

Best
Workplaces™

for Women

Great
Place
To
Work®

UK
2024



Women at Work 2024

Best practices and insights from the
global authority on workplace culture

Great Place To Work®

The prestigious UK's Best Workplaces™ employer recognition is only awarded to those organisations whose people have told us theirs is **a genuinely great place to work for all employees.**

Parity in the workplace remains a work in progress. Accounting for around half of the UK's workforce, women have continued to make strides in the working world – such as the improved representation we've seen across all levels within many organisations, as well as a narrowing national pay gap.

But women also continue to face unique challenges, including unconscious bias, lack of flexibility, and a scarcity of visible role models. **It is crucial for organisations to address these issues head-on, fostering an environment where both men and women can truly excel.**

The 2024 UK's Best Workplaces for Women™ are those employers whose people have told us they work for a place that is inclusive and equitable for all. The 330 companies on the list have shown a commitment to:

- Ensuring a reasonable balance of women and men across the organisation
- Removing barriers to women's career advancement
- Creating workplaces where all employees, regardless of gender, can flourish.

In this report, we deep dive into the Winning Trio in which the 2024 UK's Best Workplaces for Women excel, and which organisations hoping to follow in their footsteps can emulate: **Representation, Recognition, and Reward.**



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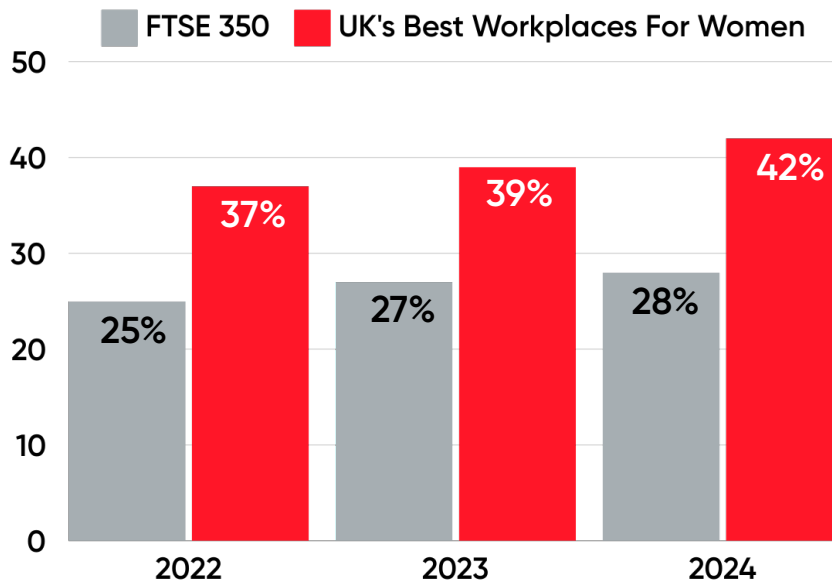
Colleagues at Bristol Myers Squibb, Rank 3 in the Super Large category
on the 2024 UK's Best Workplaces for Women™ List

Representation

The percentage of women in C-Suite positions continues to grow marginally year-on-year, a clear sign of positive (albeit slow) progress. Women are reportedly more ambitious than ever to reach leadership positions, but research also shows **the representation of women in Chief Exec roles still lags behind.**



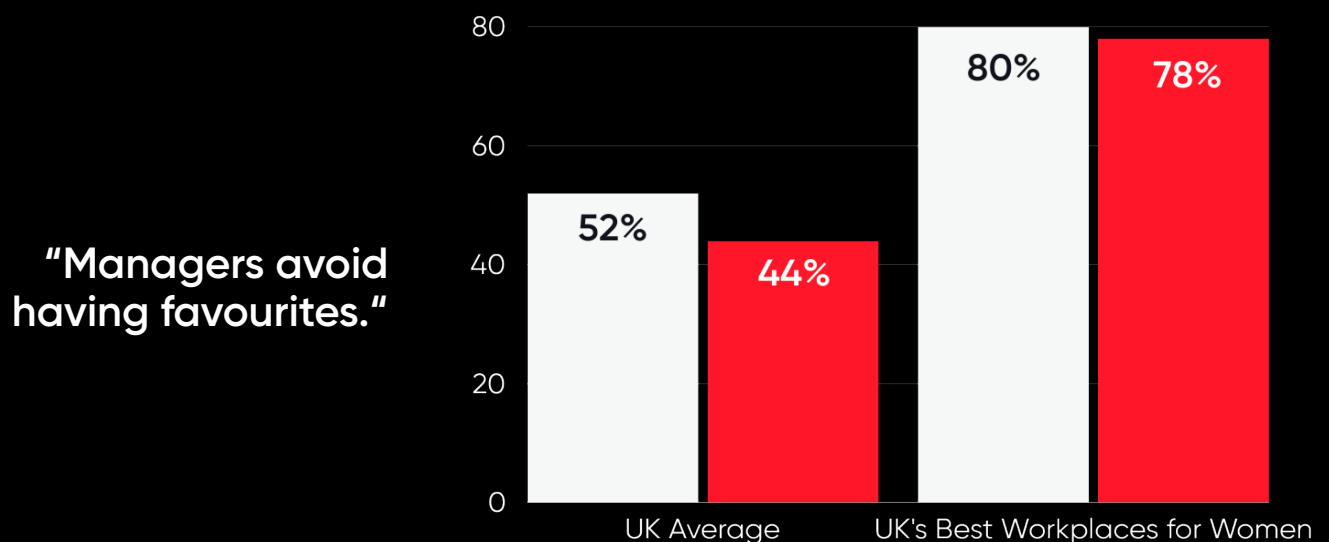
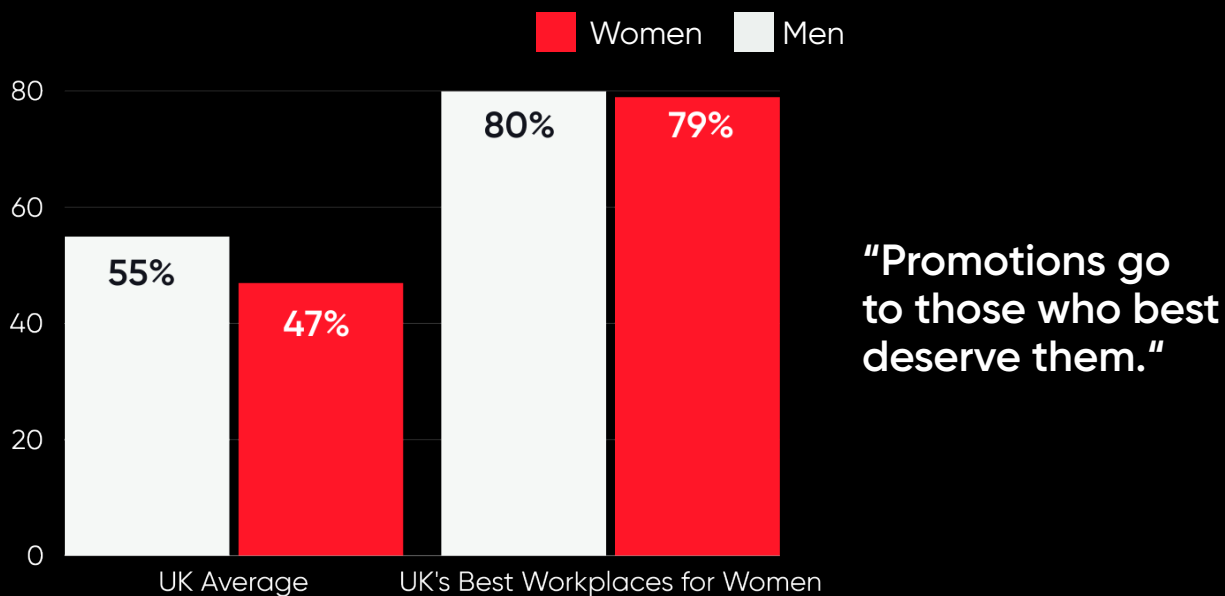
% of women in Chief Executive positions¹



An area of focus for a lot of women senior executives in the last decade has been to break the cycle of imposter syndrome. According to KPMG, **75% of female executives across industries have experienced imposter syndrome** (a feeling of inadequacy and self-doubt) in their careers.²

And the data proves that women are more likely than men to feel this way, with women generally being less likely to put themselves forward for promotions or be outspoken about their achievements at work.

A 2023 UK Population Study by Great Place To Work found that **women generally exhibit less trust in the fairness of leadership and the promotion process at their organisation.** This outlook compounds the belief that, for women, reaching the top levels of an organisation feels unrealistic. A combination of factors drives these imbalances, among them unconscious bias, microaggressions, salary disparity, and a lack of representation.



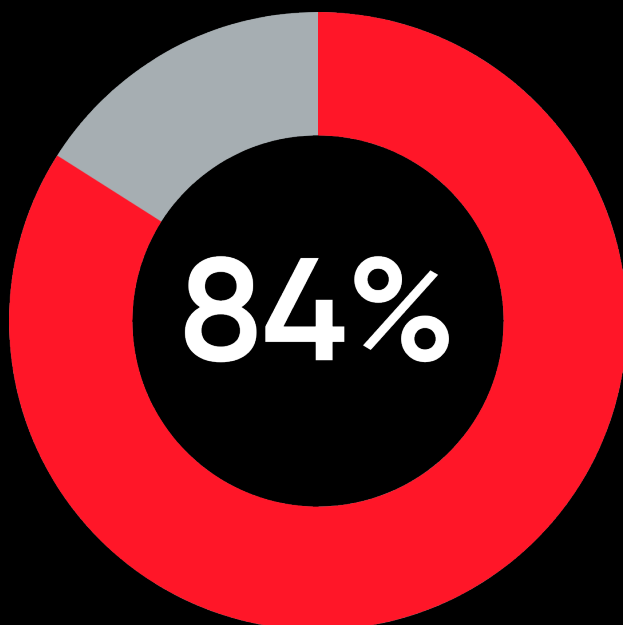
One solution is **championing female role models** within the C-Suite. When young women see themselves represented in leadership roles, this can help alleviate imposter syndrome or scepticism and instil the belief that they, too, can achieve the same level of success.

40% of women who aren't currently working said that access to **flexible work** would mean they could take on more paid work

and **77%** agreed they would be more likely to apply for a job advertising **flexible working options**³

Beyond tackling imposter syndrome, there are also practical considerations when it comes to boosting the number of women in leadership roles. With women still more likely to have caring responsibilities, **flexibility is no longer a 'nice-to-have'**: it is a vital component of allowing female employees to continue with their careers and, long-term, to enable more women to reach senior leadership and C-Suite positions.

The UK's Best Workplaces for Women are committed to providing flexible working patterns that allow all employees to **balance their work and personal lives**.



of employees at the UK's Best Workplaces for Women agree that **"people are encouraged to balance their work life and personal life"**

UK Average = 60%

LESSONS FROM THE BEST

AbbVie: Women Leaders in Action (WLA)

Established in 2019, AbbVie's WLA is a network which has grown to over 250 members across the country. Striving to be a powerful catalyst that enables and empowers women globally to reach their full potential, the WLA's mission is to:

- **Create:** provide an environment where women are both empowered and inspired to drive their career journey and achieve their full potential
- **Elevate:** develop professional capabilities to amplify skills and voices to promote personal and enterprise-wide success.
- **Activate:** build a lasting female leadership footprint which attracts and maintains industry leading talent for today and beyond.

The core team are dedicated to ensuring that the WLA raise awareness of the importance and value of women in the workplace.

In 2023, for example, the WLA held an Imposter Syndrome Lunch and Learn session with an external coach. Thirty in-person and 70 remote attendees enjoyed the deep dive into what imposter syndrome is, how to manage it, and the key steps one can take to increase self-assurance and overcome one's inner confidence demons.



abbvie



Colleagues at AbbVie, Rank 14 in the Super Large category on the 2024 UK's Best Workplaces for Women™ List

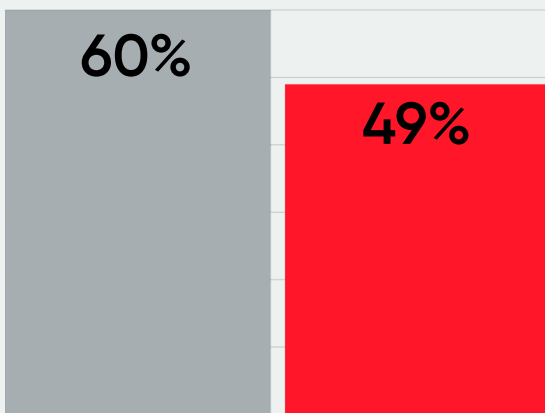
Recognition

Great Place To Work research shows that women in the UK are generally less likely than men to feel positively about recognition at their organisations. Recognition for a job well done goes beyond merely giving your people a pat on the back. It's about fostering a culture of appreciation that makes employees feel valued and motivated: a vital element of building an engaged and productive workforce.

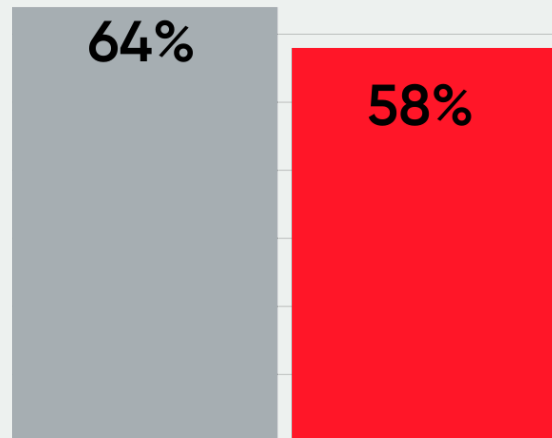


UK Population

■ Women ■ Men



"Everyone has the opportunity for special recognition"



"Management shows appreciation for good work and extra effort"

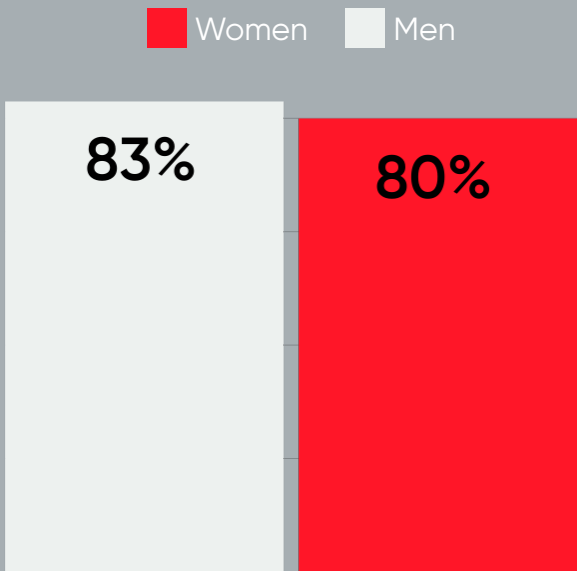
The gender gap in recognition isn't due to a lack of effort by women. In fact, according to research by the University of Delaware, women are less likely than men to get credit for their work *even when they present the same ideas*.

This disparity is exacerbated by the fact that women are more likely to take on work that goes unrecognised, such as taking notes in

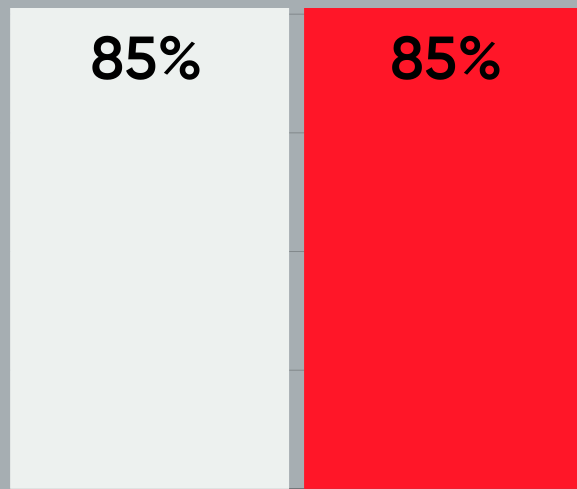
meetings, other additional admin work, or internal workplace initiatives. One study by Babcock, Peyser, Vesterlund and Weingart has found that women, on average, take on 200 hours more of "non-promotable work" per year than their male colleagues.⁴ As well as this, a reluctance to self-promote often hinders women's chances for recognition.

To level the playing field, implementing a system of peer-to-peer recognition can be highly effective, especially as this bypasses the discomfort that some women may feel about self-promotion. At the UK's Best Workplaces for Women, we witness this in action, with a far smaller difference between female and male employees' sentiments towards recognition.

UK's Best Workplaces for Women



"Everyone has the opportunity for special recognition."



"Management shows appreciation for good work and extra effort."

LESSONS FROM THE BEST

Abbott Laboratories Ltd: Internal Awards



Abbott places great emphasis on recognising circumstances where an employee makes an exceptional or noteworthy contribution to the business, regardless of gender, whether on a team basis or individually.

Where applicable, any employee from any division may nominate a colleague or group for an award through the Abbott Excellence

Awards, accessible via the company's intranet.

The peer-to-peer recognition scheme is a way for employees to acknowledge each other's contributions and drive collective success. Employees can choose to recognise someone in the organisation whom they believe has made a difference by choosing a thank you card or a cash value reward.



Colleagues at Abbott Laboratories Ltd, Rank 43 in the Super Large category on the 2024 UK's Best Workplaces for Women™ List



Colleagues at Bright Horizons Family Solutions, Rank 13 in the Super Large category on the 2024 UK's Best Workplaces for Women™ List

LESSONS FROM THE BEST

Bright Horizons Family Solutions: HEARTfelt Thanks



In the fast-paced environment of nursery education, Bright Horizons Family Solutions prioritises taking the time to ensure everyone has the chance for special recognition.

Their HEARTfelt Thanks platform allows employees to send e-cards to their colleagues to celebrate special occasions or simply say 'You're amazing'. Alongside this, their Thank You Thursday initiative encourages staff to take a moment to appreciate and recognise each

other via the company's internal social network.

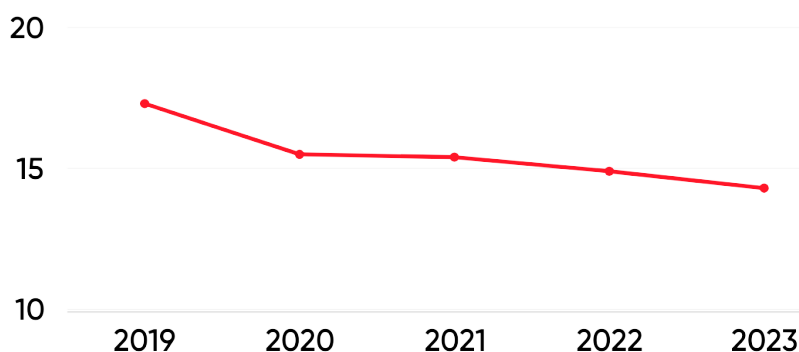
In 2023, the organisation also introduced a Colleague of the Month Award. Each month, employees vote for the colleague they would like to see recognised. The nominees stand the chance to win a prize, including cash rewards and education trips to destinations like The Netherlands, USA and Australia.

Reward

The UK's gender pay gap has continued to narrow this year, with **the average woman working full time now earning 92p to a man's £1**. This is a wonderful improvement, especially considering the complexity of causes for the gap, such as occupational discrimination, part-time vs full-time work designs, and extended career breaks due to family responsibilities.



Overall Gender Pay Gap⁵



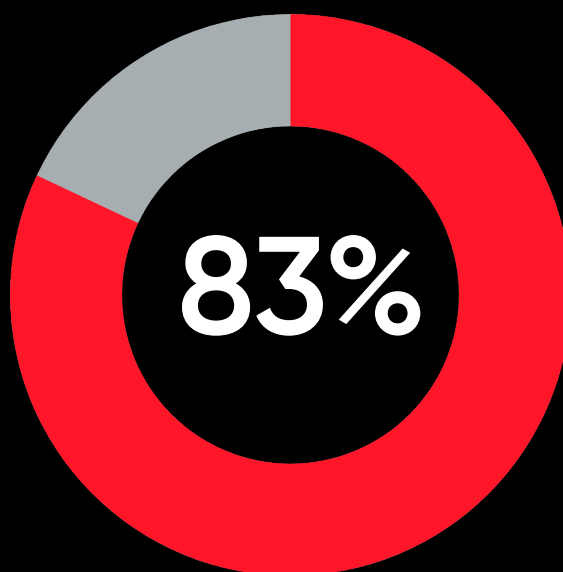
It is vital that organisations across sectors and sizes actively continue to combat financial disparities between men and women, narrowing the pay gap further by practicing **equity in all aspects of individuals' financial wellbeing**.

Another component driving financial disparity between genders is the '**motherhood penalty**'. Women, particularly mothers of

young children, may be passed over for hiring positions, promotions, pay increases, or even challenging assignments due to assumptions about their commitment or availability.

This significantly affects their career progression and earning potential, with research noted by the World Economic Forum revealing **the 'motherhood penalty' constitutes 80% of the gender pay gap**.⁶

One solution comes in the form of unconscious bias training. With many more organisations investing in this, negative biases towards women are being challenged and, as such, **we hope to see an impact on fair consideration for promotions, leadership opportunities, and financial rewards.** Gender is not the only factor at play here, and this training must also acknowledge the intersectionality of individuals' experiences – Black women, for example, earn 74p to the average man's £1 in the UK, and Pakistani women face the biggest imbalance: a 31p difference.⁷



of female respondents at the Top 5 UK's Best Workplaces for Women agree they are **"paid fairly for the work they do"**, compared to the UK average of just **53%.**

Financial wellbeing is not only determined by the amount employees' earn. Core to this is how individuals feel about their personal financial situation. It is therefore crucial for organisations to empower all their employees to feel equipped to have conversations around **pay, debt, and feeling financially confident**, as well as fostering **transparency around pay and reward across the business.**

LESSONS FROM THE BEST

Insight Direct (UK) Ltd: Unconscious Bias Training

Insight run yearly unconscious bias training as a mandatory requirement for all employees. The aim of this training is to give all teammates an understanding of what unconscious bias is and how to be aware of its influence when making day-to-day decisions.

Those in People Management, HR, Talent Development and Recruitment roles are also given specific training pertaining to these functions.

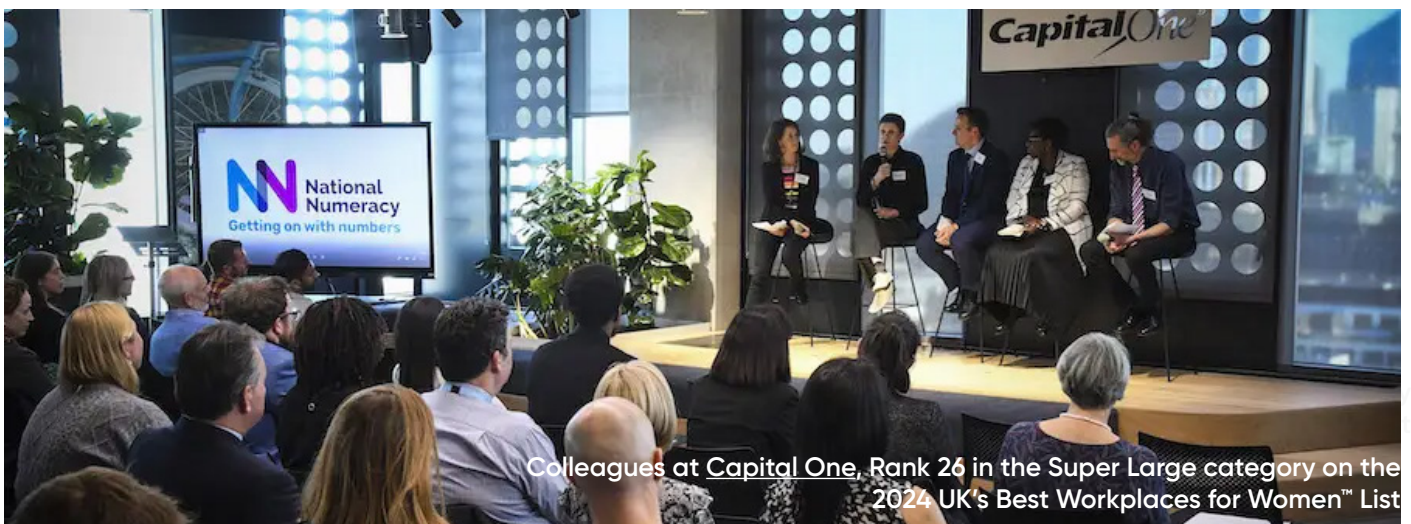


Colleagues at Insight Direct (UK) Ltd, Rank 33 in the Super Large category on the 2024 UK's Best Workplaces for Women™ List

Capital One: Numeracy Confidence

On average, women feel far less confident in their numeracy skills – which in turn impacts their financial confidence. To combat this, Capital One have partnered with organisations such as This Girl Talks Money and National Numeracy to address

attitudes and confidence-building, the role of employers, the need for visible role models, and the generational skills deficit.



Colleagues at Capital One, Rank 26 in the Super Large category on the 2024 UK's Best Workplaces for Women™ List



Great
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Certified
2024
UK



Outshine the competition as a **Certified™** great workplace

A magnetic employer brand attracts exceptional talent. Survey your employees and earn official accreditation as a Certified™ great workplace to enhance your recruitment and retention efforts, and gain automatic eligibility for the 2025 UK's Best Workplaces Lists, including the 2025 UK's Best Workplaces for Women.*

7 in 10

UK employees are more likely to apply for a job at a company officially recognised as a "great place to work"***

The journey to Great starts here

GET STARTED

*Registration to be eligible for all 2025 Lists closes 8 Nov 2024

** Source: 2023 UK Population Study





Women at Work 2024

Primary Sources:

Great Place To Work, UK's Best Workplaces for Women Analysis, 2024
Great Place To Work, UK Population Study, 2023

Footnotes:

1. FTSE, Women Leaders Review, 2024
2. KPMG, Mind the Gap, 2022
3. The Fawcett Society, Equal Pay Day, 2023
4. Babcock, Peyser, Vesterlund and Weingart, The No Club, 2022
5. Office for National Statistics, Gender Pay Gap UK, 2021-2023
6. World Economic Forum, The motherhood penalty: How childcare and paternity leave can reduce the gender pay gap, 2022
7. The Guardian, Gender pay gap wider for minority ethnic women, Labour finds, 2022

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