



# A BLUEPRINT FOR BALANCE.

Time to fix the broken windows.

January 2018

# FOREWORD



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Chief Executive, CMI

What a time it has been for campaigners for gender equality. In 2017 the #MeToo hashtag campaign became emblematic of the bravery of women in speaking out against injustice and, in doing so, opening the floodgates to the unseen, darker side of working culture. It was not for nothing that The Silence Breakers – the movement that asked women to speak out – won Time Magazine’s person of year.

One brave woman, Susan Fowler, the software engineer who lifted the lid on sexual harassment at Uber and inspired women to speak out against its poisonous culture, was the Financial Times’ Person of the Year; the previous year, it had been Donald Trump. Enough said. It’s clear that 2017 was a turning point, a year when one voice after another joined together to bring about change – and the momentum for that change continues. Already in 2018, the #TimesUp campaign sums up the sense that it’s time for real change.

Yet change cannot be achieved through words alone. Although women and men must continue to speak out, it takes practical action to challenge workplace cultures that stop women thriving or failing to reach their full potential. That is why this report, and CMI’s associated Blueprint for Balance, focus on the practical ways in which managers and business leaders can accelerate gender inclusivity, and challenge the visible and invisible behaviours that stymie progress.

These are what we call organisations’ “broken windows”. These seemingly small symptoms of incivility in a workplace leave open the possibility of more serious violations. When small infractions remain unchallenged or invisible, an organisation can unwittingly perpetuate a culture that is not

inclusive, hampering efforts to improve gender balance. By fixing these broken windows, organisations can start to build inclusive cultures where women, other minorities, and men, can thrive.

To accelerate that progress, our Broken Windows campaign helps men and women to recognise, acknowledge, and challenge, the smaller moments and behaviours in the workplace that ultimately lead to larger gender inequalities. Share your stories, in confidence, with us: [brokenwindows@managers.org.uk](mailto:brokenwindows@managers.org.uk)

This report highlights some gender balance best practice from world-class organisations. We make a series of proven, innovative and practical recommendations that leaders can learn from. We hope you find these inspirational and purposeful, and that they help you make 2018 the year for action.



**Heather Melville OBE CCMi**  
Chair of CMI Women

A handwritten signature in black ink, appearing to read "Ann Francke".

A handwritten signature in black ink, appearing to read "Heather Melville".

# CMI WOMEN'S BLUEPRINT FOR BALANCE

SURVEY OF **856** MANAGERS  
**53** IN-DEPTH MANAGER INTERVIEWS  
**17** EMPLOYER BEST PRACTICE CONVERSATIONS

This report charts employers' current approaches to achieving gender balance and showcases the best-in-class practices that are starting to achieve real change.

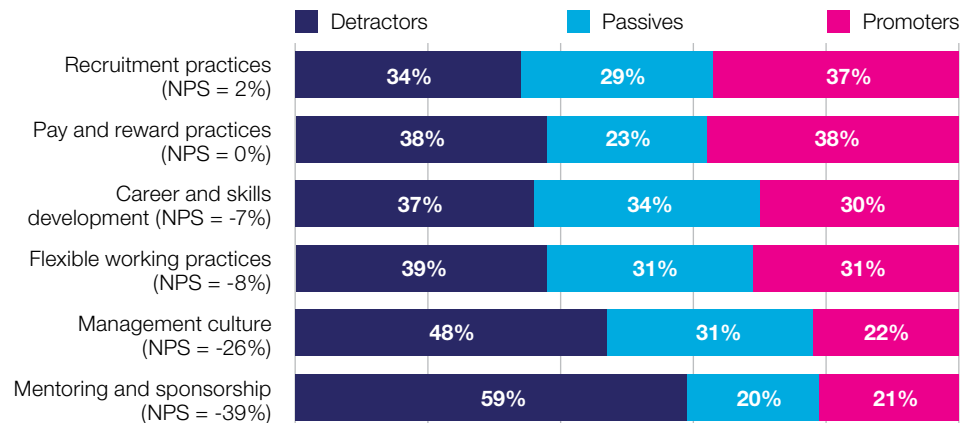
But it shows that many organisations have much more to do, revealing the “broken windows” of gender bias that still – for far too many women – mar the reality of work.

We look at examples like Sky, where 39% of top leaders are now female. We explore the roles of senior leadership and line managers in transforming business culture, with an in-depth look at Deloitte which has achieved its highest-ever proportion of female partners. We also look at the return-to-work schemes of UBS, at the RAF's commitment to opening up opportunities for women, at Virgin Money's drive to close its gender pay gap with real-time management data on pay, and more examples.

## The Blueprint for Balance

The need for employers to learn from such exemplars of best practice is clear from our survey of managers across the UK. At most, only one third of managers give their employers top marks in any of the six categories of CMI Women's Blueprint for Balance.

## How far do your organisation's practices support gender balance?



## Fixing the “Broken Windows”

Employer practices are only part of the story. In many organisations, there remains a gap between rhetoric and reality, with female managers continuing to experience everyday sexism and bias in how their companies work.

Fixing these broken windows is the most urgent challenge facing any manager trying to support gender balance in their organisation.

81% OF MANAGERS HAVE SEEN 'BROKEN WINDOWS' BEHAVIOURS

*NPS ratings: we applied the 'Net Promoter Score' approach to managers' ratings of their employers in these six key areas. Scores of nine or 10 are called Promoters; seven or eight are Passives; six or lower are Detractors. Detractors are deducted from Promoters to give the NPS.*

# KEY FINDINGS

## How employers are working to achieve gender balance



### 1. LINE MANAGERS ARE KEY TO FIXING BROKEN WINDOWS

Line managers play a pivotal role in changing behaviour and creating balanced workplaces. Their actions are decisive in the success or failure of efforts to create balance. Yet many of the women we interviewed have seen their line managers block, not champion, change.

Without progress on the reality of line management behaviours, the rhetoric of senior leaders falls flat. Managers need to learn about the behaviours and practices that make a difference. They need to be empowered to call out bias and create change, while also being held to account for their impact.

“Lots of male and some female managers don’t seem to know they are being unfair or sexist. They need to learn about and understand how institutionalised sexism works and develop strategies to overcome it at a personal and corporate level”, said a middle manager in an engineering company in South East England.



### 2. MAKE GENDER A BUSINESS ISSUE: THE CHALLENGE FOR LEADERS

Our case study employers all credit senior leadership as essential to achieving change. Effective leaders make gender a business issue – core to how the organisation works – not a “women’s issue” that can be sidelined.

Without vision, personal commitment, and linkage to strategic priorities, gender balance will remain out of reach. Yet our survey found that only 19% of junior and middle managers regard their senior leaders as being committed to gender balance – and senior leaders are in fact the tier of management least likely themselves to describe gender as a priority (42%).



### 3. CREATE ACCOUNTABILITY: MEASURE IT, MANAGE IT

Companies like Sky and Virgin Money have set targets for gender balance and ensure transparency in tracking and reporting progress. Diversity and inclusion is part of performance management, tying financial rewards and consequences to behaviours and delivery of targets.

“If we set financial targets, there are repercussions, but there are no repercussions for missing gender balance targets.”  
*A female head of Diversity and Inclusion in a professional services company.*

Use of metrics and targets is often lagging behind aspiration. Only 27% of managers report that their organisation has clear targets for gender balance.

# 25%

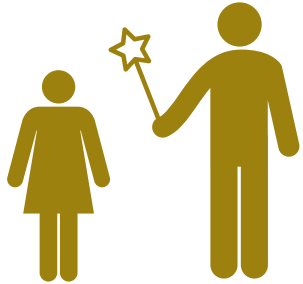
MANAGERS ACTIVELY AND VISIBLY CHAMPION GENDER INITIATIVES

“TODAY, WHAT IS MAKING A DIFFERENCE IS ALL SENIOR LEADERSHIP TALKING AND ENDEAVOURING TO DELIVER THE SAME LINE IN A COHERENT WAY.”

AIR VICE-MARSHAL WARREN JAMES CBE, RAF

# ONLY 27%

OF MANAGERS SAY THAT THEIR ORGANISATION DOES MEASURE THE IMPACT OF ITS GENDER DIVERSITY PRACTICES



#### 4. BRING DIVERSITY TO LIFE: MAKING IT PERSONAL

At the same time as making gender a mainstream business issue, we found that effective executive leaders talked about deep personal motives underlying their commitment to gender balance. For instance, for male leaders that often related to a vision of the future for their daughters.

“As far as my girls are concerned, they can do anything. I want to make sure they are ready for work and that nothing is happening there that they can’t do.”  
*A male executive in a FTSE 100 financial services company.*

It’s personal, genuine, relatable for other employees, and highly effective to engage others in bringing gender balance policies to life.



#### 5. BUILDING THE BUSINESS CASE: TALENT IS THE DRIVER

The most common driver for organisations focusing on gender balance is attracting and retaining the best talent (cited by 58% of managers), at a time when employers face growing competition for skilled people.

Programmes like the UBS Career Comeback programme attract women who have taken time out of work, helping the company tap into a wealth of talent.

“As all organisations struggle to find women to fill senior leadership roles, we think we have access to a new talent pool that with a bit of creative support can make a fabulous contribution to the business.”  
*Carolanne Minashi, Global Head of Diversity & Inclusion at UBS.*



#### 6. THE JOB’S NOT DONE: TACKLING SECOND GENERATION BIAS

The overt discrimination of previous generations may not have completely disappeared. But the most common challenge now is “second-generation” gender bias: behaviours flowing from basic assumptions about working life or about the qualities required to succeed in leadership, which reflect masculine values and men’s life situations.

One female manager in a manufacturing company told us that “Women are still viewed as ‘admin’ in my organisation.”

And despite recent high profile gender debates in business and the media, some female managers told us that gender is at risk of becoming invisible as a business priority. One female leader told us of the dismissive attitude one male senior executive when talking about gender balance in their company: “Well, don’t you think we’ve done enough?”

“I’M INVOLVED WITH THE DIVERSITY AND INCLUSION COUNCIL AND DURING MY PERFORMANCE REVIEW MY BOSS ASKED ‘HOW IS THAT GOING? THAT THING YOU DO? WHAT’S THAT THING YOU’RE ON?’ THERE’S ZERO INTEREST.”

**A FEMALE MANAGING DIRECTOR IN FINANCIAL SERVICES**

# 58%

SAY TALENT IS A KEY DRIVER FOR IMPROVING GENDER BALANCE

“DISCRIMINATION HAS GONE UNDERGROUND. VIEWS ARE NOW MORE MASKED AND ONLY REAR THEIR HEADS IN PASSIVE, UNOBBVIOUS WAYS.”

**A SENIOR FEMALE MANAGER IN FTSE 100 COMPANY**

# RECOMMENDATIONS IN SUMMARY

**Our recommendations highlight key actions for senior leaders, line managers and diversity specialists alike to change cultures, address the broken windows, and take action across the six areas of CMI Women's Blueprint for Business.**

## FIXING THE BROKEN WINDOWS

- **Call out, challenge, change behaviours** – too many “broken windows” behaviours pass unchallenged. Make 2018 the year for action. Every manager has a role to play.
- **Share stories** – listen to the day-to-day experiences of women in your organisation. Share your experiences of broken windows to find the best ways of addressing them and evolve a more inclusive culture.
- **Match reality with rhetoric** – leaders and middle managers alike need to be aligned in their behaviour to change to make sure that policies and practices deliver real change.
- **Make it a business issue** – leaders need to make gender balance a bigger management priority. Measure it, set targets and report on progress. Empower line managers to make change, and make them accountable for their actions.
- **Reinforce the business case** – win the argument about whether enough has been done on gender by highlighting the business case for your organisation. Use the evidence that diversity delivers results and show how gender initiatives address key business needs, like helping to attract and retain talent or improving how far leadership teams reflect your customers.
- **Make change personal** – tap into people's emotional connections and motivations to accelerate progress towards gender balance. Leaders should open up about their personal motivations for promoting the gender agenda, as well as making the business case.
- **Work with men as change agents** – show how advances for women are advances for men too. Work with men to role model the behaviours needed to change cultures, like using flexible working for family reasons, to make those behaviours the norm and not the exception.

## THE BLUEPRINT FOR BALANCE



### BALANCED RECRUITMENT

- Mandate diverse interview and selection panels for all roles, especially senior posts.
- Use blind CVs and insist on diverse candidate lists.
- Stop seeing career breaks as a shortcoming. Recognise the value of alternative skill sets and experience.



### PAY AND REWARDS

- Lead the way for gender balance by being transparent. Publish your pay gap and say how you will work to decrease this.
- Analyse your data and link progress to performance targets and rewards.
- Ensure maternity leave and flexible working is not considered a penalty in pay negotiations.



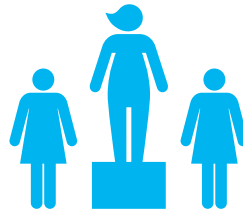
## FLEXIBLE WORKING

- Find managers at all levels who are role models for working flexibly for family reasons, especially men.
- Develop campaigns and training to make sure flexible working really works and doesn't create pitfalls for women. Focus on how it can enhance performance outcomes.
- Address the stigma around flexible working. Challenge presumptions based on the long hours culture.



## SKILLS AND CAREER DEVELOPMENT

- Tackle women's perceptions that they have less access to development opportunities by ensuring equal intake to leadership programmes.
- Tailor any women's leadership development programmes to the needs of the organisation. Be considerate about the language and promotion of single-sex programmes, and make sure they support inclusion rather than separateness, for instance by expanding women's networks to include men.
- Enhance return-to-work programmes for career-break returners. Use one in 10 of the new management and leadership Apprenticeships to support returners.



## MENTORING AND SPONSORSHIP

- Executive leadership teams should be tasked to sponsor at least one high-potential woman and track their progress.
- Support senior and middle managers in sponsoring female middle managers. Provide guidance on how to advocate for the person being sponsored.
- Support female team members in particular to become mentored and sponsored, whether by senior women or by men.



## PROMOTING LEADERSHIP EQUALITY

- Keep up momentum at senior levels by applying best practices and sustaining the focus on the talent pipeline.
- Target 50/50 balance. Why settle for less?
- Focus on culture by tackling broken windows, engaging men as agents of change, and making it personal.

## TAKE ACTION

Head to [www.managers.org.uk/BrokenWindows](http://www.managers.org.uk/BrokenWindows) to:

- ➔ Read the full report for our analysis, lived experience interviews and employer case studies including from BlackRock, Deloitte, the RAF, Marks & Spencer, UBS and Virgin Money
- ➔ Access our Blueprint for Balance Tool where you can download best practice resources, benchmark your organisation and upload and share your resources to support the drive for diversity
- ➔ Sign up to CMI Women, CMI's network for managers who want to help us to drive gender balance in the workplace and create a world-class pipeline of women in management and leadership
- ➔ Find out how to take part in our CMI Women Broken Windows campaign which will identify the smaller, discriminatory and sometimes accidental behaviours that continue to exist in our culture and contribute to gender inequality

Follow us on Twitter

@CMI\_managers #CMIWomen

## About the Chartered Management Institute (CMI)

CMI is the only chartered professional body for management and leadership, dedicated to improving managers' skills and growing the number of qualified managers.

Our professional management qualifications span GCSE to PhD equivalents, including the unique Chartered Manager award, which increases earning potential and improves workplace performance.

CMI has led the way in developing a suite of trailblazing management apprenticeships with a 40-strong group of employers. These range from Level 3, team leader, through Level 5, operations manager, to the Chartered Manager Degree Apprenticeship. A Master's degree level apprenticeship is in development. CMI is a registered apprentice assessment organisation.

We provide employers and individual managers with access to the latest management thinking and with practical online support that helps them to embrace change, create high-performing teams and keep ahead of the curve.

With a member community of more than 157,000 managers and leaders, we promote high standards of ethical practice through our Professional Code of Conduct, and help managers to build their expertise through online networks, regional events and mentoring opportunities.

## CMI Women

CMI is at the forefront of driving gender balance in the workplace and aims to create world-class pipelines for women in management and leadership.

By 2024 the UK will need 1.5 million more female managers and CMI Women will help plug the gap. CMI Women inspires and supports women throughout their careers and provide organisations with a Blueprint for Balance so they can benefit from being a gender diverse organisation.

### About the research

Our report charts employers' current approaches to achieving gender balance and showcases the best-in-class practices that are starting to achieve real change. But it shows that many organisations have much more to do, revealing the "broken windows" of gender bias that still – for far too many women – mar the reality of work.

Visit [www.managers.org.uk/brokenwindows](http://www.managers.org.uk/brokenwindows) for the full report, case studies, framework for action and information on CMI Women.

Follow us on Twitter @CMI\_managers  
#CMIWomen

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