

**A toolkit for  
senior managers  
implementing  
gender and diversity  
policies - 2019**

Women in  
Communications  
Careers Network



**The communications and  
advocacy headhunter**

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## REFERENCES & RESOURCES

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Numerous reports have shown that where there is a good gender balance and women are supported in the work place then businesses financial performance is stronger. This report is a compilation of references and resources which address gender parity, gender balance, gender pay gap reporting and diversity and inclusion.

The following references, websites and sign-posting to online resources and best practise is designed to assist you in addressing a better gender balance, diversity and inclusion in your workplaces.





### Nicola Bates

Chairman of the Women in Communications Careers Network.

## INTRODUCTION

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The Women in Communications Careers Network (WCCN) is the only group for senior women leaders in communications. The group facilitates networking among peers to share best practice in order to develop their careers, and to aid the progression of the next generation of women in communications and advocacy. Since founding we have brought together hundreds of Directors of Communications, Managing Directors, CEOs and Heads of Function together to build a stronger communications industry for women. Ellwood Atfield is proud to be the groups founder.

The group wanted to create a resource that can be used by all organisation's Diversity and Equality boards. Our Gender References & Resources 2018 is designed to ensure that the latest thinking on gender can be easily reviewed and to provide a checklist of ideas that can be applied to open the door for women at every point in their career; in particular to encourage greater senior opportunities. If you are looking for a shortcut, page 6 is the go to page for links to the shared toolkits used by other organisations.

I am incredibly thankful to Shona Nichols for volunteering her time to research and write this paper. Her belief in this project meant that she spent her first month, after a twenty year career as an Executive Director at Capita plc, working to produce this report.

We very much hope that this is helpful. If you would like to know more about the WCCN then please contact us at [wccn@ellwoodatfield.com](mailto:wccn@ellwoodatfield.com)



### Shona Nichols

Executive Director of the Aldridge Foundation.

## ABOUT THE AUTHOR

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Shona is the Executive Director of the Aldridge Foundation, which creates and funds innovative strategies and initiatives to support young people living in challenging circumstances and communities, equipping them with the skills to improve their academic performance, their life chances and add value to the communities in which they live.

Until early 2018 Shona was the Executive Director, Corporate Development & Communications at Capita plc and a member of its Executive Committee. She is an experienced senior business leader and communications advisor with over 30 years' experience of working in leading businesses and consultancies across both the private and public sector.

She has also recently held posts as a Non-Executive Director and Chair of the Appointments & Remuneration Committee of Fera Science Ltd, a public /private sector joint venture, and was a main board director of leading industry body, TechUK.

Shona has been involved in charity and social outreach initiatives throughout her career. Through combining her business and financial acumen with her communications skills, she has delivered valuable support and outcomes to individuals and communities facing health, education and economic challenges and exclusion - striving to create equal chances and possibilities for all.

## GOVERNMENT & GLOBAL INITIATIVES

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### WOMEN'S BUSINESS COUNCIL

The Women's Business Council is a government-backed, business-led council that was established in 2012 with the aim of ensuring real action to maximise women's contribution to economic growth.

[www.womensbusinesscouncil.co.uk](http://www.womensbusinesscouncil.co.uk)

Useful reports on the issues women face in playing a fulfilling role in the economy and very comprehensive and clear toolkits.

[www.womensbusinesscouncil.co.uk/toolkits-2/](http://www.womensbusinesscouncil.co.uk/toolkits-2/)

### GOVERNMENT EQUALITIES OFFICE

The Government Equalities Office leads work on policy relating to women, sexual orientation and transgender equality. We are responsible for a range of equalities legislation.

[www.gov.uk/government/organisations/government-equalities-office](http://www.gov.uk/government/organisations/government-equalities-office)

### GOVERNMENT GENDER PAY REPORTING

Official government guidance for employers in Great Britain with more than 250 staff as to the information published annually on the gender pay and bonus gap, the proportion of men and women receiving bonuses and the proportion of men and women in each quartile of the organisation's pay structure.

[www.gov.uk/government/news/gender-pay-gap-reporting](http://www.gov.uk/government/news/gender-pay-gap-reporting)

### HM TREASURY'S WOMEN IN FINANCE CHARTER

A Government led initiative to address the gender balance in financial services by securing a commitment by firms to work together for gender equality in financial services.

[www.gov.uk/government/news/finance-sector-banks-on-women-for-top-roles](http://www.gov.uk/government/news/finance-sector-banks-on-women-for-top-roles)

### DIVERSITY UK

Diversity UK is a think tank to research, advocate and promote new ideas for improving diversity and inclusion in Britain. Its main focus is the ethnic minority community, but its website includes interesting examples not only of companies addressing inclusion but also focuses on gender issues.

[www.diversityuk.org](http://www.diversityuk.org)

### 30% CLUB

The 30% Club launched as a campaign in the UK in 2010 with a goal of achieving a minimum of 30% women on FTSE-100 boards - currently the figure stand at 27.9% up from 12.5%. Accelerated progress has been achieved through the leadership of the organisation's member Chairs and CEOs. The 30% club's mission is to develop a diverse pool of talent for all businesses through the efforts of its Chair and CEO members who are committed to better gender balance at all levels of their organisations. Business leadership is key to their mission, taking the issue beyond a specialist diversity effort and into mainstream talent management. In addition to the critical recognition that better gender balance leads to better results, the club support's five factors which create a replicable formula for success:

- a measurable goal with a defined timetable
- supportive public policy that acknowledged that the status quo was unacceptable
- change driven by those in power
- openness to collaborate
- a concerted and consistent series of actions and programme, from schoolrooms to boardrooms.

WCCN are proud that the founder of the 30% club, Dame Helena Louise Morrissey, was one of our speakers for this year's events programme.

[www.30percentclub.org](http://www.30percentclub.org)

### PMRE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

A UN Global Compact initiative - gender equality working group. Interesting discussion papers and a comprehensive resource depository of papers, case studies and books and educational frameworks and tools.

[www.prmegenderequalityworkinggroup.unprme.wikispaces.net/ResourceRepository](http://www.prmegenderequalityworkinggroup.unprme.wikispaces.net/ResourceRepository)

### HEFORSHE UN GLOBAL ACTION INITIATIVE

HeForShe is inviting people around the world to stand together to create a bold, visible force for gender equality and a gender equal world. HeForShe Mission: The world is at a turning point. People everywhere understand and support the idea of gender equality. They know it's not just a women's issue, it's a human rights issue. And when these powerful voices are heard, they will change the world. The time for that change is now.

[www.heforshe.org/en](http://www.heforshe.org/en)

**UN WOMEN**

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. Exploration and strategies to address wider gender issues around the world, with a good resource hub.

[www.unwomen.org/en](http://www.unwomen.org/en)

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## KEY REPORTS & REPORTS PRESENTING THE CASE FOR GENDER BALANCE

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**HAMPTON-ALEXANDER REVIEW**

A Government review into gender balance in businesses in the UK aimed at driving change in the business community, to ensure that women are able to fulfil their potential, and to enable business and wider society to benefit from that talent.

Very comprehensive report exploring gender balance at work and providing examples of gender inclusivity best practice companies and initiatives.

[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658126/Hampton\\_Alexander\\_Review\\_report\\_FINAL\\_8.11.17.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/658126/Hampton_Alexander_Review_report_FINAL_8.11.17.pdf)

**MCKINSEY & CO DELIVERING THROUGH DIVERSITY**

Delivering impact through diversity: Four imperatives emerged as being crucial to delivering impact through diversity:

- Articulate and cascade CEO commitment to galvanize the organization
- Define inclusion and diversity priorities that are based on the business growth strategy.
- Craft a targeted portfolio of inclusion and diversity initiatives to transform the organization.
- Tailor the strategy to maximize local impact.

[www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity](http://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity)

**FURTHER INSIGHTS FROM MCKINSEY & CO**

[www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity](http://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity)

*“It makes sense that a diverse and inclusive employee base - with a range of approaches and perspectives - would be more competitive in a globalized economy.”*

McKinsey 2018.

**WORLD ECONOMIC FORUM**

There is a wealth of free research and information on gender parity on the World Economic Forum website which you will have to sign up in order to view.

[www.weforum.org/system-initiatives/shaping-the-future-of-education-gender-and-work/articles](http://www.weforum.org/system-initiatives/shaping-the-future-of-education-gender-and-work/articles)

**LEAN IN AND MCKINSEY & CO WOMEN IN THE WORKFORCE 2017 REPORT**

Women in the Workplace 2017 is a comprehensive study of the state of women in corporate America. This research is part of a long-term partnership between LeanIn.Org and McKinsey & Company to give organizations the information they need to promote women's leadership and foster gender equality.

[www.womenintheworkplace.com/#key-findings](http://www.womenintheworkplace.com/#key-findings)

[www.leanin.org](http://www.leanin.org)

[www.mckinsey.com/uk](http://www.mckinsey.com/uk)

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### ECONOMIC POLICY UNIT

Report which focuses on the policies that need to be put in place to close the gap and put women on an equal economic footing to men.

[www.epi.org/publication/closing-the-pay-gap-and-beyond/](http://www.epi.org/publication/closing-the-pay-gap-and-beyond/)

### PETERSON REPORT

Numerous studies have proven the link between a company's diversity and its ability to perform well. The Peterson Institute for International Economics recently published research on 21,980 global listed companies in 91 countries. It showed that having:

*"at least **30%** of women in leadership positions - what it calls the 'C-Suite' - adds **6%** cent to a company's net profit margin."*

Peterson Report 2016

### EVERYWOMAN

Everywoman seeks to uncover and elevate female role models in business at every level and across a diverse range of industries and sectors to help women fulfil their potential. They provide learning and development tools to positively impact the way women view their own careers and their futures at their present employers. Everywoman has a very useful research and insight page on their site, which includes their own research and stuff they've collated from elsewhere.

[www.everywoman.com/news-insight/series/insight](http://www.everywoman.com/news-insight/series/insight)

### XACTLY PAY GAP SURVEY

Survey of 250 UK c-suite executives regarding their knowledge about and strategies to address the gender pay gap.

[www.xactlycorp.com/guides/gender-pay-gap-uk/](http://www.xactlycorp.com/guides/gender-pay-gap-uk/)

### INVOLVE & CENTRE FOR ECONOMIC & BUSINESS RESEARCH (CEBR) REPORT

Report by INvolve in collaboration with the CEBR - "The Value of Diversity". INvolve states that for years we've been saying that not only is driving diversity and inclusion a moral imperative, it simply makes good economic sense. Some of the key findings of the report were:

- The economic cost of workplace discrimination to the UK Economy is **£127 billion**.
  - **£123bn** due to gender discrimination
  - **£2.6bn** due to discrimination against ethnic minorities
  - **£2bn** due to discrimination as a result of sexual orientation
- The UK's most diverse workplaces (across gender, ethnicity and sexual orientation) are 45% more likely to financially outperform their industry average than the least diverse firms.
- Firms with the most developed diversity policy are 54% more likely to financially outperform those with less focus on diversity.

[www.out-standing.org/news/the-value-of-diversity-an-involve-and-cebr-report/](http://www.out-standing.org/news/the-value-of-diversity-an-involve-and-cebr-report/)

INvolve and CEBR 2018

### BUSINESS IN THE COMMUNITY

Case for balanced boards and workplaces

Consultancy & Legal firms

PWC, Deloitte, Accenture and many of the legal practices and remuneration consultancies have interesting reports, thought leadership pieces, best practice examples and tool kits.

## INDUSTRY FOCUS ON GENDER BALANCE & WOMEN IN BUSINESS

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A number of industry associations have women's groups, interesting view points and resources, particularly in industries where there is a marked gender imbalance and/or woman have not been historically attracted to the industry.

### CREATIVE COMMUNICATIONS

#### CHARTERED INSTITUTE OF PUBLIC RELATIONS

The professional body for PR practitioners in the UK.  
[www.cipr.co.uk/content/policy/policy/gender-pay](http://www.cipr.co.uk/content/policy/policy/gender-pay)

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#### PRCA

The trade association for public relations and communications.

[www.prca.org.uk/campaigns/diversity-pr-industry](http://www.prca.org.uk/campaigns/diversity-pr-industry)

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#### WOMEN IN PUBLIC AFFAIRS

Events, networking and mentoring.

[www.womeninpa.co.uk](http://www.womeninpa.co.uk)

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#### WOMEN IN PR

Women in PR, focuses on supporting gender balance and nurturing future female talent and the next generation of women leaders in the PR industry. It runs the PR Week Mentoring programme and participated in the UK Government gender pay consultation with the PRCA and PR Week.

[www.womeninpr.org.uk](http://www.womeninpr.org.uk)

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#### BLOOM

Bloom is a professional network for women in communications. It believes that the communications industry should be one in which all women can achieve their potential. Events and mentoring scheme and raise money for Women's Aid charity.

[www.bloomuk.org/about-bloom](http://www.bloomuk.org/about-bloom)

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#### PACT

PACT is the trade association representing the commercial interests of UK independent television, film, digital, children's and animation media companies. It works with the wider industry to help embed diversity and inclusion.

[www.diversity.pact.co.uk](http://www.diversity.pact.co.uk)

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### LEGAL PROFESSION

#### INSTITUTE FOR INCLUSION IN THE LEGAL PROFESSION

US based action group.

[www.theiilp.com](http://www.theiilp.com)

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### LAW SOCIETY

Representative body for solicitors in England and Wales.

[www.lawsociety.org.uk/support-services/practice-management/diversity-inclusion/diversity-and-inclusion-case-studies](http://www.lawsociety.org.uk/support-services/practice-management/diversity-inclusion/diversity-and-inclusion-case-studies)

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### TRANSPORT & HIGHWAYS

#### CHIT

Chartered Institution of Highways & Transportation (CIHT) is a charity, learned society and membership body with 12 UK regions and a number of international groups.

[www.ciht.org.uk/en/about-us/diversity-and-inclusion/diversity--inclusion-charter.cfm](http://www.ciht.org.uk/en/about-us/diversity-and-inclusion/diversity--inclusion-charter.cfm)

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### REAL ESTATE

#### REAL ESTATE BALANCE

Real Estate Balance is a membership organisation seeking to achieve better diversity and inclusion across the real estate industry.

[www.realestatebalance.org/ceo-commitments-for-diversity.html](http://www.realestatebalance.org/ceo-commitments-for-diversity.html)

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### OIL & GAS

#### THE BOSTON CONSULTING GROUP AND THE WORLD PETROLEUM COUNCIL

Industry focus on the specific and general problems of a lack of gender diversity in the Oil & Gas industry - research by The Boston Consulting Group and the World Petroleum Council.

[www.bcg.com/publications/2017/energy-environment-people-organization-untapped-reserves.aspx](http://www.bcg.com/publications/2017/energy-environment-people-organization-untapped-reserves.aspx)

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#### DIVERSITY COUNCIL AUSTRALIA

Research document which highlights the gender gap and lack of diversity in Australia and provides details strategy categories that need to be implemented to address the issue.

[www.dca.org.au/research/project/cracking-glass-cultural-ceiling](http://www.dca.org.au/research/project/cracking-glass-cultural-ceiling)

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**FINANCE****HM TREASURY'S WOMEN IN FINANCE CHARTER**

HM Treasury's Women in Finance Charter – a commitment by firms to work together for gender equality in financial services.

[www.gov.uk/government/news/finance-sector-banks-on-women-for-top-roles](http://www.gov.uk/government/news/finance-sector-banks-on-women-for-top-roles)

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**TECHNOLOGY****THE TECH TALENT CHARTER**

The Tech Talent Charter (TTC) is a commitment by organisations to a set of undertakings that aim to deliver greater diversity in the tech workforce of the UK, one that better reflects the make-up of the population. Signatories of the charter make a number of pledges in relation to their approach to recruitment and retention. Although it is very much an employer-led initiative, in March 2017 the TTC was supported in the government's policy paper on the UK Digital Strategy.

[www.techtalentcharter.co.uk/](http://www.techtalentcharter.co.uk/)

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## TOOL KITS AND OTHER RESOURCE HUBS

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**BUSINESS IN THE COMMUNITY**

Comprehensive info hub on a wide range of gender issues including Gender pay gap. Practical advice and fact sheets as well as articles/thought pieces.

[www.gender.bitc.org.uk/all-resources/factsheets/women-and-work-facts](http://www.gender.bitc.org.uk/all-resources/factsheets/women-and-work-facts)

Great resource hub with toolkits and case studies regarding a wide range of diversity and inclusion subjects.

[www.bitc.org.uk/](http://www.bitc.org.uk/)

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**LEAN IN ORGANISATION**

Based on Sheryl Sandberg's Lean In book – a global organisation encouraging a 'circle' of women to come together to grow, learn and share ideas. Free resources available on the website.

[www.leanin.org/?\\_ga=2.89147160.2046625132.1520930264-1231761931.1520930264](http://www.leanin.org/?_ga=2.89147160.2046625132.1520930264-1231761931.1520930264)

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**CHARTERED INSTITUTE OF PERSONNEL DEVELOPMENT**

Diversity & Inclusion positioning and Toolkit from the HR professional body.

[www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet](http://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet)

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**INCLUSIVE EMPLOYERS**

Inclusive Employers is a membership organisation – events, toolkit/resources to promote inclusion in the work place.

[www.inclusiveemployers.co.uk/resources](http://www.inclusiveemployers.co.uk/resources)

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**MERCER'S DIVERSITY & INCLUSION NETWORK**

Mercer Vanguard Diversity network is for senior diversity officers and talent managers in private sector organisations operating in the UK and Europe. This by-invitation only executive peer group brings together top D&I and Talent Management professionals for candid, confidential conversation focused on challenges and opportunities in development and implementation of UK D&I strategies. The website provides lots of useful research in the D&I area.

[www.imercer.com/ECommerce/products/uk-vanguard-diversity-network](http://www.imercer.com/ECommerce/products/uk-vanguard-diversity-network)

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**EVERYWOMAN**

Everywoman has a very useful research and insight page on their site, which includes their own research and stuff they've collated from elsewhere.

[www.everywoman.com/news-insight/series/insight](http://www.everywoman.com/news-insight/series/insight)

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# GENDER PAY GAP REPORTING

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## GOVERNMENT GUIDANCE AND COMMENTARY

Main site regarding gender pay gap reporting.

[www.gov.uk/government/news/gender-pay-gap-reporting](http://www.gov.uk/government/news/gender-pay-gap-reporting)

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## OFFICE FOR NATIONAL STATISTICS

Discussion and stats exploring the reasons behind the pay gap.

[www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17](http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17)

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## INDUSTRY BODIES GUIDANCE AND RESOURCES

### ACAS

Advice and guidance and guides to reporting.

[www.acas.org.uk/index.aspx?articleid=5768](http://www.acas.org.uk/index.aspx?articleid=5768)

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### CIPD

Very useful videos, webinars, fact sheets and guides.

[www.cipd.co.uk/knowledge/fundamentals/relations/gender-pay-gap-reporting/guide](http://www.cipd.co.uk/knowledge/fundamentals/relations/gender-pay-gap-reporting/guide)

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### EQUAL PAY

Guidance and links to further information.

[www.equalpayportal.co.uk/gender-pay-gap-reporting/](http://www.equalpayportal.co.uk/gender-pay-gap-reporting/)

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### BUSINESS IN THE COMMUNITY

Provides easily worked through tool kits to help with best practice reporting. Diversity benchmark – part 1 free to all UK employers and part 2 charge for non-BITC members.

[workplace.bitc.org.uk/awards-benchmarking/business-community-diversity-benchmark](http://workplace.bitc.org.uk/awards-benchmarking/business-community-diversity-benchmark)

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### EVERSHEDS

Useful FAQ.

[www.eversheds-sutherland.com/global/en/what/articles/index.page?ArticleID=en/Employment\\_and\\_labour\\_law/uk-hr-ebriefing-gender-pay-gap-reporting-frequently-asked-questions](http://www.eversheds-sutherland.com/global/en/what/articles/index.page?ArticleID=en/Employment_and_labour_law/uk-hr-ebriefing-gender-pay-gap-reporting-frequently-asked-questions)

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### CLOSE THE GAP SCOTLAND/ THINK BUSINESS/THINK EQUALITY

Close the gap Scotland's women and labour market expert - online assessment tool for small and medium sized businesses and further resources and discussion papers.

[www.thinkbusinessthinkequality.org.uk](http://www.thinkbusinessthinkequality.org.uk)

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## GENDER PAY GAP REPORTS AND ARTICLES

### INDEPENDENT ARTICLE

Which looks beyond the reporting statistics

[www.independent.co.uk/news/business/news/uk-companies-gender-pay-gaps-36-per-cent-virgin-money-schroders-sse-energy-a7699676.html](http://www.independent.co.uk/news/business/news/uk-companies-gender-pay-gaps-36-per-cent-virgin-money-schroders-sse-energy-a7699676.html)

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### ECONOMIC POLICY UNIT REPORT

Which focuses on the policies that need to be put in place to close the gap and put women on an equal economic footing to men.

[www.epi.org/publication/closing-the-pay-gap-and-beyond/](http://www.epi.org/publication/closing-the-pay-gap-and-beyond/)

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### HIRED'S CEO

Research into the pay gap and the reasons behind it. "There are wider societal issues at play here, and closing the gender pay gap needs more than just data and discourse. Workplace technology has evolved to the point where you can be both a great parent and employee. All we need now is for attitudes to evolve with it."

[www.hired.com/wage-inequality-report](http://www.hired.com/wage-inequality-report)

[www.independent.co.uk/news/business/comment/gender-pay-gap-equality-men-women-law-equal-uk-companies-a7671851.html](http://www.independent.co.uk/news/business/comment/gender-pay-gap-equality-men-women-law-equal-uk-companies-a7671851.html)

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### CORPORATE COMMUNICATIONS ARTICLE

Discusses reporting and provides examples of initiatives and campaigns that companies have or are introducing to close the gap. The article also includes quotes from design agencies and consultancies that provide services in this area and many of their websites also have interesting thought leadership pieces and examples of best practice.

[www.corpcommmagazine.co.uk/features-and-analysis/view/gender-pay-gap-reports-make-sorry-reading](http://www.corpcommmagazine.co.uk/features-and-analysis/view/gender-pay-gap-reports-make-sorry-reading)

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### WE FORUM ARTICLE

Top 5 strategies to closing the gap.

[www.weforum.org/agenda/2016/10/5-lessons-closing-gender-gap/](http://www.weforum.org/agenda/2016/10/5-lessons-closing-gender-gap/)

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### XACTLY SURVEY

Of 250 UK C-suite executives regarding their knowledge about and strategies to address the gender pay gap.

[www.xactlycorp.com/guides/gender-pay-gap-uk/](http://www.xactlycorp.com/guides/gender-pay-gap-uk/)

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**WEF**

There is a wealth of free information on gender parity on the World Economic Forum website.

[www.weforum.org/system-initiatives/shaping-the-future-of-education-gender-and-work/articles](http://www.weforum.org/system-initiatives/shaping-the-future-of-education-gender-and-work/articles)

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**CONSULTANCY GROUP APERIAN GLOBAL**

Have a number of articles and thought pieces on their website that also point to best practice companies.

[www.aperianglobal.com/leaders-diversity-inclusion-5-lessons-top-global-companies/](http://www.aperianglobal.com/leaders-diversity-inclusion-5-lessons-top-global-companies/)

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**CORPORATE REPORTING AGENCIES & EXECUTIVE SEARCH COMPANIES WITH A POINT OF VIEW REGARDING GENDER PAY GAP REPORTING****RADLEY YELDAR**

Corporate reporting and design agency.

[www.ry.com/search/?q=gender+equality](http://www.ry.com/search/?q=gender+equality)

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**BLACK SUN**

Corporate reporting and design agency.

[www.blacksunplc.com/en/insights/blogs/How\\_are\\_companies\\_reporting\\_on\\_the\\_gender\\_pay\\_gap.html](http://www.blacksunplc.com/en/insights/blogs/How_are_companies_reporting_on_the_gender_pay_gap.html)

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**MERCHANT CANTOS**

Corporate reporting and design agency.

[www.merchantcantos.com/thinking/communicating-your-gender-pay-gap-the-key-steps/](http://www.merchantcantos.com/thinking/communicating-your-gender-pay-gap-the-key-steps/)

[www.merchantcantos.com/thinking/mind-the-gap/](http://www.merchantcantos.com/thinking/mind-the-gap/)

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**DESIGN PORTFOLIO**

Design agency.

[www.design-portfolio.co.uk/blog/gender-pay-gap-8-ways-improve-your-reporting](http://www.design-portfolio.co.uk/blog/gender-pay-gap-8-ways-improve-your-reporting)

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## A FEW INTERESTING ARTICLES

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**THE GUARDIAN**

Good summary of actions required to tackle gender inequality at work.

[www.theguardian.com/careers/tackling-gender-inequality-work](http://www.theguardian.com/careers/tackling-gender-inequality-work)

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**FINANCIAL TIMES**

Article focusing on what men can do to tackle gender inequality.

[www.ft.com/content/5b96ba8a-4a79-11e5-b558-8a9722977189](http://www.ft.com/content/5b96ba8a-4a79-11e5-b558-8a9722977189)

Article focusing on addressing gender bias in recruiting, written by Iris Bohnet, public policy professor at Harvard University and author of "What works: Gender equality by design".

[www.ft.com/content/4bf7efc6-3262-11e8-b5bf-23cb17fd1498?utm\\_campaign=2018C\\_FT\\_Women\\_at\\_the\\_Top\\_UK\\_-\\_EM2](http://www.ft.com/content/4bf7efc6-3262-11e8-b5bf-23cb17fd1498?utm_campaign=2018C_FT_Women_at_the_Top_UK_-_EM2)

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**PEOPLE MANAGEMENT**

In the first episode of People Management's new podcast, there is a discussion regarding the ins and outs of gender pay reporting with our experts.

[www.peoplemanagement.co.uk/voices/podcasts/podcast-gender-pay-gap](http://www.peoplemanagement.co.uk/voices/podcasts/podcast-gender-pay-gap)

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**TPP RECRUITMENT BLOG**

A practical guidance example.

[www.tpp.co.uk/blog/2016/04/practical-ways-your-organisation-can-improve-diversity-and-inclusion](http://www.tpp.co.uk/blog/2016/04/practical-ways-your-organisation-can-improve-diversity-and-inclusion)

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**SCIENTIFIC AMERICAN**

Diversity in Science: Why It Is Essential for Excellence 2014 article and report but republished in 2016 when President Donald Trump announced he would close the US border to refugees and visitors from seven predominantly Muslim countries.

[www.scientificamerican.com/article/diversity-in-science-why-it-is-essential-for-excellence/](http://www.scientificamerican.com/article/diversity-in-science-why-it-is-essential-for-excellence/)

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## BOOKS & SPOKESPEOPLE

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### RECOMMENDATION LISTS

#### HUFFINGTON POST

16 Inspiring Books for Women Leaders.  
[www.huffingtonpost.com/jonha-revesencio/16-books-aspiring-women-l\\_b\\_11090646.html](http://www.huffingtonpost.com/jonha-revesencio/16-books-aspiring-women-l_b_11090646.html)

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#### THE WORK AT HOME WOMAN

The 50 Best Business Books for Women.  
[www.theworkathomewoman.com/50-best-business-books-for-women/](http://www.theworkathomewoman.com/50-best-business-books-for-women/)

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#### INCLUSIVE LEADERSHIP - CHARLOTTE SWEENEY

Charlotte Sweeney's book Inclusive Leadership is good on developing a D&I strategy.  
[www.amazon.co.uk/Inclusive-Leadership-Definitive-Developing-Executing/dp/1292112727](http://www.amazon.co.uk/Inclusive-Leadership-Definitive-Developing-Executing/dp/1292112727)

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#### THE GLASS WALL: SUCCESS STRATEGIES FOR WOMEN AT WORK - AND BUSINESSES THAT MEAN BUSINESS

A book examining why gender imbalance persists in the 21st century workplace and what to do about it.  
[www.waterstones.com/book/the-glass-wall/sue-unerman/kathryn-jacob/9781781256947](http://www.waterstones.com/book/the-glass-wall/sue-unerman/kathryn-jacob/9781781256947)  
 Article summarizing the book and why it was written.  
[www.cityam.com/249488/women-can-break-through-glass-wall-separating-them-career](http://www.cityam.com/249488/women-can-break-through-glass-wall-separating-them-career)

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#### GUARDIAN ARTICLE

With woman at various stages of their careers expressing their views on Sheryl Sandberg's book.  
[www.theguardian.com/commentisfree/2013/mar/20/sheryl-sandberg-women-tech-media](http://www.theguardian.com/commentisfree/2013/mar/20/sheryl-sandberg-women-tech-media)

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## ABOUT US

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### THE WCCN

#### Empowering us and the next generation.

We are a group of senior women leaders in communications. The group facilitates networking among peers to share best practice in order to develop their careers, and to aid the progression of the next generation of women in communications and advocacy.

As women leaders in communications, we inspire women at all levels in the industry to progress and realise their full potential through networking, hearing inspirational speakers from diverse backgrounds, sharing best practice, research, mentoring and social outreach.

### LEAN IN: WOMEN, WORK AND THE WILL TO LEAD

The book soared to the top of bestseller lists internationally, igniting global conversations about women and ambition.

[www.amazon.co.uk/Lean-Women-Work-Will-Lead/dp/0753541645/ref=pd\\_bxgy\\_14\\_img\\_2?\\_encoding=UTF8&psc=1&refRID=ZFY7GAYV64EZVPED75NG](http://www.amazon.co.uk/Lean-Women-Work-Will-Lead/dp/0753541645/ref=pd_bxgy_14_img_2?_encoding=UTF8&psc=1&refRID=ZFY7GAYV64EZVPED75NG)

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### MODEL WOMEN LEADERS AND SPOKESPEOPLE OUT-STANDING ORGANISATION AND FT WOMEN IN BUSINESS TOP 50

There is also a list of top 50 men promoting diversity and inclusion and a global list.

[www.out-standing.org/heroes/2017-top-50-women/](http://www.out-standing.org/heroes/2017-top-50-women/)

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### OTHER SPOKESPEOPLE/COMMENTATORS

#### ELYSIA MCCAFFREY

Deputy Director for Women in Business & International, The Government's Equality Office.

[www.equalities.blog.gov.uk/2017/08/24/closing-the-gender-pay-gap/](http://www.equalities.blog.gov.uk/2017/08/24/closing-the-gender-pay-gap/)

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#### DAME CILLA SNOWBALL DBE AMV AND CHAIR OF THE WOMEN'S BUSINESS COUNCIL

Equal pay is not the same as the gender pay gap.

[www.telegraph.co.uk/women/work/cilla-snowball-equal-pay-not-gender-pay-gap/](http://www.telegraph.co.uk/women/work/cilla-snowball-equal-pay-not-gender-pay-gap/)

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### ELLWOOD ATFIELD

Ellwood Atfield is the leading integrated, networked headhunter. We recruit into communications and corporate affairs teams from Director to Executive level across all disciplines, interim and permanent. With dedicated offices in London, Brussels and Switzerland through which EA recruits communications and advocacy professionals across Europe. Ellwood Atfield is proud of our support for WCCN as we are committed to providing a diverse and fairly assessed process for our hires. EA draws from their broad networks and industry groups to ensure the most balanced group of qualified candidates are considered and presented.

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