

Mind the Gap

A commitment to promoting equality
in Scotland's marketing community



Welcome letter

It's well known that we still live in a society where inequality exists and the data on gender balance in the Scottish economy is stark. Scotland's gender pay gap sits at 17.5%¹ and of the Scottish based companies in the FTSE 100, only 25% of board positions are held by women². On the positive side, greater economic participation of women would add a staggering £17 billion to Scotland's economy³.

Progress is however underway and the Scottish Government's initiative to achieve 50/50 by 2020 has undoubtedly put diversity on the agenda of businesses of every size.

London is often the focal point for any industry reviews with the state of play in Scotland historically receiving much less attention. This led a group of MSS members to explore further what this meant for them and their roles as employers and employees.

The Inspiring Women initiative is born out of a recognition that as a marketing community

we can all work harder to ensure greater equality in the workplace at all levels. Where there is inequality we need to understand why and most importantly take proactive steps to address it. As you will read in the following pages there are several companies who are doing some great things in this area and I would encourage everyone to celebrate excellence and learn from what others are doing.

Next year we will continue our commitment to the Inspiring Women initiative and will be adding several new elements for members to engage with. I do hope as many of you as possible will sign up to our pledge and that this initiative will be embraced by all members of the Society, so together we can start to build a more balanced marketing community and culture.

Helen Campbell

Head of Global Brand and Marketing
Communications, VisitScotland
Chair of Marketing Society Scotland

¹ The role and contribution of women to the Scottish economy, Scotland Office, March 2015

² The role and contribution of women to the Scottish economy, Scotland Office, March 2015

³ Close the Gap (2016) Gender Equality Pays <http://www.closesthegap.org.uk/content/resources/Gender-Equality-Pays.pdf>

Our pledge

I'm committed to building an
equal and thriving marketing
community in Scotland.

Closing
the gender

gap

Who did we talk to?

326 of you completed our questionnaire – a robust sample by anyone’s standards. To all of you, our thanks!

To give you some context, most respondents live and work in Scotland although some used to work here and have since moved on. Here are a few more numbers.

Gender	% respondents
Male	21%
Female	78%
Non-binary	0% ⁴
Prefer not to say	1%

Age profile	% respondents
18-22	1%
23-30	22%
31-40	38%
41-50	29%
51-60	9%
61+	1%

Organisation	% respondents
Client	39%
Agency	54%
Self-employed	7%

Job level	% respondents
CEO/MD/Owner	12%
Partner	2%
Director	13%
Head Of	12%
Manager/Producer	25.5%
Account Director	7%
Account Manager	7%
Account Executive/Marketing Assistant	7%
PA	0.5%
Other	14%

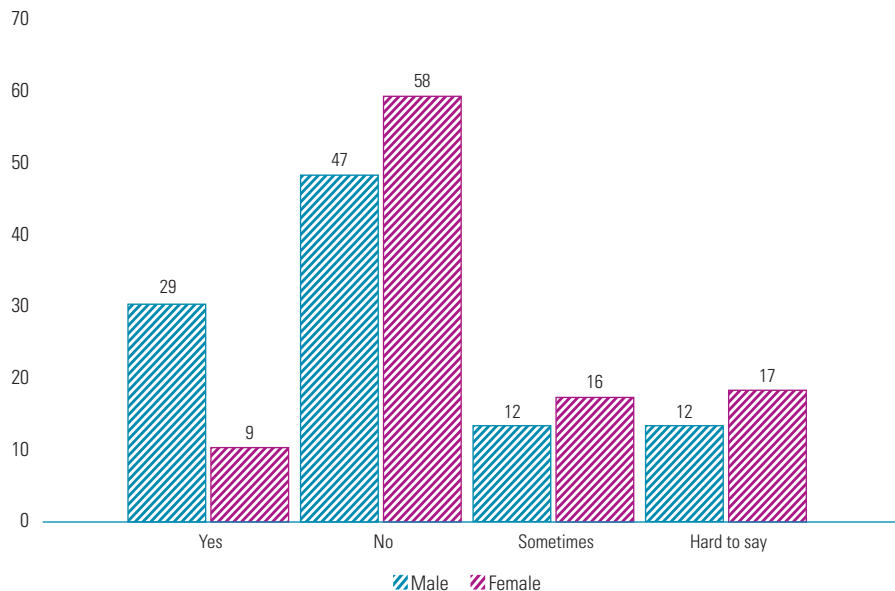
Parent / carer responsibilities?	% respondents
Parent	51%
Carer	7%
Neither	47%

⁴0% represents one respondent

a) Equal opportunities?

9% of women and 29% of men think that men and women are equally represented at all levels in marketing/agency jobs in Scotland.

Do you think men and women are equally represented at all levels in marketing/agency jobs in Scotland?



More than three quarters of men and just over half the women questioned think that men and women are treated equally in their current workplace.

59% of men and 29% of women think that men and women are paid equally at their organisation.

10% of men feel that their career has been affected by their gender.

42% of women feel that their career has been affected by their gender.

19% of men and 66% of women feel that their career has definitely or possibly been affected by their gender.

“

I was even told once I couldn't get a pay rise because they needed to cover any future maternity cover I may have.

Female

In your own words

“Two periods of maternity leave have led me to take a step down in terms of role and seniority in order to be able to work on a part-time basis. There are very few executive/management level posts available part-time.”

Female

“I have stopped attending certain networking groups due to harassment of a sexual nature by male counterparts.”

Female

“My gender (has affected my career), no. My sexuality – yes.”

Male

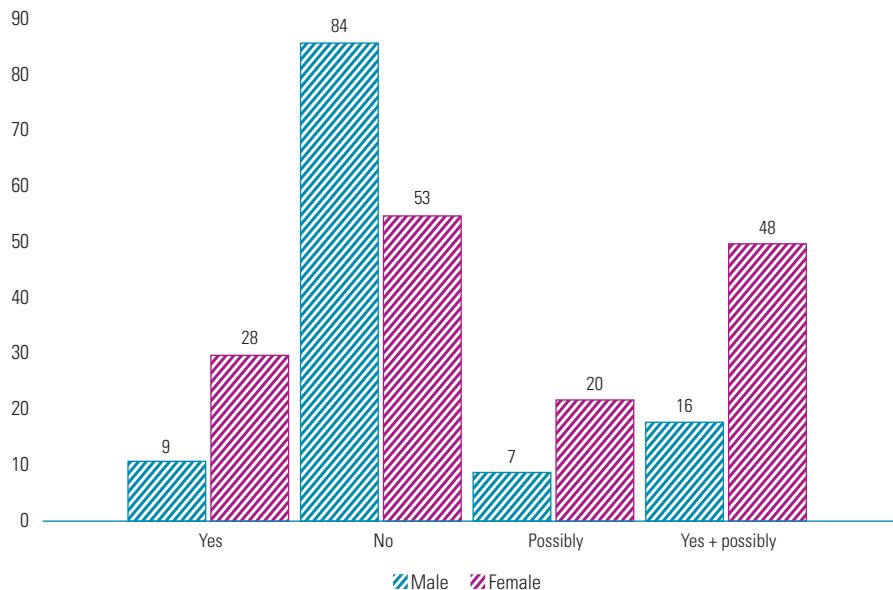
“I've also been told that I got my first grad job because the company wanted a male and female candidate. Apparently the other male candidates were subpar.”

Male

b) Equal rights?

84% of men have never experienced gender-related discrimination in the marketing community in Scotland but almost 50% of women have.

Have you ever experienced any gender-related discrimination within the marketing community in Scotland?



46% of people with children have definitely or possibly experienced gender-related discrimination versus 35% of people without children.

More people know of or have witnessed gender-related discrimination.

16% of men and 50% of women had definitely seen / heard of gender-related discrimination in the marketing community in Scotland.

Two thirds of women had definitely or possibly seen or heard of gender-related discrimination.

“

Now in the finance sector, I haven't experienced any overt discrimination but would bet a billion pounds that male colleagues at my same level are earning more.

Female

In your own words

“Have been told that the only reason a client was positive about my work was because they were attracted to me.”

Female

“I've had comments like 'you're actually quite good at your job for a woman'.”

Female

“Positive discrimination – I've definitely been listened to more by seniors than female colleagues at the same level.”

Male

“We're treated equally but the lad culture is huge and terrible. Feel uncomfortable all the time.”

Female

“An employer once casually asked all the women in earshot “not to have any babies anytime soon” because it was costly to the company.”

Female

“Casual sexism towards females has been a consistent issue amongst a significant proportion of senior male managers in the Scottish marketing industry for over two decades.”

Male

“As an industry dominated by women, it's important to consider the viewpoint of men who also get overlooked at times.”

Male

c) A journey towards gender equality

25% of men and 9% of women think that we have achieved gender equality in the marketing industry in Scotland.

70% of men and 90% of women think that we have a way to go.

So what might help?

“

There are stereotypes of behaviour that make women very vulnerable. A man would be called a great leader and a woman would be called bossy when acting in the exact same way.”

Female

In your own words

“Maybe people lack trust regarding women, they can start having kids anytime and they are off, have to be replaced etc.”

Male

“Businesses are generally not set up well enough to support women who take time off to have kids... In a wider context, we could also learn from the Scandinavian countries in terms of their encouragement for men to take more paternity leave which may balance things out.”

Male

“Old boys network for private sector clients particularly. To their credit this seems far less prevalent in voluntary and public sector marketing from what I’ve seen.”

Male

“Being good leaders. Mostly (women) are good but some are less effective.”

Male

“Cronyism is alive and well which astounds me more, the better I do.”

Female

enei best practice on recruiting and retaining

women

Introduction to enei

The Employers Network for Equality & Inclusion is not for profit and the UK's leading employer network covering all aspects of equality and inclusion in the workplace.

Gender issues in the workplace

The Equality Act 2010 was the catalyst to start tackling discrimination in the workplace. Most employers have amended the policies that guide their employment practice to comply with UK and European equality legislation as it has developed over the years. So for many the biggest challenge is now to challenge custom and practice and overcome long-held views and assumptions about the characteristics of different workers – especially women in the workplace.

When considering your approach to equality and inclusion, you should firstly consider where your organisation wants to be on the spectrum between compliance and best practice. We encourage you to aspire to best practice, rather than just comply with the law. Our view is that if you adopt good practice you will be in a much stronger position to defend yourself if challenged, and complying with the legislation will be much easier.

Many of our Member organisations report low representation of women in their senior roles and women are significantly under-represented in STEM (science, technology, engineering and mathematics) related roles.

Below enei have provided some key points for employers to consider in relation to promoting greater diversity and gender equality in the workplace.

- Senior management commitment – Encourage or support diversity (including gender) by including it as a key performance indicator (KPI) or similar competency for senior managers. Embed accountability for diversity into the organisation by giving managers equality objectives against which they are measured and rewarded.
- Overall approach to diversity and inclusion – gender equality is only one part of your overall diversity and inclusion strategy. You should have a well communicated diversity and inclusion policy.

- Discrimination Training – All employees should receive training in unconscious bias as part of their induction and on an ongoing basis. Training in how to deal with harassment and bullying issues, with practical examples can increase understanding and reduce the number of incidents.
- Inclusive leadership – Your leaders should be trained in and supported to demonstrate inclusive leadership behaviours.
- Data – Prepare for Gender Pay Gap Reporting requirements by knowing your workforce. How many women do you have at each level? Is there a pay variance? Are performance ratings lower for women? Are pay review amounts lower for women? Are bonuses lower for women? Are more women leaving than men? What are you doing about it?
- Policies – Review all policies and procedures to ensure there is no unintended discrimination.
- Social events – Ensure you are not excluding anyone/making it difficult for them to attend social events due to their nature or timing.
- Notable dates – Use notable dates such as International Women’s Day and Equal Pay Day to raise awareness of gender related issues in the workplace.
- Recruitment process – As the point of entry into the organisation, having an unbiased recruitment process is essential to recruiting and retaining women in the workplace. Training should be given to all those involved in the recruitment process to remove any bias and ensure fairness and consistency of selection.
- Job descriptions – Should be reviewed to ensure there is nothing to restrict female applicants.
- External advertising – Ensure jobs are advertised in appropriate places, easily accessible to all.
- Recruitment agencies – Suppliers of all types should be able to demonstrate their commitment to diversity and inclusion. It is essential to ensure that they do not exclude any potentially suitable candidates for discriminatory reasons.
- STEM – You should have an appropriate strategy for ensuring a long term pipeline of female talent in STEM related subjects. This can include working with those in education and organisations involved in STEM support.

- Internal progression – Vacancies should be advertised at all levels in the organisation and to those on leave.
- Performance management – Regularly discuss and agree training and development needs with individuals of both sexes as part of a performance management/appraisal system. Focus performance management on objective measures and outputs to ensure there is no sex bias.
- Pregnancy/maternity – Check that criteria for measuring performance is objective, particularly for those women going on, or coming back from, maternity leave. Review your approach to maternity leave – is it generous enough to ensure women return to the workplace? Contact maternity leavers after a while – they may have changed their mind and return to work.
- Targets – Consider implementing a company target for % women at certain levels or roles.
- Childcare – Review your childcare benefits to ensure they are competitive.
- Flexible benefits – Ensure your benefits policy is not biased towards gender.
- Networking – use senior female role models to help implement and promote a gender network.
- Mentoring – use mentoring or reverse mentoring to support women in their career development.
- Agile working – Having agile working practices has a significant impact on supporting employees to work more flexibly, especially those with caring responsibilities.
- Carers – Women are far more likely to be carers than men. Your carer’s policy should be reviewed to ensure it fully supports carers. You may wish to set up a carer’s network.

Sources of support

Becky Brooks
 Member Engagement Manger
 Employers Network for
 Equality & Inclusion
 07967529855
becky.brooks@enei.org.uk
 32-36 Loman Street, London, SE1 0EH
www.enei.org.uk

Promoting gender equality

RBS

As we work towards making RBS the No.1 bank for customer service, trust and advocacy, we recognise and value the role our employees play in helping us to achieve this.

To do this we have to make sure we are developing, retaining and attracting the very best of our talent. Networks, such as Focused Women, have a huge role to play as it is widely acknowledged that diverse management teams make better business decisions. I am delighted to see how the Focused Women's Network continues to integrate their strategic direction in line with those of our overall Diversity & Inclusion plan.

Ross McEwan

CEO, RBS

(Extract from RBS Focused Women's Network Annual Report, 2015)

I started the Focused Women's Network in March 2007, just after I joined RBS from IBM. Motivated by the fact that I could hardly see any senior women, we launched with a very clear purpose, and one that continues to this day – to actively attract, retain and develop talented female members of staff within RBS.

Today, the network supports the development and career advancement of all RBS employees by offering up the chance to gain personal development, to get involved in activities that will allow them to excel and challenge themselves, and to build networks internally and externally.

If I were to offer advice to anyone thinking of starting up something similar, I'd say:

- Don't do everything yourself, find volunteers keen to take on tasks that allows the group to grow and flourish, and also offers them their own personal development by taking on roles that aren't the 'day job'.
- Get senior buy-in - align your group's objectives with your business' strategic objectives.
- Think about your launch plan – I launched on International Women's Day as it gave us the focal point to kick this all off.
- Our network offers speaker sessions, workshops and inspirational talks. In the early days, these were pulled

together from contacts and charities I knew. I called in favours to be able to present a roster of inspirational speakers to grow numbers and build support.

Today, the network has 7,500 members from across the globe, and is growing every day. I see one of our biggest achievements in that we've been instrumental in the change of culture within the bank. We are actively helping the organisation achieve its goal of 30% females in senior roles by 2020, and it's hugely exciting for us all to be part of that.

Heather Melville

Founder and Global Chair of RBS Focused Women's Network, Director of Strategic Partnerships and CPB Inclusion initiatives, RBS



Benefits of flexible working

Highland Spring



Being located in rural Blackford, we have to work a bit harder at recruiting and retaining talent. We invest in retention strategies for men and women throughout the business including offering flexible working.

Our marketing team is relatively small which doesn't always make flexible working easy to manage. However, the effort has paid off. When one marketer returned from maternity leave asking for reduced hours, we looked into a job share and it became a win-win. Not only did we retain our longest serving brand manager but we gained expertise through a talented new team member.

Flexibility and planning - from both the organisation and the individual - are key to making it work. We also support home-working and adjusted hours, made possible by seamless technology.

We'd encourage you to talk to others who have experienced part-time working in a marketing function and learn from them.

At Highland Spring Group, we have buy-in to the principles of flexible working throughout the company. Make sure everyone in your business – from top to bottom – appreciates the commercial benefits. In our experience, the effort is rewarded by an appreciative, loyal team who become some of your greatest company ambassadors.

Karen Crowley

Head of Consumer Marketing, Highland Spring

Retaining talent

Stripe

At Stripe, we believe if we put our people at the heart of every business decision, we will create an environment where they are motivated to deliver great work.

Our approach to retaining women wasn't something that we spent time debating, it was a no brainer. We have an amazingly talented team who have a huge amount to give, so we knew it was the right thing to offer them a way to continue with their career whilst also being a parent.

In the last five years 25% of our team and 90% of the management team have taken time off to have children - not something we could have predicted. When faced with the challenge, rather than viewing it as a problem we approached it as an opportunity. We set out to champion career loving parents so that we could retain our talent, whilst hopefully setting an example for others.

At Stripe we offer enhanced maternity pay, flexible working hours, working from home, new roles, phase-back after maternity leave and childcare vouchers.

Here are our key learnings:

1. One size certainly doesn't fit all – every individual is different and so every situation should be treated independently.
2. Follow a process, but be prepared to compromise – follow a flexible working request process, which gives everyone time to think about the impacts on the business and their colleagues. On every occasion we have found a solution that works for everyone, but there are often compromises on both sides.
3. Lead by example – support from the leadership team ensures that the entire agency understands what's happening and is supportive of the process and the individuals.
4. Communicate openly and honestly – be clear on roles and responsibilities and hold regular reviews so everyone is clear on what's expected and how it's working.
5. Support – listen, support and inspire women to have the confidence to

fulfil their potential, which from our experience is more important than anything.

6. Flexibility – has ironically been crucial so that where possible everyone is prepared to adapt working patterns in-line with a fast-paced agency environment and unpredictable family life.
7. Promote equality – everything we offer to our parents is on offer to all staff ensuring there's no divide – it's just our way of doing things.
8. Finally, this is a business. In return for everything we offer, we ask all our parents for their continued commitment and drive to help the business fulfil its potential too.

We've still got a long way to go and are still learning, but I'm incredibly proud that every single one of our mums have returned to work after maternity and they are all thriving.

Juliet Simpson
Founder & CEO, Stripe



Equality in STEM

ScottishPower



At ScottishPower our goal is to be a leading diverse energy company; by encouraging women into leadership roles and engineering careers, we don't only increase a diverse and inclusive workforce but take active steps to address the deepening skills shortage in the sector. We recently conducted a review of equality, diversity and inclusion across the company to better understand the current state of our working practices and policies, identify gaps and develop an action plan, based on three key focus areas:

Inspiring and Encouraging Young People into STEM Careers

We strongly believe in raising awareness and providing support to help young people make informed choices regarding their future careers. We are committed to inspiring and encouraging young people into STEM Careers - so far through partnerships with Dumfries House, The Big Bang Events and Young Engineers & Science Clubs Scotland.

Promoting Gender Diversity

By promoting gender diversity, we can be more innovative in our working practices as well as having a positive impact in closing the gender pay gap. We are committed to driving gender diversity in the energy sector and have pledged our support through our partnership with POWERfulWomen, to advancing the professional growth and leadership development of women in the UK energy sector.

Agile Working

Our flexible working practices and leave policies provides an opportunity for employees to effectively integrate their working lives and career development with other responsibilities and activities, maintaining a positive balance between work and non-work commitments.

ScottishPower received the "Scottish Top Employers for Working Families" award in March this year and we will continue to build our profile as a progressive employer to help us to recruit and retain talent.

Our extensive range of provisions include:

- Flexible working patterns including part-time, job-share, compressed hours and term-time. These are viewed as a benefit to both male and female employees, with over 10% of employees working part-time being male.
- Enhanced provisions for maternity, paternity, adoption, fertility treatment and childcare vouchers.
- For Carers - paid dependency leave of up to 3 days paid leave in addition to that offered under statute and caring leave breaks of up to 6 months.
- Development breaks of up to 6 months.
- A suite of flexible benefits such as buying additional holidays, private dental/health care plans, season ticket loans, cycle to work scheme.
- In April 2015 we launched our Shared Parental Leave policy and enhanced benefits to match our maternity and adoption leave provisions.

Hamish Watson

UK HR Director, ScottishPower

A positive culture



We offer all the practical things to support our employees such as flexible working days and hours and working from home. Importantly, people have to feel that by working flexibly, they are not being discounted as a 'part-timer'.

Creating this culture has to come from the top. It also needs to be demonstrated through actions. Creating a culture that supports anyone who wants to work flexibly has been made a strategic priority of the business. We've also signed up to the Scottish Government's commitment to achieve a 50/50 gender split on company boards by 2020.

None of this is easy. Managing teams of people with different workings days, working hours and across numerous locations does require more effort and some creative thinking. However, we believe that creating a culture that acknowledges diverse individuals' needs helps us to create a more diverse and therefore a smarter and more successful business.

Republic of Media

Simon Crunden,

Managing Director, Republic of Media



I hardly ever wish that I was a man. Occasionally though, when asked to write something from a female perspective I do.

I wouldn't need to pick my words quite so carefully, in case I failed to represent all women.

Research suggests that to retain women in any industry, it's a combination of leading by example (the aspirational bit) and having the right policies in place to allow it to happen (the enabling bit).

Well, Whitespace has had women at Board level since it was founded. And we do have lots of policies to allow us to sign any gender diversity forms with a clear conscience.

But actually, that's not what it's all about, is it. I can't remember exactly how many people work part-time. Or who comes in a bit later on a Tuesday after school drop-off, or needs to leave early every second Friday to care for an elderly relative.

But I do know that they're not all women.

As with most things in life, it's not about the big things, it's about the little things.

Not because you're a woman, but because you're a Whitespacer.

Whitespace

Emma Jardine,

Managing Partner, Whitespace

Creating brand ambassadors



RAPP has helped me develop my skill set, introduced me to inspirational women throughout the globe and encouraged my career progression. When starting my family, I was supported from day one. Throughout my maternity leave, I was updated on internal and external developments. Upon returning I initially came back four days a week, then subsequently full-time, working from home one day a week.

As RAPP is part of a global network, I was lucky enough to attend an Omnicom UK training programme designed to support rising female stars. This aimed to inspire and encourage more females in leadership roles. I've been here for 7 years and have been promoted twice, enjoyed some amazing opportunities and been given great training. This, plus some great benefits for long service, proves to me that the business values my experience. Most importantly I feel committed to the success of the agency. I can safely say that I have an extended family at work!

RAPP
Jenny Terris,
Account Director, RAPP



Paved With Gold was built to support makers all over the world who want to get their products into the hands of people who will love them. Our team are in London, Glasgow and Barcelona. Everyone is in full control of their workload and how they manage their time. We don't have set working hours, allowing them to fit their work around their passions, studies or families. We use tools like Slack, email and Skype to make remote working seem not so remote. Sending out a weekly email to all our consultants, to keep them connected even if we're not working on the same project.

Hiring, supporting and retaining women is in our DNA: we want to support a diverse, creative and exceptional team. To employers looking to retain more women in the workplace. Hire more senior women, make the changes at the top. Look for women in minor roles that can be promoted to achieve bigger and better things; pushing your company, and your colleagues forward. Create smaller teams that allow for creativity, flexibility and autonomy. Nurture your people, and you'll nurture women.

Paved With Gold
Kaye Symington,
Co-founder, Paved With Gold

Further reading

enei.org.uk

Employers Network for Equality and Inclusion

equalityni.org

Equality Commission for Northern Ireland

gov.uk/government/publications/women-in-finance-charter

The Women in Finance Charter

wisecampaign.org.uk

A campaign to promote women in science,
technology and engineering

wewillmaketheleap.com

A campaign to promote equality and diversity
created in collaboration by the IPA,
adam&eveDDB and Campaign

Marketing

Society Scotland:

Inspiring

Women

Here's how you can engage with us throughout 2017...

Breakfast of Champions

Our 'Breakfast of Champions' roundtables will allow businesses to tap directly into the skills, knowledge and experience of best practice organisations in the area of diversity. Over breakfast, leading businesses will share how they have increased diversity and balance, providing attendees with the opportunity to engage in a detailed and practical discussion about what has worked and how to drive change themselves.

Female-to-Female Mentoring Programme

Building on the existing MSS mentoring programme, next year we will be offering a female-to-female mentoring programme. By taking part, mentees will be matched with a female mentor who has the most relevant experience to suit their needs. Mentors will be selected from women in senior management positions, or agency owners, who

will help develop capabilities, boost confidence and empower you to progress in your career.

FutureGen Initiative

Developed for the members of the Society at the earlier stages of their career, the FutureGen initiative is a series of light hearted 'pub talks' where our future leaders will be able to get hints, tips and empowered career insight and advice from some of the best female leaders in our industry. In particular, these sessions will be designed to help build and boost confidence in the earlier stages of a career.

Returnship

The MSS will be launching a 'Returnship' programme to support those who have had an extended career break and are ready to return to work. This bespoke programme is being designed to help sharpen skill sets for the digital age, develop leadership capabilities and build confidence. More details to follow next year.

Inspiring Women Events (open to all)

Dates for your diary:

- **Thursday 9 March**
Management Today Inspiring Women Conference, Edinburgh
- **Wednesday 21 June**
Inspiring Minds: Inspiring Women, Edinburgh
- **Thursday 14 September**
Inspiring Women Dinner, Edinburgh

A word of thanks

With thanks to all those involved:

Juliet Simpson, Stripe
Claire Wood, The Leith Agency
Fiona Burton, The Leith Agency
Julie Roberts, The Lane Agency
Gill Jarvie, Republic of Media
Ali Findlay, The Lane Agency
Loral Quinn, Sustainably
Anna Vaughan, RBS
Gillian Macari, RBS
Nesta Gilliland, ScotRail
Karen Andre, The Union
Elise Macdonald, Lux Events

Special thanks to:

Louise Fraser, Jump Research
Michael Doran, Sainsbury's Bank
Rob Petrie, The Leith Agency
Elizabeth Morrison, The Leith Agency
The Stripe team
Claudia Esnouf, Stripe

**And thanks to our
case study contributors:**

Ross McEwan, RBS
Heather Melville, RBS
Karen Crowley, Highland Spring
Hamish Watson, ScottishPower
Simon Crunden, Republic of Media
Emma Jardine, Whitespace
Jenny Terris, RAPP
Kaye Symington, Paved With Gold

**And thanks to our
commercial partners:**



