM subjects (science, technology, engineering and maths) dominate the highest graduate earnings, and our economy has a chronic skills gap in STEM sectors. These are two good reasons why we need to ensure young women give positive consideration to studying STEM subjects and entering STEM professions. Currently similar numbers of boys and girls take science and maths, but then girls peel away quite sharply. And within STEM subjects, girls tend to congregate around medical science but are very absent in, for example, engineering and construction. In engineering, fewer than 10% of senior staff are women – the lowest proportion in Europe.

The Government has been very active in promoting STEM to girls and young women, notably through the 'Your Life' campaign and the 'Your Daughter's Future' parents' toolkit. It has also encouraged young people to develop their understanding of and resilience to social norms that may limit their potential.

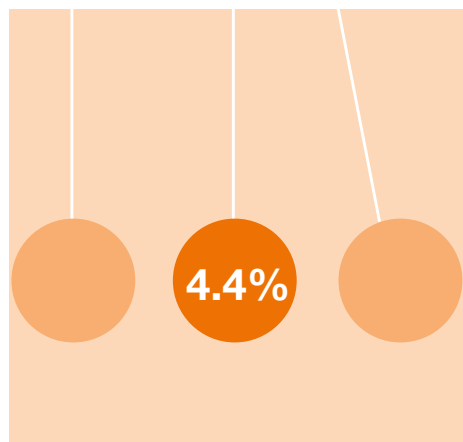
We are passionate about communicating to young women that working in technology, research, innovation and production is a great route to a bright future – this is a great way we can improve the prospects of young women at the start of their careers.



The number of girls taking maths A-level has increased by **13%**, and the number of girls taking physics A-level has increased by **16%** since 2010.



20.2% of girls taking A levels now enter maths, up from 18.6% in 2010.



Only **4.4%** of girls taking A-levels enter physics, up from **3.9%** in 2010

What has the government done?

- Announced ambition to see a 20% increase in the proportion of girls' A-level entries in maths and science by 2020;
- Funding programmes in schools and colleges to increase take up of maths and physics amongst girls, including the Stimulating Physics Network and the Further Maths Support Programme;
- Support STEM ambassadors – nationwide volunteer network of over 32,000 people who inspire schoolchildren about STEM careers. 40% are female;
- New Careers and Enterprise Company, bringing schools and businesses together to inspire and inform young people about career choices;
- Increasing post-16 participation levels in Maths, Further Maths and Core Maths through support programmes and the national network of Maths Hubs;
- Investing £67m to train an additional 2,500 teachers and upskill 15,000 non-specialist teachers in maths and physics over the lifetime of this parliament.



182,000

The UK needs to recruit **182,000** people with engineering skills per year to 2022

Starting out

CASE STUDY

Professor Averil MacDonald of the University of Reading produced a report *Not For People Like Me* in conjunction with Women in Science and Engineering (WISE). Professor MacDonald has highlighted the importance of mothers in the decision making processes of young girls, and the efficacy of engaging early with mothers to ensure that those families without STEM backgrounds are aware of the opportunities that are available to their daughters and to help reassure girls and women that STEM careers are “for people like me.”

Starting out champion advocates

Name	Company
Nikki Yates (Chair)	GSK (Women's Business Council)
Dr Virginia Acha	ABPI
Lisa Benbow	Carillion
Dawn Bonfield MBE	Women's Engineering Society
Vicky Elliott	BEIS
Charlotte Galvin	Amgen
Dr Clive Hickman	Manufacturing Technology Centre (Women's Business Council)
Georgia Jamieson	Carillion
Aleyne Johnson	Samsung
Rick Lee	Willmott Dixon (Women's Business Council)
Professor Averil MacDonald OBE	University of Reading
Deirdre Michie	Oil & Gas UK (Women's Business Council)
Ailsa Nicol	Oil & Gas UK
Bob Nosedá	Barking and Dagenham College
Emily Nott	Innovate UK
Dannii Portsmouth	GSK
Rebecca Rylatt	Department for Education
Professor Lesley Sawers	EHRC and Glasgow Strathclyde University
Dr Anna Zecharia	British Pharmacological Society
Karen Sutherland	AZ
Anne Toms	Carillion
Paula Tully	Pfizer
Susannah Wiltshire	BEIS
Dr Fiona Withey	PCI Pharma Services (Women's Business Council)
John Whelan	BAE Systems (Women's Business Council)
Clare Williams	Willmott Dixon

The story so far

Welcoming Champion Advocates

The WBC was expanded in 2016 to encompass industries such as engineering, manufacturing and construction, where women are significantly under-represented at senior levels. The WBC is delighted to secure the support of academics, industry representatives across STEM, colleges and government officials to the Starting Out Action Group to lever change.

Drivers for change:

- need for improvement in breadth of careers advice;
- myth busting to support parents around career choices;
- mobilisation of successful non-traditional role models;
- incentivisation of schools; and,
- building a compelling and comprehensive business case to stimulate change.

Forward action

A Roadmap for Change

Spearheaded by Nikki Yates, General Manager of GSK UK and Senior Vice President UK & Ireland Pharmaceuticals, the Action Group aims to widen girl's aspirations and support women into leadership positions in STEM sectors, where careers are often considered unattractive. This will: help to address the growing skills gap in the UK; support economic growth; improve girls' earning potential; increase female economic contribution; and, tackle the gender pay gap.

Key focus moving forward:

- Starting Out Sub-Group to focus on increasing parental engagement by promoting existing successful campaigns to change hearts and minds at critical crossroads in education, specifically when pupils make GCSE and A-Level choices;
- empowering companies to work with local communities to influence students, teachers and parents;
- Getting On Sub-Group to focus on developing positive interventions to engage younger students in STEM industries whilst in education through a range of practical measures;
- improving women's prospects once in STEM industries by shining a light on progressive policies and best practice; and,
- development of business tools to illuminate the path to senior leadership.

Getting On

Once women are established in their working lives, they face the challenge of building and sustaining progress into the jobs they want at the pay they need. They may aim for leadership roles, or they may simply want a satisfying, decently paid job that fits with other life demands. For women who have children, this can be problematic. Too often, motherhood triggers a downward shift of status and stalled progress that can last long after the children have started school. This is equally true for those who care for older relatives or others. Too often some of these demands make it very difficult to enter the workforce too.

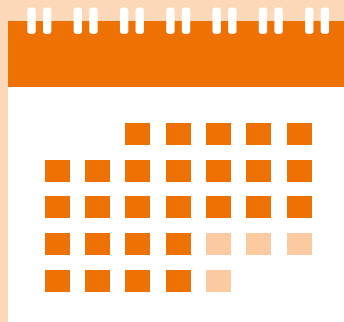
The WBC is convinced of the business case for taking action to ensure that women's talents are not lost to the economy. WBC members tirelessly lobby their business peers to promote the benefits of flexible working for all. It is vitally important that flexible working is not seen as a token gesture for working mothers, but as a way of working that is accessible to all and which allows employers to retain valuably skilled and experienced staff.

Of course, women ideally need flexibility and support at home as well as at work; the introduction of shared parental leave has been an important step in delivering a culture change which will enable men to share parenting from the start, providing women with a greater choice over how they combine work and family life. Another important element of that choice is the ability to access affordable, high quality childcare. This is a significant factor in women's ability to return to work.



97%

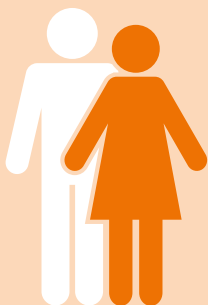
Approximately **97%** of UK companies offer some form of flexible working



23 million people in the UK work full time, around **8.4 million** employees work part time



According to a study by Centre for Economics and Business Research making more productive use of available working hours could potentially add an extra **£11.5 bn** per year to the UK economy, the equivalent of **0.7%** of GDP



285,000

Around **285,000** couples are eligible for Shared Parental Leave each year; presumed take-up is **2-8%** (**6000-23,000**)

What has the government done?

- In June 2014, extended the Right to Request Flexible Working to all employees with 26 weeks' continuous service with their current employer;
- Funded the Timewise Council Accreditation Programme, run jointly with the Local Government Authority, to increase the number of quality jobs available on a part time basis;
- Funded the Timewise Women Returners Scheme, a pilot aimed at encouraging private sector companies to look at how jobs are designed, particularly senior roles, for part-time working, job sharing or flexible working;
- Introduced shared Parental Leave and Pay, enabling working parents to share up to 50 weeks of leave and up to 37 weeks of pay in the first year of their child's life if they wish;
- From September 2017 the Government will double the number of hours of free childcare available to working parents of three and four year olds to 30 hours per week. We have also put a number of measures in place to boost the number of childcare places available.



Nearly **2 million**, or **14%** of, grandparents have given up work, reduced their hours or have taken time off work to help families who cannot afford childcare costs.

CASE STUDY

The Welcome Back to Work Programme by Barclays, is for senior level women who have taken a multi-year career break and want to explore ways to get back into the working world. It offers a 12-week placement which matches participants with a team or project that matches their skills and interests. Participants are supported to build confidence in a number of ways, including mentoring, coaching, presence and impact workshops, self-insight sessions, core skills development training, networking events and performance reviews. The first cohort successfully completed the programme in June 2016, and most have been offered extended contracts.

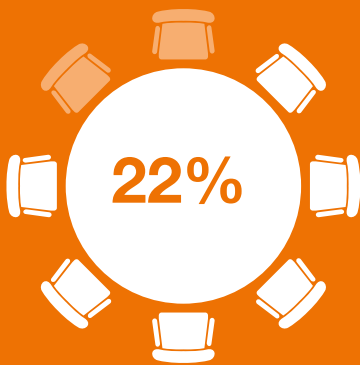
The talent pipeline

Despite the fact that women represent approximately 56 per cent of students at UK universities¹, and 47 per cent of the workforce², women represent just 35 per cent of managers, directors and senior officials in the UK.³

It is vitally important to ensure that the 'talent pipeline' to the most senior industry roles works for women. Not just for the minority who will benefit from securing the top jobs, but for women at all stages of the pipeline who want to progress to their full potential. The number of women on Boards is a litmus test of how well women are faring at all levels of the business, as well as being good business sense.

We are making rapid progress in increasing the representation of women in the most senior industry roles. Women now account for over 26% of FTSE 100 directors, up from 12.5% in 2011. There are also no all-male boards left amongst FTSE 100 companies, down from 21 in 2011. It is heartening to note that the progress is not merely confined to the FTSE 100 either. Women now account for over 20% of FTSE 250 board directors, up from 7.8% in 2011. Women also account for 22% of directors of FTSE 350 companies, up from 9.5% in 2011. There are 15 all-male boards in the FTSE 350, and this is down from 152 in 2011⁴.

However, despite these encouraging signs, it is clear that more must be done. The WBC is committed to ensuring equality at boardroom level, and towards moving more women through the executive committee on to the boardroom. Women are already on 19.4% of executive committees, based on data from 80 FTSE 100 companies⁵. There is a clear economic case for doing this. We know that companies in the top quartile for gender diversity are 15% more likely to have financial returns above their national industry median⁶. If we lived in a world where women played an identical role to men in labour markets, a potential 26% could be added to global GDP by 2025⁷. If we are to close the gender pay gap, then we must ensure that more women can, and do, make it to the very top of their chosen industries. An outcome that benefits us all.



There are 22% women on boards of FTSE 350 companies – more than double the proportion in 2011

¹ Universities UK, "Patterns and trends in UK Higher Education 2015" <http://www.universitiesuk.ac.uk/highereducation/Documents/2015/PatternsAndTrends2015.pdf>

² September 2016 ONS Labour Market Statistics

³ September 2016 ONS Labour Market Statistics

⁴ Female FTSE report: Cranfield

⁵ Ibid

⁶ <http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

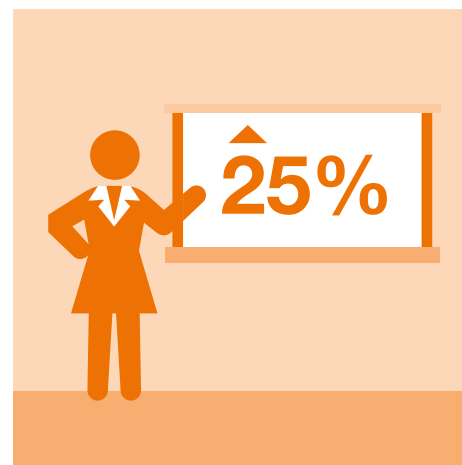
⁷ <http://www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>



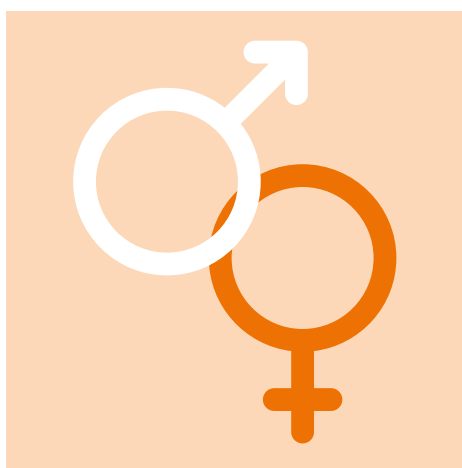
There are now no all-male boards in the FTSE 100, and only **16** left in the FTSE **250** (down from **131** in the FTSE 250 in 2011)



There are **18** female CEOs and **15** female Chairs in the FTSE 350 (6 CEOs and **4** Chairs in FTSE 100; **12** CEOs and **11** Chairs in FTSE 250)



144 FTSE **350** companies have **25%** or more women directors



Companies in the top quarter for gender diversity are **15%** more likely to have financial returns above their national industry median

What has the government done?

- Under the leadership of Lord Davies, the target of 25% women on the Boards of the FTSE 100 was achieved. That target has now been increased and extended to 33% women on the Boards of the FTSE 350 by 2020;
- Sir Philip Hampton, Chair of GlaxoSmithKline, and Dame Helen Alexander, Chair of UBM plc, have been appointed to run the new Hampton-Alexander Review to champion this new target and focus on the executive layer of the FTSE 350 (the Executive Committee and direct reports to the Executive Committee). The WBC supports this Review and sits on its Advisory Board
- Government announced its ambition to eliminate the 15 remaining all-male boards in the FTSE 350.

The story so far

Champion Advocates for the advancement of women at work.

Fiona Dawson, Global President of Mars Food, Drinks and Multi-sales, and Sue Langley OBE, Non-Executive Chairman of AJ Gallagher, lead the WBC's Staying On work stream. They are ably supported by Roger Whiteside, CEO Greggs plc and Sue O'Brien OBE, Partner at Ridgeway Partners to ensure the WBC works in partnership with other industry-led, government-backed initiatives to accelerate the pace of change for working women. The WBC has a number of valuable and committed supporters and advocates for its work in this area and we are grateful for their support.

WBC priorities:

- analysis of the barriers constraining women from moving into managerial positions;
- highlight best practice in maternity and returning mothers;
- making flexible and agile working practices at all levels for both men and women the new norm;
- supporting women through the promotion of practical guidance and case studies, to make informed choices about managerial progression;
- developing dynamic, inclusive workplaces.

Forward action

Building Modern Workplaces

The WBC is delighted that the 'WBC brand' has increasing resonance with the UK business community, throughout government and within overseas institutions - where its partnership approach to increasing gender equality is recognised as a model of good practice. Whether working with government, alongside government-backed Reviews, or with leading lights across industry, the WBC is determined to demonstrate leadership, collaboration to maximise reach and look to innovation to drive change.

Key focus moving forward:

- we are pleased to be working in partnership with the Hampton-Alexander Review and the 30% Club to improve outcomes for girls and women, from the classroom to the boardroom;
- the promotion of a "dynamic working" model within organisations, to support pregnant women and those with families;
- providing support for returning mothers through the development of best practice building on the Hit Return initiative pioneered by Mars, Centrica and Vodafone;
- working with the retail industry to promote gender equality through its Be Inspired Campaign to promote the careers of successful female retail leaders and rolling model out across a range of sectors; and,
- developing a shared understanding of the challenges to women's advancement and successful initiatives to support the talent pipeline through a targeted programme of business dinners to support HR professionals.

Staying On

Women in the third phase of their working lives offer tremendous untapped potential and opportunity for economic growth. However, as women move to mid- and late career, their progress seems to stall and the gender pay gap widens. One key reason for this is caring responsibilities – there is a 'sandwich' generation of women, aged 45-60, who care for both children and elderly parents or others. About one quarter of older women are unpaid carers, and this is a considerable workload to juggle alongside paid employment. There are other factors, too: the impact of the menopause on women's wellbeing, the low social value ascribed to midlife and older women, and the continuing price paid for not having enjoyed equal access to education and training in their younger years.

The United Kingdom faces a skills gap and an ageing population. If we are to ensure that our economy is to grow from strength to strength, then we must ensure that women have the skills and confidence to return to work from their caring responsibilities and also that we are properly harnessing the skills and experience of older workers.

The WBC is committed to ensuring older women are supported to develop their skills and economic contribution, and to sustain their financial independence. We want to reduce the number of women living in poverty in retirement, increase opportunities for older women to work and to progress, encourage older female entrepreneurs, and capitalise on women's skills and experience to improve business competitiveness.

We will do this by increasing employer understanding of the barriers for older women, increased training to improve skills of older workers, improved opportunities for older apprenticeships and quality roles for the over 50s, increased opportunities for flexible working, and improved employer understanding of the impact of the menopause.

2015 Gender pay gap figures

Age Group	Gender Pay Gap
16-17	-1.0%
18-21	3.6%
22-29	4.2%
30-39	11.5%
40-49	24.9%
50-59	27.3%
60+	21.4%
Overall	19.2%

What has the government done?

- New State Pension started on April 6th with a rate of £155.65 per week. Over 3 million women receiving an average of £11 more per week by 2030 as a result of the changes;
- Government is developing new Fuller Working Lives strategy to unlock the skills, talents and experience of older workers;
- Currently running a call for evidence to understand how we can improve support for carers to inform the development of a Carers Strategy;
- Pilot project in 9 areas exploring ways to support carers to balance work and caring responsibilities;
- Raising awareness and improving understanding of the menopause through an expert group and new research.

Barclays ComeBack Programme Update

CASE STUDY

WBC members Barclays developed ComeBack magazine, which was launched on International Women's Day 2016. This is a business-to-business toolkit that illustrates the business benefits of an age-diverse workforce, and how to ensure that skills and training are available to all who could benefit from them.

Amongst other ideas, ComeBack made the case for offering apprenticeships for older workers. This can hugely increase older workers' skills and confidence, and provide valuable role models for others.

The story so far

Fresh Opportunities

Spearheaded by Lynne Atkin, HR Director, Personal and Corporate Banking at Barclays, the WBC Action Group aims to support older women in the workplace. The WBC is looking forward to welcoming academics, government officials, Acas and forward thinking businesses to drive the work of this important agenda forward.

Drivers for change:

- publication of ComeBack Magazine to share best practice for women of all ages and at all stages of their careers;
- development of thinking around progressive policies recognising links to well-being/handling cancer in the workplace;
- opportunities to trail-blaze the "Bolder" Apprenticeships scheme across a range of sectors;
- development of a greater older-persons' skills focus for UK industry – by promoting the Barclays "digital wings" model; and,
- increasing understanding around the menopause - by focusing on "dynamic working" as a starting place to develop a greater work-life balance.

Forward action

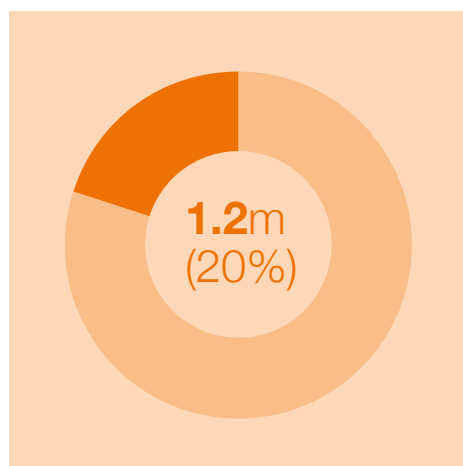
Come-back: Utilising the skills talents and experience of older women.

Building on the work of Baroness Altmann, the Older Workers Business Champion in 2015, the Staying On Action Group will work in partnership with those forward-thinking organisations which have pioneered initiatives to utilise the skills, talents and experiences of women returners and older people in the workplace to shape their company ethos, and set the pace for change.

Key focus moving forward:

- roundtable on “Dynamic Working” **How do you work your life? (Autumn 2016)** - to explore more flexibility at all stages of women's lives;
- link to Lord Mayor's 'This is Me' Campaign to maximise communications opportunities;
- Parliamentary event with Barclays CEO on International Women's Day to promote WBC activity to stimulate opportunities for women at work;
- second publication of ComeBack Magazine to build on success of first edition; and,
- seeking opportunities to stimulate change around the International Year of Older Persons.

Enterprise



Around **1.2 million (20%)** of all SMEs in the UK were majority women-led in 2015

The United Kingdom is already the best place in Europe for women to start their own business, and the 3rd best place in the world.⁸ However, this does not mean that we can afford to be complacent. Women are still far less likely than men to set up their own business than men and to seek less financial assistance.

This is important not just for women, but for society and the economy. Small and Medium sized Enterprises are the cornerstone of the UK economy; in 2014, only 20% of them were majority-led by women (an increase of 2% from 2012).

Currently, SMEs with employees in the manufacturing and construction sectors show a massive underrepresentation of women leadership.⁹

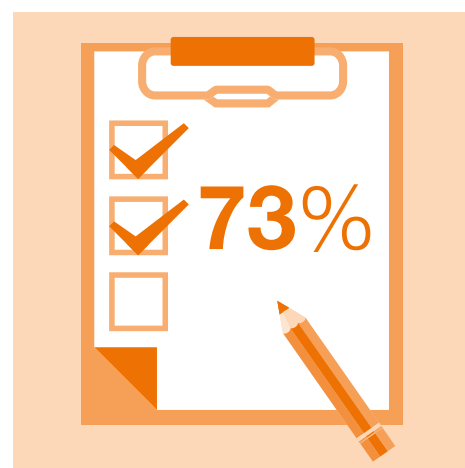
The WBC Enterprise working group aims to make recommendations to improve the growth rates of women-owned business to a state where they are as likely as male owned businesses to sustain success in the longer term and make a bigger impact on the national economy. It works closely with other WBC working groups – in particular, the ones on men as change agents and STEM careers – to help ensure that women's entrepreneurship is promoted and women-led businesses benefit from initiatives which will help them thrive and grow.



These businesses contribute around **£115 billion** to the UK economy



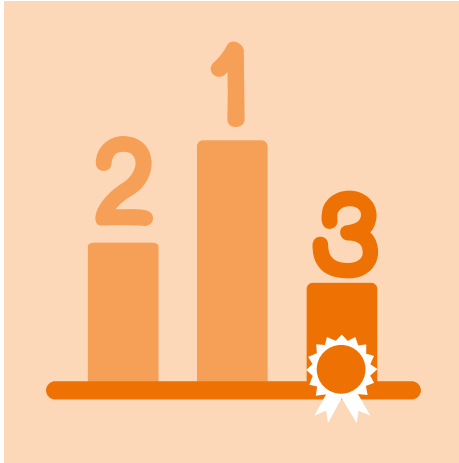
There are currently a record **1.5 million** self-employed women in the UK



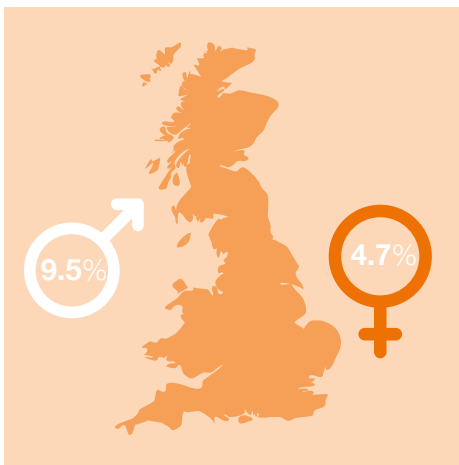
Ipsos MORI survey found **73%** of those who became self-employed in the last five years were doing so mainly or partly due to their own personal preferences to work for themselves

⁸ <https://thegedi.org/2015-female-entrepreneurship-index-press-release/>

⁹ Ibid



The UK is the 3rd best place in the world for women to start their own business.



The United Kingdom's early stage entrepreneurial activity rate for women is **4.7%** and **9.5%** amongst men¹⁰

What has the government done?

- Funded £2.2m for the Women and Broadband programme which helps women to set up or grow their own business;
- 19 'Meet a Mentor' sessions across the UK since 2014;
- Provided £1.6 million to support women's businesses to start and grow in rural areas. This funding was part of a larger investment made by DEFRA in the Rural Growth Networks;
- Skills Assessment Toolkit – a web based self-assessment toolkit for new and existing entrepreneurs.

CASE STUDY

WBC member company Deloitte has published its report: Women Entrepreneurs: Developing collaborative ecosystems for success. Given that the early stage entrepreneurial rates of women are approximately half that of men, and that the longevity of women led early stage business is less than those of men, the report recommends ways to support women's enterprise.

Deloitte highlighted the following key barriers to entrepreneurship that can conspire to limit scale and success:

1. Lower level of self-belief and lower appetite for risk compared with men;
2. Self-perception by women that they lack ability in some key business functions; and
3. Limited access to relevant role models, quality mentors and professional networks.

Deloitte estimates that if the current levels of entrepreneurial participation of women can be equalised with those of men, then by 2025, women-led SMEs could contribute in excess of £180bn to the UK economy.

¹⁰ <http://researchbriefings.files.parliament.uk/documents/SN06152/SN06152.pdf> at p.11

The story so far

Fresh Opportunities

WBC members Wendy Hallett MBE, MD Hallett Retail and Denis Woulfe, Partner Deloitte LLP, have responsibility for the WBC's programme to support women's enterprise. The WBC has been keen to assess the impact of women entrepreneurs on the national economy and stimulate opportunities for women to set up and sustain successful businesses.

Mapping the landscape:

- conversations with successful women entrepreneurs across the UK;
- learning from successful strategies across the EU;
- working with the banking sector on access to finance, particularly from BAME communities;
- building the evidence base; and,
- supporting school-business partnerships that promote enterprise.

Forward action

A Better Deal for Women Entrepreneurs

The WBC Action Group on Women's Enterprise will enable the WBC to complement its strong corporate focus with the insights and enthusiasm of small and medium business owners, industry representative bodies, educational establishments and banking institutions.

Key focus moving forward:

- working alongside government, existing networks and representative bodies supporting women's enterprise to coordinate action and stimulate growth;
- discussions with the Government on options to help assess early stage women entrepreneurs to successfully scale their business;
- stimulate opportunities within large corporates to support entrepreneurial activity and share best practice about the benefits of modern workplaces;
- identification of role models and compelling case studies to myth-bust; and,
- increased engagement with schools and colleges to promote enterprise as a career option.

Men as Change Agents for Gender Equality

Too often, for too long, gender equality has been the business of women. Although most men are supportive of gender equality in principle, this only rarely translates into them taking responsibility for achieving it. The WBC has always recognised that men have to be part of the solution. They are disproportionately likely to run the companies that can provide flexible working, they are often the co-parents who can share parental leave, they are often the bosses who can provide a supportive atmosphere to women returners, they are the friends and peers of other men and so can influence norms and attitudes to women in the workplace. In order to break down the gender stereotyping of career choices, we need boys to choose 'women's jobs' as well as girls choosing 'men's jobs'.

Therefore, the WBC aims to increase the number of male leaders becoming change agents for women at work. It is working to:

- actively shape business values and cultures, influence wider stakeholders and inspire others to promote the positive roles that men as leaders can play in bringing on talent, challenging inequality and tackling discrimination;
- raise awareness of the Men as Change Agents Champion Advocates outputs in local, national and international media to develop a credible brand to complement and further UK HeForShe campaign goals;
- encourage organisations and educational establishments to develop policies, leadership and provide adequate funding to help keep women free from harm, broaden aspirations and support women's advancement through active sponsorship and talent management; and,
- strengthen the evidence base through research, behavioural insight and the sharing of innovative practices to influence thinking, policy development and organisational change to facilitate modern workplaces and increase opportunities for sharing of care.

The Government Equalities Office has developed some provisional workstreams on Men as Agents of Change as part of its forward strategy. This includes working in partnership with the WBC to bring on board more male leaders, stimulate a debate with young male leaders of the future, increase fathers' involvement in caring responsibilities and working to change perceptions in schools.

What has the government done?

- Introduced shared parental leave and flexible working to help both parents play a role in caring for their children and help them better balance their family and work responsibilities;
- Brought together business leaders to share good practice with the business community and amplify their messages to all employers, through the WBC and dedicated events in the City;
- Organised a seminar with leading academics to inform further work to mobilise boys and men in becoming advocates of gender equality;
- promoted the UN HeForShe campaign in the UK by launching the campaign's university tour at Loughborough University.

CASE STUDY

Emer Timmons, Chief Marketing Officer and President of Strategic Sales at Brightstar and BT Ambassador and Co-Chair of the Men as Change Agents Action Group, took the important message – that male leaders are a force for change – global, at the United Nations in March 2016 at the Commission on the Status of Women in New York, to mark International Women's Day.

The WBC's important work to spearhead the UK's Men as Change Agents agenda, complements the UN's global *HeForShe* Campaign.

Men as change agents champion advocates

Name	Company
Emer Timmons Co-Chair	Brightstar (Women's Business Council)
Denis Woulfe Co-Chair	Deloitte (Women's Business Council)
Emma Avignon	Mentore Consulting
Ben Black	My Family Care
Gavin Chapman	Sopra Steria
Patrick Dunne	Walgreens Boots Alliance
Larry Hirst CBE	Formerly IBM
Sean Jeffery	Keir Construction
James Jordan	Taylor Wimpy
Chris Minnett	Ageing Works
Chris Norwood	Northfleet School for Girls
Dr Martin Robb	Open University
Anthony Roberts	Walgreen Boots Alliance
Karl Simpson	Liftstream
Chris Stylianou	Sky (Women's Business Council)
Oliver Watson	Page Group

The story so far

Welcoming Champion Advocates

Following the successful WBC male business leaders event, hosted by Barclays earlier in the year, an inaugural dinner was held at the BT Tower in July 2015 to welcome champion advocates and build the case for change. The Action Group, co-led by Emer Timmons, Chief Marketing Officer and President of Strategic Sales at Brightstar and BT Ambassador, and, Denis Woulfe, senior partner at Deloitte LLP, are at the forefront of galvanising male leaders into action across the UK by developing the business case for change.

Drivers for change:

- the need for proactive and enlightened talent management to nurture the best candidates for senior roles;
- opportunities to stimulate greater action in industries such as engineering, manufacturing and construction;
- championing the benefits of shared parental leave;
- building leadership in schools and the development of school-business partnerships; and,
- recognising the important role that working men play as carers.

Forward action

Sponsorship for UK business

WBC member Chris Stylianou, MD Customer Service Group Sky plc is leading the way in creating a pan-UK female sponsorship programme to build a sustainable pipeline of talent for organisations and support female acceleration to senior positions. The WBC Men as Change Agents Champion Advocates are in a unique position to drive change and improve gender diversity by influencing and engaging male leaders across British industry and beyond.

Key focus moving forward:

- an accessible toolkit for a sponsoring programme, with supporting materials;
- framework will support all UK organisations – large and small, public and private;
- establish a pilot phase of 10 Pioneer companies to bring funding, lend brand and reputation to the initiative;
- champion subsequent roll-out to 100 companies at the end of year one; and,
- enlist the support of high- profile male leaders to champion and embed the programme.

The gender pay gap

The gender pay gap shows the difference between the average (mean or median) earnings of men and women as a percentage of men's earnings. Whilst we have the lowest gender pay gap on record, when you look at all the men and women working in the UK, there is still an average pay gap of 19.2%. All the WBC workstreams will make an important and significant contribution to narrowing the gender pay gap.

The gender pay gap is often conflated with equal pay, but they are different things. Paying men and women differently for doing the same or equivalent work has been illegal since the Equal Pay Act of 1970. While this does occasionally still happen and can contribute to the gender pay gap, it is not the main reason that men's and women's average salaries differ.



Unequal pay

Paying men and women differently for the same job is illegal in the UK

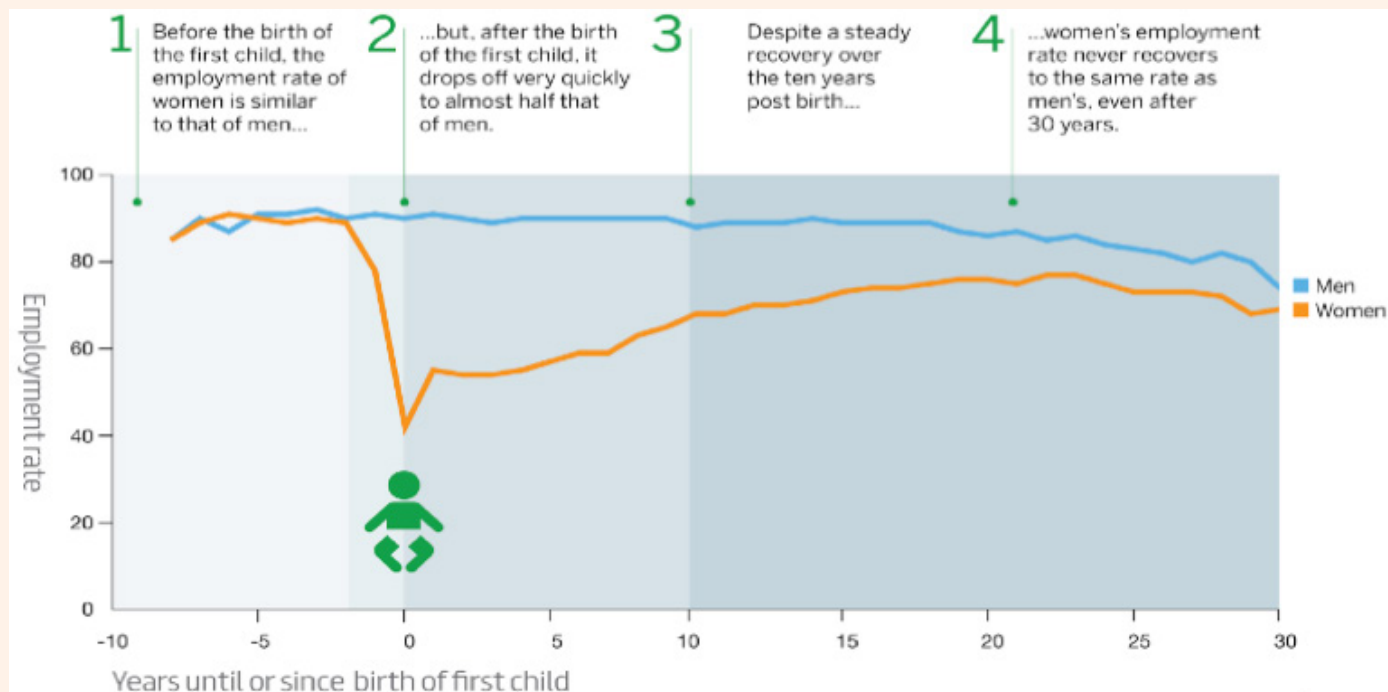


#GenderPayGap

Lower paid jobs more likely to be filled by women than men.

The causes of the gender pay gap are varied and overlapping and can have a significant cumulative impact on a woman's earning potential during her lifetime. The pay gap varies by industry, occupation, age group and working patterns. For example, not enough women reach senior positions and there is a lack of female representation in the more lucrative professions (e.g. technology and engineering). If we look at the distribution of men and women's pay, over 60% of employees in the lowest pay quartile are women and over 60% in the highest quartile are men.

Women are much more likely than men to take time out of the labour market to take on caring responsibilities and there is a lack of well-paid part-time work. Other factors include constrained individual choice, corporate cultures, unconscious bias and discrimination. The diagram below shows the impact of children on male and female employment rates.



The Government has pledged to “end the gender pay gap in a generation”. As part of the work to make this happen, the Government is bringing in regulations which will require larger public, voluntary and private sector employers to publish information about their gender pay gap. This is an important step forward as transparency is one of the most powerful tools for shaping behaviour and driving change.

From April 2017, employers with at least 250 employees will be required to annually publish:

- Mean gender pay gap: this will reflect an employers' full earning distribution and is a useful measurement as women are often over-represented at the low earning extreme and men over-represented at the high earning extreme;
- Median gender pay gap: this will identify the wage of the middle earner and is the best representation of the 'typical' difference as it is unaffected by the small number of very high earners;
- Salary quartiles: employers will have to publish four equal groups into which an employer's full salary range can be divided. These groups will outline the proportion of men and women in each salary quartile. This requirement will help employers identify any blockages to women's progression into senior roles.