

TIME TO FIX THE BROKEN WINDOWS.

Moving Forward conference – 22 May 2018

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**CMI AT A
GLANCE.**

Our Vision:

Better led and managed organisations

Our Mission:

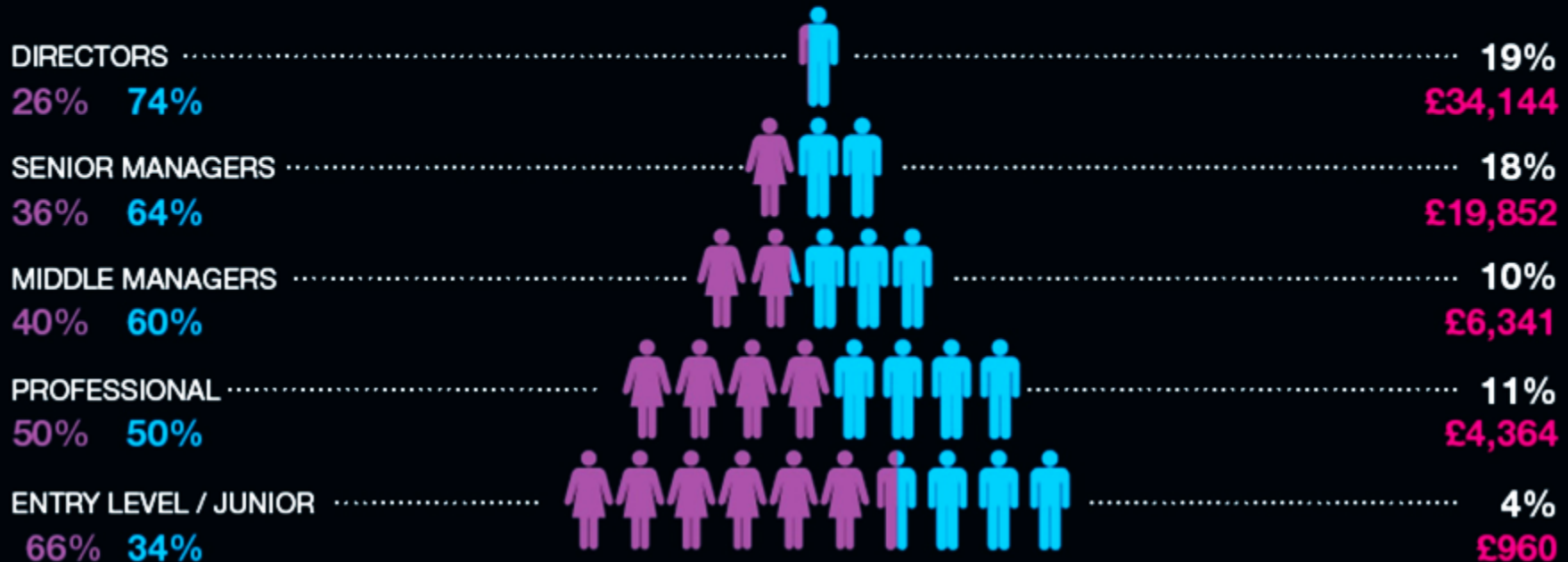
Increase the number and standard of professionally qualified managers and leaders

- Unique CMgr Standard
- Management and leadership Apprenticeships
- 70 years; 170,000 member community
- 50,000 Students
- 500 Employers & Education Providers
- 120 Universities
- International reach
- IIP Gold

PAY: ONLY HALF THE STORY.

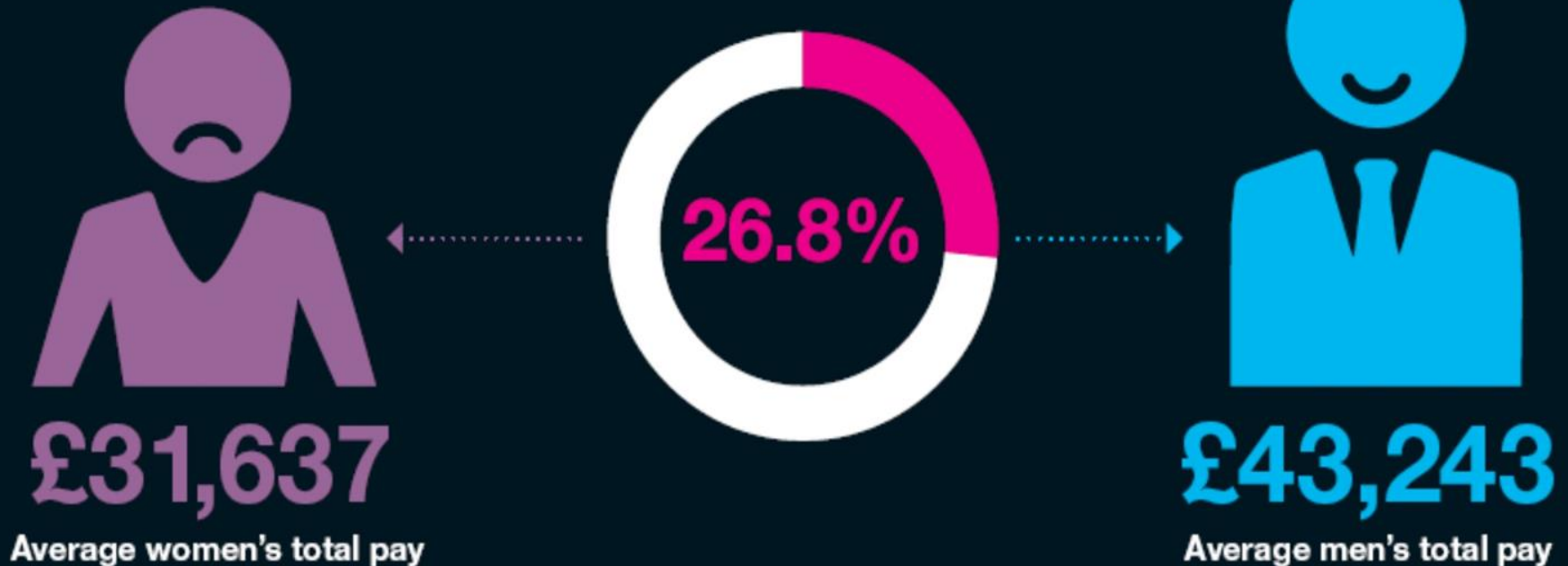
FEW WOMEN REACH THE TOP

Women don't just face a glass ceiling – it's a 'glass pyramid', with wider pay gaps for women the higher they reach.



GPG FOR MANAGERS

THE PAY GAP IS



EXECUTIVE REWARDS.



HALF A MILLION MISSING WOMEN



There are
3.3 million
managers
in the UK today...



...but only
34%
are women...



...that means
513,000
women are missing
from management.



Progress is too slow.
On current trends,
the gap will still be
480,000
in 2024.

ACHIEVING 50/50 LEADERSHIP

By 2024,
the UK needs
1.9 million
new managers



To achieve
equal numbers,
1.5 million
of the new
managers need
to be women.

CLIMBING THE CAREER LADDER?

Male managers are

40%

more likely than female managers to be promoted



Between 2015 – 2016

14%

of men were promoted

vs

10%

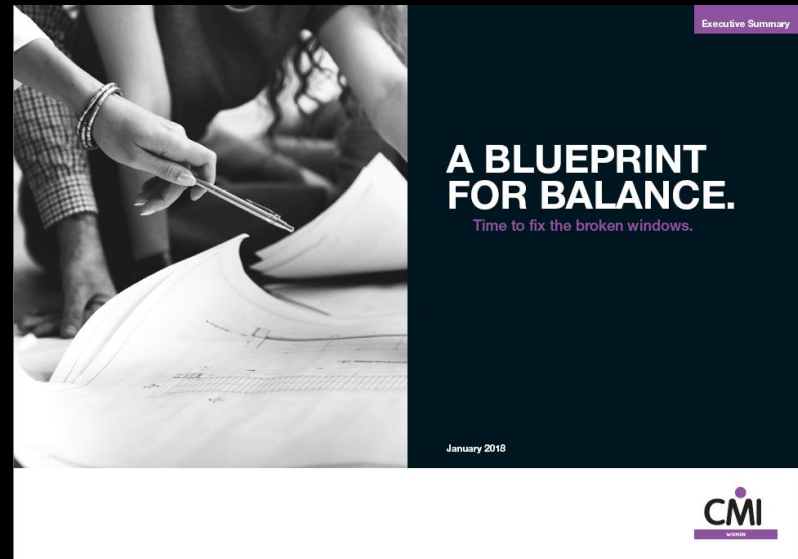
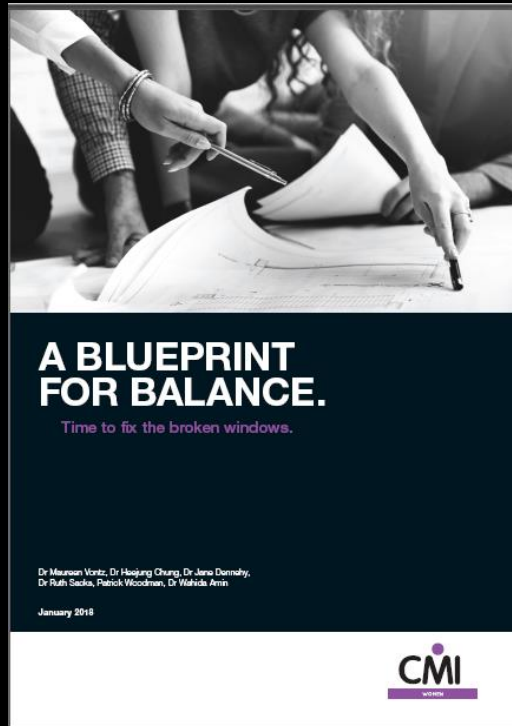
of women



TIME TO FIX THE BROKEN WINDOWS.



OUR RESEARCH.



Available today or download from:
www.managers.org.uk/brokenwindows

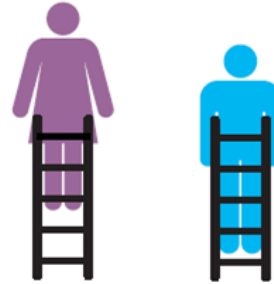
BROKEN WINDOWS.

81% OF
MANAGERS
HAVE SEEN
'BROKEN WINDOWS'
BEHAVIOURS



83%
of women **62%**
of men

have witnessed women
struggling to make their
views heard in meetings



62%
of women **42%**
of men

have witnessed gender
bias in recruitment/promotion
decisions



61%
of women **31%**
of men

have witnessed gender
bias in pay and rewards
in the workplace

PRACTICE THAT WORKS.

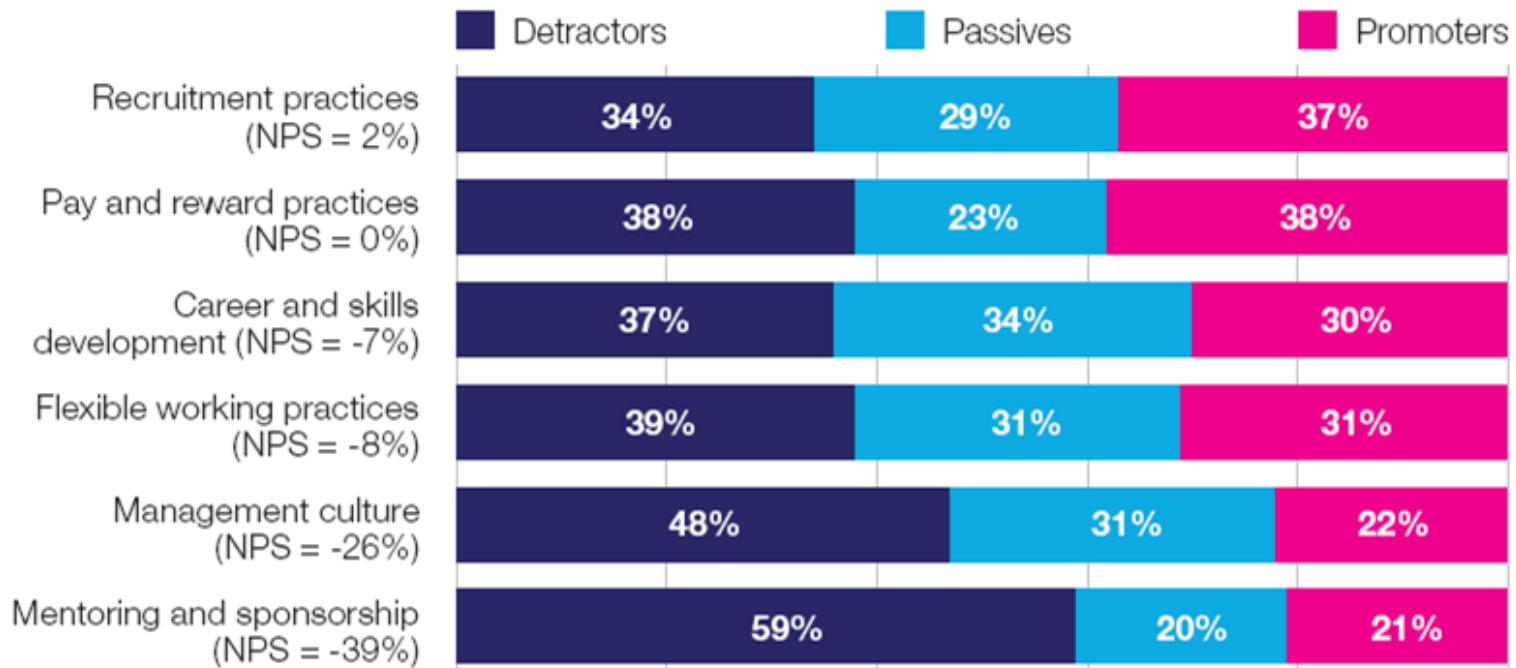


RHETORIC VS REALITY.

Less than a third

give their employers top marks in flexible working, pay and reward, and recruitment practices to promote gender diversity

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



RHETORIC VS REALITY.

1 in 4

managers say their peers and senior leaders actively champion gender initiatives

19%

of junior and middle managers believe their senior leaders are committed to gender balance in their organisations

RHETORIC VS REALITY.

“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

SIX KEY FINDINGS.



1. LINE MANAGERS ARE KEY TO FIXING BROKEN WINDOWS

2. MAKING GENDER A BUSINESS ISSUE: THE CHALLENGE FOR LEADERS



3. CREATE ACCOUNTABILITY: MEASURE IT, MANAGE IT

4. BRINGING DIVERSITY TO LIFE: MAKING IT PERSONAL



5. BUILDING THE BUSINESS CASE: TALENT IS THE DRIVER

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



THANKS FOR LISTENING!

Any Questions?

Find out more and join CMI Women:
www.managers.org.uk/CMI-Women

Download the CMI Women research:
[www.managers.org.uk/
BrokenWindows](http://www.managers.org.uk/BrokenWindows)

All CMI research:
www.managers.org.uk/insights

