



MY

CONFIDENCE
MATTERS

Rethinking leadership through a gender lens

New ways of working resulting from Covid-19

2020 Survey Results

In association with:

People Management



Contents

“ This report is very comprehensive and powerful. The mix of problems to be addressed and positive news and solutions is great and it should have a really positive impact on the gender balance conversation and how we move forward post-Covid-19.”

Professor Rosie Campbell, Director of the Global Institute for Women’s Leadership

“ This report is brilliant. It shows organisations are learning new skills from being more gender balanced and can tap into ever expanding benefits to leadership, motivation and mental health if they keep at it.”

Avivah Wittenberg-Cox, CEO, 20-first, and author of Seven Steps to Leading a Gender-Balanced Business

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Use Covid-19 as a catalyst for better gender balance in the future



As the Covid-19 pandemic continues and the economic situation develops, the progress made towards economic gender parity in recent years (which was already 257 years away in 2019) is now seriously at risk¹. The World Economic Forum reinforces our view: “Taking a gender lens in the immediate crisis response and recovery policies will be critical to advance economic gender parity.” In association with People Management and organisational change consultancy, Rubica, we conducted a survey during July-October 2020 with over 1,250 corporate employees who were working remotely, as well as interviews with HR directors, senior leaders and gender diversity experts.

Not all plain sailing

In March 2020, working life as we knew it radically changed. The crisis created a new, completely unplanned, working paradigm. Seemingly overnight, we saw the pipe dream of widespread, universal remote working materialise with an unprecedented number of employees working from home during the crisis. The benefits of flexible working for women are well documented and indeed our research conducted in 2019 found that lack of flexible working was a significant barrier to women’s career progression². However, far from being the work/life balance ‘holy grail’ that has been so long sought after, it hasn’t all been plain sailing. For some women, working from home has been highly challenging as they continue to shoulder the burden of unpaid care and work/life boundaries have become increasingly blurred.

There is good news

Our survey respondents reported that organisations are demonstrating greater awareness of their wider lives outside of work, and 92% of employees that had seen a change said the level of understanding and empathy they got from their manager had increased. The crisis has created an opportunity to go even further. The challenge for organisations is to make decisions now that will improve gender balance in the future as we all move to different ways of working. For example, ensuring that empathetic and inclusive leadership traits are rewarded in performance reviews and taking action to ensure that people feel valued, whether through coaching, mentoring or other interventions.

“ Our leaders feel a big responsibility to support our people’s whole lives more than ever. It is not just about work anymore.”

Georgina Collins, Global Chief Talent Officer, Interbrand

Our key findings

Individuals, organisations and leaders have been impacted in different ways. Our analysis points to three key findings, which are covered in more detail in the report:

- More women than men reported a negative impact on job satisfaction and sense of feeling valued
- Employers’ scope of responsibility has broadened to include wider lives of employees
- Caring, nurturing and empathy in leaders has increased dramatically

Opportunity to take action

This report is intended to be a practical guide for any organisation, at whatever point it is on its ‘gender journey’. Our practical tips in the ‘Looking to the future’ section set out our must-do actions (on page 33) as well as more in-depth check-lists for change. There is no doubt that recovery presents challenges for leaders but the themes from this report suggest there is an opportunity to rethink the future and create a new gender balanced paradigm where women can function, flourish and most importantly remain.

Let’s all commit to take action today to preserve and protect the good, improve on the bad and stimulate a more gender balanced culture for the benefit of all.

Joy Burnford,
Founder and director, My Confidence Matters Ltd

“

“The faster policy makers and business leaders act to push for greater gender equality, even as the Covid-19 crisis continues, the bigger the benefits not just for gender equality but also for economic growth.”³

McKinsey & Company

During Covid-19 lockdown...

More women than men reported a negative impact on job satisfaction and sense of feeling valued

33%
of women

said job satisfaction decreased compared to 24% of men

22%
of women

said their sense of feeling valued decreased compared to 16% of men

A lack of flexible working has long been a significant barrier to women's career progression². As a result of Covid-19, that barrier was removed overnight, and the pipe dream of widespread, universal remote working for all materialised. However, far from being the work balance 'holy grail' that has been so long sought after, it hasn't all been plain sailing. For some women, remote working has been disabling as they continue to shoulder the burden of unpaid care and work/life boundaries become increasingly blurred.

Organisations now have an opportunity to use Covid-19 as a catalyst for a better workplace and create a new gender balanced paradigm for the benefit of all. Whilst organisations should continue to give employees the choice about how, where and when they do their work, it is important to challenge the assumptions around 'flexible working' as the panacea and spend time unearthing the cultural factors (often unconscious) that need to be tackled to make that a reality that works for everyone. Rather than creating a flexible working policy for all, organisations need to respond to individual needs, challenges and circumstances and involve a wide range of experiences in the design of new working models. It shouldn't be assumed that everyone is having the same experience or needs the same things. Looking to the future, organisations must watch for gender splits in who is returning to the office and who is choosing to continue to work remotely and act swiftly to mitigate any erosion of gender balance as a result.

“ There should have been general recognition of the blurring between home and work and perhaps implementing ground rules or etiquette guidelines around online hours.”

“ There could have been fewer video meetings - there has been a real tendency to ramp these up, with the assumption that people are 'available'. A stronger steer could have been provided on this as it's not only time-consuming but exhausting.”

“ My employer needs to respect my working hours and not have as many video calls - I am supposed to be part time but have had calls and meetings all day every day, no breaks in between and at really inconvenient times e.g. over lunch, when I have two children to feed!”

“ My organisation needs to 'walk the talk', respect work/life boundaries and recognise that people cannot 'be on' all the time.”

During Covid-19 lockdown...

Employers' scope of responsibility has broadened to include wider lives of employees

49%
of employees

cited a health and wellbeing issue as their biggest personal challenge

20%
of employees

said a lack of connection was their biggest workplace challenge

19%
of women

said it was harder to get heard in virtual meetings, compared to 10% of men

A direct consequence of remote working is that organisations and people managers have a greater insight into the wider context of the pandemic on employees lives, changing the employer/employee relationship as a result. Whilst working remotely, employees have struggled to look after their health and wellbeing, felt a lack of connection with colleagues and, for some women, have found it even harder to make their voices heard.

As a result of working remotely, organisations now have a greater responsibility for the wellbeing and support they give to their employees. It is clear from our survey findings that the more remote the working environment, the more support is needed. It is imperative that employee wellbeing and engagement remains the central focus of return-to-work plans and in creating a culture that benefits all. Looking to the future, organisations should explore new ways of staying connected and should also increase focus on ensuring women are visible and heard, especially in remote, virtual and hybrid settings.

“ The formal culture is ‘wellbeing is number one’. The informal culture is ‘I know you are on holiday, but in case you’re checking emails’. This needs to change.”

“ My company really really cares for us all and focus on our wellbeing and staying healthy; and they mean it, they are walking the talk.”

“ My company has introduced opportunities to take part in virtual meetings to support health and wellbeing - from exercise to knitting to meditation.”

“ It was made clear to anyone with caring responsibilities that the organisation understood the pressures.”

During Covid-19 lockdown...

Caring, nurturing and empathy in leaders has increased dramatically

92%
of employees

who felt there had been a change in their manager's leadership style said the level of understanding and empathy had increased

There has been much talk of the benefits of 'soft' skills, empathy and compassionate leadership in a corporate setting. During the pandemic, leaders have demonstrated a more empathetic and inclusive style of leadership and have been supportive in helping employees manage caring responsibilities. The pandemic has increased the value attributed to these leadership behaviours.

Organisations now have an opportunity to enable leadership to be more heartfelt, inclusive and gender literate, benefitting men as well as women. Organisations should continue to invest in supporting all leaders and managers to lead with empathy and to tailor their leadership to different needs and experiences. Expectations of leaders that include caring responsibilities for their people should be updated and clearly communicated. Looking to the future, organisations should offer professional development to support leaders in delivering these leadership traits, and caring and nurturing behaviours should be rewarded actively and consciously. This will not only impact on employee wellbeing but our interviews have shown that this can also have an impact on productivity and commercial success.

92%
of employees

with caring responsibilities said that their organisation has been supportive in helping them manage these

“ Management have been incredibly supportive - 'you're not working at home; you're attempting to work during a crisis.'”

“ Leaders in my organisation, including my direct manager and the CEO, have been super empathetic. They demonstrated that they care about our safety and wellbeing.”

“ All conversations now start with 'how are you?' which is a genuine question.”

“ Senior leaders have shared their own personal stories of coping in lockdown to reaffirm that we are all in this together.”

Viewpoint: The Flex Paradox

By Caroline Gosling, Director of Culture & Engagement, Rubica



For many, Covid-19 has normalised some aspects of 'flexible working', most notably working from home. It has levelled the playing field on where work is done (for office workers – not all workers) because we've all had to do it. And as decisions are made about new models of work, location flexibility in the form of hybrid or blended workplace models seems to be something we want to keep. But this report shows there are some significant things to watch out for if these models are not to inadvertently delay – or even erode – progress towards gender balance at work.

The potential of true flexibility

First, working from home is not the same as flexibility. For some, working from home has indeed resulted in increased flexibility and has allowed them to integrate life and work demands well. Many employers have been sympathetic during this time and the potential of true 'flexibility' (defined as being able to decide where you work, how you work and when you work as long as you deliver agreed outcomes) has been embraced. However, for others moving work from the office into the home has not added much to their ability to work flexibly beyond removing commuting time (often replaced with more work). This appears to be disproportionately the case for women.

Second, true flexibility requires a significant cultural shift and for some of our long-held, sometimes unconscious assumptions about work and productivity to be changed. These include beliefs around the legitimacy and value of business being done in the home versus the office, quantity over quality, the status conferred by 'being busy', the expectation that work will always be prioritised and that people will respond instantaneously. And, of course, whose job it is to pick up unpaid work in the home.

Avoiding two-tier organisations

Covid-19, and the disruption it has brought to where we do work, has the potential to be a good thing for gender balance. But in the process of re-imagining work we must work hard to avoid creating two-tier organisations, reinforcing the unspoken but existing hierarchy where those going into the office are deemed more committed to the job while those choosing to work from home are seen as less focused, less ambitious and distracted by their 'other commitments'. This report shows women are already finding it harder to be visible and speak up in virtual meetings – potentially even tougher in a 'hybrid' world, where some are in the room physically and some are a face on a screen. There is a danger we will reverse decades of progress if we cause some people (women?) to retreat back into the home while others (men?) are working outside the home, going to the office and 'getting on by being seen'.

Opportunity to unpick the root cause of gender imbalance

The opportunity for all of us is to build on the platform created by both Covid-19 and our years of learning from flexible working policies, quotas, pay reporting and women's initiatives to fundamentally re-assess the employer/employee contract and unpick the root cause of gender imbalance. We need to look hard at our assumptions about work and flexibility. And we need to use the upsurge in employer empathy and awareness of our wider lives seen in these data as an opportunity to review what organisations are asking of their employees, overtly or not, so that 'other commitments' are openly acknowledged, valued and encouraged as part of who we ALL are as humans. In other words, we need to start believing that we are not productive, effective contributors at work in spite of our 'other commitments' but because of them.

“What's really challenging in the current climate of 'remote working' is the concept of what flexibility actually means. It's all well and good putting policies in place, but unless we truly change our mindsets and embrace what it actually means then we're just paying lip service.”

Anita Walters, Global Senior HR Business Partner, Culture and Engagement Lead, Lloyd's

A reminder why gender balance is good for business

Gender is a business issue, not a women's issue

The business case for gender balance in the workplace is now overwhelming. More women in the workplace makes good business sense, leads to better decision-making and increases profitability. However, continued economic challenges caused by Covid-19 mean that the progress made towards gender balance in recent years is at risk. So, before we delve deeper into the findings of our research, let's take a moment to remind ourselves why organisations need to think strategically about gender.

4 in 10

FTSE 350 companies

Have failed to reach the Hampton Alexander Review target to individually ensure women make up 33% of their board by the end of 2020⁴

£150bn

added to the UK economy

Bridging the gender gap would add £150bn to the UK economy by 2025⁵

25%

more likely to have above-average profitability

Companies in the top quartile for gender diversity on executive teams are 25% more likely to have above-average profitability⁶

19%

higher innovation revenue

Companies with more diverse management teams have 19% higher revenues due to innovation⁹

3 times

higher profit margins

FTSE 350 companies with more than 25% women on their Executive Committee have profit margins almost 3 times higher than those with all-male^{7a}

£6.35bn

gender dividend

If all FTSE 350 companies performed at the same level as those with women on their executive committees^{7b}

61%

of women look at gender diversity of employers

61% of women look at the gender diversity of the employer's leadership team when deciding where to work¹⁰

87%

better business decisions

Inclusive teams make better business decisions up to 87% of the time⁸

“

“The danger is if you take away the pandemic, do we just ping back to where we were before? I don’t think where we are now is where we want to end up but it has been a catalyst for us to be in a better place in the future.”

Sonia Astill, HR Director, Wickes

Analysis and insights

In this section...

More women than men reported a negative impact on job satisfaction and sense of feeling valued



Employees want to choose how and where they work

Ninety-six per cent of respondents expressed a clear desire to continue having the flexibility to work from home, with 77% wanting the option to choose when to work at home and in the office, and 19% wanting to work from home all the time.

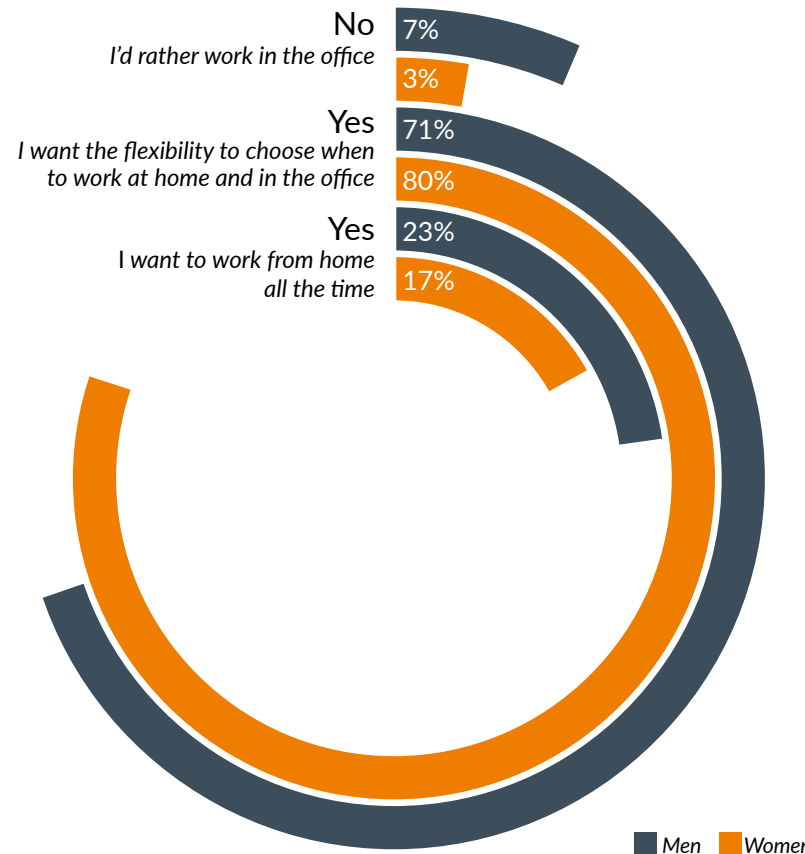
The results were similar across genders, with the majority of both male and female respondents wanting the flexibility to choose when to work at home and in the office.

The benefits of flexible working for women are well documented. Research conducted by My Confidence Matters in 2019 found that lack of flexible working was a significant barrier to women's career progression². This barrier has been removed almost overnight as a result of the pandemic. Universal remote working has materialised and we have seemingly reached the work balance 'holy grail' of remote working.

It is encouraging that male employees have equally experienced the benefits of working from home as a result of Covid-19, that they have reported how this balance has enabled them to support their partners with childcare and work commitments.

96%
of respondents
said they want to continue to have the flexibility to work from home

Figure 1: Would you personally like to continue to have the flexibility to work from home?



“ It has come as a surprise that a fan of the office like me has learned to love the new flexible approach that Covid-19 has given us. It has been successful because everyone has experienced it at the same time for the same reason and I hope that it continues to be accepted as normal practice in the future. Covid-19 has shown that it can be as productive as working in the office. Thinking to the future, I would like to work perhaps two-three days a week from home, and I now understand how this balance could support my wife with nursery pick up and drop off. A small thing that makes a big difference to her.”

David Mash, HR Business Partner, Wickes

Women are more likely than men to say their job satisfaction had decreased during lockdown

Respondents were asked if their sense of job satisfaction or fulfilment had changed as a result of working from home in lockdown. Forty-three per cent of men said it hasn't changed, compared to 33% of women.

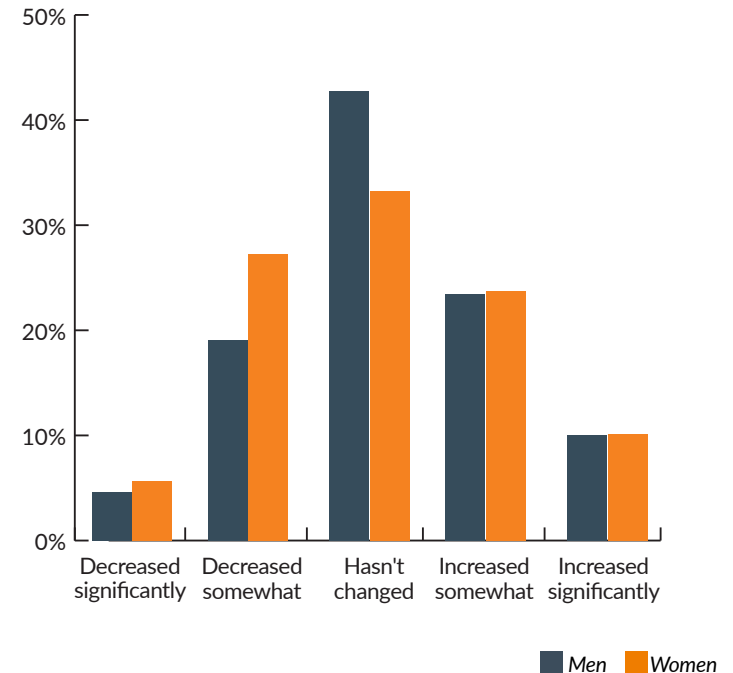
- Significantly, 33% of female respondents felt that their sense of job satisfaction had decreased (either significantly or somewhat) compared to only 24% of male respondents.
- For the respondents who did not have the option to work flexibly before Covid-19, 39% said their sense of job satisfaction had increased since being able to work from home. Job satisfaction for male respondents had increased (either significantly or somewhat) more than women; 46% of men compared to 37% of women.
- This data suggests that the challenges of remote working explored further in this report have impacted women more than men. This is not surprising when you consider that the burden of unpaid care, which increased during the pandemic, falls disproportionately on women.

33%
of women
said job satisfaction
decreased compared to
24% of men

“ The way we expect people to work and how we’re defining our culture has changed radically. After two weeks of lockdown earlier this year, 99% of our people were successfully working remotely and we have definitely seen a positive impact as a result of the pandemic. It has enabled us to look at our future operating model and accelerated our plans and progress. It feels like light-years ahead of where we were. For example, the expectation around being in the office has changed – I can’t ever see us going back to a 5-day week again. It will be a blended approach to work and where you do it. I have seen a phenomenal change in the way leaders are with employees and they feel entrusted and empowered to establish their own work patterns. I’ve personally always done a 4-day week, but now I feel I can pick up my children from school without having to apologise about it.”

Jeni Thakrar, Talent and Inclusion Partner, Canada Life

Figure 2: As a result of working from home in lockdown, how has your sense of job satisfaction or fulfilment changed?



The biggest workplace challenges faced by employees during the pandemic

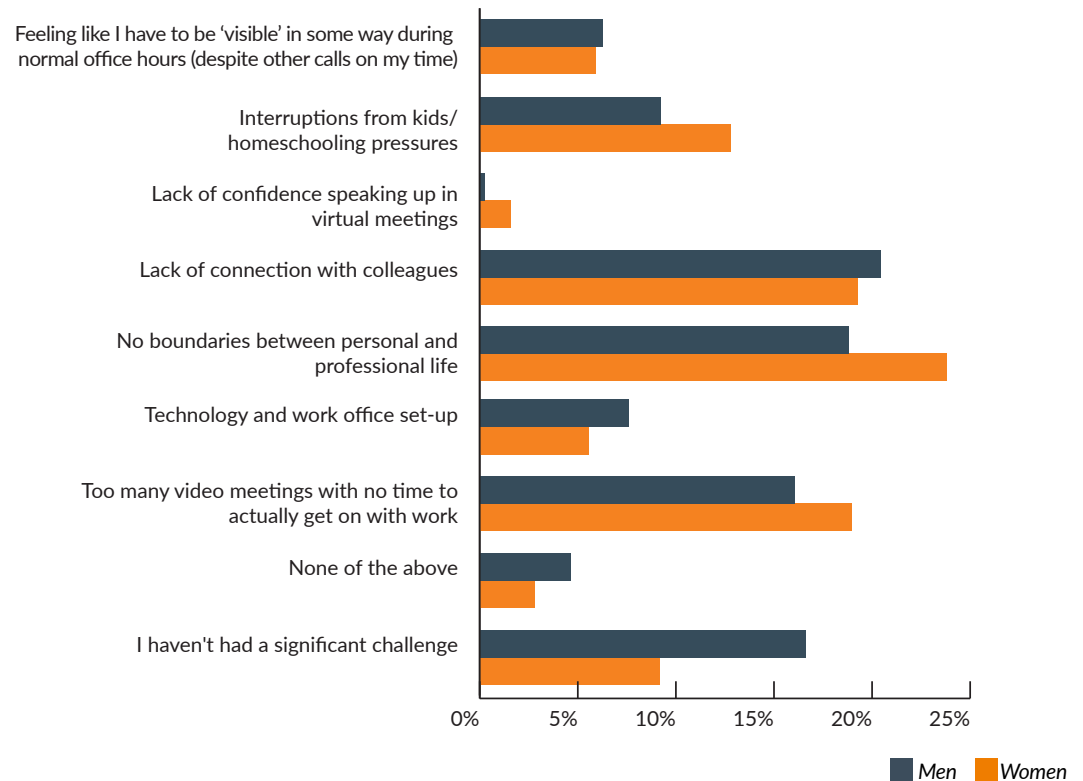
Whilst we seem to have reached the 'holy grail' of widespread, universal remote working, it hasn't all been plain sailing. Employees have faced increased strain working from home and remote working has thrown up many challenges that are set to continue as we find new ways of working.

- Looking at the differences between genders, 17% of male respondents felt they hadn't had a significant workplace challenge, compared to only 9% of female respondents. This was also the strongest gender division in response to the question. For many women, remote working has caused many challenges from a functional, developmental and wellbeing perspective.

22%
of employees
said their biggest workplace challenge was no boundaries between personal and professional life

- McKinsey recently reported that more than 1 in 4 US women are contemplating downshifting their careers or leaving the workforce completely as a result of the workplace challenges surrounding Covid-19, the consequence being fewer women in leadership, and fewer women on track to be future leaders.¹¹
- The biggest workplace challenge chosen by respondents was 'No boundaries between personal and professional life': chosen by 22% of respondents in total. Remote working has introduced a new 'always on', Big Brother, e-presenteeism which has flipped the working from home 'slacking' sentiment of old.
- A recent research report by CIPD also found that one-third of workers (32%) say that remote access to work means they cannot switch off in their personal time.¹²
- The next biggest challenge was 'Lack of connection with colleagues' (20% of total respondents). Whilst employees have valued working from home it appears employees want to be remote, but not too remote. We explore this further on page 25.

Figure 3: What is the biggest workplace challenge you have faced during 'normal' working hours since lockdown began?



“

“Seeing men as the human default is fundamental to the structure of human society. It’s an old habit and it runs deep – as deep as theories of human evolution itself.” ¹³

Caroline Criado Perez, Author of *Invisible Women*

Women felt less valued than men whilst working remotely

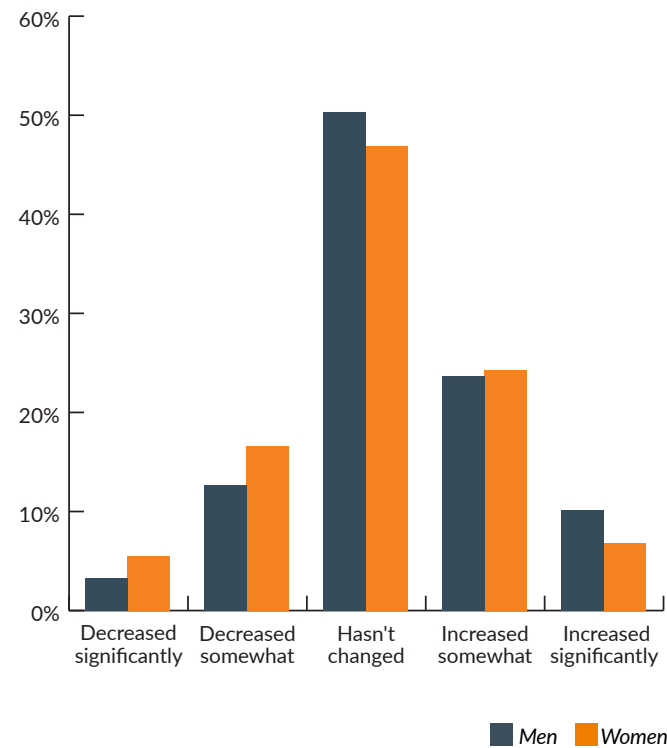
When asked to identify how their sense of feeling valued by their organisation had changed since before lockdown, most respondents said that it hadn't changed or had increased. However, when looking at the differences between genders, 22% of female respondents said that their sense of feeling valued had decreased (either significantly or somewhat) compared to just 16% of men.

We know that perceived lack of connection or poor communication can directly affect our feeling of being valued. This is particularly relevant in the context of the pandemic, with 20% of employees citing a lack of connection with colleagues as their biggest workplace challenge.

A note on ethnicity: Our survey responses showed that respondents identifying themselves as BAME women also felt less valued than white women. Bearing in mind the small sample of BAME women who completed the survey, we will not report on these findings here but there is certainly scope for more comprehensive research on ethnicity differences on this topic. The conclusion we can draw from this finding is that organisations need to be attentive to different cultural (as well as gender) differences, particularly given the wider context of the Black Lives Matter movement.

22%
of women
said their sense of feeling valued had decreased compared to 16% of men

Figure 4: How has your sense of feeling valued by your organisation changed since before lockdown?



“ We have an active gender network called ‘Thrive’ which is well attended by men and women with active role models who talk openly about picking up the kids etc. This really helps to ensure that different views are seen and heard.”

Dannii Portsmouth, VP HR, Pepsico

Women felt less valued than men whilst working remotely *continued*

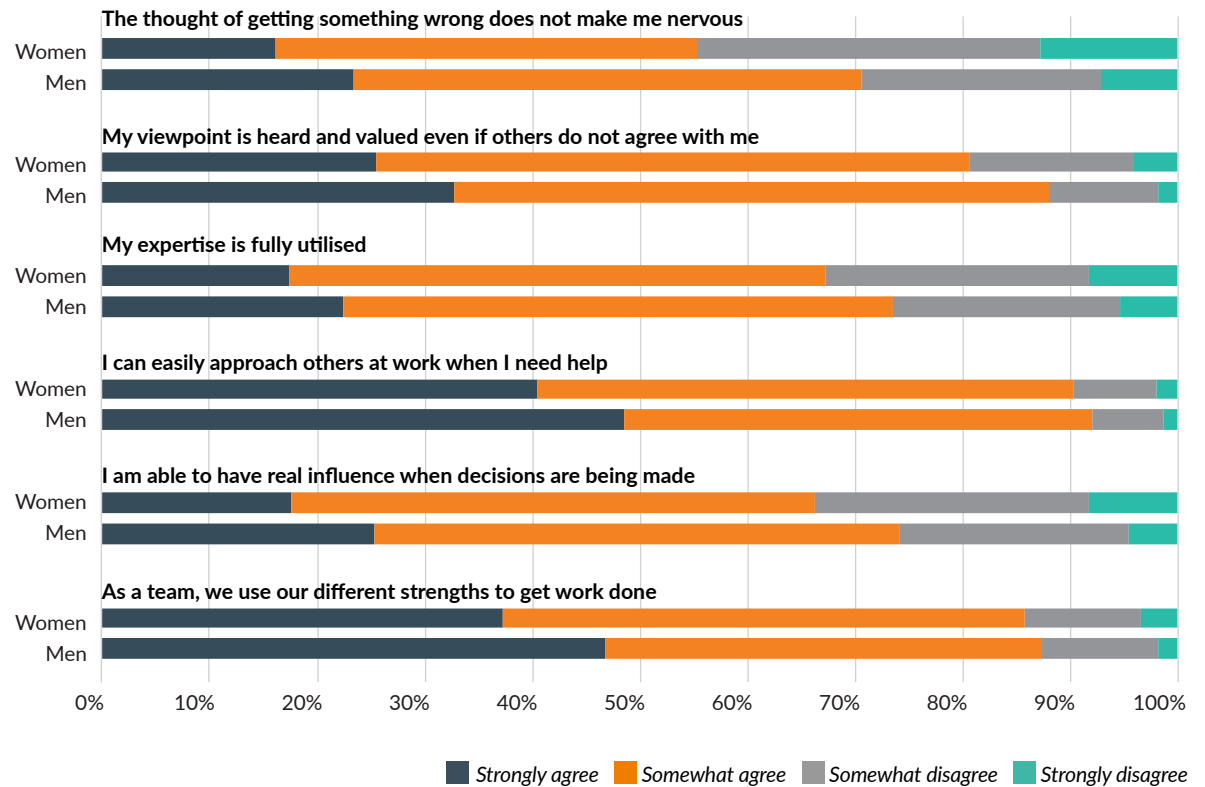
When asked about a range of 'feeling valued' beliefs, the following responses highlighted strong gender contrasts.

- 45% of women (v 29% men) felt the thought of getting something wrong made them nervous.
- 33% of women (v 26% men) felt their expertise isn't fully utilised.
- 34% of women (v 26% men) felt they are not able to have real influence when decisions are being made.
- 19% of women (v 12% men) said their viewpoint isn't heard and valued even if others do not agree with them.

“ I have heard a lot of male professionals say 'I go into my home office to start my day and focus.' I haven't heard many women saying the same!”

Georgina Collins, Global Chief Talent Officer, Interbrand

Figure 5: Thinking about how you're valued in your organisation, please rate the following statements



45%
of women

felt the thought of getting something wrong made them nervous, compared to 29% of men

Women are more likely to say they didn't have the environment to do their best work during lockdown

When asked about a range of fulfilment beliefs, the research again highlighted strong gender contrasts between male and female respondents.

The following responses showed the strongest gender contrasts:

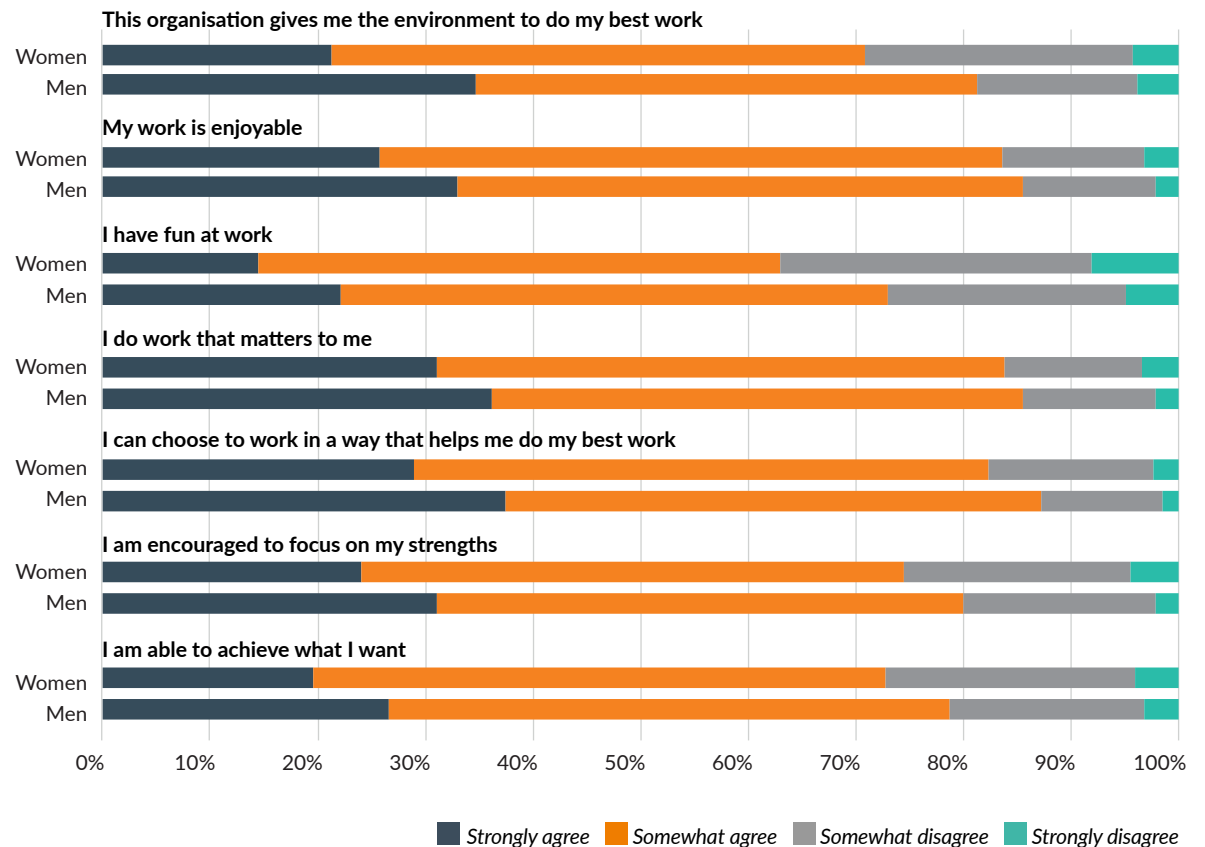
- 29% of women (v 19% of men) disagreed that their organisation gives them the environment to do their best work
- 37% of women (v 27% of men) disagreed that they have fun at work
- 27% of women (v 21% of men) disagreed that they are able to achieve what they want.

“ We have seen a lot more women attending mental health/stress management sessions which makes me think that perhaps women are struggling more; we need to look into this further.”

Sian Prigg, Senior Learning Consultant, Opel Vauxhall Finance

29%
of women
disagreed that their organisation gave them the environment to do their best work compared to 19% of men

Figure 6: Thinking about your work at the moment, please rate the following statements



Women are more likely to say they didn't have the same access to professional development as men

The pandemic has impacted the professional development available across organisations, with many women feeling that they did not have the same access to opportunities as men during lockdown.

The following responses showed the strongest gender contrasts:

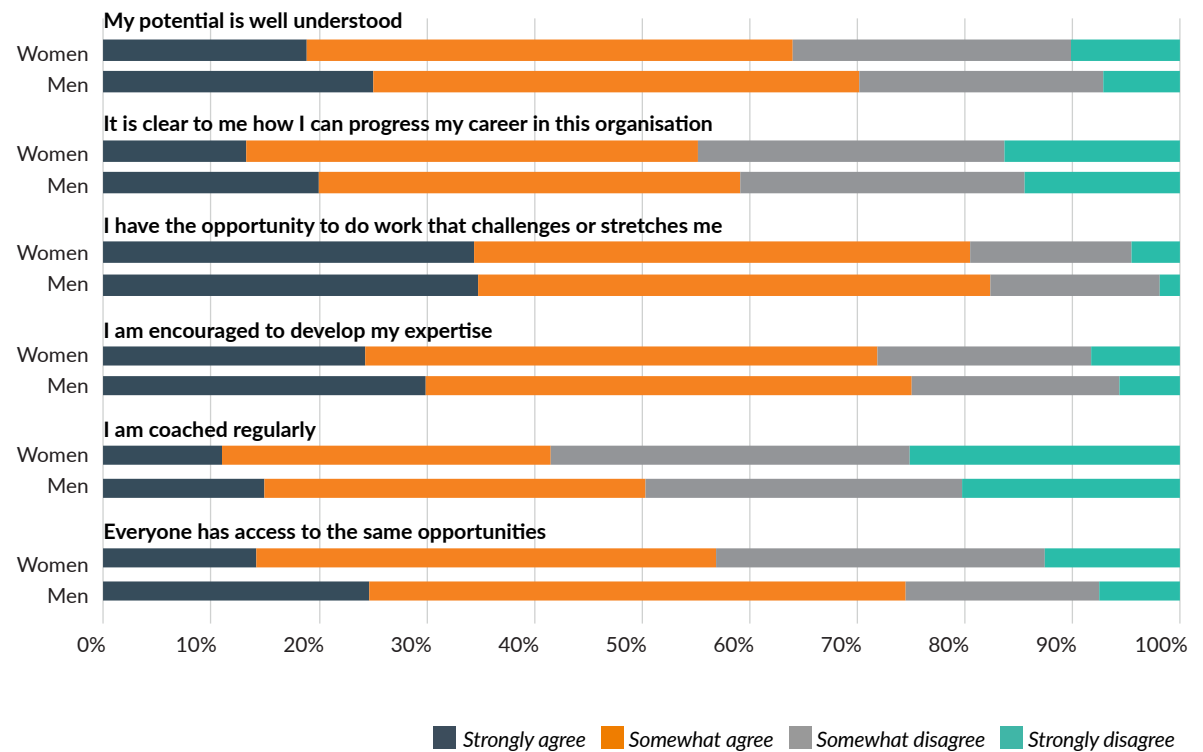
- 43% of women (v 25% men) disagreed that everyone has access to same opportunities
- 36% of women (v 30% men) said their potential isn't well understood
- 58% of women (v 50% men) disagreed that they were coached regularly.

Investing in professional development demonstrates an organisation is willing to help employees reach their full potential, thereby increasing morale and productivity. If women feel they do not have access to the same opportunities as men, it will have a direct consequence on their sense of feeling valued.

“ If you don't have a good manager, you worry about favouritism - and that will be worse working from home. Office politics are a big part of our lives and part of what creates stress in organisations, and often it boils down to favouritism and unfair treatment.” ¹⁴

Peter Cheese, Chief Executive, CIPD

Figure 7: Thinking about professional development available to you at the current time, please rate the following statements:



“

“Moving into a post Covid-19 world, we will help people to set boundaries to aim for a ‘work/life blend’ rather than ‘blur’. Getting this blend right is paramount to everyone’s health and wellbeing.”

Georgina Collins, Global Chief Talent Officer, Interbrand

Analysis and insights

In this section...

Employers' scope of responsibility has broadened to include wider lives of employees

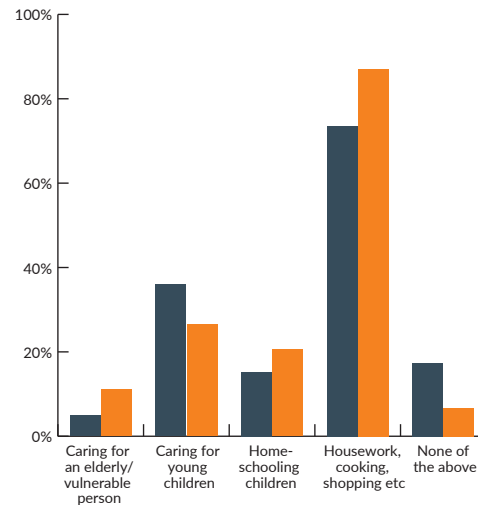


The biggest personal and family challenges faced by employees during the pandemic

A direct consequence of remote working is that people managers are now more aware of the wider context of the pandemic on employees' lives. Employees have faced increased personal and family challenges during 'normal' working hours, struggling to work alongside their other home-life responsibilities. The employer/employee relationship has changed. Ultimately, organisations' scope of responsibility has broadened and they need to be aware of the mind as well as matter of their employees.

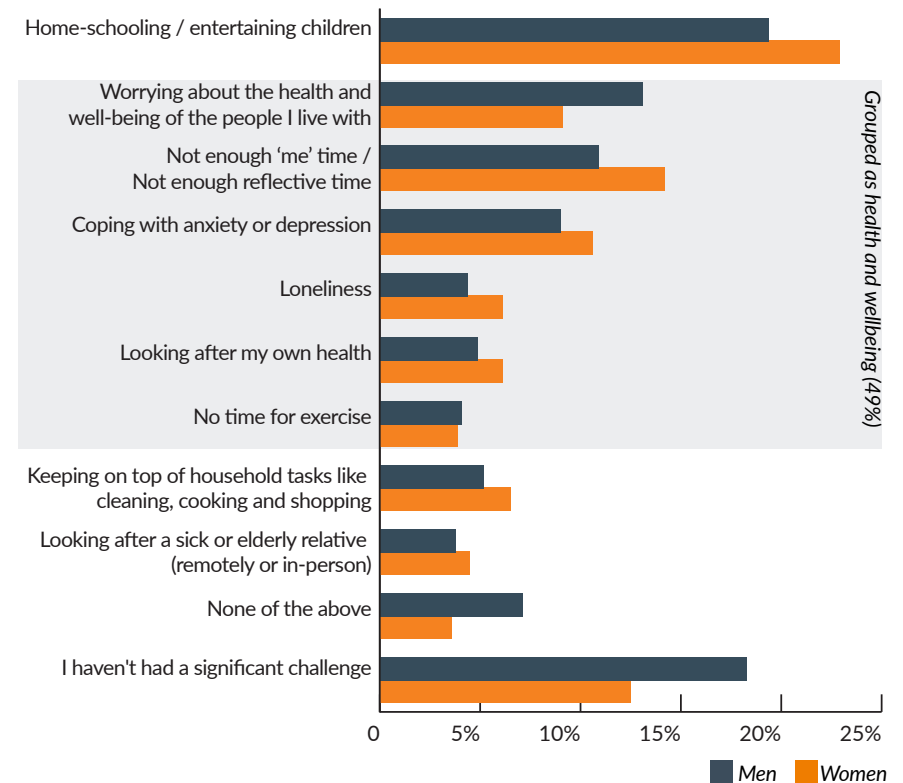
- The single biggest personal or family challenge chosen by respondents was 'Home-schooling/entertaining children' (22% of respondents). This is not surprising given that 50% of respondents cited caring for young children and homeschooling children as their main significant responsibilities outside of work. Research conducted by the Institute for Fiscal Studies shows that, during lockdown, parents spent an average of nine hours a day on childcare.¹⁵
- Almost half of respondents (49%) cited a health and wellbeing issue as their biggest personal challenge (taking all the challenges relating to health and wellbeing together).
- Previous research conducted by My Confidence Matters in 2019 also found that health and wellbeing had the most significant impact on career choices².

Figure 8: What are your main significant responsibilities outside of work? Select any that apply



- Looking at the differences between genders, 18% of male respondents felt they hadn't had a significant personal or family challenge, compared to 12% of female respondents. This was also the strongest gender division in response to the question, potentially reflecting that women must often combine paid work with greater caring responsibilities than men.

Figure 9: What is the biggest personal or family challenge you have faced during 'normal' working hours since lockdown began?



Organisations have demonstrated support around wellbeing

It is encouraging that the majority of respondents (both men and women) answered that they agreed (either somewhat or strongly) with our statements relating to their organisations' actions around wellbeing. However, 31% of women (v 22% of men) felt success is at expense of people's wellbeing.

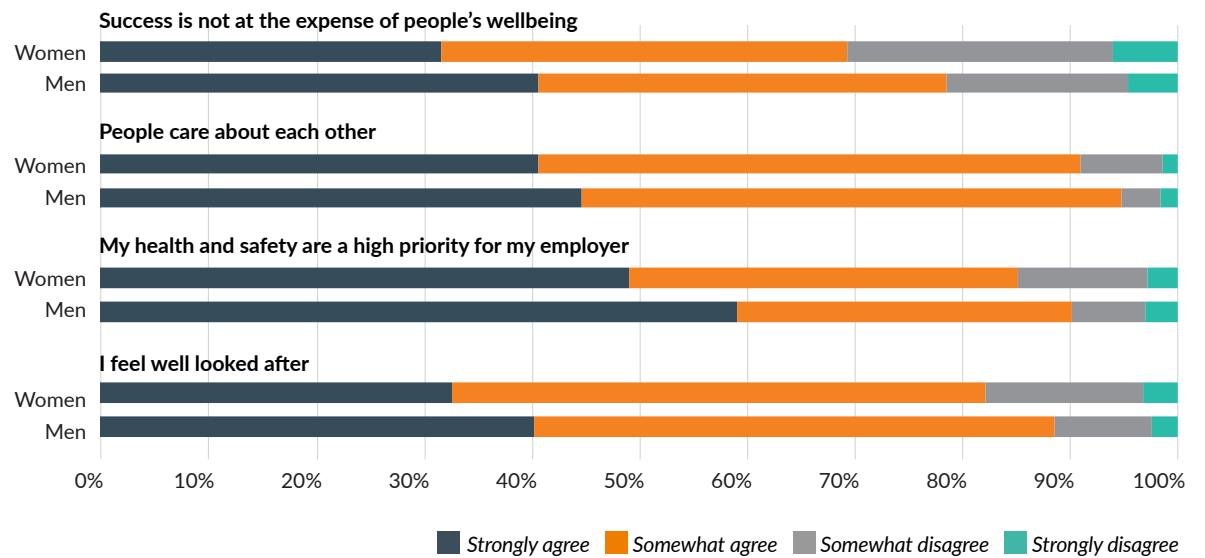
In the survey responses to our free text question "If your organisation has done anything that has pleasantly surprised you during this unusual time, we'd love to hear about it" many respondents cited actions their organisations had taken around wellbeing as a positive response to remote working. For example:

- "We were all given a 'gift of time' – a day off to support employees and recognise all our efforts during the pandemic."
- "Our wellbeing is in mind; we've been given free days off for rest and recharge."
- "We've been offered free 24/7 anonymous mental health support plus a wealth of free online training material."
- "Senior leaders have made a point of saying we need to prioritise the health and wellbeing of our families first and then prioritise our work. This was so helpful."
- "The company messaging has moved to being about employee wellbeing with huge focus on mental and physical health during this time, which has been very much appreciated."

“ Burnout is an occupational phenomenon resulting from chronic workplace stress that has not been successfully managed.”¹⁶

World Health Organization

Figure 10: Thinking about your organisation and its actions around wellbeing, please rate the following statements



“ When everything is constantly changing around us, we encourage our people and our clients to look at their own 'personal operating model'.¹⁷ This is about thinking about what is important to them, the different roles they play, how they spend their time and their energy. It is a great tool to support personal wellbeing and effectiveness.”

Jacqui Brassey, L&D Director, McKinsey & Company

“

“In the ‘old’ world we used to bump into someone in the office and got a sense of how they were feeling. With agenda driven online conversations, this connection is really difficult.”

Sayeh Ghanbari, UK&I Business Consulting Leader, EY

Lack of connection with colleagues is a major challenge for employees

Whilst the majority of employees have valued remote working, for some it has meant a lack of connection with colleagues and feelings of isolation. At a time when many employees feel anxious, listening to their concerns is even more important than usual. The more remote the working environment, the more support is needed.

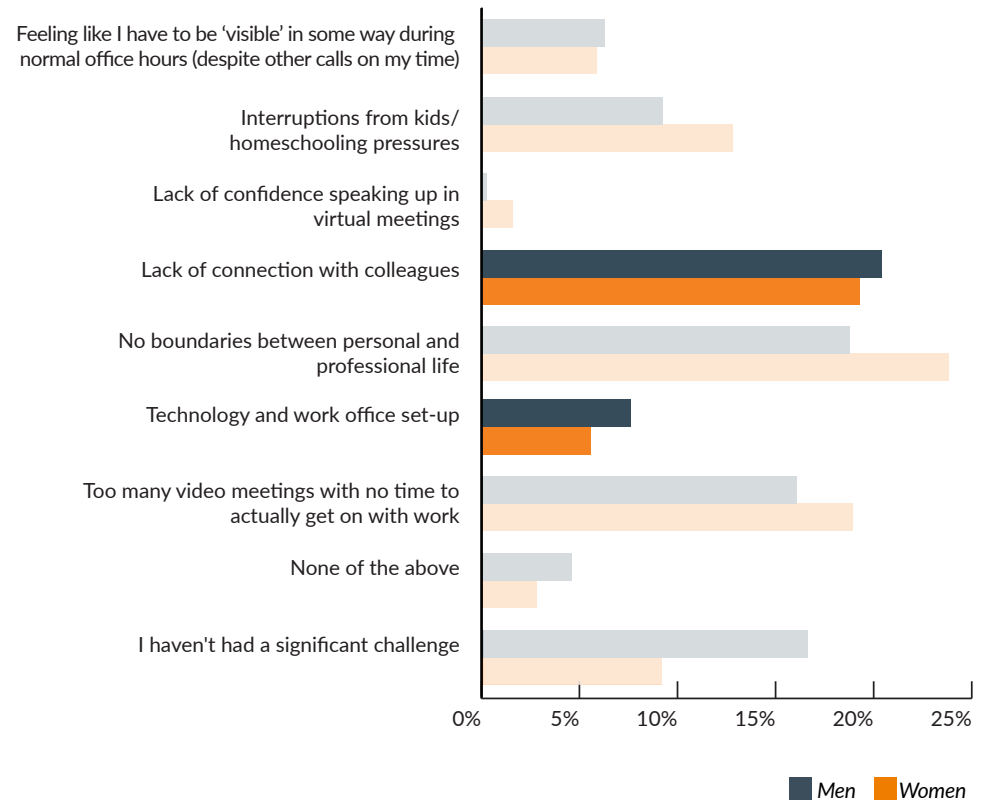
- The second biggest workplace challenge cited was 'Lack of connection with colleagues', chosen by 20% of respondents. 6% of respondents also selected 'Loneliness' in response to their biggest personal or family challenge (see Figure 9).
- Only 6% of respondents selected 'Technology and work office set-up' as their biggest workplace challenge. Whilst the provision of office equipment was highlighted as something that employees valued in our free text responses in the survey, it is clear that organisations need to prioritise communication and engagement when creating a culture where both women and men can function and flourish.
- Cross-sector Karian and Box research has shown that companies with leaders who listen to their people have lower employee attrition, less sickness absence, higher customer satisfaction and higher workforce productivity.¹⁸

20%
of employees
said their biggest workplace challenge was a lack of connection with colleagues

“ You have to be careful about grouping people together – whether that is gender, or different employee groups as it is all about individuals and their circumstances, which are all different. It is really important to hear employees' views. Organisations shouldn't shy away from asking and having a conversation to find out what people think.”

Anita Walters, Global Senior HR Business Partner, Culture and Engagement Lead, Lloyd's

Figure 11: What is the biggest workplace challenge you have faced during 'normal' working hours since lockdown began?



Women find it harder to get heard in virtual meetings than men

We asked respondents to what extent they felt working remotely has impacted their ability to be heard in meetings.

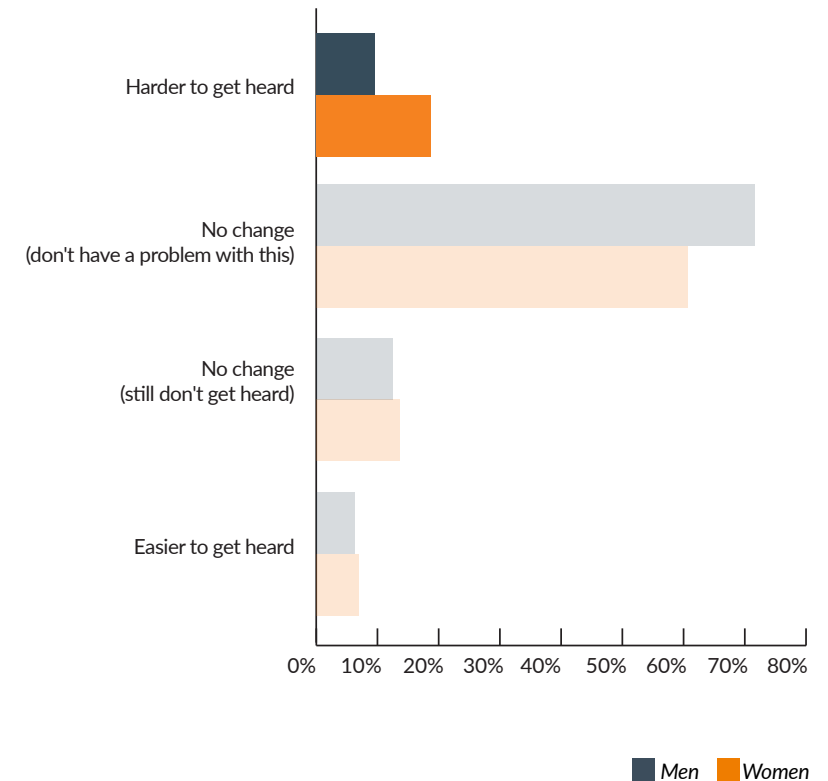
- Although the majority of respondents said that there had been no change in their ability to be heard, a significant proportion of women (19%) reported a negative impact (compared to only 10% of men).
- Our previous research into women's confidence at work showed that 79% of female respondents felt that they regularly lacked confidence, compared to 62% of male respondents.² This appears to have translated into virtual meetings as well as in the workplace.
- Research carried out by Management Today also found that 34.7% of staff were less able to collaborate now than this time last year.¹⁴

“ The digitisation of meetings has given women other ways of speaking up and getting their voice heard. On most digital meeting systems there are different ways of being heard including raising questions on the system, raising a hand and setting up polls – it has been positive to see both my female colleagues and Women in Business adapt to the new and innovative ways of speaking up.”

Julie Baker, Head of Enterprise and Community Finance, NatWest Group

19%
of women
said it was harder to get heard in virtual meetings compared to 10% of men

Figure 12: To what extent do you feel working remotely has impacted your ability to be heard in meetings?



“

“Instead of falling for people who are confident, narcissistic and charismatic, we should promote people because of competence, humility and integrity.... we would significantly improve the quality of our leaders.”¹⁹

Dr Tomas Chamorro-Premuzic, Psychologist, Author and Entrepreneur

Analysis and insights

In this section...

Caring, nurturing and empathy in leaders has increased dramatically



The level of understanding and empathy from managers increased during lockdown

There has been much talk of the benefits of 'soft' skills, empathy and compassionate leadership in a corporate setting. The responses to our survey indicate that the pandemic has accelerated this sentiment and Covid-19 has been catalyst for these types of leadership behaviours. The crisis therefore represents an opportunity to continue to enable leadership that is more human and gender literate and that benefits men as well as women.

- Out of the respondents that felt there was a change in their manager's leadership style, 92% said that the level of understanding and empathy they got from their manager about challenges in their personal or home life had increased since before lockdown.
- Looking at the differences between genders, we can see this is not just important for women; men came out at 93% (v women 91%) on this point.
- By communicating with empathy, managers make employees feel valued and understood. Research shows that this kind of openness and understanding reduces anxiety and builds trust.²⁰

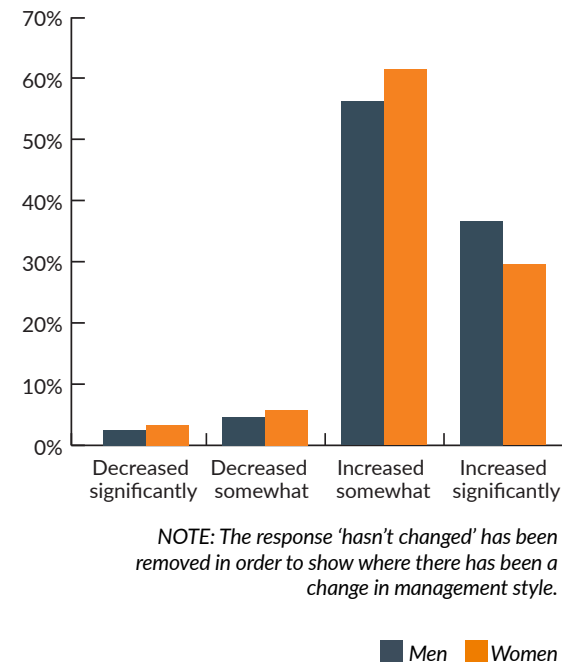
92%
of employees

who felt there had been a change in their manager's leadership style said the level of understanding and empathy had increased

“ The optimist in me thinks this empathetic leadership style will continue. It takes 30 days to form a new habit, so let's hope this new habit sticks!”

Dannii Portsmouth, VP HR, Pepsico

Figure 13: How has the level of understanding and empathy you get from your manager about challenges in your personal or home life changed since before lockdown?



Organisations have been supportive in helping employees manage caring responsibilities

“ If you can work in a suburban hub or at home it certainly gives you more flexibility, but if your company requires you to be spontaneous about appearing face-to-face in a city centre location for meetings, that could be hard to manage – especially for those with childcare responsibilities!”

Professor Rosie Campbell, Director of the Global Institute for Women's Leadership

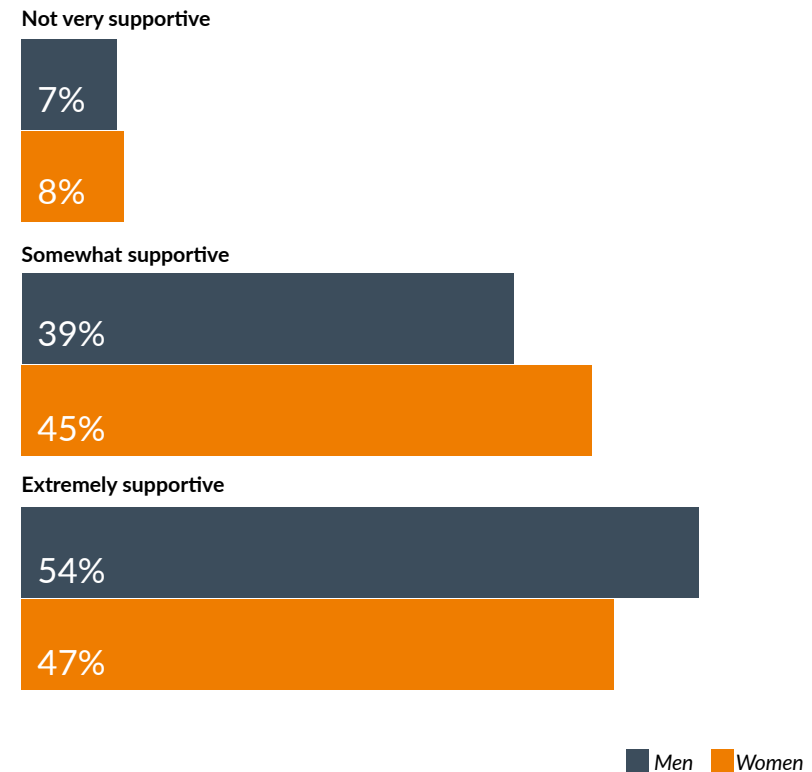
92%
of employees with caring responsibilities

said that their organisation has been supportive in helping them manage these

Ninety-two per cent of respondents with caring responsibilities selected that their organisation has been either 'somewhat' or 'extremely' supportive in helping them manage these. Only 8% of respondents said their organisation had not been supportive.

- This is encouraging news for gender balance in organisations, given that women have combined paid work with greater caring responsibilities than men throughout the pandemic.
- Women still tend to do the majority of unpaid care looking after children and older relatives.²¹ It also more likely that mothers rather than fathers will seek to bridge the childcare gap through stepping away from work.²² If organisations are supportive of employees with caring responsibilities it is less likely that we will lose women from the workplace as a result of the pandemic.
- Women do an average of 75% of the world's unpaid care work and Covid-19 has disproportionately increased the amount of time women spend on domestic responsibilities.²³

Figure 14: If you have caring responsibilities (for a child or vulnerable person), how supportive has your organisation been in helping you manage these?



Organisations are now more open and understanding regarding flexible working

The impact of the pandemic has lessened any stigma around working flexibly and remotely. Eighty-eight per cent of respondents expect their organisation to be more open to flexible working in general once some sort of normality returns.

- There has also been an increased acceptance during the pandemic of seeing children or pets being present during video conference calls. Fifty-one per cent of respondents stated that it didn't used to be acceptable but now is.
- Recent research carried out by Karian and Box found that 94% of organisations have changed their strategy to increase support for home working and 79% have upped support for flexible working.²⁴
- A survey by FlexJobs carried out during the pandemic found that 51% of employees felt they have been more productive working from home during Covid-19. Top reasons respondents gave for their increased productivity included fewer interruptions, more focused time, a quieter work environment, a more comfortable workplace and avoiding office politics.²⁵

Figure 15: Once some sort of normality returns, do you expect your organisation to be more open to flexible working in general?

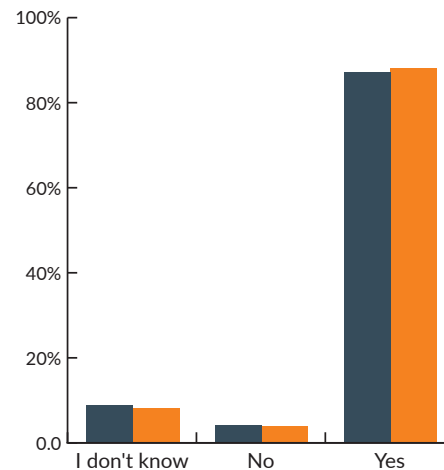
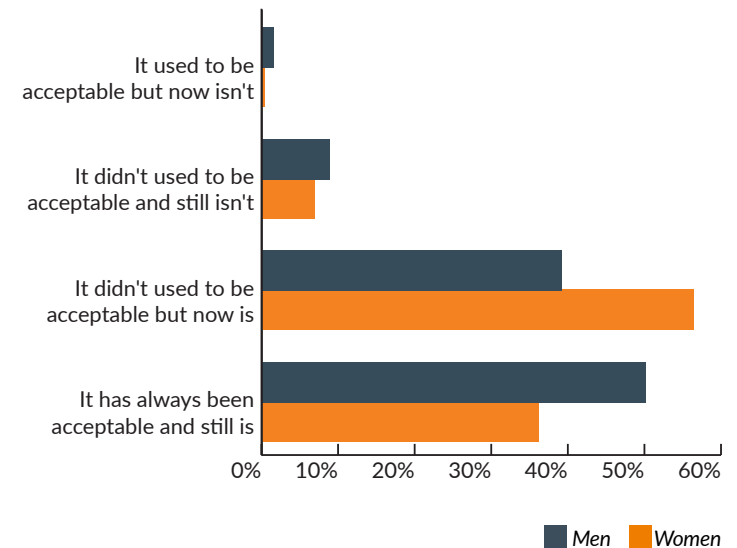


Figure 16: Has the level of acceptance amongst colleagues changed in terms of seeing children or pets etc being present during video conference calls?



88%
of respondents

expect their organisation to be more open to flexible working

“ We know that working from home doesn't work for everybody. Not everybody is set up to work from home; some people are in shared houses, they're working from their bedrooms, somebody said they were working from an ironing board as they didn't have a desk. So it's trying to be inclusive in that sense and that's the balance that we have to get right.”

Anita Walters, Global Senior HR Business Partner, Culture and Engagement Lead, Lloyd's

“

“Giving express permission to women to say that it’s ok to fit your work around your life should be one of the benefits of this pandemic.”²⁶

Ann Francke, Chief Executive, UK Chartered Management Institute

Looking to the future...

This moment in the pandemic is the perfect opportunity for organisations to rethink leadership through a gender lens and find new ways of working. In these challenging and changing times, decisions made by organisations now will have lasting repercussions for many years to come. It is vital that these decisions do not disadvantage the gender balance that we have all been striving to achieve in recent years.

There is no doubt that recovery presents challenges for leaders but the themes from this report suggest there is an opportunity to rethink the future and create a new gender balanced paradigm where women can function, flourish and most importantly remain. We know that some organisations already have great gender balanced workplaces, others have a very long way to go. In this section of the report, we outline a number of recommendations for organisations on how to preserve and protect the good, improve on the bad and stimulate a more gender balanced culture for the benefit of all. Wherever an organisation is on its 'gender journey', and whether it is taking some of the recommended steps already or not, our hope is that every one of us can learn from Covid-19 and see it as a catalyst for better gender balance in the future.

“ Covid-19 is one of the greatest challenges and opportunities that we've ever seen. And it's our opportunity to really step up to the plate and make sure that we have a people-centred strategy.”

Anita Walters, Global Senior HR Business Partner,
Culture and Engagement Lead, Lloyd's



MUST-DO ACTIONS.

COMMIT TO CHANGE.



Use Covid-19 as a catalyst to rethink flexible and remote working for all

When considering different ways of working (e.g. blended, hybrid and hub-and-spoke models), make sure there isn't a two-track system where those working remotely feel like it is 'them' and 'us'. Watch for gender splits in who is returning the office and who is choosing to keep working remotely and act swiftly to mitigate any erosion of gender balance as a result.



Ensure all employees feel valued by recognising individual needs

When collecting data on employee opinion, especially around experiences of Covid-19, cut your data by gender, or other key demographics. Don't assume everyone is having the same experience or needs the same things.



Explore new ways of staying connected

Give conscious consideration to the standard length of meetings, amend guidelines if necessary and review effectiveness of any changes. Consider the purpose, outcome and process of meetings to allow employees to say no if the meeting is not the best use of their time.



Create a culture of wellbeing

Give all people managers a mandate to role model actions to support wellbeing so the culture is led from the top e.g. taking breaks, switching off, asking for help and showing vulnerability.



Embed empathetic and heartfelt leadership

Promote and cascade empathetic and inclusive leadership traits to all people managers through coaching and professional development, ensuring that they know how to put these into practice and incorporate them into performance reviews.

“

“In the past, some thought that working from home couldn’t equate to business success. That view has clearly changed, and I think we can do more of it. It just needs innovation and courage and to take a couple of risks.”

Sonia Astill, HR Director, Wickes



Use Covid-19 as a catalyst to re-think flexible and remote working for all

COMMIT TO CHANGE.

Trust your people

- Give employees the choice about how, where and when they do their work.
- Check they have the appropriate work set up, equipment, environment and space.
- Consider giving support towards increased household expenses.

Don't go back to the old ways of working

- When considering different ways of working (e.g. blended, hybrid and hub-and-spoke models), make sure there isn't a two-track system where those working remotely feel like it is 'them' and 'us'. Watch for gender splits in who is returning the office and who is choosing to keep working remotely and act swiftly to mitigate any erosion of gender balance as a result.
- Don't see flexible working as the exception rather than the rule.
- Share best practice examples and ensure that communication is consistent at all levels – practice what you preach.

Base performance on results

- Change metrics so that performance is based on results and not when, where, or how many hours employees' work.
- Communicate and reassure employees that this is the case.

Make it clear employees are not expected to be 'always on'

- Set recommendations about how and when to switch off – physically and mentally.
- Consider setting guidelines for when meetings can be scheduled.

Manage workload distribution

- Ensure a sustainable level of work is maintained whilst working remotely.
- Encourage use of delegation where possible.
- Provide training and advice to all managers on how to put this into practice.

MUST-DO ACTION.

“ 92% of staff have told us they would like to do more remote working in future and the most common request is for a blended approach of some days in both the office and at home. It will be down to the individual to choose what suits them.”

Sonia Astill, HR Director, Wickes

“ It worries me that when people start returning to the office there may end up being a two-track system in place with an unfair advantage to those who want to continue working flexibly. The last thing we want is a return to people feeling they will be judged if they are not physically in the office.”

Legal Director, Leading law firm

“ There is a lot of thought still needed to make working remotely effective. For example, how we measure performance. We need to think more about output rather than measuring how many hours someone does. You can't necessarily rely on the same processes and procedures as before and this is our chance to really scrutinise what's working.”

Anita Walters, Global Senior HR Business Partner, Culture and Engagement Lead, Lloyd's

“ Zoom meeting overload prompted us to look at how we could create space for people and carve out proper time for deep thinking. We came up with an initiative called TIME!, inspired by the book Deep Work by Cal Newport and are currently trialling this to measure its impact.”

Dannii Portsmouth, VP HR, Pepsico

“ Working from home has worked well for me personally as I work with colleagues all over the world and it helps me to balance my working hours around my life. As a business we are keen to learn from the Covid-19 experience and consider what a 'new norm' and way of working could look like so we can provide more opportunities for flexible working, where this is possible.”

Helen Cridland, Head of HR, Supply, Watson-Marlow Fluid Technology Group



“We understand that everyone has different needs and challenges, and we need to ensure that all our employees feel valued.”

Antony Cook, Partner, PwC



Ensure all employees feel valued by recognising individual needs

COMMIT TO CHANGE.

MUST-DO ACTION.

Respond to individual employees' needs

- When collecting data on employee opinion, especially around experiences of Covid-19, cut your data by gender (or other key demographics). Don't assume everyone is having the same experience or needs the same things.
- Create a framework to allow your people managers to focus on and respond to individual employees' needs, challenges and circumstances.
- Don't just create a flexible working policy for all.

Keep your people front of mind

- Keep your people front of mind at the same time as commercial drivers.
- Maintain a focus on and prioritise your gender agenda.

Consider the impact of key decisions on different genders

- Consider the impact of decisions such as furlough and redundancy on different genders.
- Track promotions, layoffs and furloughs by gender to make sure women and men are being treated fairly.

Promote gender networks and encourage role modelling

- Set up or continue to promote gender networks, online webinars or forums that are available to both men and women to discuss employee challenges and personal stories.
- Involve a wide range of experiences in design of new working models. Do not leave it to senior leaders, a project team or consultants.
- Encourage more men to take up parental leave or caring responsibilities in the home, through role modelling and better communication, so it becomes normal practice.

Provide coaching for those who need it

- Ensure both men and women are given the same opportunities to speak up in (virtual) meetings and consider coaching in confidence for those who need it.
- Address personal development and training needs and continue to provide these virtually.

“ Covid-19 has created different dynamics in the home and there isn't one way that works for everyone”

Georgina Collins, Global Chief Talent Officer, Interbrand

“ We have demonstrated that we can run our business from home for some of the workforce and our business has outperformed the retail market. Our employee engagement score has also gone up over this time.”

Sonia Astill, HR Director, Wickes

“ We are in the process of redesigning office space and have working groups in place to make sure we are giving it diversity of thought. We are a culturally diverse organisation and it's important we take on board different views.”

Sian Prigg, Senior Learning Consultant, Opel Vauxhall Finance

“ Our attention on gender is still very much there and high on the agenda. I have also noticed a lot more men have become involved in our virtual gender network events since lockdown and the sessions have become more about wellbeing.”

Dannii Portsmouth, VP HR, Pepsico

“ We are great at supporting and understanding mental health challenges and we have held webcasts with psychologists, offered coaching and frameworks to support people at all levels and offered sessions like 'how to deal with emotion during times of anxiety.'”

Antony Cook, Partner, PwC

“

“Staying connected has been really important as we’re a sociable organisation. We have been giving out practical tips on how to run online sessions and how to involve people at the start of calls.”

Sian Prigg, Senior Learning Consultant, Opel Vauxhall Finance



Explore new ways of staying connected

COMMIT TO CHANGE.

MUST-DO ACTION.

Rethink meeting etiquette and design

- Give conscious consideration to the standard length of meetings, amend guidelines if necessary and review effectiveness of any changes. Consider the purpose, outcome and process of meetings to allow employees to say no if the meeting is not the best use of their time.
- Check in on video meeting overload – do you know how many meetings people are fitting into their day? Do they have enough time outside of this to do their work?
- Allow extra time at the start of calls to ask how people are or set up occasional no-agenda meetings to allow for impromptu ‘watercooler moments’.

Consider the frequency, relevance and tone of communications

- Check in with different diversity and inclusion networks to ensure communications are tailored appropriately to meet different employee needs.
- Don't let things slip as time goes by. Keep up the regular communications and check-points, even once some sort of normality returns.

Create virtual mentoring programmes

- Continue to run or create virtual mentoring programmes to help with 1-2-1 connection and cross-company networking.
- Sponsorship programmes can also assist with increasing the visibility and impact of employees, needed even more when working remotely.
- Increase opportunities for employees to build new connections within the organisation.

Show employees appreciation

- Ensure employees are thanked for their work.
- Consider sending ‘tokens of appreciation’ if appropriate.

Maintain virtual social events

- Maintain virtual social events that enable colleagues to connect with one other.
- Consider holding social events within working hours if possible.

“ We have changed our meeting discipline now we're meeting virtually. One-hour meetings become 45 minutes and 30 minutes become 25 minutes, to allow people to have a break in between. Our top 100 leaders are bought into this and are really embracing it. We're trialling until the end of the year and then we'll review what works and what we need to adjust.”

Dannii Portsmouth, VP HR, Pepsico

“ Our managing partner has weekly ‘Ask me anything’ virtual fireside sessions which have been an amazing way to make connections at all levels across the organisation.”

Jacqui Brassey, L&D Director, McKinsey & Company

“ We have put a mechanism in place so that all our people are being contacted regularly by phone by the partners and directors to check how they are from a personal point of view. In the virtual world it is all too easy for an individual to feel lost or hidden and we're doing all we can to avoid this happening.”

Antony Cook, Partner, PwC

“ We sent a Sodastream machine to everyone in the UK to say thank you. I received hundreds of emails showing appreciation – that has never happened! The outpouring of love we received was incredible.”

Dannii Portsmouth, VP HR, Pepsico

“ We really leveraged our relationship with Young Minds charity by organising quizzes and events to help generate money for them. It was also a helpful channel for keeping colleagues connected for a good cause.”

Sonia Astill, HR Director, Wickes

“

“If I could have prepared for the past six months, I would have given myself time to learn a different way for me to create a better work/life balance. I used to rely on moving to different physical spaces and, as we know, this isn’t as easy today.”

Sayeh Ghanbari, UK&I Business Consulting Leader, EY



Create a culture of wellbeing

COMMIT TO CHANGE.

Recognise that each employee has a 'wider life' outside of work

- Ensure you have a clear picture of each employees' caring responsibilities and home-working challenges.
- Consider introducing new policies to support this.

Make sure the corporate line is the same as the message that line managers are giving

- Give all people managers a mandate to role model actions to support wellbeing so the culture is led from the top e.g. taking breaks, switching off, asking for help and showing vulnerability.
- Give permission to slow down when needed.

MUST-DO ACTION.

Consider giving employees additional breaks and/or paid leave

- Consider giving additional paid leave for both caring and wellbeing purposes.
- Give employees the opportunity to recharge.
- Demonstrate and remind employees to take a break.

Expand mental health support services

- Consider access to mental health support resources or training mental health first-aiders.
- Consider introducing virtual exercise or mindfulness sessions.

Offer support and hold regular check-ins

- Make sure regular check-ins are put in place and monitored. The more remotely people are working, the more support and touchpoints they need.
- Cover a wider scope than usual, e.g. wellbeing, caring responsibilities, home-working challenges, how performance will be monitored, and return to work arrangements.

“ In general both men and women have adapted quickly to home working but from our round tables it became evident that caring responsibilities including home schooling were falling disproportionately on the women in the household. When partners/ husbands took their turn they booked out time in their diaries, whereas women often had to multitask juggling work, children, elderly parents and other household tasks. Some of the attendees were clearly exhausted and working harder and longer hours than when they were in the workplace.”

Julie Baker, Head of Enterprise and Community Finance, NatWest Group

“ Company communication was good, but feedback was that line managers hadn't been so good at keeping in touch! So, we looked at what we could do to help line managers and put in a 'Check in Thursday'.”

Sonia Astill, HR Director, Wickes

“ In August we shut all regular meetings down to ensure people took a break. In some offices we have had periods of the day where you can't put meetings in. It is important to try out small initiatives like this and be open minded about whether it works or not.”

Georgina Collins, Global Chief Talent Officer, Interbrand

“ At C Space we have done many things to support our people during the past few months including shutting the office every other Friday at lunchtime, providing a budget for purchasing better equipment for home, giving time off in lieu for long 'online' days and offering to pay for up to four sessions with a mental health specialist.”

Felix Koch, Regional CEO EMEA & APAC, C Space

“ We are encouraging people to share personal stories so we can support each other. There was an amazing moment in a live stream when a female director talked openly about challenges of IVF. This hit a nerve with women and the outpouring of support and questions was amazing.”

Antony Cook, Partner, PwC



“When I took over in this role, I set out to hold our people in as high regard as our commercial performance. As a result of this our engagement score [in my part of the business] has increased by 10% (pre to post Covid-19) and commercially the business grew significantly each year for the previous two years. There is a symbiosis in this – you keep winning, your people feel good.”

Antony Cook, Partner, PwC



Embed empathetic and heartfelt leadership

COMMIT TO CHANGE.

Shift to a more empathetic and inclusive style of leadership

- Encourage leaders to ask more questions, be more curious and accept that they can't know all the answers.
- Encourage people managers to show empathy towards their teams. Are they demonstrating that they care about their employees?
- Monitor and track how empathy (and similar leadership traits) can have a positive impact on both teams and commercial performance.

Identify the traits that you want your leaders to display in the current climate

- Promote and cascade empathetic and inclusive leadership traits to all people managers through coaching and professional development, ensuring that they know how to put these into practice and incorporate them into performance reviews.**
- Be aware of the four qualities that are critical for business leaders to care for people in crisis; awareness, vulnerability, empathy, and compassion.²⁷

MUST-DO ACTION.

Check tone and style of leadership communications

- Consider changing the tone and style of communications to one that is more empathetic and understanding.

Be supportive in helping employees manage caring responsibilities

- Recognise that each person in your team has a wider life.

Give employees your attention

- Taking the time to stop and listen is something that brings engagement and commitment from people.
- People flourish when they feel valued and cared for.

“As an FMCG, performance is clearly important, but our leaders want to balance this output with how you get there. We don't want results at all costs.”

Dannii Portsmouth, VP HR, Pepsico

“Our last leadership conference included themes such as empowerment, emotional intelligence, mindset, coaching style and courageous conversations, recognising the attributes that we encourage in our leaders today.”

Helen Cridland, Head of HR, Supply, Watson-Marlow Fluid Technology Group

“I have been so impressed by the heartfelt leadership that has been displayed and in particular their courage to show more vulnerability.”

Jacqui Brassey, L&D Director, McKinsey & Company

“The amount of time we spend thinking about how to support our people has increased intensely and I can't see this changing in the future.”

Georgina Collins, Global Chief Talent Officer, Interbrand

“Seeing virtually into people's homes has certainly made a difference to how you connect with people and brought greater humanity to the way we engage.”

Antony Cook, Partner, PwC

About the survey

This research was led by My Confidence Matters, in association with Rubica and People Management. The survey was undertaken during July-October 2020 to gauge the views and insights of women and men who had worked from home since the Covid-19 lockdown.

- Primary data was collected using an online survey. A total of 1,262 complete responses were received from individuals in a number of multi-sector organisations, the majority of which were large organisations with over 1,000 employees worldwide. The majority of respondents were based in the UK.
- In addition we conducted in-depth interviews with HR directors, senior leaders and diversity experts.
- Individuals that continued to work in the office full-time, freelancers and contractors were omitted from this particular research.
- More than 99% of respondents specified man or woman in answer to the question ‘How would you describe your gender?’. The highest proportion of respondents was women at 70%. Men were 29% of total respondents. This sample is high enough for percentages to be useful for the purposes of general comparison, albeit with the knowledge that the two sample sizes differed. 1% of respondents selected any of the following answers to this question: trans man, trans woman, non-binary, prefer not to answer or prefer to self-describe. Given that the majority of this report is looking at the differences between the treatment of genders at work, it was decided for simplicity to only use the man and woman responses for all the analysis in the report (1,248 responses).
- Secondary data from other workforce studies has also been incorporated into this report. Details of these studies can be found in our references page (see Appendix 3).

Figure 17: Organisation size

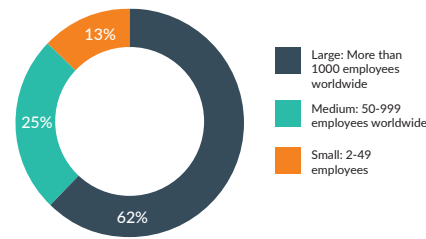


Figure 18: Seniority of respondent

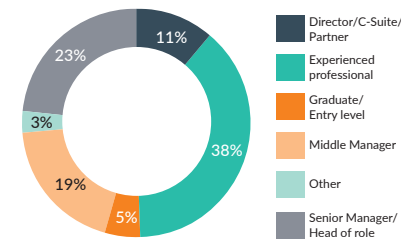


Figure 19: Organisation sector

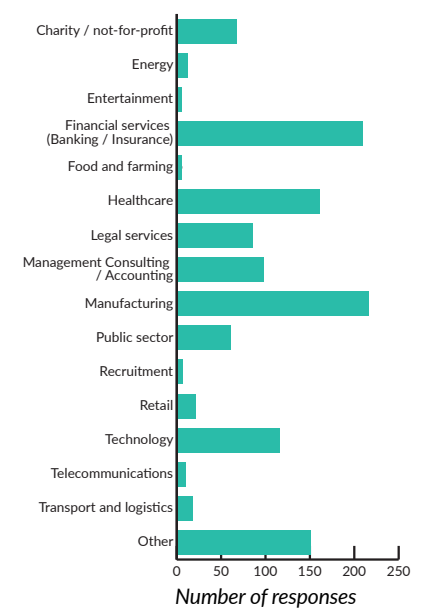


Figure 20: Ethnicity of respondent

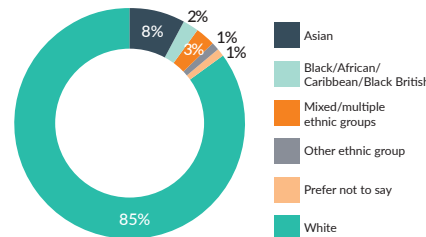
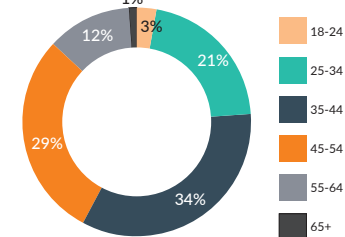


Figure 21: Age of respondent



- The findings in this report build on the data from My Confidence Matters 2019 ‘Getting to Equal: Career Confidence and the Path to Leadership’ survey of 2,499 respondents and 2017 ‘Women: Confidence at Work’ survey of 300 women.
- PLEASE NOTE: Due to rounding, some totals in the report may not correspond with the sum of the separate figures.

Contributors and thanks

This research has been undertaken by My Confidence Matters Ltd, in association with Rubica and People Management.

A big thank you goes to Professor Rosie Campbell and Rebecca Brown at **The Global Institute for Women's Leadership** and **King's College London** for supporting us with the launch of this research, and to Lisa Webb of Pink Frog for her support with the design of the report.

We are very grateful to the many people who gave their time to answer our survey and be interviewed for the report. In particular, we would like to thank the following for their help in distributing our survey amongst their networks:

- Capability Jane Recruitment
- Healthcare Businesswomen's Association
- WealthiHer Network
- WeAreTheCity
- Women in Banking and Finance
- Women on Boards

We are passionate about making a bigger social impact.

This year we asked all of our survey respondents to vote for a charity to receive a £1,000 donation and 40% of respondents voted for Macmillan Cancer Support. Last year, we paid for 2,500 days of training for women in Malawi. Thank you for your support!

People Management

 rubica.

THE GLOBAL
INSTITUTE
FOR WOMEN'S
LEADERSHIP

KING'S
College
LONDON

MACMILLAN
CANCER SUPPORT

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Where quotes are not attributed, they are free text responses from survey respondents to the questions in the survey "If your organisation has done anything that has pleasantly surprised you during this unusual time, we'd love to hear about it" or "Is there anything your organisation could have done differently to make the past few months better for you?"

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