

# ACTING FOR EQUALITY

*We, [organisation name], recognise that it is both just and smart to treat men and women equally in our organisation. Therefore, in 2020, we commit to do the following 10 things to make sure that happens.*

ACTION	DESCRIPTION	COMPLETED
<p><b>Ensure gender pay parity by role</b></p>	<p>The same job, whether it is done by a man or a woman, should pay the same. We will therefore make it so. This means we have to make some tough decisions around how to fund any increases (shall we cut some salaries or find cost savings elsewhere?) but it is right and smart and [we're paid to make the tough decisions/we are HR professionals and what's the point of us if we can't work this out?/our Board has finally summoned up the guts to say JFDI.]</p>	
<p><b>Ensure total gender pay parity at [organisation]</b></p>	<p>We realise that it is a bit feeble to say that we would have gender pay parity if we had more women in senior roles so we're going to look at why women are hitting a glass ceiling by sub-group and then put in place a plan to address it. We won't have solved it by 2021, we need to [sort out our pipeline / fast track more middle managers / put in place flexible working / replace our Chairman who frankly...] but we'll have a five year plan with clear targets and make sure that we are moving in the right direction. The CEO will report on progress in the Annual Report.</p>	
<p><b>Make sure all voices are heard</b></p>	<p>We have read the research, shared the cartoons and recognised that some men dominate meetings and conversations through being assertive. This sometimes leads management to confuse good debating skills with good character and outcomes - sorry. Not only are we going to train people on the difference, we are going to make sure that in any group situation, all voices are heard.</p>	
<p><b>Avoid task stereotyping</b></p>	<p>We are embarrassed to note that women are disproportionately asked to bring the coffee, organise lunches and take minutes. No more. We will call out and correct the stereotyping.</p>	
<p><b>Have sponsors</b></p>	<p>We are implementing a sponsorship programme to ensure that all our rising stars, male and female, have sponsors to support and champion them. If you already have a guardian angel, we clearly won't force another one on you; but, if you don't have one, we'll help find a great one.</p>	

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<p><b>Give feedback</b></p>	<p>It is hard to change when you don't know you need to or when you don't know specifically what you should be doing differently. We know though that we don't have enough diversity in our leadership team, so we are going to start giving feedback on some of the causes. If we see that junior men are being given disproportionately more leadership development opportunities, we'll speak to the team leader. If we notice that a woman allows a man to take credit for her work, we'll call them both on it, etc.</p>	
<p><b>Review our promotion criteria</b></p>	<p>We always promote from within if we can. Having learned from the brilliant Caroline Criado Perez, we realise we don't always think about the team we are trying to build or the criteria we are using to make promotions. It is possible that in the past we have confused confidence with competence. We will change our promotion criteria to ensure a) we are making empirically-based performance judgements b) we are looking at what the make-up of the team we are promoting to will be e.g. that it is diverse in thinking, gender, background, etc.</p>	
<p><b>Recruit blind</b></p>	<p>We know that all humans are inherently biased. We will therefore do everything we can to limit the opportunities for bias. We are taking the names off of CVs and projects before assessing them. We will also change our recruitment process in these three ways: X, Y and Z.</p>	
<p><b>Stop presenteeism</b></p>	<p>One of the upsides of lockdown and remote working, is that it has made us re-think what constitutes productivity. We can no longer see that you are working hard because you are in the office all hours. We can see that you are working hard because you are delivering results. We commit to holding on to this learning and relegating presenteeism (where it was all about who was seen in the office the latest) to the past.</p>	
<p><b>Believe in role models</b></p>	<p>We recognise that it may sound trite, but we believe that "<i>if you can see it, you can be it</i>". We will therefore ensure that our women leaders are seriously visible.</p>	

*Any other thoughts about what we should be doing, please let us know.*