

# 1. Executive Committee and Direct Reports

## Leading by Example

### Equal parental leave: levelling the playing field



In 2017, Aviva announced it would offer equal parental leave to all employees across UK and international markets, on the arrival of a child. The policy provides all new parents regardless of gender, sexual orientation or how they become a parent – by birth, adoption or surrogacy - an entitlement to 12 months of leave, including six months at full pay when a new child arrives.

All UK employees are eligible, irrespective of length of service or earnings, full-time or part-time. If both parents are employees of Aviva, they each have their own entitlement to leave and pay, which they can take at the same time.

Aviva's strategy is to create a diverse and inclusive working culture in which barriers to career progression are removed, demonstrating a commitment to levelling the playing field for men and women, enabling dads - as well as mums - to spend time with families at this important stage.

Aviva wanted to create a sense of pride amongst its employees through actions, not words. By introducing a truly progressive policy, the company underlined its commitment and care to its employees, while setting an example and encouraging other businesses to follow suit.

The initiative has been incredibly well received by Aviva employees, with more than 400 people, including more than 150 men, taking up the policy within the first seven months.

*'We want to create an environment where everyone feels equal and valued for their contribution. We know that our people have lives outside of work, so they should know they can take time out and still have a successful career, regardless of gender.'*

**Caroline Prendergast, Interim Chief People Officer, Aviva**

*'Aviva's parental leave policy has been hugely valuable to me and my family. For my wife and I to both be able to spend six months with our children, without worrying about the financial consequences, has allowed us to simply enjoy being together as a family and share the responsibilities together.'*

**Alasdair Cook, Claims Manager, Aviva**

### #Unstereotype, not only a moral issue, but a business issue



Achieving a gender balanced workforce is central to the Unilever Sustainable Living Plan. One of our commitments is 'Opportunities for Women' which aims to empower 5 million women across our value chain by 2020. We are building a gender balanced organisation: by the end of 2017, 47% of total management were women, up from just 38% in 2010.

We're also one of the world's largest advertisers and we recognise the impact and great responsibility we have when it comes to the portrayal of gender norms. Every day, billions of people are exposed to the communications our industry creates. That influence can either be used to reinforce negative stereotypes or to set new standards of empowerment and equality.

In 2016, we launched #Unstereotype, a global initiative to banish stereotypical portrayals of people in our advertising. We developed tools to challenge ourselves throughout the creative process as well as measure our communications to ensure we avoid outdated stereotypes and are consistently advancing progressive portrayals of people. It is already making a difference. Progressive adverts are found to create 25% more branded impact and can drive purchase intent by 18%.

In 2017, Unilever worked with United Nations Women to launch the Unstereotype Alliance, which unites leaders from across business, technology and creative industries to use advertising as a force for positive cultural change.

This is not just about removing stereotypes that diminish or limit the role of women and men, it's also about strengthening the representation of all people to reflect a more inclusive society.

*'Our job isn't done until we never see an advert that diminishes or limits the role of women and men in society.'*

**Aline Santos  
Evp Global Marketing &  
Chief Diversity & Inclusion Officer  
Unilever**

## Don't just get a mentor, get a sponsor



In 2017, Lloyds Banking Group developed a Sponsorship Programme to nurture and progress its home-grown talent.

Research shows that females are less likely to have a sponsor and therefore less likely to achieve their full potential.

The Sponsorship Programme was innovative because it not only paired talented women to influential leaders who were willing to advocate them for their next key role, but it also ensured that they capitalised on this opportunity by providing bespoke development solutions to improve their transferable skills. These are underpinned with a comprehensive 'Self-serve Toolkit'.

Over the past 12 months, this unique approach continues to produce exceptional results. To date, women on the Programme have achieved a promotion rate 5 times greater than the Group average for female progression. The Group is also seeing an improvement in movement across Divisions, providing different career opportunities for colleagues across the Group. In 2018, the Programme included both male and female Black, Asian and Minority Ethnic colleagues.

During 2018, to further maximise and promote sponsorship across the Group, a self-service toolkit entitled 'Sponsorship In A Box' was developed, allowing Divisions to identify and promote talent.

*'I was fortunate to be matched with a fantastic sponsor who helped me develop my confidence to explore roles in other Divisions.'*

**Kate Freeman,**  
Consumer Cards, Lloyds Banking Group

*'Whilst 'Sponsorship In A Box' is a new initiative for Lloyds, it has clearly demonstrated that having a sponsor, combined with a bespoke development approach, significantly improves the progression of our talented individuals. Sponsors enjoy sharing their experience and colleagues build broader networks and are confident to apply for roles they wouldn't otherwise have considered.'*

**Fiona Cannon,**  
Group Responsible Business, Sustainability and Inclusion Director, Lloyds Banking Group

## Mind the Gap: Driving gender balance at Sky



As Europe's leading entertainment company, setting an example when it comes to driving gender

balance is critical and achieving better gender balance is key to closing the gender pay gap. Not only are we focused on getting more women into senior leadership, we're also building our female pipeline in teams where women are traditionally under-represented, such as technology and engineering.

To increase the number of women in leadership, we're insisting on 50/50 shortlists for leadership roles and supercharging the great women already working at Sky through our 24 month, bespoke Women into Leadership programme. We're constantly sourcing new ways to attract the best female talent and this year launched our returner programme supporting talented individuals back into senior positions after a career break. This has changed the mind-set in two of our biggest challenge areas for women, with returners sites considered a great go-to recruitment tool to find female talent.

Additionally, our female-only scholarship and training schemes encourage more women to join our STEM professions, including a six-month paid trainee engineer programme, where women learn all they need to become engineers. Our aim is to have 800 women trained as engineers by the end of 2019.

*'Talented people come from all genders, ethnicities and backgrounds, and they should all have the same opportunities to come to a big business like Sky and be successful. This is the right thing to do, diverse businesses better reflect and understand their customer base, and can cast a wider net in search for talent. That's why we challenged ourselves to change the status quo and have set targets to ensure we sustain that change into the future.'*

**Stephen van Rooyen,**  
CEO Sky UK & Rol