

Women's Budget Group
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By email

To whom it may concern,

CMI RESPONSE TO WBG COMMISSION ON A GENDER-EQUAL ECONOMY CALL FOR EVIDENCE - EXAMPLES OF TRANSFORMATIVE POLICIES AND PRACTICES

CMI

CMI is the chartered professional body for management and leadership. We are dedicated to improving managers' skills and growing the number of qualified managers and leaders across the UK.

With a member community of around 100,000, CMI provides individual students, managers and employers with access to the latest management thinking and practical support to help them embrace change, build high-performing teams and improve individual and organisational performance. We are a UK awarding body for management and leadership qualifications and the only body that awards Chartered Manager – the hallmark of any professional manager.

Our vision is to create better led and managed organisations. This means creating more diverse, balanced and inclusive workplaces.

Background

CMI has been advocating gender balance since 1969 when we launched the Women in Management initiative. In 2016, we increased our focus on gender diversity and the benefits that it brings to business by re-launching the Women in Management under the new banner of CMI Women¹. CMI Women is a network within the CMI.

In January 2018 CMI published *A Blueprint for Balance*² looking into employers' approaches to achieving gender balance in the workplace. This showed the challenges we still face in creating

¹ <https://www.managers.org.uk/cmi-women>

² CMI (2018), *A Blueprint for Balance*

<https://www.managers.org.uk/~media/Files/PDF/Blueprint%20for%20Balance%20Broken%20Windows%20Full%20Report.pdf>

inclusive workplaces. For example, 81% of managers have witnessed some form of gender discrimination or bias³.

Transformative policies and practices

In response to the call for evidence for examples of policies or practices which can have transformative impacts on gender equality, we would highlight the following:

1. **Lead the way for gender balance by being transparent and publishing your gender pay gap.** Analyse the data, set targets for closing the gap, create a plan of action and link your pay gap progress to reward and business targets. Organisations should ensure they are regularly measuring, monitoring and reporting on their progress against these targets.
2. **Organisations should implement a structured sponsorship programme for women.** Executive sponsors actively supporting an individual in the organisation can advocate for, protect and fight for their career advancement. They introduce women to other executives with organisational clout and help to identify more challenging strategic assignments and assign women to critical posts.
3. **Make gender-balanced recruitment and progression practices a business issue.** Organisations should adopt 50/50 promotion targets for men and women. For example, CMI research has found that half (50%) of managers pointed to gender bias in recruitment/promotion decisions when asked what behaviours they had personally witnessed in the past 12 months⁴. Organisations should adopt practices that facilitate diversity in recruitment such as blind applications and CVs, diverse candidate lists and interview panels and gender-neutral job descriptions.
4. **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 evidence suggests that many male managers (at least among CMI members) are receptive to this. Previous CMI research found that three quarters of male managers believe men have a responsibility to support women's career development, while 70% say they actively champion gender balance⁵.
5. **Promote flexible working.** Flexible working is an important component of creating gender balance for two main reasons. Firstly, allowing women to work flexibly - for family or non-family reasons - and produce the same output as non-flexible workers allows them to have the same opportunities for promotion. Secondly, and simultaneously, allowing men to work flexibly can make it easier for families to rebalance family duties. For example, two-thirds of managers agree that flexible working has supported their career. This is particularly true for female managers - 71%, compared to 57% among male managers. Furthermore, 64% agree that it creates a more family-friendly culture⁶.

³ CMI's [Creating Balanced Workplaces](#) research completed by 851 managers across the UK in January 2017 (*A Blueprint For Balance*)

⁴ Ibid.

⁵ Ibid.

⁶ CMI survey of 856 managers (*A Blueprint for Balance*)

But critically, it is the role of senior leaders and managers that changes workplace culture. They play a pivotal role in changing behaviour, creating balanced workplaces and are decisive in the success or failure of efforts to create balance.

For more information including case studies and recommendations for action see our [Blueprint for Balance](#) report.

Yours sincerely,

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