

# Deeds not words.

Research findings on women in marketing,  
media & communications in the UK

# Overview



Pippa Glucklich  
President, WACL

## The why.

‘This study in partnership with LinkedIn is the first of its kind to look at all sectors across the communications and marketing industry. At WACL, our purpose is to accelerate gender equality in this industry and having a benchmark of where we are and how far we have to go was critical in our mission. Unsurprisingly women do not have equal leadership status in of the areas that make up our industry. As WACL approaches its centenary in five years time, we will continue to track this progress and provide support for, and campaign with, women to have equal opportunity and pay in our industry.’



Josh Graff  
UK Country Manager &  
VP EMEA, LinkedIn

## The what.

### How was the data sourced?

LinkedIn’s labour market insights, gleaned from our 575+ million global members, are a unique and in-depth barometer of international employment trends. Analysis carried out by LinkedIn’s Economic Graph team on a pool of 597,000 members working in the UK’s Marketing, Media and Communications (MMC) sector provides a snapshot of the industry, revealing the worrying lack of female representation at a senior level.

The analysis includes professionals working in a range of industries within the MMC sector, including newspapers, publishing, market research, marketing & advertising, public relations & communications, writing & editing, online media, and printing. Women were identified as making up 50% of all roles within the MMC sector, but only 36% of those at leadership level, revealing a 14% “leadership gap”. For this report, leadership positions are defined as LinkedIn members who have a seniority of director, vice president, CXO, owner or partner.

It’s no secret diverse businesses grow, innovate, and outperform their competitors, and by ignoring inequality, companies could be setting themselves up for failure. The insights in this report reveal the scale of the issue as well as the fact that more needs to be done across the sector.

By learning from each other, sharing information which can help tackle gender inequality and committing to WACL’s best-practice guide, we can go some way to ensure everyone working within this sector has an equal opportunity to thrive. This is something we are deeply committed to at LinkedIn.

## Investigating gender gaps among Marketing, Media & Communications professionals in the UK

### Core Research Questions

- How are women currently represented within the broader pool of marketing, media & communications professionals in the UK, both generally and within leadership ranks?
- At what rate are women being hired into new positions within this field?

### Definitions

- Marketing, Media & Communications (custom segment): LinkedIn members who indicate they currently work for a firm in the Media & Communications sector, or hold a role in the Marketing function (any sector)
- Leadership positions: Defined as LinkedIn members who have a seniority of director, vice president, CXO, owner or partner – as a proxy for career progression within the industry
- The leadership gap measures the difference in female representation in leadership roles compared to the overall workforce

### Considerations

- LinkedIn & WACL agreed to create a bespoke member pool using these custom definitions in order to capture a wider view of professionals relevant to the industry.
- The findings are based on a pool of ~598,000 UK members, which includes members who work in marketing at any firm (in addition to members who work for Media & Communications firms).

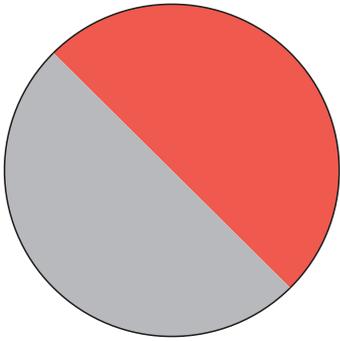
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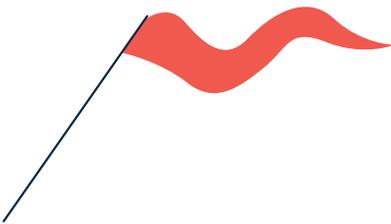
LinkedIn research 2018

## 3 key take outs



### One.

Half of all LI members who work in Marketing, Media & Communications are female, suggesting the profession has reached gender parity. HOWEVER



### Two.

Only 36% of members in this audience who hold leadership roles are female today, suggesting a significant leadership gap of 14 ppt.



### Three.

There is a 19% increase in hiring women into leadership roles, (vs 10% overall) which would suggest that the gap is closing.

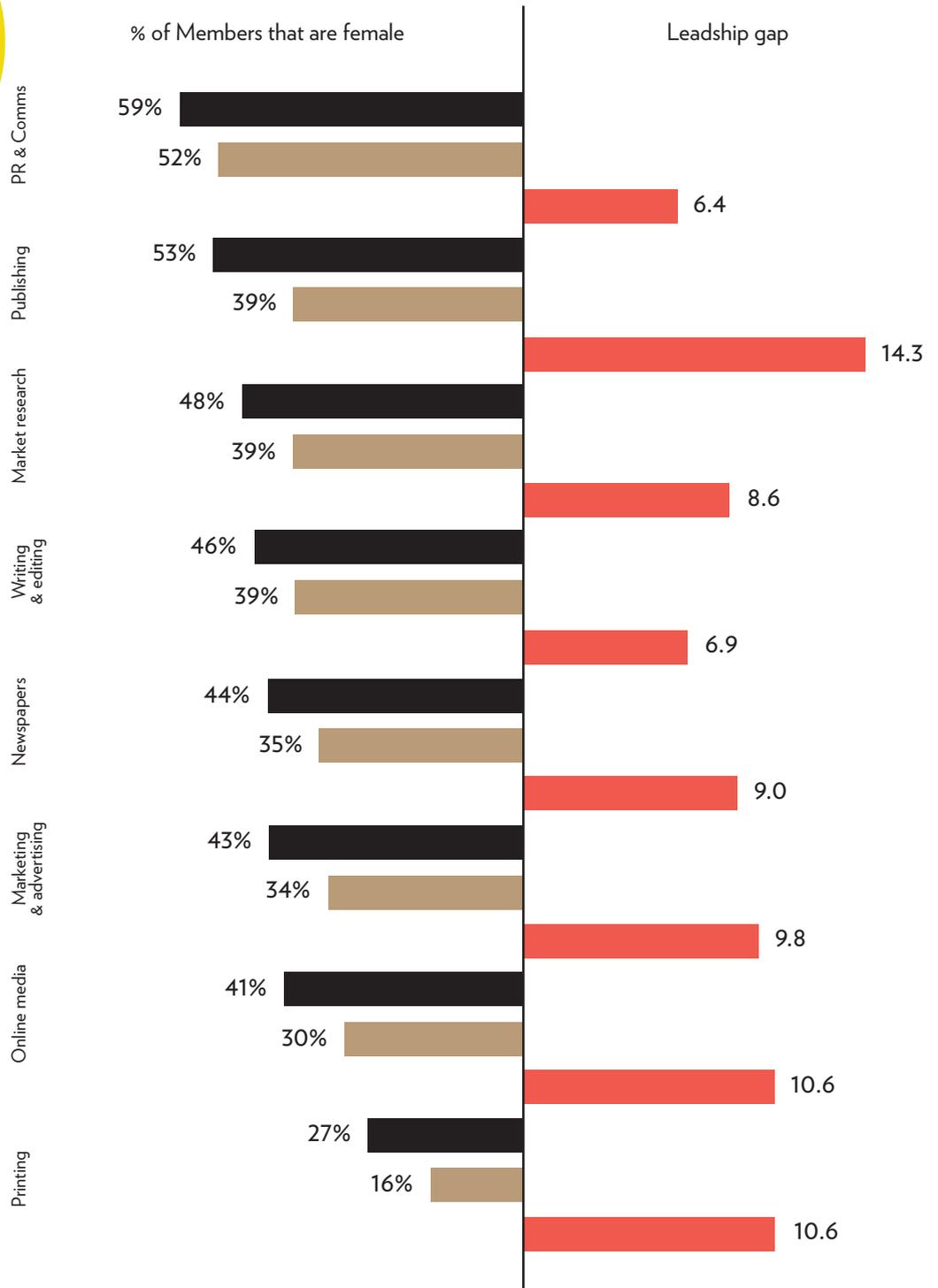
# Female Representation

■ % All positions   ■ % Leadership positions

## Media & Communications Firms

We see significant variation depending on the type of firm. For example, there is a particularly large gap between female representation in leadership and the overall workforce in the Publishing industry (>14pp)

STILL VALID?



## How we help ourselves

After analysing why some companies are further ahead than others in their quest for equality, there are some really clear learnings and practical tips that all our members would benefit from adopting in their own workplaces.

### 1. Get your house in order

- Establish who is accountable for gender diversity and inclusion at a senior level and ensure it is part of their objectives
- Undertake a diversity and inclusion survey across the organisation annually and publish the results
- Set clear, transparent goals: measure the gender split annually (minimum)
- Establish equal pay practices and track progress against this (publish results)

### 2. A transparent and fair career ladder

- Establish a future leaders and returners programme to nurture talent
- Commit to structured mentoring / sponsorship so employees reach their maximum potential
- Improve workplace flexibility for men and women and encourage the uptake of shared parental leave (outline % uptake)
- Publish promotion criteria and data (and rationales) and encourage salary negotiation, for example by showing salary ranges

### 3. Bring in the right talent

- Use structured interviews for recruitment (and promotions) and ensure gender balanced interview panels
- 50-50 gender balanced recruitment long-lists and demand multiple women in shortlists for recruitment (and promotions) - no all-male lists or token-female
- Only work with recruiters who follow and publish clear guidelines for equality and diversity

### 4. Don't discriminate

- Sign up to the timeTo code of conduct
- Include the Equality Act 2010 legislation on sexual harassment as an integral part of the Employee handbook & employee contracts
- Hiring managers, HR and recruitment personnel to undertake unconscious bias training from external providers, such as Creative Equals / Stonewall. LinkedIn Learning's Unconscious Bias Learning course will be available for free between 30.10.18 - 31.12.18.

## Case study: Sky

# Working with Women Returners to help talented individuals re-enter the workplace

Sky has publically committed to achieving a 50:50 gender balanced leadership team by 2020. It has several initiatives in place to help it achieve this goal including attracting the best talent. As part of this, it has partnered with Women Returners, a professional network, to bring five women into Sky for a six-month paid returner programme. Sky opened up this opportunity to talented individuals who have been out of the workplace for two or more years. Recruitment is currently underway and return-ships will begin in November. It is hoped that permanent roles will be found for all five “returners”.

The Sky Returner Programme is sponsored by the UK Chief Operating Officer who is Exec Sponsor of our Women in Leadership programme, supported by our Head of Women in Leadership and the Directors recruiting for the returner roles.

The return-ships will be in five different business areas across Sky: Sky Sports, Sky Media, Product, Finance and Technology. Sky will be offering flexibility for the roles including part-time and home working.

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### What prompted your business to take this initiative?

Our vision is to have 50:50 gender balanced leadership team at Sky by 2020.

This initiative is part of helping us to achieve this goal and to help talented individuals find a supported route back to senior roles.

### What else is your business doing to promote gender parity - where does this initiative sit within your business?

This initiative is at the heart of our Women in Leadership programme with progress reported to the Executive Sponsor each month.

To ensure we achieve our 50:50 target, which underpins our Women in Leadership programme, we're doing a number of things. Firstly, we're levelling the playing

field, for example through 50/50 shortlists for all leadership positions. When it comes to recruitment, we want the best person for the role – initiatives such as this help talented women receive the recognition they deserve.

However it's not just about attracting female talent to Sky – we're supercharging the great women already working for us through our Women into Leadership programme, designed to build our talent pipeline of female leaders.

STEM subjects is a huge focus for us as these have historically been male dominated areas – we see the impact of this reflected in the gender makeup of Sky's technology and home service divisions. To address the imbalance, we've launched female-only scholarship and training schemes to encourage women to work in these areas.

## Case study: Sky

For example, our Tech Scholars programme offers three young women £25,000 funding and mentoring to develop their own technology project.

In addition, our paid six-month female-only engineer training programme launched earlier this year, and aims to open up the world of engineering as a career choice to women both internally and externally at Sky.

This isn't simply a recruitment exercise – for example, the schemes often involve paid retraining, supported by longer term mentoring and sponsorship both during and after training.

We also set up our Women@Sky network to act as a place where women from all levels across Sky can come together and access support, for example in the form of learning and development materials. These resources focus on areas such as leadership, covering topics including managing difficult conversations; creating high performing teams; and mentoring.

The network also regularly hosts inspirational speakers: these events are open to both men and women across Sky. In fact, we actively encourage men to sign up to the network, and to act as male allies. Male advocates play a crucial role in supporting women at Sky to progressing in their careers. In addition, Women@Sky organise regular role model lunches, available for anyone to sign up to and gain access to some of our most inspiring and senior leaders across the business.

### What will success look like?

Women Returners is currently working with a huge range of businesses and brands. The network is a great partner to seek and attract returners as a hidden but highly valuable talent pool.

Ensure that the job descriptions are as broad as possible to encourage applicants of either gender – avoid male-dominated language which could discourage women from applying.

Ensure a gender balanced panel when interviewing candidates and provide candidates with an overview of the interview/ requirements well in advance.

Share the flexibility that exists within your business. Always be happy to talk about flexible working and state this in your job descriptions.

Remember that individuals who have been out of the workplace for several years may find the process of returning to work highly daunting, and take this into consideration at each stage of welcoming them into the business, and beyond.