



Diversity in the 'new normal'

Contents

PAGE
3



Welcome from Karen & Max

The everywoman co-founders reflect on the huge cost of the pandemic for women's lives — and why they're feeling hopeful that gender diversity is still at the top of the agenda.

PAGE
7



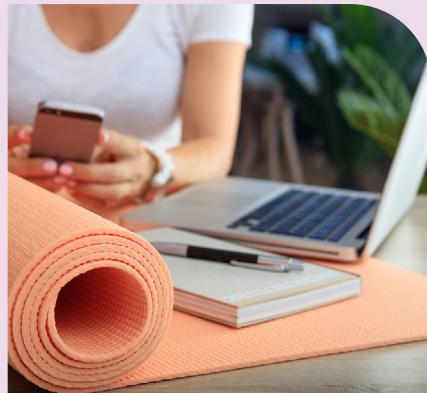
We don't 'fix' women: we enable them to bring more femininity to the workplace

everywoman's Director of Learning, Kate Farrow explains how our leadership portfolio is disrupting the gendered training market.

PAGE
12



PAGE
4



PAGE
9



The BBC's 50:50 Project: No Half Measures

The Creative Diversity Lead of the BBC's largest ever collective action on diversity shares the thinking behind — and results so far of — the 50:50 Project.

The everywoman calendar

The events shaping the diversity and inclusion world over coming months.

Hello from Karen & Max

WELCOME TO THIS issue of **everywomanReview**. It's our first for 2021 and much has changed since we last published back in autumn 2020. With summer on the way, and vaccine programmes going at full pelt, hope is definitely in the air, and another 'new normal' on the horizon.

There's no doubting that the pandemic has impacted the lives of women everywhere. Multiple sources have reported on the gendered impact of the virus, with women more likely to have lost work and income, and to have suffered greater wellbeing losses due to increased domestic burden. The true mental and physical effects remain to be seen.

What is clear though, is that everywoman's mission – to close the gender gap – has never been more critical. Our team's commitment to continually evolve our products and find increasingly innovative ways to reach every woman, everywhere, is absolute. And we have been heartened by the countless conversations we've had with existing and prospective partners, whose journeys to diverse and inclusive cultures have remained steadfastly on course during the pandemic.

Wellbeing has, understandably, taken on greater significance over recent times, as reflected in the agendas of the many virtual events and webinars we continue to run. Many partners have been incorporating our wellbeing content into their own wellness programmes – including M&G Investments, whose approach to caring for their employees throughout the pandemic is profiled in the first piece of this issue, on [page 4](#).

Also in this issue, we look at the incredible work being done at the BBC to bring diversity to its content. Thanks to the fabulous Nina Goswami for sharing her experiences of the 50:50 project on [page 9](#). We also have a piece from our very own Director of Learning, Kate Farrow, in which she shares the vision behind our innovative new portfolio of training products. You can read about the thinking and our various women in leadership programmes on [page 7](#).

We hope you enjoy this issue of **everywomanReview** and would love to hear your feedback.

Karen & Maxine

Co-founders, **everywoman**
karenmax@everywoman.com



"Our team's commitment to continually evolve our products and find increasingly innovative ways to reach every woman, everywhere, is absolute."

Five ways M&G Stepped up for its Employees During the Pandemic and Beyond...

The pandemic has called upon businesses to support their workforce's wellbeing as never before, as they adapted to a challenging and unprecedented time – and now a transition into hybrid working. At international savings and investment company M&G, headquartered in London, the pandemic closed all business's offices in the UK, Europe, US and Asia – prompting a move to remote working for all 6,000+ staff. Like so many others, it was a huge shift for the company's workforce, suddenly thrust into a way of working that demanded both personal agility and organisational change. For Global Head of Diversity, Inclusion and Well-being, Mark McLane, the imperative was to meet the need of all employees, providing them with a steady resource in a febrile global business climate. We talked to him about ways in which M&G stepped up for its employees over the past year, and how he is taking that forward into the future.



Technology as a wellbeing tool

Having started its *Technology for All* workshops pre-Covid to help colleagues maximise the capability of Office 365, M&G was well placed to support its workforce as it moved to remote working in lockdown. However, amplifying the technological help available was not only a practical strategy, but an emotional one too. ‘Technology can make life more complex or simpler; when it helps to simplify life it has a strong wellbeing component,’ says McLane, citing a conversation he had with a colleague with dyslexia who discovered Microsoft Outlook had email readback capability in one of the sessions (‘Her confidence levels around sending emails to senior management skyrocketed after that’).

For McLane, the act of removing stress by proactively letting colleagues

know what resources are available to them is a powerful one, so when people started to Google ‘working from home’ in early March 2020 his approach was to turn up the volume on that existing communication and highlight the resources already available to colleagues at M&G. ‘Everybody starts with the question, ‘What do we need?’, but really, it’s about the things you do have, and asking ‘Why do we have this stuff?’ Then the question is ‘Have we invested in the right product? Are people using it? And if not, why not?’ I would bet 98 percent of the time they just don’t know it exists or where to easily access it, and once they do, they’ll tell you if it’s the right product or not.’

Global Head of Diversity, Inclusion and Well-being, Mark McLane

Helping employees ride the 'coronacoaster'

Unprecedented change and upheaval in the work and home environments characterised the year of the pandemic, and loss in particular was experienced at a level most people had not previously encountered. Certainly, some had to struggle with bereavement, but there were also other forms of profound losses for many too – loss of the routine of going to the office, of a social life and of seeing family, all of which were challenging to process. It was clear to McLane that helping colleagues to assimilate these dynamics was something that M&G could step up to. ‘We came up with a workshop called *Making Sense of 2020*, because at the time that’s what people needed to do. There were two concepts that came out of the workshop that people loved and talk about to this day: one was the ‘coronacoaster’, the idea of addressing this up and down emotional rollercoaster that we’ve been on and what that feels like. And the second was ‘same storm, different boats’ – everyone’s in this together, but everyone’s experiences are different.’ Acknowledging the nuances and needs of those diverse experiences was key. While M&G had already made strong strides around supporting M&G parents working in lockdown it became clear that those living alone needed support too, with overwork, loneliness and potential burn out being key factors. ‘If everybody else is offline, you’re sitting home alone and you’re an overachiever to begin with then where were you going to put the energy?’ notes McLane. ‘We encouraged colleagues to look for other things to do and put together a workshop called *Alone, Not Lonely*. It was a point-in-time approach to address the needs of colleagues working and living alone and support managers with information and tools to better support those colleagues. Most importantly, it sent a message that no one group is more important or struggling more.’



Wellbeing at your finger tips

The need to find resources quickly and easily prompted M&G to build a wellbeing hub to house and signpost what was available, from a virtual GP service to an online Cognitive Behavioural Therapy service. The business also quickly moved resources such as yoga, Pilates and music lessons to virtual platforms – resulting in increased ability to offer them to all UK colleagues regardless of location.

This year, M&G’s emphasis is still on highlighting support and ease of access, but it is elevating it too. In March, it introduced the company’s first Microsoft Teams app, taking all the diversity and inclusion wellbeing news from its intranet and putting it in one place, alongside the launch of the colleague-led *Invest in Yourself* campaign. ‘As an investment house, we say to clients, ‘Here are products to invest in for your future’. Investing in yourself is that same business approach: here are all these great wellbeing products available to you and colleagues and talking about the fact that if you invest in yourself, you get a return, and we get a return. Now, colleagues ask how they can build wellbeing into their day and encourage each other to take up the available resources,’ says McLane. In February, M&G also introduced ‘Wellbeing Wednesdays’, an opportunity to dial into a single subject event, with an ‘on demand’ option so that colleagues who miss sessions can stream them later. McLane notes, ‘It’s an opportunity for us to remind colleagues of what’s available – and also shows me where the demand is.’



“ What every organisation is going to need to address now is not returning to old habits but rather embracing the new ways of working good practice we have developed as a result of the past 15 months. The pandemic has negated myths such as the idea that people are not as productive when working remotely, and we now have the opportunity to create a hybrid working model that addresses the needs of the business and the workforce simultaneously.

Mark McLane

M&G, Global Head of Diversity, Inclusion and Well-being

”

Supporting everywoman — and man

M&G’s partnership with everywoman is a key component in its wellbeing strategy. ‘Having an offering [like the everywomanNetwork – the online e-learning platform] that’s flexible, responsive and available to all colleagues globally is what makes everywoman different,’ says McLane. ‘The Forum events too bring in different audiences at different times. I was one of the headliners at the 2020 everywoman in India Forum and it was important because I want my colleagues in India to know that everywoman support is as available to them as it is to our colleagues in London.’ The everywomanNetwork’s success in recognising and boosting male allyship has also been crucial to an inclusive programme for M&G employees. ‘Partnering with an organisation that can deliver, anticipate what’s next and start to lean toward that work is crucial.’

Staying the course

‘What every organisation is going to need to address now not returning to old habits but rather embracing the new ways of working good practice we have developed as a result of the past 15 months. The pandemic has negated myths such as the idea that people are not as productive when working remotely, and we now have the opportunity to create a hybrid working model that addresses the needs of the business and the workforce simultaneously.’ McLane, however, insists it’s a bit early to roll out programmes specifically around hybrid working. ‘Good practice means following how the regulations are unfolding and helping to define that for colleagues in terms of M&G.’ For him, wellbeing is about supporting the journey people are on and understanding the level of anxiety and anticipation that people are living under. ‘We’re continuing to make sure our colleagues know where resources are and that they have the support of the organisation and each other.’

Training Programmes

everywoman's Director of Learning, Kate Farrow explains how our leadership portfolio is disrupting the gendered training market – and being welcomed by global organisations at all junctures of the journey to diversity and inclusion.

Countless training programmes exist for female leaders, but something common to many is that their goal is to erase the qualities women bring to the workplace. Our approach turns this idea on its head: we believe that businesses become competitively stronger when they embrace and invest in the differences women possess.

Our mission is resonating with forward-looking organisations, who have overwhelmed us with their unanimously positive response to our spring 2021 'We don't fix women' campaign, which launched our portfolio of bespoke learning interventions. The central concept is that training women to fit a stereotypical leadership 'mould' does not help close the gender gap. Rather, it's about harnessing the individual strengths and traits of your female talent. Put simply, we want to enable women to bring more femininity to the workplace, accelerating true diversity and inclusion in the process.

We've developed a range of innovative training products designed to create confident, authentic and inspirational female leaders. Inherent in each programme is everywoman's legacy of advancing women in business, and our understanding – built over 22 years – of the knowledge areas and skills women need in order to grow their careers.

The global pandemic has presented opportunities in how we deliver effective training. New technologies embraced in 2020 have provided remote learning experiences as rich and rewarding as any in-person seminars, and blurred geographical boundaries. This comes at a time when organisations are cognisant of the pressing need to keep their remote female talent engaged, committed and energised.

A graduate of the everywoman of Influence Programme was recently in touch to tell us that participation saw her break dysfunctional beliefs about her potential, and transition into a role launching a new function of the business which had invested in her. Needless to say, we're incredibly proud of the impact our training is having on individual careers, as well as on wider organisational transformation. If you'd like to discuss any of our packages, don't hesitate to get in touch. Kate@everywoman.com



"We don't 'fix' women: we enable them to bring more femininity to the workplace"

Kate Farrow, everywoman, Director of Learning

Our leadership portfolio at a glance

everywoman of Influence

Who's it for?

Organisations that want to inspire and energise their existing female leaders. Delegates have typically been in roles with budget and people management responsibility for at least three years.

What attendees will learn:

How to become impactful, credible leaders, strategic and visionary thinkers, agents of change, and powerful female role models.

Format:

Delivered in four virtual sessions over two days, organisations can buy from one to a max of 30 seats.

Early adopters:

Santander, Booking.com, Facebook, Howden Insurance Group, PAUL Bakery.

NEW FOR 2021

The Nudge Programme

Who's it for?

Organisations whose senior teams are on a 'leadershift' to creating a more diverse and inclusive culture.

What attendees will learn:

Unconscious bias has been hailed as the solution to inclusive workplaces – these sessions will go deeper, exploring the profound psychological processes that impact inclusion, and how we can challenge bias and microaggressions in ourselves and others, making way for curiosity, acceptance and valuing differences.

Format:

Three sessions, between 2-2.5 hours each.



everywoman Immersive Women in Leadership

Who's it for?

High potential female talent – typically managing teams or projects and who want to step up within 18 months to 3 years.

What attendees will learn:

The seven paradigm shifts into leadership, as well as core everywoman topics – courage, confidence, power and position, managing upwards, leadership and image.

Format:

Multiple sessions delivered over an 8-month period to a maximum of 20 delegates.

Early adopters:

Panasonic.

everywomanBitesize

Who's it for?

Relevant to all in business, regardless of gender, grade and geographical location. Popular with small to medium-sized enterprises; full departments of larger organisations; employee resource groups; regularly adopted into existing programmes and frameworks such as 'Wellbeing Wednesday'.

What attendees will learn:

Core everywoman topic areas we know support women especially as they grow their careers, e.g. Wellbeing (managing your energy, setting boundaries, managing stress); Emerging leaders (presence and impact, courage and confidence, building credibility); Self-awareness (emotional intelligence, limiting beliefs); Career development (taking hold of your career, coaching your team).

Format:

45-minute sessions designed to fit into lunchbreaks or the organisational rhythm; clients can purchase single or multiple sessions to run throughout the year.

Early adopters:

M&G Investments UK

The BBC's 50:50 Project: No Half Measures



The largest collective action ever introduced to increase diverse representation in BBC content, the 50:50 Project involves 670 internal teams as well as 100 partner organisations across 26 countries in media, PR and communications, academia, legal and corporate worlds. We talked to the project's Creative Diversity Lead Nina Goswami about the reasons for its success and the findings of its recent **impact report**.

The largest collective action ever introduced to increase diverse representation in BBC content – the 50:50 Project – began when BBC News presenter Ros Atkins noted a lack of women in a radio programme in 2017. He persuaded his team at Outside Source to trial a data-led approach to its own diversity, and four months later it reached 50 percent women contributors from a starting point of below 40 percent. The project's methodology is based on three principles: 1) Measuring what we control; 2) sharing data, and 3) committing to change to shift representation within the media. The voluntary initiative quickly grew from 80 participating teams to 500 in the first year. Today, 670 BBC teams as well as more than 100 partner organisations across 26 countries in media, PR and communications, academia, legal and corporate worlds now participate. We talked to Creative Diversity Lead Nina Goswami about some of the key reasons for its success and the findings of its April 2021 impact report.

Harnessing the power of real time data

Undoubtedly it has been the use of data and accountability that has allowed the project to drive noticeable culture and content change to-date. ‘We use the principle that you measure what you can control, and it is core to how our data monitoring differs from others,’ notes Goswami. ‘For example, we can’t control who the British Prime Minister is, but we can control the political commentators, case studies and voices around that person, and because we’re monitoring that, it means that content makers feel they can make change. We also encourage teams to share their data in real time, so they can work out whether they’re on the way to achieving 50:50 in the time frame they’ve set themselves’.



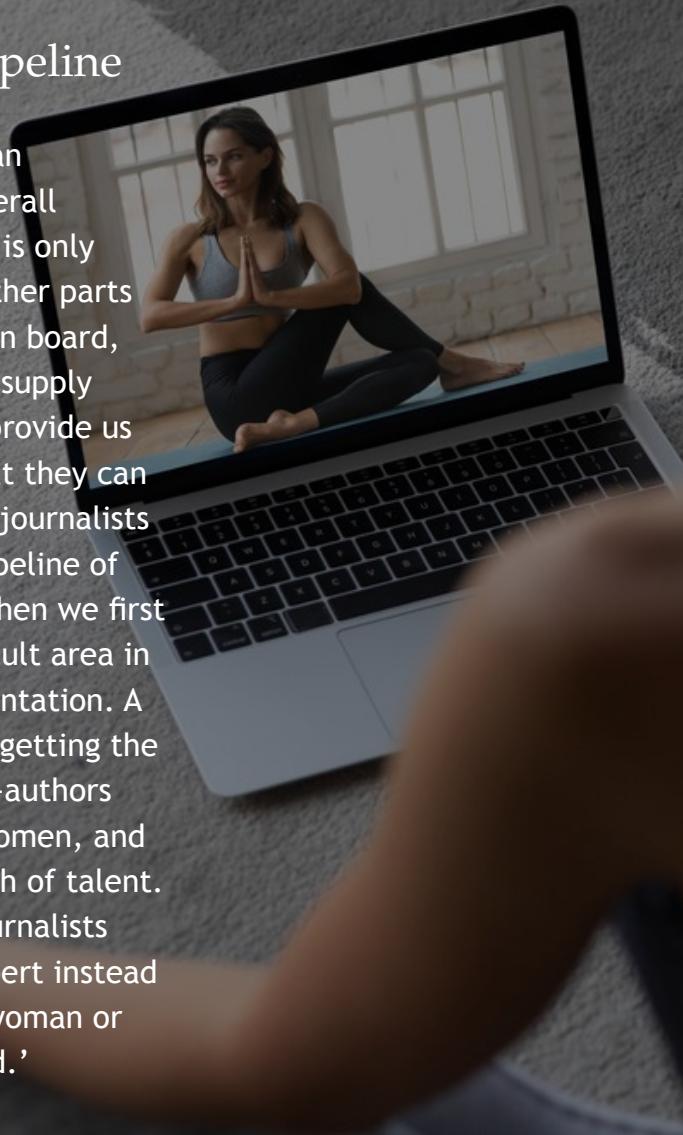
It’s an accountable approach that Goswami sees as integral to achieving and maintaining representational diversity going forward.

‘The 50:50 project might not exist in 10 years’ time but the process and workflow of collecting and using data to make change will stay. Society constantly changes, so we need to continually monitor what we’re doing with our content to ensure we’re always reflective of that moment in time.’

Continued >

Challenging the expert pipeline

The project's partners' network is an incredibly important part of the overall picture, says Goswami. 'The media is only one spoke in a wheel – you need other parts of society and organisations to be on board, doing the same thing. We need the supply chain to change and for people to provide us with experts who are diverse so that they can enrich our content.' Producers and journalists are encouraged to challenge the pipeline of voices chosen for their content. 'When we first started, science was the most difficult area in terms of presenting diverse representation. A producer suggested that instead of getting the lead author all the time, we ask co-authors for comment, many of which are women, and that tiny change opened up a wealth of talent. It was the same with business – journalists started asking, 'Can we get the expert instead of the CEO?' and that was often a woman or someone from a diverse background.'



Finding positives in the pandemic

'March is our challenge month, and in 2020 when the world went into lockdown some people suggested we stop monitoring, but I pushed back on that,' says Goswami. 'Some teams had to stop as they were a critical service, but of those who stayed on, two thirds reached 50 percent representation, a nine-percentage point increase on the previous year – which shows that culture change is starting to take root.'

The change is even more heartening as 50:50 is a totally voluntary project. 'We've only had three dropouts through the whole project, and all were because they were forced to do it by their editors. Where the content makers have embraced it themselves and understand the reasons to do this – that's where the change has happened.'

The pandemic also had an unexpectedly positive impact on representation, removing barriers such as travel to studios for women, many of whom are caregivers. 'We've seen a massive increase in women's representation in our content and the pandemic has changed the mindset of content makers in terms of how guests can contribute. Through COVID-19 we've had to get guests to appear on video conferencing calls, and that has made more women experts available because they can fit it around their daily lives.'

Continued >

Evolving door

The latest report shows that 70 percent of the teams involved in the project have reached 50 percent female representation on their content – and for the first time this year, 50:50 asked its partner organisations to join them in publishing their figures, with 41 organisations taking part. Consistency over time is another key metric. ‘We understand there are ebbs and flows in content; one day you might cover International Women’s Day, and lean heavily on women’s representation, then International Men’s Day comes and you move the other way. For us, consistency means that over a six-month period, half the time you’re reaching at least 40 percent women, and the other half you’re definitely reaching 50:50. In this year’s March challenge 40 teams managed to create that consistency.’

The project is now rolling out its second phase, using its core principles to monitor ethnicity and disability. A call to action by Director-General Tim Davie in October prompted 220 further teams to take up the challenge. ‘In gender representation, we’re asking content makers to reach 50:50 in their content, but here we will tailor the targets for different teams,’ says Goswami. ‘For example, if you’re a UK-wide content maker then we’ll look at 50 percent women’s representation, 20 percent ethnic minority and 12 percent disability. However, it’s up to teams to decide whether that’s right for them. For BBC London, 20 percent ethnic minority representation is too low as half of the city’s population is from this demographic. In the same way, 20 percent is too high a target for Norfolk, where their ethnic minority makeup is three percent, but we’ll look at increasing the target in terms of disability to reflect its older population.’



Diversity as a public service

According to Goswami, sustainability is the bedrock of positive change. ‘They say culture change takes three to five years to embed in an organisation, and we have been seeing this improvement year-on-year from two years in. However, if you’re going to accelerate something it needs to be done in a sustainable way that sticks; there’s no point in 100 percent of our programmes reaching 50:50 for two weeks and crashing down after that.’ Audience research is, she notes, the ‘true north’. ‘63 percent of BBC online services’ audiences surveyed in the report said they’d noticed increased women’s representation in content. In the 16-34-year-old demographic, 44 percent said they were enjoying the content more as a result, and 58 percent of women aged 16 to 34 are now consuming more content as a result of the increase. It shows that if we’re making content that’s reflective of society people can see themselves in it, connect with it and will consume more. The BBC’s mission is to inform, educate and entertain all parts of the UK, and we can only do that if people consume our content and services – and that’s actually happening as we’re increasing that representation.’

**READ THE FULL 50:50
IMPACT REPORT HERE >**

Events

Amazon everywoman in Transport & Logistics Awards 8 July 2021

In this programme's 14th year, our virtual ceremony will celebrate the achievements of women in this incredible sector.

You can book tickets now, or contact Seema@everywoman.com to discuss partnership opportunities.

[MORE INFO >](#)

everywoman in Insurance Forum 15-16 September 2021

Advance your career in insurance at this two day online event, featuring intensive leadership training, 1-2-1 mentoring and insight from leading industry thinkers. Book your pass and explore corporate sponsorship opportunities here.

[MORE INFO >](#)

everywoman Global Summit

16-18 November 2021

Designed to help you build a more inclusive business by mobilising all stakeholders in the business, from emerging leaders through to board level, this brand new event provides certified training focused on ERGs, inclusive leadership and ESG reporting.

[MORE INFO >](#)

NatWest everywoman Awards

JW Marriott Grosvenor House,
London W1K 7TN
7 December 2021

Join us in Mayfair to recognise the inspirational female entrepreneurs who'll make our class of 2021 in this programme's 19th year.

Nominations are open until 5 July or get in touch to discuss partnership opportunities.

[MORE INFO >](#)

View our full calendar of everywoman events, awards programmes, forums, everywomanNetwork webinars and more, at www.everywoman.com/events-awards

>

everywomanPartnerships

everywoman enjoys working with the following organisations



FACEBOOK



To discuss partnership opportunities, contact karenmax@everywoman.com



every
woman

 @everywomanUK  @everywomanUK  Everywoman Ltd

contact@everywoman.com

www.everywoman.com