

WACL100
FOR WOMEN · FOR 100 YEARS

The 50% CEO Playbook

Getting to proportionate representation in the top job and why it matters.

A Playbook for change created by Women in Advertising and Communications Leadership.

Photo credit: ©BronacMcNeill



Index

Foreword	03	▶
The context – why 50% and why now?	04	▶
Setting an ambitious target	09	▶
Finding the levers of change	12-29	▶
● Change the Language of Leadership		
● Promote for Potential		
● Be a Women’s Health Hero		
● Be Flexible First		
● Work like the World is Watching		
Summary	30	▶
Organisations and Resources for further reading	31	▶
Case studies from advertisers and agencies	33	▶

Thank you to the many people, too numerous to mention by name, who contributed to this publication: the members of WACL who researched and wrote it, the design team at Tag Worldwide, the PR and campaigning team who are helping to get it out into the world and all the many businesses that contributed case studies so the rest of us can be inspired by your efforts and achievements.

Foreword



Rania Robinson

WACL President 2022-23
and CEO, Quiet Storm

We've come a long way in the past Century, thanks to the many pioneering women before us who fought for the vote, for equal pay and for the many other rights that we are now able to take for granted.

But we are not done yet. There is no shortage of data that demonstrates the gender inequalities that persist in business. Year after year, surveys from highly-respected institutions including Harvard Business Review, McKinsey, the Global Institute for Women's Leadership, Cranfield or, closer to home, the Advertising Association, the IPA and ISBA, reveal stubborn inequalities between men and women¹ in the workplace, including career progression, working patterns, pay and representation. Gaps in representation often start early, as soon as promotions kick in², but then grow wider the further up an organisation you look – the so-called glass pyramid effect. For example, within our own industry, although 70% of the industry's junior manager cohort are women, by the time you get to the C-Suite, only 37.5% of roles are taken by women³.

¹ Throughout this document we use 'men' and 'women' because that is how the data we have drawn on defines gender. This is not intended to exclude non-binary people, or those who otherwise do not identify as men or women, but is our best effort to articulate clearly the goal for greater equality
² <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

³ IPA Census 2022

WACL's purpose is to accelerate gender equality in our industry. 2023 is our Centenary year so it is fitting that while we will be celebrating the remarkable achievements of the female trailblazers within our industry, we are also looking to the future.

This is why we are launching our 50% ambition, which aims to increase representation of women at the very highest level in business: the CEO.

Why 50% of CEOs?

The CEO is the iconic 'leader' of a business and it is a role that comes with the most power to effect change.

The context

Although we want to see 50% representation at every level in business, we have set our sights high by choosing to focus on the role of Chief Executive. The CEO is the iconic 'leader' of a business and it is a role that comes with the most power to effect change across an entire organisation, whatever its size or sector, whether an entrepreneurial start-up or a long-established corporate. Equalising the gender split at CEO level will have an impact on some of the key headline measures of equality too, in particular the Gender Pay Gap. But equality only works if it works for all women, so within that 50% our ambition would be to see proportionate representation of all minority groups.

Photo credit: ©BronacMcNeill

According to the 2022 Careers and Childcare report⁴ from The Global Institute for Women's Leadership, 73% of women and 49% of men believe that women won't achieve equality with men unless there are more female leaders in business and government. This perception is borne out by the data: when a business has women at the top, the whole business benefits, not just the other women within it. These businesses are associated with greater profits^{5,6}; better diversity across the company⁷, a stronger commitment to ESG⁸ and better outcomes for employees of all genders. Within our own industry, a woman at the top also helps to create the culture and focus to ensure brands create more balanced, authentic and

diverse representation of women in advertising and communications. In this way, we can influence gender equality not just in the organisations we work in, but also more broadly in culture.

The 50% CEO target is also symbolic. Achieving that will mean that we have gone a long way to dismantle the barriers to equality all the way up the career ladder. Whilst on the surface, the CEO target affects women at the top, it truly affects everyone, male and female, at all levels within business.

“Appointing more female CEOs would improve gender diversity in a number of ways including directly influencing executive appointments and more broadly being role models for women and signalling a company’s commitment to gender diversity.”

Cranfield

Female FTSE Board Report 2022

⁴ Data based on c1000 interviews in GB conducted by Ipsos, page 9

⁵ [Women on Boards and Firm Financial Performance: A Meta-Analysis](#)

⁶ 1 See, for example, “When and why diversity improves your board's performance,” Harvard Business Review, March 27, 2019 and “Diversity wins: how inclusion matters,” McKinsey and Company, May 2020.

⁷ <https://altrata.com/reports/global-gender-diversity-2022>

⁸ [Women on Boards of Directors and Corporate Social Performance: A Meta-Analysis](#)



Photo credit: ©BronacMcNeill

Representation of Women in Advertising and Communications

In the advertising and communications industry, the headline picture is healthier than in many others. Although the existing data is not sufficiently granular to disaggregate the CEO role specifically, IPA and All In surveys suggest that women now account for somewhere between 37.5% and 39% of C-suite roles and the Chair/CEO/MD role in agencies is held by women in around 30% of cases⁹. In contrast, data from the [Gender Index](#), which tracks female-led businesses, finds that on average 16.8% of active UK companies are female-led¹⁰.

Furthermore, analysis of WACL member companies suggests that within our membership, 35% of us work in organisations that are led by a female CEO and a further 22% describe themselves either as founders of their own company or as self-employed¹¹. This very high level of female leadership is perhaps unsurprising within a network of senior women whose mission is to accelerate gender equality, but it does present a stark contrast to the average for all UK companies - within the FTSE 350, only 7% of companies are female-led.¹²

⁹ [IPA Census 2022](#) suggests 37.5% of C-suite roles among their members (agencies) are held by women, up from 33.5% in 2021. Advertising Association All In Census data from 2021, is a self-selecting sample but includes media owners and puts the number at 39%.

¹⁰ The Gender Index, <https://www.thegenderindex.co.uk/wp-content/uploads/2022/04/The-Gender-Index-Report-2022.pdf>

¹¹ Internal analysis of WACL membership data

¹² <https://execpipeline.com/wp-content/uploads/2022/12/Women-Count-2022-1.pdf>

“Now is the time to double down on our collective efforts by paying extra attention to the areas of fair pay, equal opportunity and creating inclusive, flexible workplace cultures which enable all underrepresented groups to thrive and reach their full potential.”

Leila Siddiqi

IPA Associate Director, Diversity
& WACL member

¹³ [IPA_Census_data_2022](#). Representation of non-white individuals in C-suite positions is now 11.2% up from 7.1% in 2021.

Notable by its absence is any reliable intersectional data that provides an indication of representation at senior levels among under-represented groups, such as women from minority ethnic groups, those with disabilities or from the LGBTQ+ community. The IPA Census suggests that individuals from non-white backgrounds now account for 11.2% of all C-suite roles and this has increased considerably year on year¹³, but the data is too limited to break this down by gender. For other underrepresented groups, as far as we are aware, no industry-wide data exist. Anecdotally, however, what is clear is that we are a long way from proportionate representation of minority groups. Yet again, it seems that the obstacles faced by individuals multiply when

they belong to more than one minority group.

This is why our first and most important ask of the industry is to ‘**Measure with Meaning**’, since we cannot set appropriate targets or understand the scale of the change that is required without appropriate benchmarks against which to judge progress.

Throughout this playbook, you will find suggestions on how to Measure with Meaning as well as some practical suggestions for how to kick-start change in your organisation.

Our first and most important ask of the industry is to ‘**Measure with Meaning**’



Photo credit: ©BronacMcNeill

Changing the power dynamic for everyone

Our ambition is only meaningful if it works for all women. We know that women of colour, women with disabilities, non-binary individuals and trans women are likely to encounter additional biases and barriers compounding their difficulties in reaching the top. Just one example from McKinsey's 2022 Women in the Workplace report highlights that while only 1 in 4 C-suite roles in the US are held by a woman, only 1 in 20 are held by women of colour.¹⁴

Furthermore, the intent of this ambition is not to hinder the careers of men, to undermine masculinity or to diminish their economic power - all common charges thrown at campaigns that seek to improve equality. Rather, it is about creating an industry in which everyone can thrive and reach their full potential. Moreover, many studies suggest that the levers that can create more equality in the workplace - which we unpack later on - are just as appealing to men as women.

Equality benefits everyone.

¹⁴ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

Setting an Ambitious Target

Much of the emphasis on increasing gender diversity in business has been on driving representation at Board level. Targets set by the Hampton Alexander review and the work of organisations like the 30 Percent Club have successfully driven female representation to over 40% of all FTSE100 board-level roles.¹⁵ But those headline figures disguise a stark reality: the improvements are driven mainly by women in non-exec roles while the proportion of women in executive roles remains small.¹⁶ Furthermore, the Fawcett Society found that women are outnumbered by men 2:1 in positions of power in the UK.¹⁷

Staggeringly, the most recent U.K. Financial Times Stock Exchange 100 Index revealed a complete absence of Black Chairs, Chief Executives and Chief Financial Officers within these companies¹⁸.

¹⁵ <https://www.theguardian.com/business/2023/feb/28/women-board-roles-uk-biggest-listed-firms>

¹⁶ <https://www.cranfield.ac.uk/femaleftseboardreport>

¹⁷ <https://www.fawcettsociety.org.uk/sex-power-2022>

¹⁸ “Black representation at top of FTSE 100 companies falls to zero”. The Financial Times, February 2021

Photo credit: ©BronacMcNeill

Setting an appropriate target for the advertising and communications industry is challenging since we lack an accurate baseline for the percentage of CEO roles held by women across the industry.

While 35% of WACL members work in organisations that are led by a female CEO, we believe that the national average, as measured by the Gender Index, is more likely to reflect the situation in the industry more widely.

Consequently, we have chosen to use 17% as a baseline estimate for female CEOs until more accurate and specific data is available.

In both cases we have taken the relevant rate of change and projected this into the future to estimate when 50% representation at CEO level might be achieved.

Using this, and other comparative sources of data, we have created two scenarios for accelerating the representation of women in CEO roles:

Scenario	Baseline % CEO positions held by women in 2022	Rate of change assumed	Year in which women could hold 50% CEO positions
Status quo	17%	Same as that implied by increase in C-suite roles held by women as measured by IPA Census from 2016-2022	2060
Our target: double the rate of change	17%	Same as rate of change seen in FTSE 100 Exec roles from 2018-2022	2045

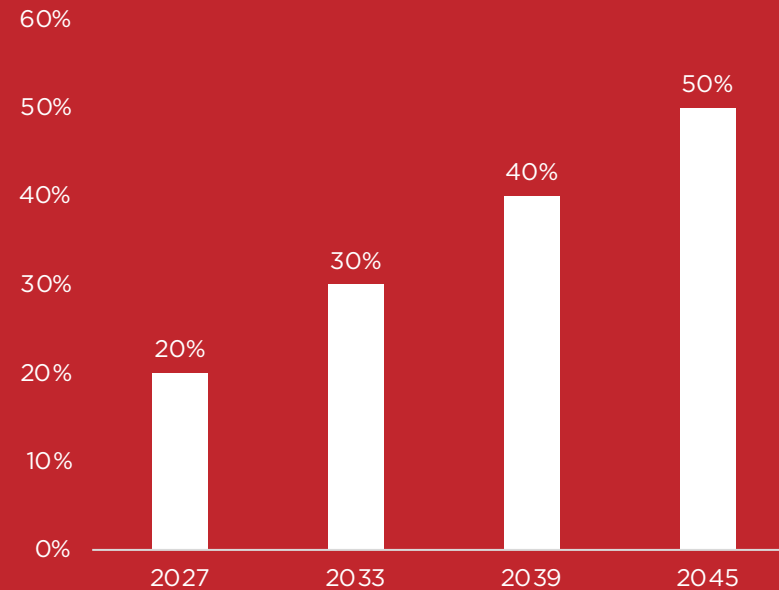
The second scenario assumes that we double the current rate of change, thereby tracking the rate of change in female representation within FTSE 100 Executive Leadership. While this scenario is based on Executive roles rather than the CEO role

specifically, the size and scale of these publicly quoted companies is far greater than the vast majority of advertising and communications-related companies in the UK.

Consequently, the opportunities for women to progress to the very

highest level are far smaller. On balance, therefore, we believe that doubling the current rate of change, sets out a challenging but achievable target, which would see the industry achieve 50% representation of women in CEO roles by 2045, within 22 years.

The intermediate targets set out below assume a linear progression towards 50%, however, we are optimistic that as more women reach CEO level, the speed of progress could accelerate. If this proves to be the case, we will revise the target accordingly.



50% representation of women in CEO roles by 2045, within 22 years

As we have already noted, the almost complete absence of data on intersectionality precludes any meaningful estimates of the current representation of minority groups or any future forecasts. The 2023 All In Census may provide more granularity in this area when it is released later this year.

Our recommendation at this time, therefore, is for all companies to Measure with Meaning – to create their own baselines, forecasts and targets for proportionate representation of women from all groups across all levels of their organisation.

Finding the levers of change

A huge amount has been written about how we might tackle inequality in the workplace. Corporates, NGOs, Government, think tanks and academia have all contributed to a body of work which points to many similar themes. Quantitative evidence of success is lacking against most strategies – but there is no shortage of qualitative examples (some of which you will see set out as case studies that accompany this playbook).



PHOTO CREDIT: ©BronacMcNeill

It is clear from all of the research that one of the largest barriers to women's progress in the workplace is the unequal burden of care they shoulder in the home, family and community.

However, in this playbook we have focussed only on those issues which businesses can feasibly change. For a broader picture of what could change domestically and societally "*Leave no one behind: a call to action for gender equality and women's economic empowerment*", United Nations General Assembly, 2016 (and subsequent progress reports), gives a very rounded view.

We have focussed on the drivers of inequality which we believe will have maximum impact on the most women across all groups. We have collated and analysed data from as broad a range of sources as possible. Inevitably, it will be incomplete.

We have particularly sought out information which highlights the experience of women from minority groups but there is a lack of disaggregated data. From the data that does exist, what we do know is that women who are older, younger, living with a disability, non-white or who are LGBTQ+ are more

likely to experience discrimination and the barriers that hinder women's equality are likely to be exaggerated for them.

Our understanding and knowledge in this area grows every day; it is our intention to update references and case-studies over time, and our hope that organisations using this playbook may contribute their own experiences to this knowledge too by adopting the Measure with Meaning approach.

The five levers are:

01

Change the
language of
leadership

02

Promote for
potential

03

Be a women's
health hero

04

Be Flexible First

05

Work like the
world is watching

1. Change the language of leadership

Historically, the language of leadership has been defined by broadly ‘male traits’. In a study by Anne Cummings for Wharton University in the US, respondents were asked what words they associated with leadership: ‘strong, arrogant, intelligent, ego-driven, bravado, powerful, dominant, assertive, single-tasking, focused, competitive, stubborn, physical, self-righteous and direct’ all featured¹⁹. Similarly, McKinsey found that, despite appreciation being voiced for a broad (and fairly progressive) set of leadership characteristics, “that message was negated by promoting primarily on the basis of more traditional types of leadership behaviour, such as authoritative decision-making, control, and corrective action.”²⁰

There are two interesting factors at play here: the traits associated with strong leadership are commonly defined as being masculine, even when they are seen in women; and that those traits describe an out-dated idea of what good leadership looks like.

The challenges presented during the pandemic changed many businesses’ view of what they valued in leadership. UN Women concluded that effective leadership is about combining compassion and competence²¹. Forbes’ analysis of how the pandemic had changed leadership proposed that ‘managing stress, building credibility through expertise, being prepared to deliver bad news, communicating with empathy,

communication, an open-forum and modelling desirable behaviours for others are all important.’²²

In their Harvard Business Review article, “7 Leadership Lessons Men Can Learn from Women”²³, Cindy Gallop and Tomas Chamorro-Premuzic point to the fact that women have been asked to ‘lean-in’ to qualities like assertiveness, boldness and confidence if they aspire to leadership. They point out the danger of this - that those qualities may mask someone’s real ability to do the job well. Instead they propose that everyone be measured against relevant leadership qualities for the job.

¹⁹ “The Masculine and Feminine Sides of Leadership and Culture: Perception Vs Reality” Sigal Barsade. 2005

²⁰ “When women lead, workplaces should listen” McKinsey, 2019

²¹ “Effective, Decisive, and Inclusive: Women’s Leadership in Covid-19 Response and Recovery”, Un Women, 2021

²² “The Pandemic Has Changed Leadership For The Better: How Young Leaders Will Respond To Today’s Challenges”, Charles Knippen, Forbes, 2021

²³ “7 Leadership Lessons Men Can Learn from Women”. Cindy Gallop, [Tomas Chamorro-Premuzic](#). Harvard Business Review. 2020

1.

There are common themes in what has been written about leadership. The characteristics give at best a one-sided version of good leadership, at worst describe a leadership culture unfit for the workplaces of today. Promoting people into leadership roles based on such criteria perpetuates bias largely in favour of men, but is also destructive to businesses which -the pandemic taught us - thrive when there is more compassion and empathy at the top. Whilst there is no definitive list of leadership qualities, the articles and papers mentioned prompt us to consider what our businesses need and as a result of that, broaden our view of who might be the right leaders for the future.



PHOTO CREDIT: ©BronacMcNeill

The traditional behaviours of control, corrective action, and individualistic decision making are the least critical for future success. Much more important are intellectual stimulation (which men and women apply in equal measure), and five other traits (inspiration, participative decision-making, setting expectations and rewards, people development, and role-modelling) applied more frequently by women.

McKinsey, 2019

1. Change the language of leadership

Actions to try

- ▶ **Measure with Meaning now:** set your baseline by assessing the make-up of your leadership team and those in your progression plan. Measure with as much granularity as possible, who applies for promotion and new leadership roles to better understand the diversity of your pipeline.
- ▶ Codify your identified qualities in job descriptions and recruitment materials. Be transparent about those qualities within the business and gear professional development around them.
- ▶ As a board or a leadership team, interrogate the qualities of leadership your business values and needs. This might be with an external facilitator who will help challenge bias in the composition of that list.
- ▶ Profile a range of leaders who exemplify these qualities in internal and external comms. Think about balancing which leaders make announcements of which kind to avoid stereotyping.

For inspiration on putting the language of leadership into practice, take a look at the accompanying case studies, particularly those from Tesco, PepsiCo and Quiet Storm.



2. Promote for potential

To achieve equality at CEO level, there must be equality at every level of the career ladder. Disparity in average hourly pay for women and men starts right after graduation²⁴ and so do chances of being promoted into a leadership position - men are 21% more likely to be promoted than women²⁵. In 2019, Women accounted for 48% of entry level hires but just 38% of first-level manager roles.

In 2019, women accounted for 48% of entry level hires but just 38% of first-level manager roles.

The 2019, “Women’s Progression in the workplace” report, reviewed over 100 studies carried out between 2000 and 2018 to understand the organisational barriers to women’s progression²⁶. One of the four areas it identifies is ‘processes for progression that opens up space for bias’. This covers a number of factors:

Informality and lack of transparency. Where the criteria for advancement is unwritten and based on subjective criteria such as ‘needing someone I can trust’. This phenomenon is particularly prevalent in ‘knowledge work’ careers and in the creative industries where informality is an intentional part of the corporate culture.

Social cloning. Where those in decision-making roles about promotions, consciously or subconsciously look for people who are very similar to themselves. It is easy to see how this inhibits the progress of not only women, but people who fall outside of the traditional norm.²⁷

Progression via social networks. Closely associated with both informality and social-cloning, this is where promotion (and hiring) are heavily influenced via the clubs and groups that people are members of (formally and informally).

²⁴ “Gender differences in subject choice leads to gender pay gap immediately after graduation”. Institute for Fiscal Studies. 2021

²⁵ LinkedIn Gender Equity in the Workplace <https://linkedin.github.io/gender-equity-2022/>

²⁶ “Women in the Workplace” McKinsey, 2019

²⁷ “Sustaining and advancing IT careers: Women’s experiences in a UK-based IT company” Gill Kurton, Maxine Robertson. 2018

2.

Workplaces are increasingly less ‘structured’, especially post-pandemic where there has been a significant trend for roles which were previously 100% office-based to now have some degree of flexibility. The flattening of structure and the trend towards informality means that the issues laid out above are unlikely to correct themselves over time. Increased flexibility is a good thing but only if we tackle the issues above which can easily be exacerbated by women being less physically present in the workplace, especially if men do not similarly change their work patterns.

Work by the United Nations²⁸ identifies seven drivers of change. The drivers are far-reaching, suggesting legislative,

cultural and organisational change, but one echoes other commentators in this space of ‘promoting for potential’. ‘Changing business culture and practices’ highlights the need for fairer process around recruitment and promotions and the need for ‘robust, formal pay equity processes’.

The situation is exacerbated for women of colour; Coqual’s report²⁹ shows that four in ten Black women believed they were not given the advancement opportunities of white female colleagues, and 52% intend to leave the workforce (compared to 34% of all respondents in the same survey).

Managers and hiring teams need to be conscious that, given workplace bias starts early and accelerates, women interviewing for roles or promotion may not come with

the same evidence of success as male peers. In the creative industries, they may have been given less high-profile projects, been invited onto fewer pitch teams, been less likely to speak on panels or to share their perspective in the media. Women’s CV or track record is in large part a product of the opportunities they have or, more often, not had access to. Promoting for potential is about recognising what someone might do with an equal chance to do it. Many organisations practise competency or task-based interviews (at both hiring and promotion) to try and remove the bias which exists when we are overly reliant on track-record.



Women’s CV or track record is in large part a product of the opportunities they have or, more often, not had access to

²⁸ “Leave no one behind: a call to action for gender equality and women’s economic empowerment”, United Nations General Assembly, 2016

²⁹ “Being Black in the United Kingdom” Coqual. 2022

2. Promote for potential

Actions to try

- ▶ **Measure with Meaning now:** gather granular data about the last twelve months of hires and promotions, getting as granular as possible about all dimensions of possible inequality. Use this as an internal benchmark and determine to what extent promotion is proportionate to the representation of the group in question.
- ▶ Replace line manager decision making with 'promotion panels'. Individual decision making invariably brings in bias (both positive and negative) whereas a panel will hold each other accountable for making equitable decisions, ensuring sufficient rigour has been applied to the process.
- ▶ Recruit based on match to the qualities, skills and attributes needed for the role, rather than past experience. In job descriptions and advertisements, avoid absolute requirements in terms of years of experience, awards won and previous salary.
- ▶ Set up a sponsorship program for rising talent (both female and male) that steers people through promotions.



Many of the case studies we have collected describe how organisations 'promote for potential' including those from Conker, Diageo, Quiet Storm, Sky, PepsicCo, Publicis and Vodafone.

3. Be Flexible First

In November 2020, WACL launched the Flexible First Toolkit. Flexible working brings benefits for women, business and society. It provides better conditions for women to stay in work longer and more consistently over their working life - adapting working patterns to changing demands at home. Staying in work longer means that they can progress, earn more and ultimately compete more fairly with male peers.

For business, the case is clear - flexible working helps them retain great female talent at all levels of their organisation. It helps businesses to be more resilient to changes in the talent market and it marks them out as a progressive employer.

Covid marked a radical change in the perception of flexible working and paved the way for more people to work in a way which suits their lives. But there is more to do in making more roles flexible and in building a positive perception of flexibility as good for business as well as good for people.

The Flexible Working Toolkit laid out the case for making flexible working the default for most roles and offered simple steps to help businesses to embed flexibility in their processes and culture. It explores different types of flexibility (part-time, home working etc) and includes a checklist for organisations to evaluate their commitment to making work #flexiblefirst.



PHOTO CREDIT: ©BronacMcNeill

3. For business, the case is clear – flexible working helps them retain great female talent at all levels of their organisation.

Being Flexible First requires businesses to move away from measuring their work in hours to focus instead on impact. Thinking about how to accurately measure and account for this is still developing but it could prove transformative: presenteeism (even presenteeism in the most flexible sense) is impacted by women's shouldering an unfair share of the domestic burden.

Flexibility is one of our most powerful tools; it is particularly powerful for returning parents, people with care responsibilities, those living with a disability, experiencing ill health (mental and physical) and who for a range of reasons are inhibited by fixed hours or location. The way in which we worked during the pandemic proves that many businesses are able to operate in a much less rigid way than they previously thought was necessary. It is true that home-working against that backdrop brought its own challenges (not least from the absence of schools and childcare) but it did make a powerful case for flexibility and many organisations have not returned to mandatory office-basing since.



PHOTO CREDIT: ©BronacMcNeill

3. Be Flexible First

Actions to try

▶ **Measure with Meaning now:** Looking across your organisation, determine how many employees are working flexibly. Gather data about how flexible working maps against different, diverse, groups of employees. Over time, set up the reporting process to monitor how flexible working patterns are growing and evolving.

▶ Advertise every job as Flexible First. Women are more likely to apply for a role if it is set out upfront that flexibility is welcome. All employees have the right to apply for flexibility but advertising each role as flexible from the outset changes the narrative and opens up your business to a larger pool of great talent.

▶ Take the Flexible First [checklist](#) - this is a seven-minute online quiz which will guide you through the pillars of creating a Flexible First organisation and benchmark where your business is today.

*For inspiration on flexible working, take a look at the **Pablo** and **Publicis Media** case studies see the accompanying case studies. Additional case studies from **Channel 4** and **Twitter** can be found on the [WACL website](#) where you can also find the [#FlexibleFirst checklist](#).*



4. Be a women's health hero

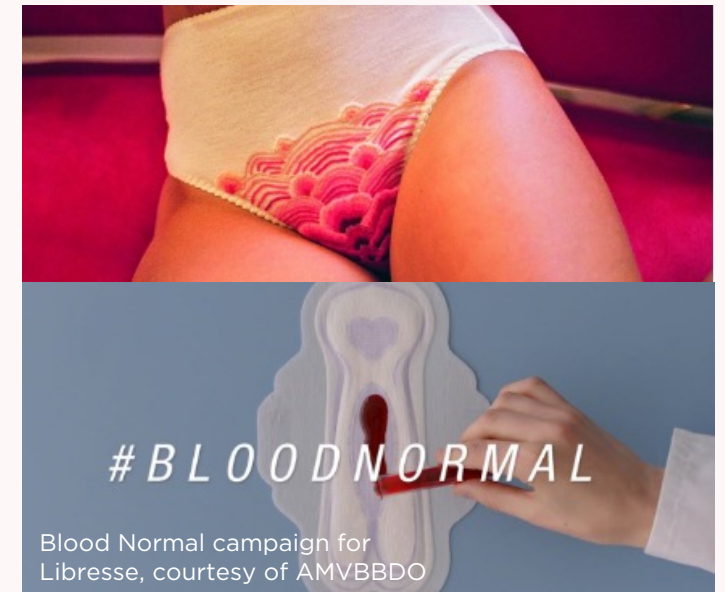
It is relatively well accepted now that women have more complex health needs throughout their lives, from periods, through fertility, maternity, menopause and the multitude of health considerations which can affect anyone at any time. Even with the balancing of gender numbers within the workforce, workplaces and policies are not universally set up to help women thrive.

A survey by Women's Health magazine uncovered that 57% of women believed that a gynae or other women's health condition had negatively impacted their career. Whether it is period pain, endometriosis, PCOS, fertility, pregnancy, miscarriage or menopause – most women have experience of something which has made it more

difficult to work. But it is clearly not women who are at fault, it is the lack of consistent support or flexibility in our workplaces.

Over the last five years there has been a shift in how comfortable we are culturally to talk about the reality of periods. The Libresse Blood Normal campaign³⁰ prompted society and businesses to rethink the secrecy about periods and to start new conversations about how to make work more period-friendly. Many businesses acknowledge that women should be able to take sick leave when their period makes it painful or difficult for them to work. It is a health issue which affects a huge number of women each month with one survey showing that 23% of women had taken time off for period-related ill health in

the last six months and a further 36% having taken time off but claiming it was for some other illness.³¹



³⁰ "We're having a menstrual liberation: how periods got woke". Abigail Radnor. The Guardian. 2017

³¹ "Female health and employment, dealing with periods at work". Bupa Healthier Workplaces. 2017

4. A survey by Women's Health magazine uncovered that 57% of women believed that a gynae or other women's health condition had negatively impacted their career.³²

The British Menopause Society has looked at the impact of menopause on women and there are some sobering conclusions about how it can affect their careers. In one survey³³, 43% of menopausal or postmenopausal women said that it had affected their work life; 51% said it had affected their confidence and 26% said it had affected their relationship with their colleagues or employer.

Research for World Menopause Day 2020³⁴, showed that 60% would feel more positively about their employer if they had better policies about menopause. With only one third of men and half of women feeling informed about the menopause, there is plenty of space for employers to make an impact. Women's health-friendly policies (and the effective implementation of them) deliver for women and also for the business. The Fawcett Society research showed that 1 in 10 women who were working have left a job because of menopause symptoms³⁵. The Office of National Statistics puts a financial cost to the economy of menopause at £10 billion a year. The Advertising and Marketing industry is fortunate to have vocal advocates for creating an industry which is more supportive of menopausal women, by introducing open source [menopause policies](#) and campaigning for wider societal change.

But, as Melissa Robertson, CEO of Dark Horses pointed out in her interview with Creative Brief Bite³⁶, 85% of the industry don't have a menopause policy yet.

Working with women to identify the specific health challenges they face throughout their lives is the first step to creating a workplace which works for everyone. It is often the case that small changes can have a huge impact: ensuring that women feel confident to take the time off they need without fear of being penalised, being vocal about women-centric policies with the whole organisation and training colleagues to be allies are all actions that cost little and say a lot about how businesses value women at every stage of their career.

³² "Women's health at work, why it's time for an honest appraisal". Roisin Dervish O'Kane. Women's Health. 2022

³³ "Menopause, understanding the impact on women and their partners". Heather Currie, Sara J Moger. 2019

³⁴ "Menopause in the workplace". IPSOS Mori. 2020

³⁵ "Menopause and workplace". Fawcett Society. 2022

³⁶ CreativeBrief, Bite Talks X Dark Horses. 2022

4. Be a women's health hero

Actions to try

▶ **Measure with Meaning now:** consider surveying your own workforce to get a gauge of how many people have experienced (or are experiencing) gender-specific health concerns. This provides a useful, and often surprising, backdrop to policy development and is a good way to build allyship.

▶ Review internal policies to ensure they cover the full breadth of women's health issues. Involve staff in the development of the policies and listen to their feedback on how they have been framed or implemented in the past.

▶ Communicate clearly and often with all employees about the intent and practice of policies and their own role in making sure the business lives up to them (e.g. how to support people as a manager, how to be an ally). It is important for all staff to know that whilst women alone experience many of the issues, supporting them is everyone's role and is good for the business too.

▶ Identify and train Women's Health champions (in the same way that many businesses now have Mental Health First Aiders). Communicate clearly about the availability of support and how people can access it easily.

*For inspiration on being a women's health hero, see the case studies, particularly those from **Channel 4**, **Dark Horses** and **Diageo**.*



5. Work like the world is watching

Much of the work we make as an industry is visible to the world. The campaigns we develop, by their nature, are there for people to see. It is our privilege to be able to make work which is representative and presents a positive and progressive view of all people. UN Women and partners launched the Unstereotype Alliance to 'affect positive cultural change by using the power of advertising to help shape perceptions'. There is even a financial case to do so: research from System1 and ITV shows that better representation of women (and other underrepresented groups)

in advertising creates a 'diversity dividend' - when people see themselves on screen they respond more positively, leading to an uplift in creative effectiveness.³⁷

However, representation too often reflects ingrained stereotypes. Channel 4's 'Mirror on the Industry' report finds that older women are particularly poorly represented, that women are most likely to appear in health and beauty ads (whereas men are disproportionately represented in finance and home ads) and that women are half as likely as men to feature in playful or funny ads³⁸.

It is our privilege to be able to make work which is representative and presents a positive and progressive view of all people.

³⁷ [Feeling Seen, how diverse advertising unites us](#), System1, ITV & Deca, 2021,

³⁸ [Mirror on the industry](#), Channel4, 2022

5.

The Geena Davis Institute on Gender in Media found that shortlisted ads at Cannes Lions depicted male characters in paid employment twice as often as they depicted women; and that male characters also had twice as much time on screen and speaking roles³⁹. Similarly, Ebiquity found that since 2016 only 4% of ads show women in leadership positions. As Billie-Jean King said, ‘if you can see it, you can be it’ – it is our responsibility to make more work which presents a progressive view of women in leadership roles in paid work.



If you can see it, you can be it”

Billie-Jean King

Intersectional data once again points to an even greater issue for women who also identify from another minority group. The Unstereotype Alliance’s 2021 report, ‘Beyond Gender’ found that individuals who identify as a minority, are non-white, are living with a disability, or LGBTIQ+ are more likely to feel that they are not included in advertising⁴⁰. ‘Women and Heritage’, a study from UM and Unstereotype Alliance found that only a minority of women felt they were authentically represented in advertising. The same study found invisibility to be an even greater issue with 52% of women of Middle Eastern heritage feeling they are rarely or never represented in advertising.⁴¹

Unconscious bias has been proven to be widespread, even the most progressive person or business is likely to carry deep-seated bias. Organisations like Creative Equals have excellent resources

to help individuals address unconscious bias and this is a great first step for any business. Recognising that bias creeps into our decisions about colleagues and informs the work we make is essential if we are to address it.

Changing the make-up of teams that make work is one of the ways in which people can hold each other to account, to challenge the representation of people in communications and start to show the world as we want it to be.

Free the Bid is an organisation set up to give female directors an equal chance in advertising film and TV by asking agencies and commissioners to guarantee at least one female director on every shortlist.

³⁹ “Bias and inclusion in advertising. An analysis of the 2019 Cannes Lions work”. Geena Davis Institute for Gender in Media.

⁴⁰ *Beyond Gender 2: The Impact of Intersectionality in Advertising*, Unstereotype Alliance 2021

⁴¹ *Women and Heritage*, UM and Unstereotype Alliance, June 2022

5. It is not only what we make, but the cultures we make it in which affect women's chances of success

But, it is not only what we make, but the cultures we make it in which affect women's chances of success – it stands to reason there is a link here. Referring back to the “*Women's progression in the workplace report*”⁴², ‘Hostile or Isolating Organisational Cultures’ are, unsurprisingly, a key barrier to women achieving their potential. Sexism, sexual harassment, social activities involving sex-workers and other types of woman-hostile behaviour are widely reported in the literature and few industries are without issue.

TimeTo is an initiative from WACL, NABS and the Advertising Association⁴³ designed to raise awareness of, and help end sexual harassment in, the advertising industry. The initial research of over 3,500 people, found that 26% of people had been sexually harassed at work; and 82% of them were harassed by someone more senior than them. It was also found that 83% did not report their experiences - and where they did, 1 in 10 said that they were sacked, resigned, were forced to resign or were made redundant. The timeTo research showed that our industry culture was in need of radical change. timeTo launched a Code of Conduct and a range of training options to help businesses fulfil their legal requirement to protect colleagues from sexual harassment.



PHOTO CREDIT: ©BronacMcNeill

⁴² “Women's Progression in the workplace”, Government Equalities Office. Author - Laura Jones, Global Institute for Women's Leadership, Kings College London. 2019

⁴³ <https://nabs.org.uk/how-we-can-help/programmes/timeto/>

5. Work like the world is watching

Actions to try

- ▶ **Measure with Meaning now:** review the talent and partners your business works with. We know that the presence of minority groups is often overestimated in front of the camera, having the hard facts is a good start point for positive change.
- ▶ Implement Unconscious Bias training throughout your organisation. Creative Equals offer this alongside their consultancy services.
- ▶ Sign up to be a [timeTo Champion](#) and implement the training across all parts of the business.
- ▶ Sign up to [Unstereotype Alliance](#) and use their resources to make changes throughout the creative development process to keep challenging your business and partners to represent everybody positively and respectfully.
- ▶ For brands, mandate diverse teams from your suppliers / agencies. In 2018, Diageo's Chief Marketing Officer, Syl Saller sent a [letter](#) to all Diageo's partners asking for a full breakdown of their diversity figures and gender pay gap. The result was that agencies were forced to confront the diversity of their teams and were motivated to make changes if they wished to continue working with Diageo.

For inspiration on how to 'work like the world is watching' see the case studies from [Grey London](#), [PepsiCo](#) and [Quiet Storm](#).



Summary

“

Understanding the data in your specific organisation is essential to ground changes in reality and to properly measure progress.”

The five levers are by no means the only factors affecting gender equality, but evidence suggests that addressing them will have a huge impact. Most organisations will be performing better in one area than another; the hope is that this playbook will prompt reflection and provide some useful new actions to try.

Throughout, we have talked about **Measure with Meaning**. We believe this is the most useful place to start. Understanding the data in your specific organisation is essential to ground changes in reality and to properly measure progress. WACL ask that, where possible, you share data (which will be anonymised) and your own strategies for change so that we can build our collective learning.

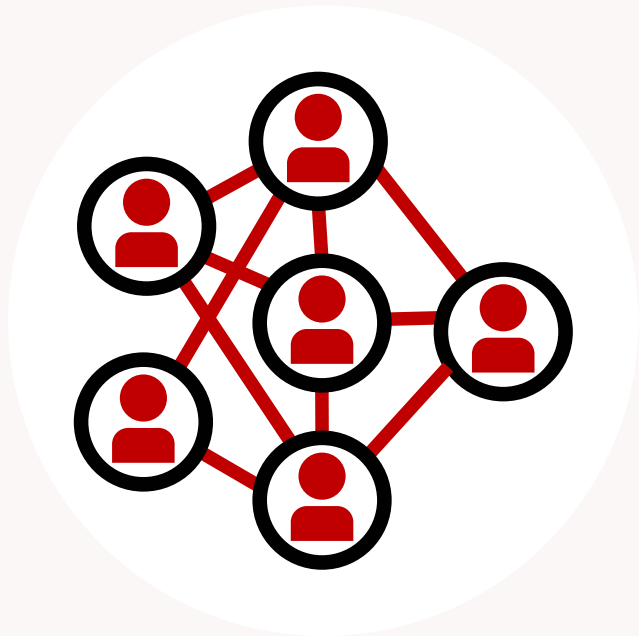
As set out at the start of this playbook, the 50% target is both a definitive and symbolic ambition. Achieving equality in the top job is important, but more important is levelling the playing field for every woman, at every stage of her career. We hope this playbook helps you in your pursuit of equality within your business.



Organisations and resources for further information



There are many brilliant organisations researching or campaigning for different aspects of workplace gender equality. These are a few of those whose work has inspired and informed this playbook.



Advertising Association:

a trade association representing advertisers, agencies, media and research services in the UK advertising industry. Organisers of the bi-annual All In Census.

British Menopause Society:

specialist organisation providing information and support on menopause and post-reproductive health.

Creative Equals:

a global EDI consultancy with specialisms in marketing communications.

Free the Bid & Free the Work: programmes that seek to level the playing field for women and other minority groups behind the lens.

Geena Davis Institute on Gender in Media: global organisation researching and championing representation of minority identities in media.

Global Institute for Women's Leadership:

a research-led institute at King's College London, chaired by Julia Gillard, which is working towards a world in which women of all backgrounds have fair and equal access to leadership.

IPA Talent & Diversity Hub:

a wide range of resources and support for all those invested in improving diversity, equity and inclusion within the industry.

NABs: the charity that exists to improve the wellbeing of everyone in the advertising and communications industry.

Pregnant Then Screwed: charity dedicated to ending the motherhood penalty.

timeTo: the industry initiative backed by NABs, WACL and the Advertising Association, dedicated to eradicating sexual harassment in the advertising and communications industry.

UN Women: global champions for gender equality, providing a wealth of data and evidence for policy making.

UN Unstereotype Alliance: convened by UN Women, a global partnership of organisations seeking to eradicate harmful stereotypes in media and advertising.

Case studies from advertisers and agencies

PHOTO CREDIT: ©BronacMcNeill



Channel 4

4Womxn and womxn's health

Fiona McAllister and Pamela Bird, Co-Chairs 4Womxn

“

Our staff network, 4Womxn, has led Channel 4's pioneering approach to staff wellness by challenging the silence and stigma around women's health.”

At Channel 4 we have been breaking down barriers and pushing boundaries for forty years. Not just on screen, but in our workplace policies too.

The visionary work of 4Womxn has supported our people and business whilst inspiring change in our industry and beyond.

Menopause policy

In 2019 we felt compelled to act after discovering that colleagues were suffering in silence from debilitating menopausal symptoms. These were likely to be costing us too: as many as one in four women consider leaving work because of the menopause, and 5% actually do. What's more, women tend to enter peri-menopause in their 40s, when many are at full tilt in their careers and operating at a relatively senior level.

We didn't want to lose this valuable talent and also risk widening our gender pay gap in the process.

So, on World Menopause Day 2019, 4Womxn created the UK media industry's first ever [Menopause Policy](#). We held a high-profile launch event and shared a series of films featuring staff sharing their stories. The reaction inside Channel 4 was phenomenal and it was matched by the external response: our new policy made headlines around the world, and organisations from a range of sectors approached us for advice.

A year on, we learned that 78% of staff felt better about Channel 4 as a place to work since the policy launched, and 10% of female employees had used, or planned to use, the policy to support their menopausal symptoms (13% of our staff were women over the age of 45). We published it online to support other businesses in developing their own policies, and it has been downloaded a staggering 6000 times to date.

Pregnancy Loss Policy

In 2021, we launched what we believed to be the world's first [Pregnancy Loss Policy](#).

Like menopause, pregnancy loss is a common issue, with an estimated one in three pregnancies ending in miscarriage and one in 200 births

in the UK being classed as stillborn, yet it was (and still is) rarely talked about. We felt Channel 4 employees shouldn't have to struggle privately after loss, and we wanted to recognise that it is an experience not isolated to women or heterosexual couples. So we designed a truly inclusive policy, with help from leading charities, and made it public for other businesses to make their own. We have received over 5000 download requests so far.

Reproductive Health and Fertility

We recently signed up to the [Fertility Workplace Pledge](#), a set of simple, voluntary commitments for employers to support staff going through fertility treatment.

Spurred on, we then made the case for Channel 4 to partner with hormone test providers [Hertility](#). We were the first national broadcaster to offer an NHS-approved health assessment and blood test for female staff which can diagnose a range of medical conditions, including endometriosis, and lead to further investigations into why someone may be having trouble conceiving. Male colleagues can also request the test for the women in their lives.



Cervical Cancer Awareness

When it comes to women's health, raising awareness can be as important as policy. For Cervical Cancer Awareness Week this year we distributed 'vulva cupcakes' to all staff to get people talking about having smears. It was a typically bold Channel 4 move, and it worked – we're aware of several staff members who have already been tested since.



The Overall Impact and What's Next

It's hard to measure the direct impact of our initiatives but a recent staff survey (Nov, 2022) showed that 84% of our women are exceptionally engaged with Channel 4 as a brand, which is markedly higher than the industry norm (six points above the creative industry benchmark).

What's more, we're making good progress on gender balance in our Top 100 paid staff, a key focus for reducing our gender pay gap. As of October 2022, we have 52 women in this group – hitting our 2023 target of 50% early, a significant improvement from when we started tracking this data five years ago, when women represented 34 of the Top 100. Whilst we can't directly attribute this success

to our policies, we believe they've played a key part in attracting and retaining valuable female talent.

More broadly, we believe that carefully-implemented, bold policies can also support brand reputation as well as, most importantly, the staff they serve. Late last year we were named Promax Creative Brand of the Year.

As for 'what's next', there are many more health issues that could potentially impact 59% of our entire workforce, and we have no intention of shying away from them. We will soon announce a new partnership with a major new feminine hygiene brand, and we are currently formulating a Period Policy.

In the meantime, we'd like to end on a lovely staff email that we received when we unveiled the Hertility partnership. It read:

“

It actually brings a tear to my eye to think women at Channel 4 are being supported in this way. Some of your recent emails have been really informative – but this is just so incredibly thoughtful.”

Conker

Changing the face of the industry one placement at a time

Liz Jones, Founder

“

If we are to change diversity at the C-suite level, at speed, it is not just the companies recruiting who have to evolve, it is also incumbent on those tasked with searching for the candidates.”

The recruitment consultancy Conker was founded by Liz and Daren back in 2019 with an ambition to ‘change the face of the industry, one placement at a time’. In our previous roles in large networks, we both championed diversity, but with Conker we had the opportunity to ensure that our principles were explicit in our outputs. For the first time, there was no one and nothing else to blame.

We have ensured that our thinking remains relevant and taken counsel from people who live and breathe diversity – Ceph Williams at the BBN and Naren Patel of Media For All. All of our own employees are part of Conker because they share our vision and values which start from a place of inclusivity, empathy and fairness.

Recruitment-related issues for women are well known:

- Executive Committees are generally imbalanced, meaning there isn't the representation to encourage minority groups to push on and up.
- Women are more likely than men to focus on the things they haven't done in a job description and are consequently more likely to discount themselves.
- Women are less likely to apply for roles which will stretch them than men
- Women will generally already be on a lower salary than their male counterparts and are more likely to accept a smaller salary increase for a new role

We saw it as our role to highlight where there was a genuine lack of diversity in our clients' business. We then made sure that our longlists were at least 50% female and 25% from ethnic minorities (without ever telling our clients). At times this was incredibly difficult but it's not impossible – you just have to work harder. We championed candidates from under-represented groups who sometimes lacked the salary or title – coaching the candidates, offering tips, spending longer with clients to explain what made them special. We also undertook an extensive diversity mapping exercise of 800+ candidates to ensure that we are able to surface diverse talent from across the media and marketing industries.

We are constantly trialling new techniques, including conducting processes with blind CVs where all personal data is removed – gender, family, etc. – and the candidate is presented on the basis of their experience and capability alone. It tests your use of personal pronouns in the longlist meeting I can tell you!

We introduced [Conker Inside](#) to encourage leaders to look at the make-up of their team and think about what would be additive to the team. This has now become a cornerstone of our searches to ensure that we encourage leaders to hire for true diversity in every sense and not hire mirror images of themselves.

One area we know needs further attention is the make-up of our own team. A focus for 2023 will be to improve our own diversity, since we have no doubt that better representation within Conker will help us unlock more ways to improve search and selection in the wider industry.

Our results are market leading:

- To date, our placements have been 56% female with over 25% from ethnic minorities
- 12 women have been promoted into C-Suite roles with a further 29 women promoted into head of/partner/VP/MD roles
- We have fought for equal salaries, even when female candidates start points have been much lower, leading to increases as high as 50%

We have the power and responsibility to affect change at the highest level. We can spot the potential in women and help the 'hidden, forgotten or ignored' candidates to scale the ladder by influencing, coaching and encouraging clients to ensure that these skilful women don't just stay in our industry but rise to lead it. We are proud that Conker is seen as a safe and supportive place to go for those with potential. Hopefully our greatest legacy will be to have given these stars the confidence to believe.



“

We encourage leaders to hire for true diversity in every sense and not hire mirror images of themselves

Dark Horses

A menopause policy for all

Melissa Robertson, CEO

“

Menopause isn't just an issue for women of a certain age, it's an issue for everyone, of all ages and genders.”

MENOPAUSE

POLICY

(A POLICY FOR EVERYONE)

In 2020, there was only one person in our agency over the age of forty, and the vast majority were under thirty, so the issue of menopause felt somewhat irrelevant.

Well, irrelevant for everyone other than our CEO, who was struggling with word holes, insomnia, anxiety, hot flushes and various other menopause-related symptoms. Melissa found that the only way to cope with it was to be open and honest, explain what was going and ask for support.

For many of the young people in the agency, menopause was, if not exactly taboo, then certainly something extremely far removed from their everyday lives. It was not something they had talked to their mothers about, nor something they had knowledge of. Yet, they were refreshingly curious, empathetic and supportive. They wanted to

learn more and understand how to help. This tremendous reaction made us realise that menopause isn't just an issue for women of a certain age, it's an issue for everyone, of all ages and genders. There are 15.5m women in the UK at some stage of menopause, and everyone will either become one or will almost certainly have a mother, wife, aunt, friend, client or colleague going through it.

We discovered that for two thirds of people, the symptoms of menopause – ranging from anxiety, depression and lack of confidence to uncomfortable, upsetting or overwhelming physical manifestations – will negatively affect their working life.

And it has been shown to have a direct impact on their career progression. A 2019 report released in May 2021 said that 900,000 women left their jobs as a result of menopausal symptoms. Too many others resign themselves to treading water as they are overlooked or ignored for promotions or advancement. In many cases, they will suffer in silence, fearful or embarrassed about talking about it.

“

We believed that our industry, and indeed all industries need to do their very best to retain these experienced, talented women. And that requires education, understanding and support.”

We want to publicly change the dominant narrative, reject the stigma, stop the culture of silence, get over the embarrassment and openly talk about the menopausal transition, and how it can affect women in the workplace. How it can take anything from

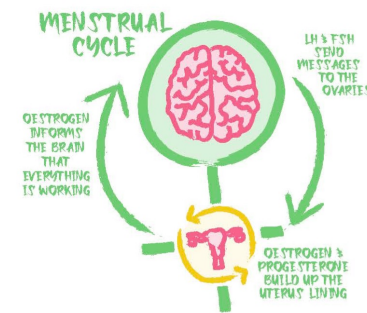
two years to as many as twelve to come out the other side. We wanted to demystify it, and replace the taboo with dialogue, understanding, compassion and support.

So, we extensively researched and wrote an open-source menopause policy, explaining the biology of why it all happens, the details of the symptoms that can affect women, resources that menopausal women can explore, and what organisations can do to support them. We consulted with the brilliant Helen Normoyle and Dr Clare Spencer at [My Menopause Centre](#) to ensure that we'd got our facts and biology correct.

It turns out that it was a huge amount of work to create something that felt suitably robust, informative, and dare we say it, entertaining. And it got us thinking... maybe that was why so few organisations had menopause policies, because they simply didn't have the time or resource to dedicate to getting it right. But we'd done all this work anyway, so why wouldn't we share it. This is about keeping great women in the industry, right? And we all want that, don't we? We made it publicly available to use, adapt or improve, as appropriate. You can find it [here](#).

THE SCIENCE BIT

To explain the hormonal impact of the menopause, it's helpful to take a brief step back to explain periods and the menstrual cycle for context. The clue is in the word 'cycle'. Women circulate hormones through the bloodstream and around their body each month, sending important signals from one place to another, effectively giving 'instructions' to the different organs.

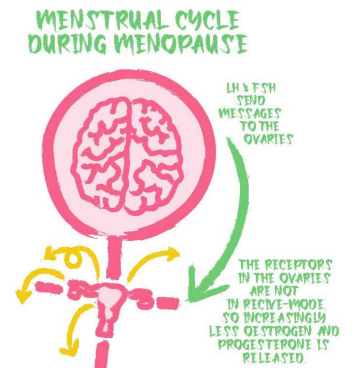


When women start to go through the menopause, the brain still sends the hormones out to the ovaries, but the receptors there do not respond. This does one of two things: the LH & FSH have nowhere to go, so fire around the body causing some physical symptom chaos; and the levels of oestrogen and progesterone dramatically decline, which has a direct impact on many things in the body. Because, as well as preparing a woman for pregnancy, these two hormones are also responsible for cognitive health, bone health, cardiovascular health, and on it goes.

Put it all together, and it's a perfect storm, wreaking havoc around the body with a dizzying potential array of diverse and unpredictable symptoms. Many people, either menopausees* or menopause-supporters, simply may not realise that these symptoms are part of the menopause, so it's good to have a broad understanding of the sort of things that may arise.

* made-up word

Hormones, often described as 'chemical messengers', are a key part of how everything in our body works together. And during periods, there is a crucial interaction of hormones going on. The brain releases hormones [luteinizing hormone (LH) and follicle-stimulating hormone (FSH)] to prompt the ovaries into action; receptors on the ovaries then translate the message and release the reproductive hormones [oestrogen and progesterone] to prepare the lining of the uterus for potential pregnancy. If pregnancy doesn't transpire, the hormones stop firing, and a period takes place.



“

Support for menopausal women remains insufficient, from government to businesses, to GPs, to access to medication.

All we can do, and will continue to do, is fight the good fight. Our industry needs it.”



Did it make a difference?

It's actually incredibly hard to quantify the results.

We know anecdotally that numerous companies have taken our open-source policy and used it to create and implement their own policy. We've had thousands of visits to our open-source menopause policy page, and correspondingly thousands of downloads. But we don't know if this has directly translated into policy implementation. We hope it has.







We know that the conversation about menopause is now more public.

And we've carried on the fight for more education, understanding and support for menopause beyond the workplace by campaigning alongside the not-for-profit group [Menopause Mandate](#).

Menopause is not a protected characteristic under the 2010 Equalities Act, and there is no formal obligation to implement a menopause policy, even for companies over a certain size.

THE SYMPTOMS

Eight out of ten women will experience several of these symptoms, though not necessarily in one go as the symptoms of the menopause will typically change over time.

	WHAT?	WHY?		WHAT?	WHY?
<p>MIND FOG & MEMORY LAPSES</p> 	<p>Awkward & embarrassing word and name 'gaps', general mindstorms, and difficulty concentrating. It can feel like your brain is full of cotton wool, or as if you are driving with the brake on.</p>	<p>The lowered levels of oestrogen essentially create an imbalance in the brain chemistry, affecting how it works and how well the different parts of the brain communicate with each other.</p>	<p>HOT FLUSHES</p> 	<p>Unexpected and sudden rushes of heat, often in the face, neck and chest, making your skin red and sweaty.</p>	<p>These are known as vasomotor symptoms (and one of the more commonly known effects of menopause). They are created by a sudden increase of blood flow, usually to the face, neck and chest. Normally the body is good at regulating internal temperatures, but the decrease in oestrogen levels can affect the body's ability to self-regulate.</p>
<p>ANXIETY</p> 	<p>A persistent and nagging feeling of tension and nervousness, which can manifest as palpitations, dry mouth, chest pain, nausea, headaches or even panic attacks.</p>	<p>With less oestrogen going to your brain, this can reduce levels of serotonin (the 'happy hormone') and increase cortisol levels (the hormones of stress).</p>	<p>NIGHT SWEATS</p> 	<p>Waking up in the night to being soaked in a sheen, or even pools, of sweat.</p>	<p>Also a vasomotor symptom, lowered oestrogen levels affect the body's temperature regulation, which is exacerbated by bed covers at night.</p>
<p>MOOD SWINGS</p> 	<p>You can experience a whole spectrum of emotions, from feeling unexpectedly tearful right through to irrational anger.</p>	<p>As with anxiety, this is driven by reduced levels of serotonin, but also increased levels of norepinephrine (also known as noradrenaline), which increases heart rates and blood pressure and can create fluctuating emotions.</p>	<p>CHILLS</p> 	<p>It might sound counterintuitive, but you can also get a surprising onset of chills, and no matter what you put on, you can't seem to warm up.</p>	<p>As with hot flushes, the hypothalamus part of the brain responsible for heat regulation is affected as oestrogen levels drop, and can misinform your body that it's overheating, and try to compensate by shedding heat.</p>

Diageo

Creating a better business and a better world

Caroline Rhodes, Global I&D Director and HR Director,
HR, CR & Legal, Diageo

“

Enabling all our employees and wider society to thrive at all stages of their careers and across all of life's moments is an important part of this ambition to create a more inclusive world.”

At Diageo, we believe that the most inclusive and diverse culture makes for a better business and a better world, and we strive to champion inclusion and diversity in everything that we do. Gender diversity is a key part of Championing Inclusion & Diversity through our 10-year ESG action plan, **Society 2030: Spirit of Progress**, which includes a goal of achieving 50% representation of women across leadership roles. As of June 2022, we stand at 44%. Yet our commitment to gender equality doesn't stop at the leadership level, with Diageo having several other goals that intend to break down barriers for women – not just in the workplace but also with our suppliers, partners, and through our progressive portrayal work.



PHOTO CREDIT: ©Ioana Bejenaru

Ambition requires action, which is why we regularly look to review and introduce a variety of policies and guidelines that not only support women through particular moments in their lives but also support their partners, family and colleagues, and importantly raise awareness and begin conversations amongst women and men about topics that are often taboo in the workplace.

This includes: Our **Pregnancy Loss Guidelines** that support women through one of life's most vulnerable times and seek to educate all employees on the different types of pregnancy loss; and our **Thriving Through Menopause Guidelines** that are now live in over 40 countries and offer strengthened support and flexibility to women going through menopause. This is alongside our groundbreaking global **Family Leave policy** that launched in 2019, giving all new mothers 26 weeks' fully paid maternity leave to ensure women can experience the joy of raising a family while continuing to thrive at work. Our Family Leave policy is also gender-neutral, allowing men to also take up to 26 weeks off.

Diageo has a variety of influential **Employee Resource Groups**, such as the *Spirited Women Network*, that play a leading role in the development of policies and guidelines, ensuring that what we are introducing will meet the needs of our workforce today.

Spirited Women was established to engage, retain, and develop female employees, with its 14 groups worldwide helping to provide women at Diageo with a platform to thrive and an environment in which to flourish. Some of their most recent work includes creating our Menopause Guidelines, launching a mentor programme in the UK and Ireland to generate career development, personal growth, and long-term trusting relationships, as well as playing a leading role in the planning and execution of numerous events such as International Women's Day.

However, we know that there is always more to be done. Through regular listening and learning from our people, as well as looking at best practice within and outside of Diageo, we will continue to place significant focus on equality and inclusion across all aspects of work.



Margaret Logue is one of Diageo's Bottling Production Operators based in Glasgow, UK, and talks about the difference that the Thriving Through Menopause Guidelines have made to her and her colleagues.

I went through menopause over 20 years ago. I didn't work for Diageo then, but there was no help in my workplace at the time, so I just got on with it. Although I am no longer having menopause symptoms, I am more than happy to talk about menopause to anyone who needs support, and I recently spoke in front of several hundred people on this subject at a conference, outlining the work Diageo has done and encouraging others to adopt similar strategies.

Diageo's menopause guidelines are excellent. The managers' training pack that I have been presenting is fabulous and the response from managers has been great. There was some initial hesitation at the "mandatory" attendance, but this dissipated quickly and soon people were sharing stories about their partners, mothers, or themselves.

The rollout of the balance+ app also shows how seriously Diageo is taking menopause. Although I don't need it myself, I've been able to share some of the materials and tools that I found on the app with my daughter who is experiencing early menopause after being diagnosed with breast cancer. This has helped her greatly with many symptoms, such as brain fog, and she's described the information I've passed on as "absolutely fantastic".

Initially, the menopause guidelines were not talked about often, however through our advocates and training sessions. We have created an environment that has got people talking about menopause: on the production lines, in the canteen, in offices, with older and younger men mentioning menopause as a matter of course. It's brilliant.'

“

I want to see this open talk continue, so that menopause becomes just another word! As a union representative, the biggest thing I would love to see is more workplaces taking on board what Diageo has done.

Grey London

Seeing change starts with valuing change

Bee Pahnke, Head of Voice, Grey London

“

The work we create drives culture. It contributes to the media landscape that shapes thinking, impacts perceptions and drives home ideas about the world.”

Out of all the industries in the world, ours holds a great deal of power. We can tell ourselves “it’s just pictures and words” in the middle of a stressful day, but the work we create drives culture. It contributes to the media landscape that shapes thinking, impacts perceptions and drives home ideas about the world. Our work and our clients live in culture every day. As an industry, we’re many things, but powerless isn’t one of them.

At Grey, we decided to use this power for good: to take down the epidemic of male violence against women. Not an easy feat, we know – it’s a goliath of a problem. One so huge, many of us often feel dwarfed by the shadow of it. But it’s a fight we believe we can win – if we all take it on together.



Photo credit: ©BronacMcNeill

Founded by a group of tired, angry women and non-binary people who decided to fight back against the epidemic of male violence, Unite For Her gives everyone in the creative industry an opportunity to change the world for good.

Violence against women and girls starts long before the fist. It starts in societal attitudes about gender, formed from many different factors – including the work we create. We broke down those factors, researching them thoroughly and turned them into 12 pin-point briefs. They're ready for any agency or client to take on, add their own layer of strategy, and create work that answers the brief. They're free for everyone, and as time goes on, we plan to add more.

In some ways, pulling off Unite For Her wasn't easy.

It took us around a year to launch – fitting in meetings, emails, research, brief-writing and everything else around our day jobs. But in other ways, it was the easiest thing in the world. With a group of people who share the same passion to make a difference, and the encouragement of an agency that wanted to see it work.

And because of our open culture, the intersectional experience of different women came naturally to us.

We checked ourselves throughout the process from a trans perspective, a POC perspective, a socio-economic perspective. We constantly considered our privileges and made sure we were creating something that had the greatest opportunity to make change for the greatest number of women possible.

“

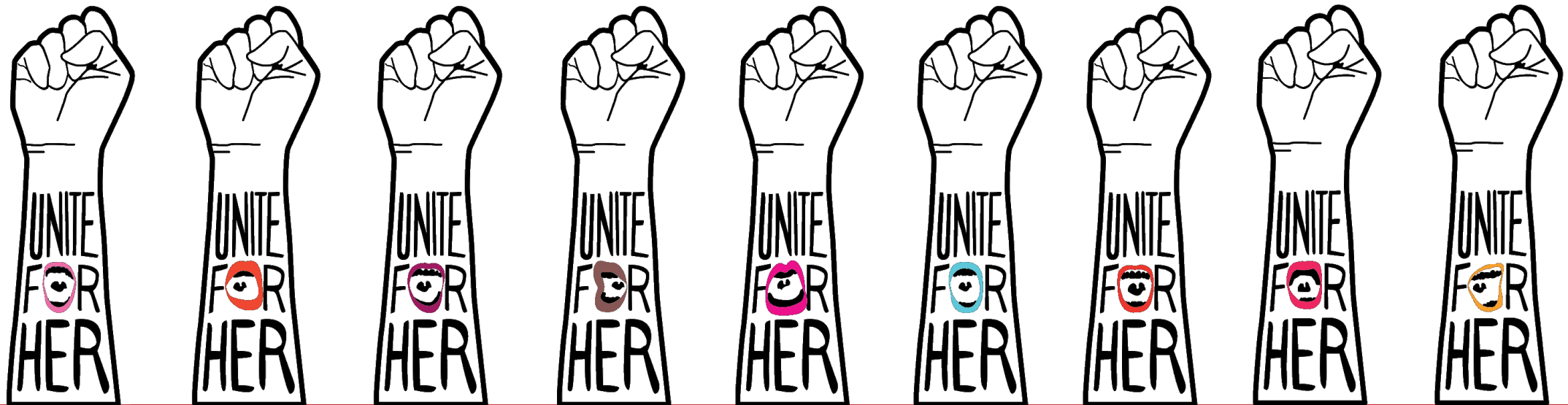
Unite For Her
is our initiative,
but it's for the
entire creative
industry.”

UNITE
FOR
HER

We took it on ourselves to fight back against the powerless feeling this epidemic of violence creates. And that proactivity came naturally to us – because at Grey, it’s part of our DNA. We’re encouraged to come up with proactive ideas for our clients – we enter them into a quarterly Creative Council, where they’re honed with the help of our creative leaders. The very best ideas are taken up to our global network, giving creative teams at any stage of their career exposure to some of our most senior creative leaders. And we’re given the reins to make change happen internally too – with our Hack Grey programme, teams of us come together to make real, tangible, lasting change. Whether that’s to our sustainability efforts, or to our briefings.

“

With our Hack Grey programme, teams of us come together to make real, tangible, lasting change.”



Embedding Inclusivity in the Agency Beyond the Campaign

At Grey, our passions matter. We have three thriving Employee Resource Groups – Grey Unite, our LGBTQIA+ and allies' community; Grey Collective, our colleagues of colour and allies; and Grey PACT, Parents And Carers Together. We're given time, resource, budget and encouragement to make these committees as impactful as we can.

They've created cultural and business change. They've defined workplace policies, sparked conversations through brilliant external speakers like June Sarpong, reshaped our client relationships through our [DEIR charter](#), even rebranded the entire agency to [They London](#), as a rallying cry for greater trans inclusion in advertising.

We're reminded constantly how important our own individualities are – our business is built on the [Collision of Difference](#) after all. And at the top of our agency, we have the most passionate and wonderfully unique leaders setting the tone. Like Laura Jordan Bambach, a proudly queer woman who brings her whole self to work. With her own history of setting up organisations like [SheSays](#) and [The Great British Diversity Experiment](#), we all know the agency supports big thinking.



Pablo

Gender neutral parenting policy

Gina Hood, Business Director

“

Our belief is that the way standard maternity policies are structured mean that it is impossible for fathers to be as involved as they want to be in the early months of parenting, leaving the responsibility with working mothers through financial necessity.”

One of the best things about Pablo is that if we see a better way or something isn't working, we just change it. That philosophy applies to our work, our processes and the industry at large. One of the biggest issues in advertising is that women are still disproportionately under-represented in leadership positions, with a drop-off occurring around the time they tend to have children.

We were inspired by Pablo's founder - Gareth Mercer - taking an extended period off to be with his newborns, to put a formal policy in place to protect fathers' ability to spend time with their kids and allow parents to embrace the transition together and more fairly. We wanted to make it a reality for any father who wanted to be the primary carer to take extended time to be with their family beyond the ludicrous 4 weeks which have become normalised. As additional benefit, we hoped this would support us in retaining and attracting more diverse talent, in a hiring environment where wellbeing is becoming an increasingly important factor in people's career choices.



Photo credit: ©BronacMcNeill



Action

We implemented our gender neutral parenting policy across the agency in Spring 2022, and believe that we were the first in the industry to do so. Pablo's policy gives working fathers the same financial support as working mothers, to ensure that fathers are able to choose to take time out to be a full-time parent without this being financially precluded. This is not something which is needed to be shared with the mother's entitlement, and is intended to help fathers actively co-parent and focus on their families in the early months of their child's life. The move is intended to help make it more financially viable for fathers to take paid leave to help raise their children in the early months. We also hope it will help create a space at Pablo where people are actively encouraged to be

themselves and bring their 'whole' selves to work.

Specifically, the policy means that both mothers and fathers receive the same parental leave, which also covers adoption or those having children via surrogacy. After one year's service, Pablo offers 100% of salary for six weeks, 50% for the following six weeks and then Statutory Maternity Pay (SMP) for 27 weeks; with the policy increasing at increments of two, three and five years. The scheme was launched in an all-staff presentation, with the details codified in our DE&I Policy document (distributed at Pablo and also publicly available). The initiative was warmly welcomed both internally and across the industry, with Campaign Magazine covering the story.

Results

In the year since we launched the scheme, the agency headcount has grown 30%, and within this, our talent pool has diversified with 61% female recruits and 40% BAME new hires. Alongside this, we have tripled female representation in our creative team, an industry role which often has a gender imbalance. We believe that our progressive policies are a factor in this, and symptomatic of a wider industry trend reflecting the importance of balance between work and personal life. Outside of this, four male members of staff have

taken extended paternity leave so far, with incredibly positive feedback being received around the impact of this additional time off – 97%* of Pablos feel they can bring their whole self to work. And perhaps more importantly, we've started to see other agencies follow suit, with Havas launching a similar policy in December 2022. We hope this is a sign of broader change, as we truly believe that the initiative will only have a significant impact on gender equality and the “motherhood tax” if it becomes the norm across the industry.

“

Tom Moxham, Head of Production:
To be the first Pablo dad to benefit from the neutral parental leave policy was a game changer. I have no words for how thankful I am for the focus I was able to shift to my family and second son. Having a child is a life-changing experience and I couldn't be more grateful to Pablo for facilitating.”

Source

*Data from Pablo's annual employee engagement survey

PepsiCo

Amplifying women's voices

Jane Wakely, Chief Consumer and Marketing Officer, PepsiCo

“

Without women's voices we are missing a vital perspective that not only reflects the world in real terms, but also limits the full potential of how we understand our world.”

Amplifying voices that have been overlooked, dismissed or absent from the conversation is part of being a great leader.

Without women in the room, we are only holding ourselves back. Advocating and advancing gender parity at every level is essential to PepsiCo's vision for helping to build a more equitable and inclusive workplace and world.

The value of attracting, retaining, and advancing women goes beyond PepsiCo's walls. Having female leaders in positions of influence inspires the advancement of other women. This representation ripples outward into society, positively impacting pay equity, helping to improve policies that benefit all genders, and further advance attracting and retaining diverse talent. We aim to drive this forward by doing the following:

- ▶ Providing flexibility through benefits and policies such as on- or near-site childcare at select locations around the world, parental leave policies, and enhanced work flexibility;
- ▶ Providing mentorship and sponsorship opportunities to create networks that spur career growth;
- ▶ Creating paths to leadership roles through development programs;
- ▶ Helping to create economic opportunity for women to thrive in their communities.

At PepsiCo, our vision is to *Be the Global Leader in Beverages and Convenient Foods by Winning with PepsiCo Positive (pep+)*. pep+ is the future of our organization where it is our ambition to catalyse positive change for people and the planet. As part of *pep+*, within the Positive Value Chain pillar, our global goal is to achieve 50 percent women in managerial roles by 2025.

We're progressing toward this goal; as of 2021, 43% of women hold management roles globally.

As industry leaders we can all shepherd these changes with bold goals and commitments. Transparency and accountability will continue to be critical to inspire action across our industry. PepsiCo is transparent on how we're tracking against our gender parity goals with reporting our employee demographics bi-annually, as well as capturing progress against all of our DEI goals in our [Annual Global Diversity, Equity, and Inclusion Report](#).

As shared, one of the ways we continue to build on our progress is through training and development. Our leadership training programs offer mentorship, practical experience and stretch assignment opportunities globally to support the development and retention of female talent throughout our ranks.

One of our development programs is the *Transformational Leadership Program*. This robust global development program equips women with the tools they need to elevate their business impact and achieve career fulfilment. Since launching in 2015, we've witnessed an overall retention rate of women who have participated in the program to be nearly 80%. Moreover, PepsiCo's unique learning culture has helped develop four of the 46 women CEOs at Fortune 500 companies. A proven model that creates a domino effect, which in turn, helps to broadly level the playing field.



Aida Babalola, Vice President
Employment Law

Aida Babalola, Vice President Employment Law, shares her experience with the Transformational Leadership Program: TLP creates a community of strong women who are encouraged to step into leadership roles and support others along the way. There really is nothing quite like it.

“TLP was an amazing experience for me. I attended the program in 2019, just months before the COVID-19 pandemic hit. This turned out to be a pivotal point in my career, although I didn’t know it at the time. In addition to the personal impact that we all faced, the pandemic brought about massive changes for me at work as I became our team (employment law) lead on the U.S. COVID-19 Taskforce.

That work gave me a great sense of purpose, as well as exposure to several senior leaders across the organization. The skills and techniques I honed in TLP — increased confidence, strategic thinking, effective influencing, and resilience — are what helped me to navigate times filled with incredible uncertainty. In fact, I became our team’s COVID-19 lead because of what I learned in TLP. I saw problems and spoke up with ideas for solutions, without being asked, and that’s what led to me getting the opportunity to help the organization navigate that difficult time.”

Women are taking leadership roles and breaking ground at the company in many unique ways. We have the first production line run entirely by women in Venezuela. Also, I recently visited our Saudi Arabia team where we had one female employee in 2008 and now have approximately 25% female representation.

My conversations with our Marketing team and Noof Nooh, an inspirational female leader who heads our Riyadh plant, covered the themes of embracing authenticity, encouraging sponsorship, and fostering development. These incredible leaders are building networks across functions and business units to further drive their own advancement and impact.

PepsiCo is maximizing the power of mentorship to advocate, inspire, develop, and retain women who seek to work in STEM fields.

With a workforce of more than 300,000 associates in a wide range of roles, building connections at all levels is essential in achieving this growth. We view mentorship and sponsorship as critical to deepening our associates' networks and promoting female leaders at PepsiCo. Our Women's Inclusion Network Employee Resource Group and [Women of Color](#) Employee Resource Groups offer forums to amplify women's voices and connect women leading across the company. Many of our [STEM employees](#) participate in the Million Women Mentors program (MWM), pledging more than 23,000 hours of mentoring since 2014 across 11 chapters globally. This is a significant metric as women are traditionally underrepresented in STEM fields.

For us, it is important that young female talent can see PepsiCo as a STEM thought leader and opportunity provider where they can pursue a fulfilling STEM career.

Miriam Menacherry-Thomas, Senior Principal Scientist in R&D, shares her experience with Million Women Mentors:

"Participation in the MWM Early Career mentoring program was a wonderful opportunity for me to connect with and encourage an early career engineer as she navigated the transition between college and starting a career with PepsiCo.

I learned just as much from my mentee through sharing cross functional experiences, me being in R&D and her on the floor in high throughput beverage production facility. During our mentorship, we were able to build trust and discuss topics such as confidence, networking, and skill building — critical elements to having a successful career."

It's not enough to promote women at PepsiCo, we also look for ways to empower women in the communities we serve. As a company that operates in 200 countries and territories, PepsiCo has the opportunity and the responsibility to economically empower women around the world. Since 2019 the PepsiCo Foundation has partnered with [CARE](#) to invest in [She Feeds the World](#), which aims to provide 5 million female farmers and their families with sustainable agriculture training and economic support to help them increase their crop yields, incomes and access to nutrition locally. Most recently, we launched the program in India to strengthen the role of small-scale women producers through sustainable training and economic support. The program, which will be implemented in the Alipurduar and Cooch Behar districts of West Bengal, aims to reach out to more than 48,000 women, men and children and indirectly benefit 150,000 individuals.

Recognizing the multiple challenges women in business face, including inadequate support networks and difficulty accessing funding, we are also helping to build resilient women-owned businesses. Since 2017, our Stacy's® Pita Chips brand has connected thousands of women entrepreneurs and provided more than \$1,000,000 in funding in addition to resources and mentoring to elevate the leaders that help our communities thrive. Through its partnership with Hello Alice — a free platform that supports small business owners looking to learn and grow — selected winners receive \$15,000 in business grants, four months of 2:1 PepsiCo executive mentorship, increased visibility through Stacy's brand platform, a peer network with other women entrepreneurs, and a spotlight feature on Foundedbyher.org business directory. Founded by a woman entrepreneur, Stacy's Pita Chips is just one example of a PepsiCo brand driven by purpose committed to making a difference.

PepsiCo remains committed to fostering a diverse workforce by creating a collaborative, equitable, and inclusive space where everyone, regardless of what we look like, where we come from, or who we love, has a voice. When we continue to champion women and promote their success within our walls and anywhere, we can influence diversity in our communities, we can deliver more smiles, and build a more prosperous future for us all.

“

The success of women at PepsiCo is intrinsically linked to our long-term success as a company. Our business is stronger and more resilient when we have voices, teams and leaders that fully represent the workforce availability of the communities where we operate.

Publicis Media UK

Promoting for Potential

Sue Frogley, CEO, Publicis Media UK

“

What became clear was just how many talented senior women we had just below CEO level.”

When I took on the top job here in 2017, I was determined to see greater diversity in gender and ethnicity at all levels. Our media agencies were about to embark on some big changes, including moving everyone together under one roof from multiple sites across town, to the iconic Television Centre in White City.

There were also some structural changes to be made in the way we organised ourselves, and knowing how these things can often play out, I made it my priority to focus on succession planning for our most senior roles including agency CEOs.

What was also clear, mostly from past experience, was how unlikely it would be that these amazing women would put themselves forward without a lot of encouragement and support.

Another big challenge was to try and make our move to Television Centre as positive as possible, to maximise retention and create opportunities for a more progressive approach to work that would benefit everyone.

Our first major breakthrough was in appointing our Next Generation Board (NGB), a cohort of up-and-coming talent to help advise and challenge us, and ultimately help to transform our business.

This diverse group set about devising a progressive plan following research into new ways of working, and conducted a staff survey, which revealed an overwhelming 93% of employees backed the move towards greater flexibility.

We launched the new Publicis Media Ways of Working, or PMWOW as it is affectionately known, to coincide with our office move. It focussed around key behaviours of trust, empowerment, communication and outputs, as opposed to the deep-rooted ‘presenteeism’ and the ‘9-5’.

This helped massively in our overall retention and staff happiness, but I still had the challenge of convincing several women to put themselves forward and tackle their own self-doubt about taking on roles such as agency CEO. My conversations ranged from women worrying about balancing being a CEO with a family, to simply not feeling good enough for the job. These are traits that I’ve been determined to help many women overcome.

Building self confidence and fighting imposter syndrome is hard, especially for many women that work in a very male-dominated world. I've personally found that having senior female allies around me has given me the confidence to take risks throughout my career, so being a strong ally myself to those coming up the ranks has been important and quite powerful.

We now have a 50:50 gender balanced board, have women leading two of our three agencies as CEO, and 53% of our agency leadership teams are women.

Our progressive ways of working, which continues to evolve, saw an immediate uptick on our retention rates and employee engagement, not to mention setting us up well for when Covid hit.

I'm a strong believer that flexibility is one of the most impactful ways to support women in their career progression, but also that it goes beyond just the flexibility of where and when you work Monday to Friday.

People are often surprised to hear that two of our CEOs work part-time. It's a complete myth that you can't do this as CEO, likewise that part-time CEOs are only ever women, as one of our male agency CEOs proves.

We recently appointed a woman in a media buying role after a 17-year career break. It's an area we're really focussed on and proud of. Our #flexiblefirst approach is one of the main reasons why we've managed to attract so many smart and experienced women back to work, and retained many more.

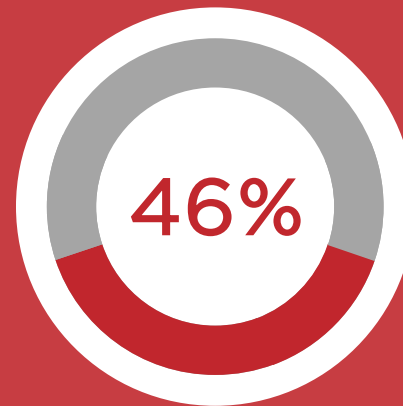


“

Flexibility is one of the most impactful ways to support women in their career progression.”

“

There's little doubt that better diversity of all kinds, and at all levels, can bring big advantages for everyone.”



46% of entry-level recruits were people of colour, rising to over 65% in our latest apprenticeship cohort

Ethnic diversity has also improved, with those from minority ethnic groups now making up over a quarter of our workforce, and over 21% of our agency management teams. We are relentlessly focussed on building a more diverse pipeline of talent which continues to go from strength to strength. Over the past year, 46% of entry-level recruits were people of colour, rising to over 65% in our latest apprenticeship cohort.

I've had many heartening comments from clients and staff about our progress when it comes to gender diversity. None of this has happened by

chance of course, and getting to this point hasn't always been easy. However, none of Publicis Media's CEOs, including me, were chosen because of our gender - they were simply the right people for the job.

Over the past few years, we have seen a huge amount of commercial success, having won some highly fought-after accounts, and topping many of our industry league tables. It goes without saying that our success isn't solely down to women, but there's little doubt that better diversity of all kinds, and at all levels, can bring big advantages for everyone.

Quiet Storm

Moving from instinctive to intentional action

Rania Robinson, CEO and WACL President 2022-23

“

The last few years have taught us that you can't rely on instinct to ensure your agency is representative and inclusive. You must be intentional.”

Too few women of colour are CEOs, and as one of them, I am acutely conscious of what kind of influence and impact this position can have on a business's success and culture. Quiet Storm was founded 27 years ago by Trevor Robinson OBE, one of the only Black Executive Creative Directors in our industry. Traditionally men who are marginalised are better at showing empathy to other marginalised groups because they've shared the experience of feeling othered. Trev is one of those men (which is one of the reasons I chose to marry him!) Therefore, diversity and inclusion has been part of our agency's DNA since we were founded in 1995. It's always been instinctive to us.

However, the last few years have taught us that you can't rely on instinct to ensure your agency is representative and inclusive. You must be intentional. Even more so in a smaller agency where one person leaving or joining can have a drastic effect on statistics and culture. You need to keep a close eye on your team's make-up to ensure adequate representation of key groups on the Board. It's a lesson we learned in 2020 when changes to our business meant we found ourselves with a male-skewed board. We have worked hard to rectify it ever since.

Language of leadership – I don't pretend to be something I'm not. I recognise that everyone displays a mix of behaviours that have been coded masculine or feminine. I try to find the right leadership approaches to suit everyone while remaining true to myself. I am ok with being vulnerable; I lead with trust, empathy, and a collaborative approach. We've incorporated this language into our annual review criteria, highlighting efficacy, decisiveness, empathy and inclusivity as hallmarks of competent leadership. Female senior role-modelling informs the culture of our business and is something we talk about very publicly through guest speaking, judging and PR opportunities. We've also invested in all staff completing mandatory IPA DEI training. This has allowed us to redefine our desired leadership characteristics towards more collaborative and empathetic leadership.

Women's Health Hero – We've worked hard to create a culture where people feel they can have very open and honest conversations. Of course, we have health-related policies (menopause, maternity and paternity) but more important for us is adopting an open-door policy that means people feel empowered and encouraged to share with us how they can be supported and more successful in their role.

Promote potential – We've changed the balance of the board by increasing female representation at every level of our organisation. Our Employee Ownership Trust is 100% female and the staff representatives are three women. Our senior exec remains 50/50 and our CEO and Finance Director are both women. We've achieved this by being more intentional in championing female progression, writing it into our business plan as we look at our leadership pipeline. We've invested in female talent, and ensure all female staff are given access to training and WACL mentoring.

Flexible first – We have always tried to be flexible with hybrid working, especially to accommodate those with caring responsibilities. As a smaller independent agency, flexibility is important but as a creative business we also recognise the importance of being together at times. Post-pandemic we consulted all staff regarding their preferred way of working. A collective decision that met everyone's needs means that we have two fixed office days and work from home the rest of the time.



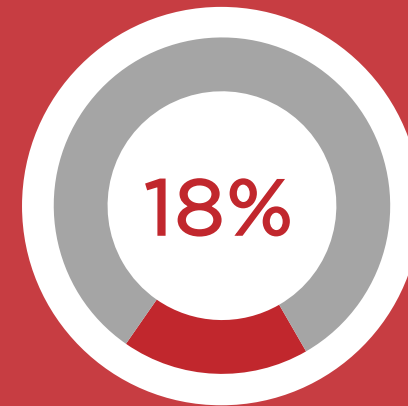
Work like the world is watching

I'm proud to be nurturing all our employees to build on our success, and to create a legacy through our recently created Employee Ownership Trust. This means we're employee-owned: we're all partners in the business which means everyone has a genuine vested interest in the success of our clients. When they're winning, so are we. I'm proud of co-founding Create Not Hate, a community interest

company that gives under-represented people meaningful opportunities in the creative industry. The work we do through CNH is a testament to our belief that diverse perspectives result in better work. My role has given me a platform for social good and allowed me to help run a variety of pro bono campaigns which have driven positive change and genuine social impact across a range of areas.

We ensure that we have mixed, diverse teams on accounts. This is not a moral obligation; it makes business sense. With a team that comes from all walks of life, along with our network of young creators, we deliver fresh ideas which achieve better results and connect powerfully with real people in the real world. We actively champion this outlook at Quiet Storm, and across the wider advertising industry.

Our female talent is more empowered than ever, striving for ambitious career progression plans and training that will support them in being successful future leaders. While it's difficult to quantify the feeling of an environment, I am confident that female staff feel championed in this business. This has helped staff turnover remain well below the industry norm with an average tenure of 5.5 years and a churn rate of 18%, well below the 32.4% average for the industry.



5.5 years and a churn rate of 18%, well below the 32.4% average for the industry.

Sky

Closing the gender gap in Tech

Claudia Osei-Nsafoah,
Group Director – People, Talent and D&I

“

At Sky, women represent 26% of our tech business and we're aiming to boost this to 30% by 2025.”

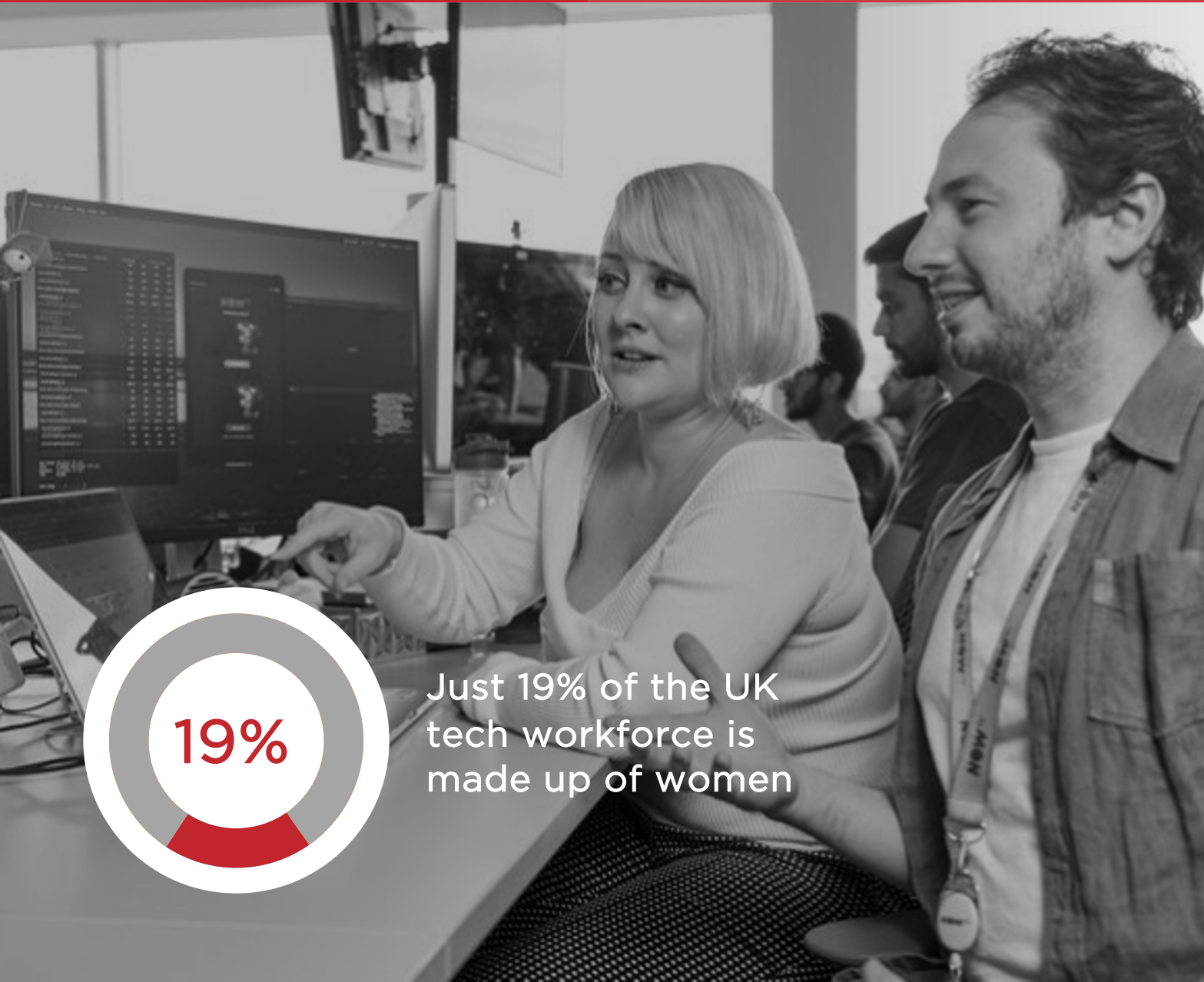
At Sky, we believe that diverse perspectives supported by an inclusive environment make us a better, more innovative business.

Greater gender equity is a key part of our Diversity & Inclusion Roadmap, which includes a goal of achieving 50% representation of women at leadership level. We are also committed to increasing representation in business areas such as Technology where we know action is required at Sky and industry levels.

Just 19% of the UK tech workforce is made up of women. We know from our gender pay gap reporting that our gap - which stands at 9.5% (as of April 2022) - persists because there are more men than women in roles in Technology, especially at a senior level.



PHOTO CREDIT: ©BronacMcNeill

**19%**

Just 19% of the UK
tech workforce is
made up of women

A more inclusive tech industry is important to the UK's tech sector. A more inclusive Sky is crucial to the success of our products and business. There are too few women working in technology. We're fully committed to playing a part in finding a solution and have established several schemes to encourage women into tech roles at Sky and to support them in developing their careers.

Our [Get into Tech](#) initiative is a free 15-week programme designed to help women get into tech by developing their skills in software development. Once at Sky, our **Circle Mentoring** programme provides career-focused group mentoring with senior tech leaders for periods of up to nine months, while our **LIFT as we Climb** scheme supports the progression of our female tech leaders.

Sky TECHWomen, our employee network, plays a leading role in activity that supports the diversification of the tech pipeline. It works with schools to encourage pupils to consider careers in tech through talks, visits, and hackathons.

Get into Tech has helped over 200 women start a career in Technology since it started in 2017, bringing representation in the division up from 17% in 2014 to 26% today. Following the programme's success, we have expanded it to include Site Reliability Engineering and DevOps.

“After studying Mathematics, I wasn’t sure what to do with my degree. I followed some friends onto an MSc conversion course on tech and Java and secured a role at a digital agency in London after.

I enjoyed the job and the problem-solving elements, but the environment was very male-dominated. I never felt like I fit in. I also experienced an enormous amount of what we now know as imposter syndrome and felt like I wasn’t good enough. So, after two years at the agency, I took redundancy, moved back to Manchester, and did a PGCE in secondary Maths teaching. I was then a Maths teacher in Manchester and Leeds for fifteen years.

I loved being a teacher and encouraged my students to do A Level Maths and Further Maths. I also supported a lot of female pupils to get onto Mathematics and Engineering degree courses. However, on my 40th birthday, I realised I still wanted to have a tech career and wondered what would have happened if I had never left. It was around this time that I saw an advert for Sky’s ‘Get into Tech’ programme and applied.

It was an evening course, so I was able to fit it

around my teaching schedule. It gave me the confidence to apply for a role at Sky and in July 2018, after a fifteen-year hiatus from tech, I joined as an Associate Software Developer. I don’t think I would have had the confidence to apply for roles in tech without the programme; I could remember a bit of Java, but things had moved on so much.

The course made me realise that it’s never too late and that you can change careers at any time. It has made me bolder in the workplace which has led to things such as a promotion to Software Developer a year into my role at Sky and then a move into Sky’s Product Design team to guide our developers on the technical side of accessibility to ensure that our products work for all of Sky’s diverse customers.

I know that tech is still a male-dominated industry, but I feel there is more support available for women, especially at Sky. I also think there is increasing understanding of the diversity of roles available in the sector; it’s not about sitting in a dark room alone writing code like in the ‘Matrix’, it’s scrum masters and business analysts, and it’s teams like mine working to make tech more accessible.”



Jo Reavell is an Accessibility Designer in Sky’s Product Design team based in Leeds, UK. She talks about the difference Get into Tech for women seeking roles in the sector has made in her life career.

Tesco

Reflecting the diversity of the communities we serve

Toni McKay-Lewis, Head of Diversity & Inclusion,
Tesco plc

“

We know diverse and inclusive teams improve performance, drive our growth and enhance engagement among our colleagues with our customers and suppliers.”

Our ambition at Tesco is to build an inclusive workplace that reflects the diversity of the communities we serve. We are committed to ensuring that Everyone's Welcome, regardless of who they are. One of our key priorities is to ensure that women are fairly represented in management in all workplaces, including our own business and throughout our supply chain. Central to achieving this goal is our diversity and inclusion strategy. We know this is fundamental to the success of our business and a key enabler of our core purpose.

We are asking our primary suppliers to work towards at least 30% of both their supervisory and management roles being occupied by women by the end of 2025. We know women play a critical role in global supply chains, yet face several social and economic barriers that often prevent them from realising their full potential. It's clear we all have a role to play in addressing these challenges and leading the change for women.



Win Together

Our new *Win Together Behaviours* (WTB) were created following the launch of our new strategy and updated core purpose. Our new strategic priorities outline what we're going to do and our *Win Together Behaviours* set out how we are going to get there.

We recognised in order to deliver against our new strategic drivers and realise our purpose we needed to:

- ▶ Collaborate more across the entire organisation, to deliver for our customers, communities and planet – work better together from start to finish
- ▶ Make faster decisions
- ▶ Get better at taking calculated risks

Our *Win Together Behaviours* have been developed to help enable this. Valuing difference and being inclusive are at the heart of the behaviours.

The behaviours were created using internal and external insight. Following this insight, a small squad of business leaders was created who considered the future capabilities needed to deliver our priorities and the type of culture we wanted to create at Tesco to enable us to win

together in a competitive sector and challenging climate.

Initially the *Win Together Behaviours* were launched to our business leaders, and we have used leader-to-leader engagement to cascade down to our directors and heads of departments via 'understanding more' sessions, individual coaching and self-led resources. In the year ahead, we will extend our behaviours more broadly.

“

We are confident that through collective action we can build a fully inclusive workplace where both men and women are empowered, have equal access to opportunities and can realise their full potential.”

One of the biggest barriers we faced was around the agreement on language and what we meant by each behaviour, as our behaviours are global and some language does not translate in the same way. After internal dialogue and drawing on external expertise, we came up with a set of principles for each. A challenge we also faced at Tesco is our scale, which can make embedding changes more complex. It was important to ensure we embedded the behaviours with leaders who are our drivers of change and that our leaders were fully immersed within them before extending further.

Our behaviours launched alongside our new performance system. We measure the full contribution each colleague makes to the business, recognising both ‘what’ you do and ‘how’ you do it. Our values and behaviours form the “how” element of performance, which is measured by objectives and rated for senior leaders and all managers, driving cultural change and impacting individual pay.

Results

The insight gathered on how well we have embedded the behaviours so far suggests leaders are positively engaging with them and are getting clearer and more confident in the new behaviours. **92%** of leaders joined initial ‘Understand More’ sessions. This is notably higher than we would expect for this type of intervention and population.

More broadly we have recorded over 13,000 views of the *Win Together* playbook as leaders connect with the self-serve content. **88%** of those who gave feedback described feeling more informed about the behaviours and **83%** were motivated by them. Insights from our external leadership consultant annual engagement survey also suggest leaders are shifting their level understanding and confidence in the behaviours.

Given the strong engagement so far and looking forward, we will be launching the behaviours more broadly to all colleagues. This provides us with opportunities to:

▶ Leverage the engagement of more colleagues in the behaviours that will help us to *win together*, strengthening momentum against the plan and moving further towards our cultural ambitions.

▶ Establish a consistent way of describing and measuring the ‘How’ across Tesco.

Vodafone

Creating an inclusive environment where everyone can thrive

Katrina Lowes,
Head of Operations, Vodafone Centre for Health

“

The way we see it, the best innovations happen when diverse people with different perspectives collaborate.”

At Vodafone, we are passionate about making the world more connected, inclusive, and sustainable, committed to creating a place where everyone can truly be themselves and belong.

In fact, it's only when we harness the power of the different perspectives around us that we progress as an organisation; challenging the way we do things and doing them better - not just for our customers, but our people and communities too. That's why we're building an inclusive environment where everyone can thrive.



PHOTO CREDIT: ©BronacMcNeill



“There has never been a better time to provide support and enabling programmes to ensure women can achieve their leadership potential.”

We've set targets to help us track our progress and achieve our goals, and by 2030 we aim to have 40% women in management roles and 25% of our global senior leadership – the most senior 160 leaders across Vodafone's markets in Europe and Africa – will come from ethnically diverse backgrounds.

¹ [Coronavirus: Impact on the Workforce, House of Commons Library, Aug 2022](#)

Today we employ 94,200 full time colleagues, representing 137 different nationalities and our commitment to inclusion is encouraged at every level. From Vodafone's senior leadership to each colleague in every country, we have built our culture (Spirit of Vodafone), code of conduct, and business principles to create and maintain inclusion across our organisation.

We work to ensure there is gender diversity when resourcing any team, not only in achieving balanced recruitment candidate lists, but also ensuring that talent reviews and rewards also represent our broad community.

Beyond recruitment

At the same time, we recognise that recruitment policy and business principles are only part

of achieving our goals. Beyond recruitment, there are many barriers that have prevented women from staying in the workforce and progressing in their careers.

Carrying the greater responsibility for childcare and, increasingly, elderly relatives. Dealing with the Menopause. Not recognising people like yourself in a management career path. These are just some of the hidden issues that impact women more than men.

Since the pandemic, there has been an increase in women in the workforce. In the UK for example, flexible working has enabled more women to be working mothers and around half a million women went from part-time to full-time working¹.



The combination of proactive recruitment, clear diversity goals and programmes that encourage women to progress is accelerating momentum and positive change within Vodafone.”

Here are some of the ways we're encouraging women to progress:

- ▶ **Flexible working policies** – Hybrid working and job-share opportunities; 16 weeks fully-paid parental leave across the globe; piloting school term time working hours to encourage women into technology roles
- ▶ **Reconnect** – Encouraging women back into the workforce after a career break in 26 markets, supporting them with training, buddying and coaching
- ▶ **Grow** – Personalised development plans that recommend suggested career paths based on current and previous employment skills and achievements
- ▶ **Menopause** – Toolkit and e-learning programme for line managers plus a wellbeing programme for employees
- ▶ **Reverse mentoring** – Senior leaders are mentored by junior black and ethnic minority employees to see the organisation through their experiences

- ▶ **Peer support** – Several employee networks operate across Vodafone giving groups a chance to come together as a community and be visible including Women, VodAbility, Carers and Multicultural Inclusion. We support them actively and provide Network Chairs with specific leadership development focused on effectively setting up and running an employee network

Vodafone is also a founding member of the [#ChangeTheFace Alliance](#), an industry-wide initiative to accelerate diversity, equality and inclusion across the technology sector. #ChangeTheFace Alliance members collaborate on best practice sharing, thought leadership and advocacy to drive change.

Accelerating momentum

Our programmes and achievements to increase diversity have been recognised externally as Vodafone has been included in the Bloomberg Gender Equality Index for the fourth consecutive year.

45% of the Vodafone Board of Directors are female, women make up 32% of all management and senior leadership positions and 43% of all external hires were women in FY22. Across youth programmes, 51% of hires were women, including 53% of all graduate hires.

We've also made progress with gender diversity of the executive succession pools, increasing to 38% from 31% in the prior year.