

opportunity now
benchmark

feedback report

Biotechnology & Biological
Sciences Research
Council

the UK's leading
benchmark for gender
equality diversity and
inclusion in the
workplace

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Foreword

Welcome to the personalised Opportunity Now benchmarking feedback for BBSRC.

Opportunity Now is part of Business in the Community, a registered charity. We empower employers to accelerate change for women in the workplace because it makes good business sense. We offer tailored, practical and pragmatic advice on workplace issues. Our biennial benchmarking survey is designed to help organisations better understand the diversity issues within their workplaces and we hope you will find the feedback in this report invaluable.

This special document for BBSRC is based on survey responses and evidence which you provided. This year 77 employers completed the survey. Each survey has been individually validated and all evidence considered. This report is the culmination of this detailed process. It contains your individual scores, comparison data from organisations in your sector and advice and guidance on areas of suggested improvement.

I'd like to take this opportunity to commend BBSRC on your evident commitment to gender equality and diversity and I look forward to our continued working relationship



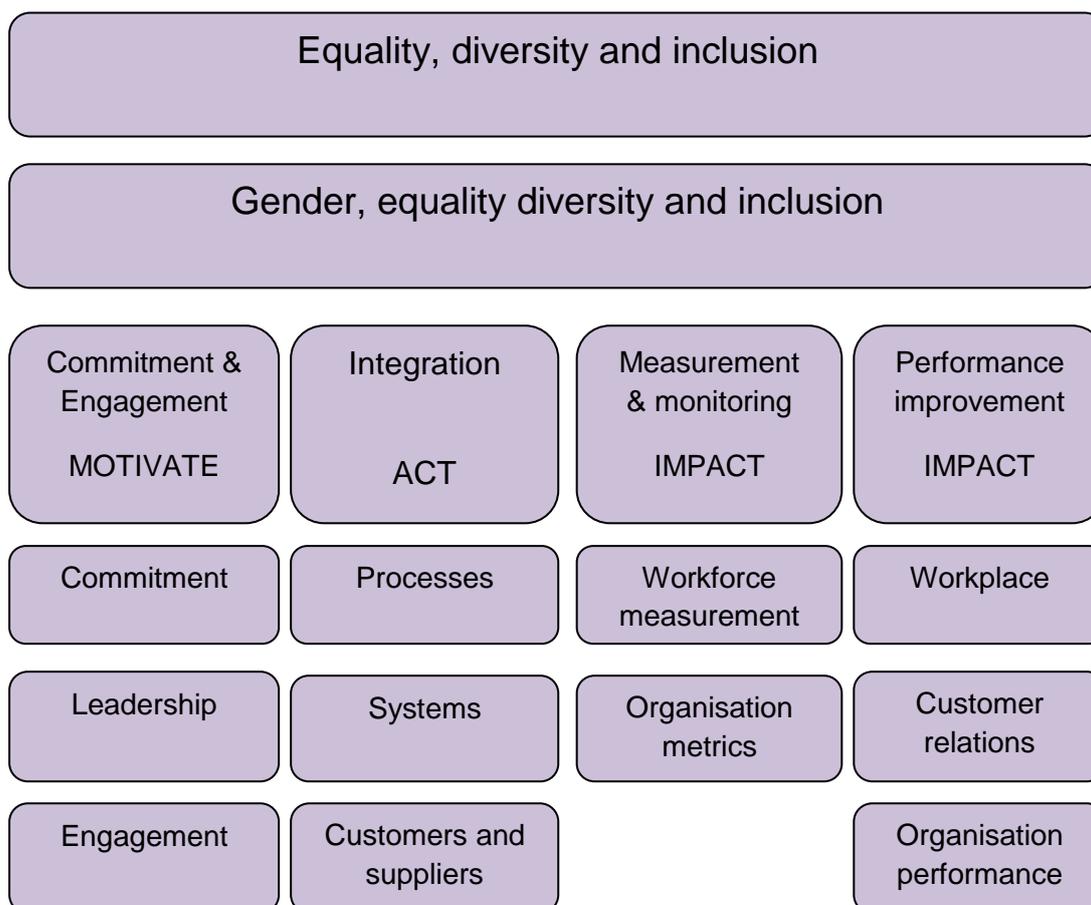
Sarah Williams-Gardener
Director of Opportunity Now

Overview of Opportunity Now Benchmark

The Opportunity Now Benchmarking Survey is the UK's most extensive survey of gender equality, diversity and inclusion in the workplace. It has been developed as a management tool, to help employers in improving their performance, whilst providing a systematic approach to managing, measuring and reporting organisational action in this area.

Opportunity Now Change Model

Our survey is based on the Opportunity Now Change Model :



Benchmarking trends

This year 77 employers participated in the Opportunity Now Benchmark. Of these, 58% were from the private sector, 30% the public sector, and 12% the education sector. The new survey format saw a lowering of scores across the board, in particular in the deep dive gender section, reflecting the more rigorous nature of the questions and evidence requirements.

Detailed analysis can be found in our National Trends Report, downloadable from 30th May at www.opportunitynow.org.uk

Key findings for Biotechnology & Biological Sciences Research Council

Overview

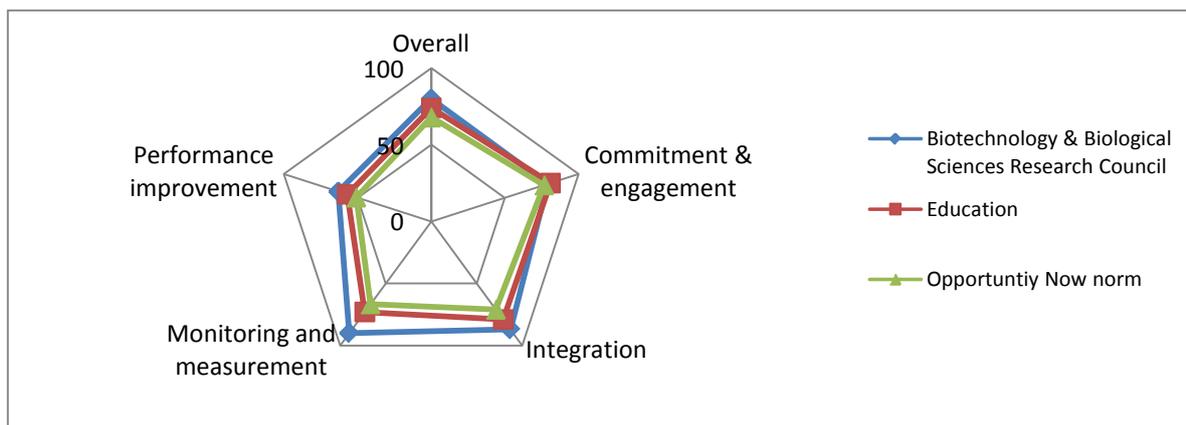
A strong planning and monitoring framework is in place which underpins an impressive range of equality and diversity work. Opportunity Now looks forward to seeing more evidence of performance improvement as the data becomes available.

Award

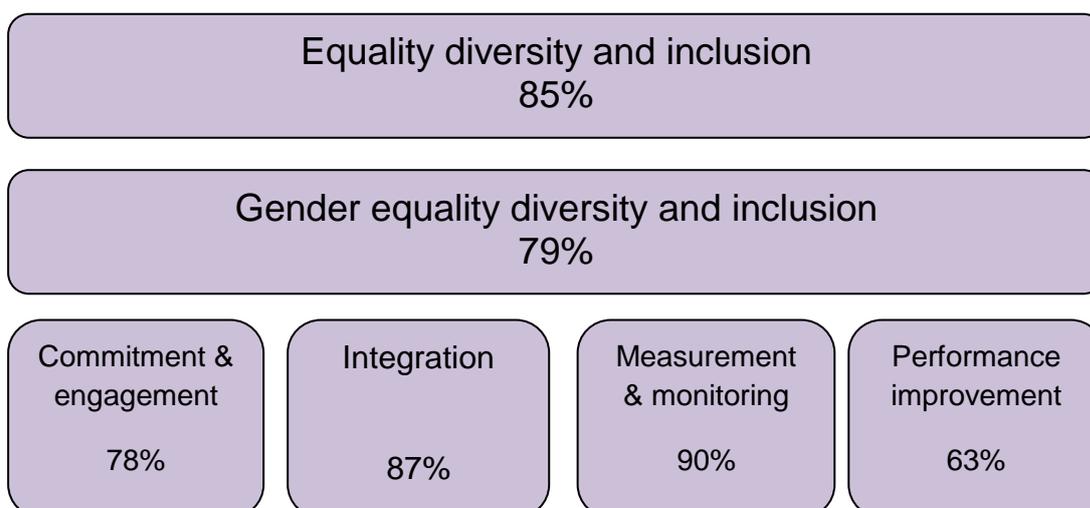
Score: 80.2 Award Standard: Gold

Platinum standard indicates a score of 95-100, Gold a score of 80-94, Silver a score of 50-79 and Bronze a score of 25-49

Results



Biotechnology & Biological Sciences Research Council's benchmarking model



Your scores at a glance (%)

| | Biotechnology & Biological Sciences Research Council | Education | ON norm |
|--|---|------------------|----------------|
| Total score | 80.2 | 74.2 | 67.9 |
| Equality, diversity and inclusion | 84.5 | 82.0 | 65.3 |
| Gender equality diversity and inclusion | 79.2 | 72.2 | 77.9 |
| MOTIVATE: | | | |
| Commitment and engagement | 78.7 | 81.3 | 76.7 |
| Commitment | 53.2 | 59.5 | 57.7 |
| Leadership | 75.0 | 81.2 | 76.6 |
| Engagement | 100.0 | 91.4 | 82.6 |
| ACT: | | | |
| Integration | 86.8 | 79.1 | 71.0 |
| Processes | 85.3 | 79.3 | 72.9 |
| <i>Strategy</i> | 84.6 | 76.4 | 69.6 |
| <i>Resource</i> | 94.4 | 94.4 | 87.0 |
| <i>Integration within processes</i> | 82.1 | 80.4 | 75.8 |
| Systems | 100.0 | 84.2 | 75.8 |
| <i>Supporting systems</i> | 100.0 | 82.1 | 76.3 |
| <i>Cultural awareness</i> | 100.0 | 92.5 | 84.2 |
| <i>Equal pay</i> | 100.0 | 81.3 | 62.3 |
| <i>Work life balance</i> | 100.0 | 78.3 | 73.9 |
| Customers and suppliers | 70.8 | 70.8 | 59.4 |
| <i>Customers</i> | 75.0 | 75.0 | 56.6 |
| <i>Suppliers</i> | 66.7 | 66.7 | 62.2 |
| IMPACT: | | | |
| Monitoring and measurement | 90.0 | 73.3 | 66.6 |
| Workforce measurements | 100.0 | 81.5 | 71.3 |
| Organisational metrics | 86.0 | 70.1 | 64.8 |
| IMPACT: | | | |
| Performance improvement | 63.0 | 56.9 | 50.9 |
| Workplace performance | 100.0 | 85.4 | 72.9 |
| Customers relations performance | 40.0 | 60.0 | 36.3 |
| Organisational performance | 53.3 | 44.0 | 44.4 |

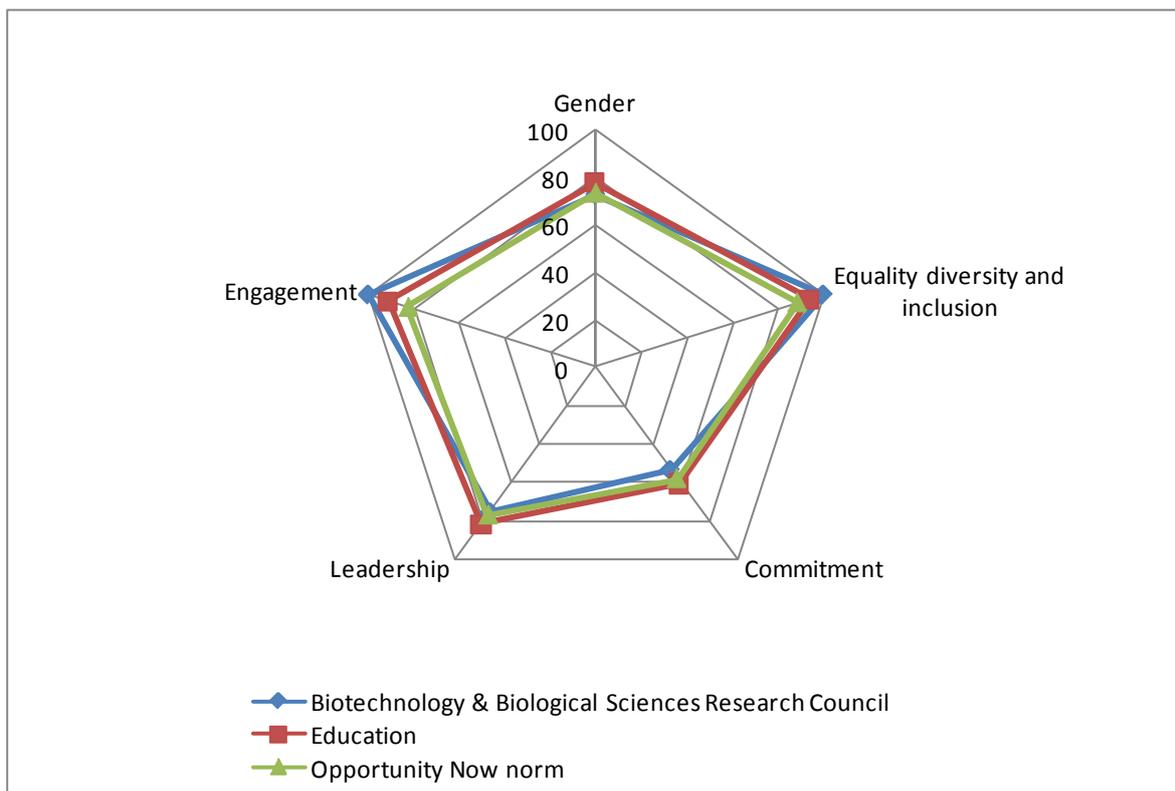
Motivate

Commitment and engagement

Why is this important?

The first step to embedding gender equality, diversity and inclusion organisation-wide is to demonstrate meaningful corporate commitment. At their most effective, demonstrations of commitment go beyond having an equal opportunities policy. Best practice would be to make top-level links to organisational strategy and values, provide strong, charismatic leadership, and promote positive behaviours, thus sending out a clear and strong message which engages employees, customers and stakeholders with the organisation's commitment to gender equality, diversity and inclusion.

Commitment and engagement scores



Evidence commentary

The business case as articulated in the Diversity Strategy focuses on recruiting and retaining high calibre staff. This case could be strengthened by a more explicit reference to the role of diversity in increasing commitment and productivity and the contribution of diversity to innovative thinking and problem solving by encouraging and synergising different viewpoints. Efficiency benefits also accrue from diversity programmes, such as a reduction in costs associated with turnover, absenteeism

and discrimination. More evidence is needed of the way in which the business case permeates the organisation. It is included in training by way of a quote from Kandola & Fullerton on the business benefits of diversity. More evidence is needed of the business case being espoused by senior managers, for examples in speeches, magazine articles, Annual Report and other internal and external communications. Given the importance of the business case in motivating and engaging the organisation, it is useful to periodically check understanding of it and engagement with it through attitude surveys etc.

Taking action: a focus on engagement

Increase commitment and motivation to engage with gender equality diversity and inclusion amongst employees, shareholders, customers and other stakeholders by following these steps:

- Efficient communications are the fundamental foundation of engagement. Utilise the expertise of communications/marketing specialists within your organisation to support your development of an engagement strategy which makes use of the full range of communications opportunities available to you.
- Involve those you wish to engage with. Consider this to be a four stage process:
 1. Inform – tell people about gender commitment and actions.
 2. Consult – ask people for their views and opinions so that they can influence the decisions made.
 3. Work together – work in partnerships with stakeholder groups in all aspects of planning and decision making.
 4. Users leading – interested stakeholders lead and control key decisions about how your work is planned and delivered.
- Assess the effectiveness of your engagement strategy. Make use of practical qualitative and quantitative mechanisms. These could include: attitude surveys; interviews; using diversity networks and other stakeholder groups as quality circles; representative focus groups.

For more details on this and a range of associated topics, visit the Opportunity Now website, www.opportunitynow.org.uk . Here you will find a range of toolkits, research and guidance to support you in this area.

Act

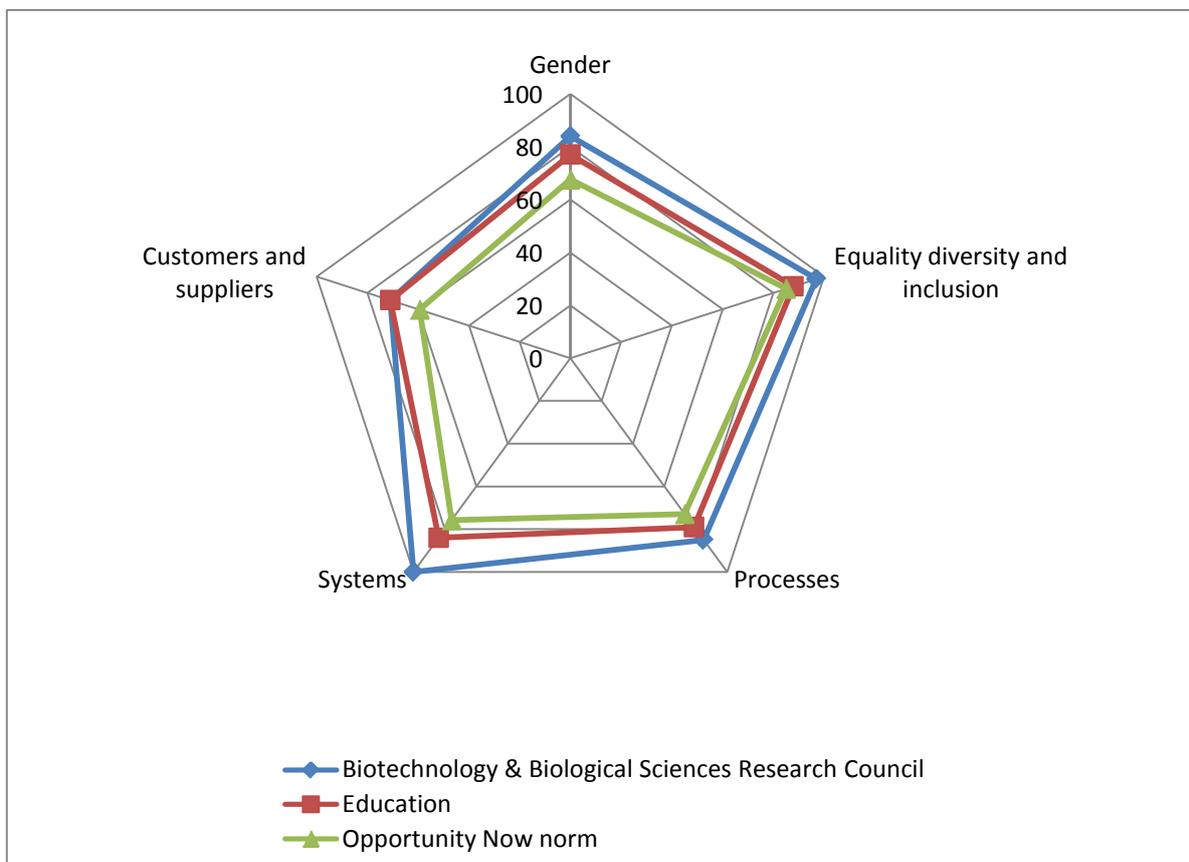
Integration

Why is this important?

Organisations which have successfully integrated gender equality, diversity and inclusion recognise that this is no longer just the province of human resource management. Gender equality, diversity and inclusion are best delivered when the shift is made from one-off policies to an implicit practice within everything that an organisation does. Integration is more than just having policies, processes, goals and objectives in place; integration is about transforming the way in which organisations work. Integration of gender equality, diversity and inclusion should be considered in terms of breadth and depth:

- Breadth - when policies and practices are found in all parts of the organisation
- Depth - reaching deep down into the culture of an organisation and into the attitudes and behaviours of its people

Integration scores



Evidence commentary

Diversity Strategy and Action Plan contain clear objectives and actions which are measurable and timetabled with responsibilities identified. It is good to see an equal pay action plan as part of this process. The Diversity Plan is linked to the Hlan which is, according to the commentary, reflected in the people section of the Corporate Plan (not provided as evidence-please include relevant pages next time). Good formal reporting cycles have been established. There is also good evidence of senior manager accountability: all directors are required to champion diversity throughout the organisation and their performance through the appraisal process. More evidence is needed of senior managers visibly endorsing action. For example senior managers' quoted in the Diversity Newsletter or a quote in the diversity awareness training would reinforce the message of top level commitment.

Taking action: a focus on equal pay

In spite of legislation being in place for almost 40 years, the UK has the largest gender pay gap of the EU nations. On average women working full-time earn 82.8p for every pound a man earns; women working part-time earn just 64.4p in comparison. Employers are responsible for ensuring that their systems meet the requirements of the equal pay act. Additional good practices to address and prevent issues are suggested within the benchmark:

- Provide training to managers and those involved in making decisions that will affect pay so that they understand and act appropriately...
- Conduct a regular audit/assessment of your pay systems to identify potential issues.
- If a pay gap is identified, take action to address this.
- Take preventative action to address potential pay inequalities. For example allocate responsibility for monitoring equal pay to a senior staff member.
- Examine associate processes with due regard to equal pay. These may include: job evaluation systems; performance appraisals; bonus schemes.

For more details on this and a range of associated topics, visit the Opportunity Now website, www.opportunitynow.org.uk Here you will find a range of toolkits, research and guidance to support you in this area.

Impact

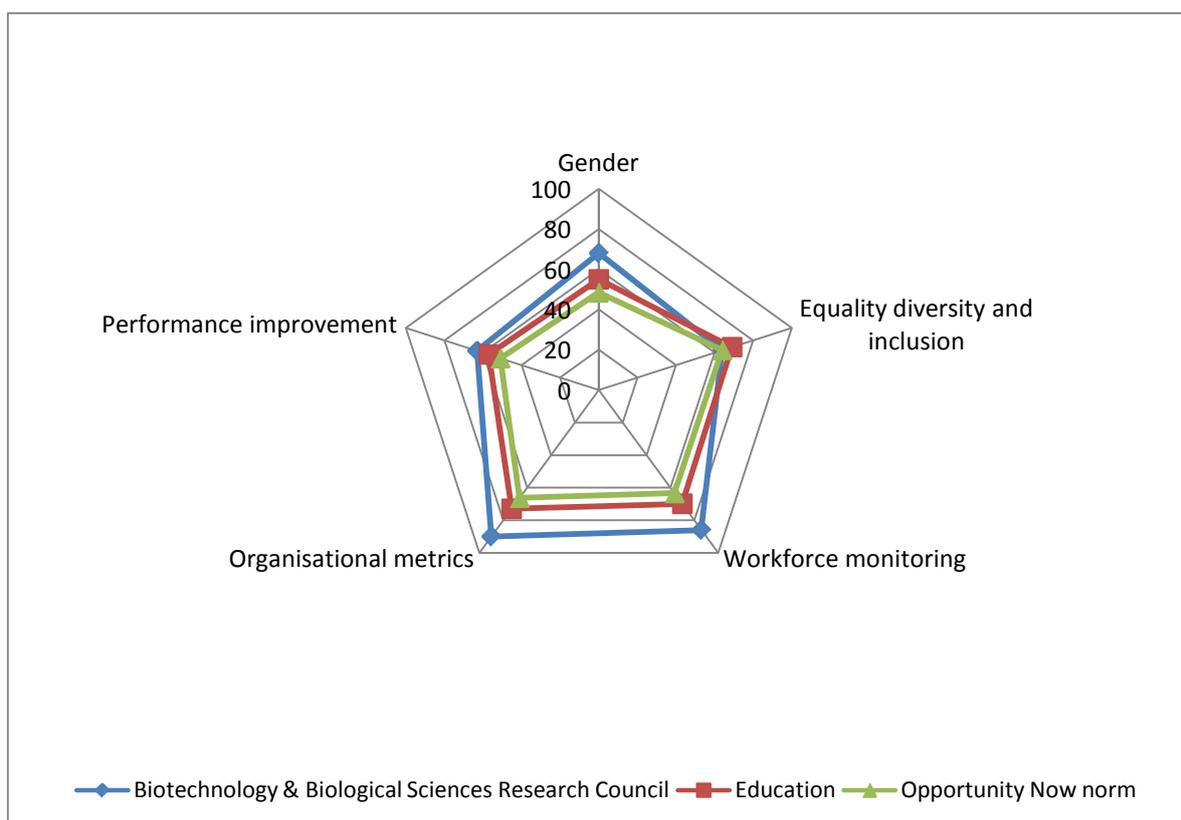
Monitoring and measurement; performance improvement

Why is this important?

There is a common truth in business; what gets measured gets done. Monitoring and measurement should be at the heart of a well-communicated, business-based gender equality, diversity and inclusion strategy. However, collecting data is pointless unless something is done with it. Data once collected can allow you to analyse trends, recognise strengths and weaknesses of policies and processes, identify where intervention would impact upon organisational performance, and provide senior management with the information that they need to make the right decisions about gender equality, diversity and inclusion.

Taking meaningful sustained action on gender equality, diversity and inclusion should positively impact upon the commitment and effectiveness of your employees, leading to reduced costs, and enhanced business opportunities.

Monitoring and measuring, and performance improvement scores



Evidence commentary: monitoring and measuring

Good reporting and monitoring systems are in place with a commitment to transparency and wide dissemination of data. Monitoring and impact assessments take place across all BBSRC institutes.

Evidence commentary|: performance improvement

The Annual Report for the diversity strategy shows achievements across the board. Survey commentary suggests that recruitment, retention and career progression for women are improving as a result of the 3 year plan. However, the diversity statistics from 2007 included as evidence do not reflect this. Could more up to date statistics be included in the evidence? Good evidence is provided of a robust process for reviewing progress against diversity plans and feeding back learning into the planning process. Examples are provided of the impact of learning on performance in recruitment and equal pay.

Taking action: a focus on performance improvement

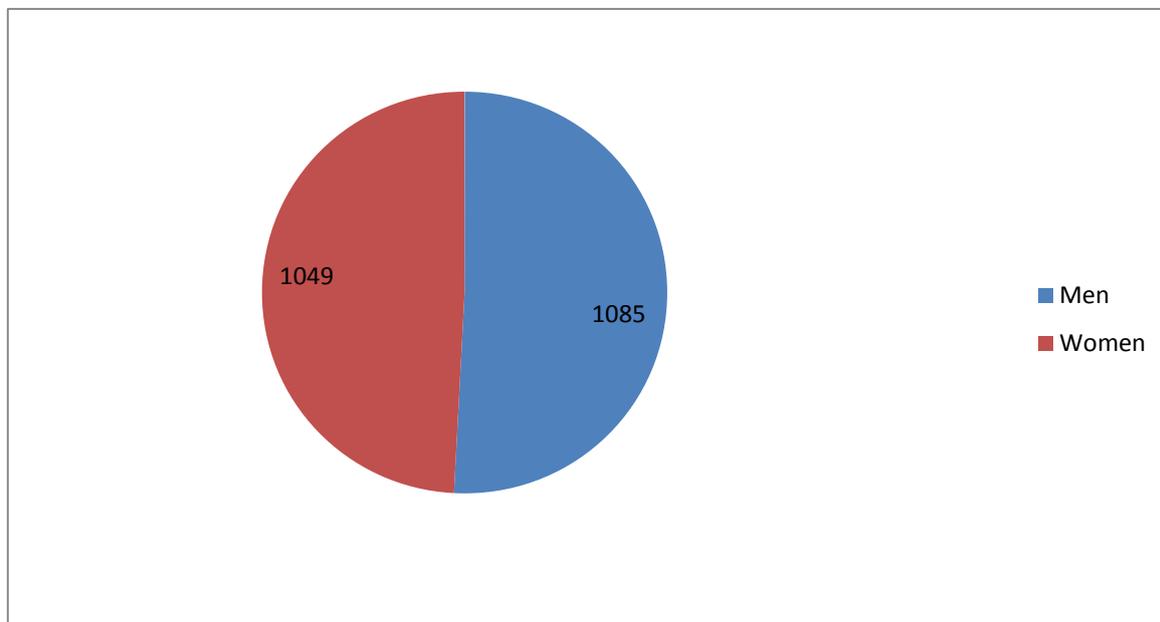
If an organisational operation is valued it should be measured to understand its impact upon performance. In addition to assessing effectiveness, the act of measurement is a way in which the value of the activity is communicated:

- Introduce a system of measurement of outputs through a series of performance indicators. Include indicators for which your work towards gender equality diversity and inclusion is a major contributor (e.g. reduction in staff sickness rates due to a focus on work-life balance), and/or minor contributor (e.g. increased market share through better understanding of the female and male customer perspective)
- Develop appropriate strategic reporting mechanisms. For example, consider introducing a balanced scorecard which combines both qualitative and quantitative measures and can relate the progress of performance to specific strategy areas/indicators
- Implement a learning cycle for continuous improvement. Effective methods include: managerial retreat focused on equality, diversity and inclusion; regular review of policies and practice by networks/focus groups; focused consultation with customers/stakeholders

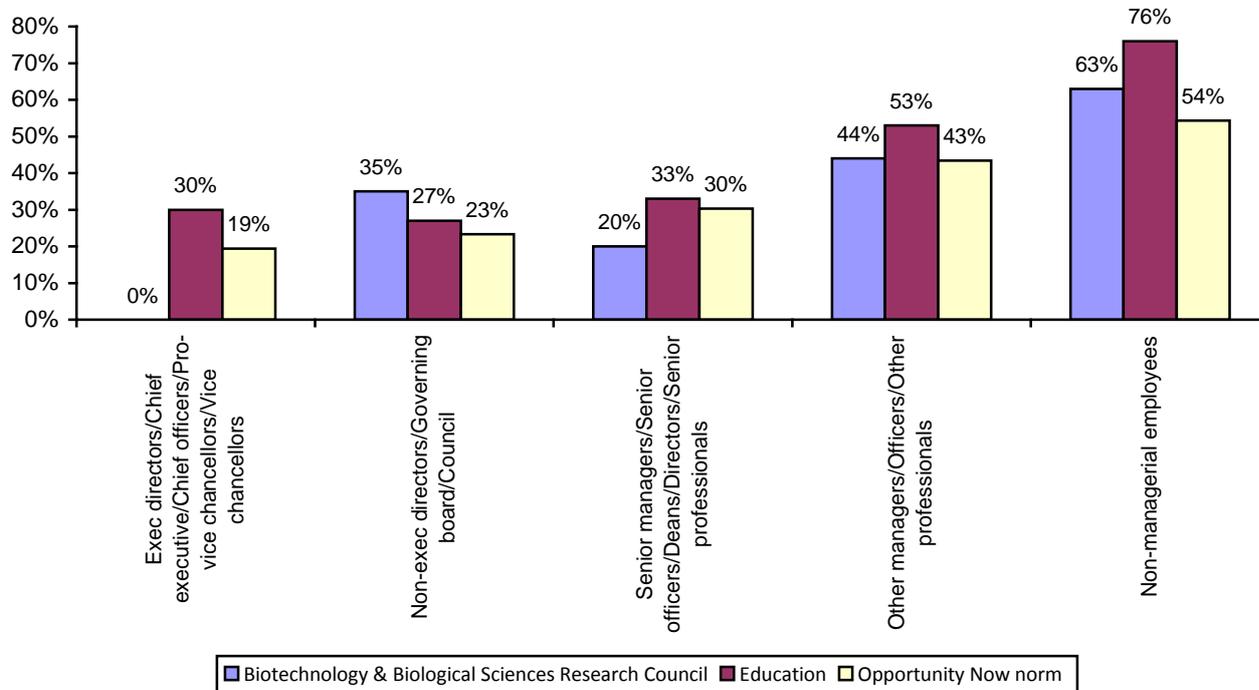
For more details on this and a range of associated topics, visit the Opportunity Now website, www.opportunitynow.org.uk Here you will find a range of toolkits, research and guidance to support you in this area.

Workforce statistics

Gender breakdown of workforce



Proportion of women within the workforce hierarchy



Next steps

Completed, following discussion between Geoff Peebles of BBSRC and Najam Sheikh, Membership Services Manager with Opportunity Now held on April 23rd 2009

Overview from the Benchmark Report

A strong planning and monitoring framework is in place which underpins an impressive range of equality and diversity work. Opportunity Now looks forward to seeing more evidence of performance improvement as the data becomes available.

Award

Score: 80.2

Award Standard: Gold

| | |
|---------------------------|---|
| Commitment and engagement | <p>Action 1</p> <p>This case could be strengthened by a more explicit reference to the role of diversity in increasing commitment and productivity and the contribution of diversity to innovative thinking and problem solving by encouraging and synergising different viewpoints. More evidence is needed of the way in which the business case permeates the organisation</p> <p><i>Best practice for developing a business case</i></p> <p><i>A business case for Gender Equality, Diversity and Inclusion is a formal statement sanctioned by the board making the link between taking action in this area and improving business performance. Opportunity Now assesses the quality of your business case for Gender Equality, Diversity and Inclusion, and the extent to which this has been used to engage employees with your work in this area. A best practice business case will include the following:</i></p> <ul style="list-style-type: none"><i>• Improving workforce relations improvements in recruitment, retention of all talent groups, increasing commitment, improving quality and productivity, improving organisational agility</i><i>• The marketplace serving an increasingly diverse and demanding customer base/community</i><i>• Innovation/creativity gaining the competitive edge through synergising different viewpoints</i><i>• Reducing costs reducing turnover, employee sickness, avoiding legal action</i> <p>Efficient communications are the fundamental foundation of engagement. Utilise the expertise of communications/marketing specialists within your organisation to support your development of an engagement strategy which makes use of the full range of communications opportunities available to you</p> |
|---------------------------|---|

| | |
|----------------------------|---|
| | <p><i>Best Practice</i></p> <ul style="list-style-type: none"> • <i>Adopting a strategic approach to communication is a highly effective. As many sources as possible should be involved in the development and delivery of this.</i> • <i>However certain parties are key, such as the Gender Champion, Board Members, and Marketing Specialists</i> • <i>Utilizing the full range of communications methods available will ensure that your message has a wide reach and appeal. However certain communications methods are more effective than others, for example face to face briefings, learning and development, and consultation</i> |
| Integration | <p>Action 2</p> <p>The Diversity Plan is linked to the Hlan which is, according to the commentary, reflected in the people section of the Corporate Plan (not provided as evidence-please include relevant pages next time).</p> <p><i>Best practice for developing a strategy</i></p> <p><i>A corporate strategy for equality, Diversity, inclusion should be a formal action plan for delivery sanctioned by the board. A best practice strategy would include the following:</i></p> <ul style="list-style-type: none"> • <i>Strategic focus, driven by organisational needs, and clearly feeding into the Corporate strategy</i> • <i>Measurable actions</i> • <i>Timetable for action</i> • <i>Allocation of financial and people resources to each task</i> • <i>Commitment from the Board/Council/Senior Leadership</i> • <i>Leadership from the Gender Equality, Diversity and Inclusion Champion</i> |
| Monitoring and measurement | <p><i>Best practice on Equal Pay</i></p> <ul style="list-style-type: none"> • <i>Equal pay training for managers should cover legal requirements; Gender issues; transparency; etc.</i> • <i>An equal pay audit should follow five steps 1) decide the scope of the review and identify the data required; 2) identify where men and women are doing equal work; 3) collecting and comparing pay data, identifying significant gaps; 4) establishing the causes of gaps; 5) developing an equal pay action plan or reviewing and monitoring Corrective actions should be driven by audit findings and should be monitored for impact</i> • <i>A dedicated resource for equal pay should be an individual/team whose full-time role or part of a fuller role is to monitor and manage equal pay. Furthermore, delivery of equal pay objectives should form a significant part of this individual/teams performance</i> |

management appraisal

- *Preventative action planning may include risk putting in place equal pay policies; communicating to staff; dealing with complaints swiftly and fairly; adopting transparency in pay systems*
- *Associated pay processes may include job evaluation scheme; appraisal system; bonus system; talent management; etc.*

Customers

Best Practice

- *“Customers” refers to individuals or groups who purchase or make use of goods and services generated by your organisation. This reference includes clients, the community that you serve, and may include the end user of your product or service. This could also mean visitors to your organisation.*
- *Targeted action in product/service design and development may include involving your women’s/gender/diversity network in research and development; aiming for a gender-balance on development teams; gender impact review of product/service prior to launch; etc.*
- *Targeted action in marketing/community relations may include reviewing advertisements and external communications to ensure gender neutrality; market research disaggregated by gender;*
- *Targeted action in product/service delivery may include focus groups with product/service delivery staff which encourage understanding of both gender’s thinking; gender impact review of existing products/services; incorporating diversity learning within customer service training; etc.*

Other possible considerations demonstrating inclusion for customers/clients/visitors:

- *Invitation to female clients to events e.g. Women’s Network events*
- *Language assistance, interpretation, sign language etc*
- *Seek requirement of any special needs - reasonable adjustments, dietary requirements*
- *Invite to use in-house Prayer Rooms whilst on the premises*
- *Explanation of organisational acronyms*
- *Organisational meeting protocols extended to customers, clients visitors and input invited*
- *Feedback sought from visitors/clients after events or meetings*

Best practice for Suppliers:

- *“Suppliers” refers to all individuals and groups which provide your*

| | |
|--------------------------------|---|
| | <p><i>organisation with products and services</i></p> <ul style="list-style-type: none"> • <i>A recruitment agency Gender Equality, Diversity and Inclusion strategy should require the following of recruitment agencies an equal opportunities policy inclusive of Gender; a commitment to take action to promote Gender Equality, Diversity and Inclusion; a process for review and consultation; a process for complaints. Your organisation should be able to demonstrate a process of implementation and review of this strategy</i> • <i>An organisation implementing a supplier Diversity strategy inclusive of Gender considerations aims to purchase from suppliers who operate Gender Equality, Diversity and Inclusion practices inclusive of Gender, and pro-actively encourage a more diverse range of suppliers to participate in the tendering process. A supplier Gender Equality, Diversity and Inclusion strategy should require the following of suppliers an equal opportunities policy inclusive of Gender; a commitment to take action to promote Gender Equality, Diversity and Inclusion; a process for review and consultation: a process for complaints.</i> |
| <p>Performance improvement</p> | <p>Action 3</p> <p>The Annual Report for the diversity strategy shows achievements across the board. Survey commentary suggests that recruitment, retention and career progression for women are improving as a result of the 3 year plan. However, the diversity statistics from 2007 included as evidence do not reflect this.</p> <p><i>Best practice for performance improvement</i></p> <ul style="list-style-type: none"> • <i>Systematic review of impact assessment data for a range of organisational areas, including workforce metrics, Gender Equality, Diversity and Inclusion specific actions, and wider organisational actions</i> • <i>Communication of positive lessons to engage employees and wider stakeholder Groups</i> • <i>Process joining up review and planning process</i> • <i>Examples of changes implemented as a result of learning</i> • <i>Performance improvement in the recruitment and selection may include measurable overall increase in new female recruits; measurable overall increase in the number of women who apply, are short-listed, and interviewed; etc.</i> • <i>Performance improvement in staff turnover may include reduction in staff turnover; where more women than men leave, a move towards a more even balance; an auctioned gender-neutral approach to redundancy; etc.</i> |

| | |
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| | <ul style="list-style-type: none"> • <i>Improved levels of career progression for women may include increases in representation at senior levels and/or feeder grades; increases in representation in segregated areas; etc.</i> • <i>Employee engagement may be demonstrated via employee survey; follow-up evaluation to cultural awareness training; consultation exercises; etc.</i> • <i>Reduced organisational running costs may be recorded as reduction in legal costs; staff turnover costs; reduction in sickness absence; reduced rental expenditure due to work-life balance actions; etc.</i> • <i>Improvements in effectiveness may be recorded as increased productivity; better use of staff time; increased quality and commitment; etc.</i> • <i>Improvements in customer satisfaction may include feedback from customer satisfaction surveys; focus groups; consultation exercises; etc.</i> • <i>Increased market share/community reach may include increase on overall share of market attributable in total or in part to Gender Equality, Diversity and Inclusion action; increase in market share amongst women and/or men; evidence of winning contracts due to Gender Equality, Diversity and Inclusion commitment; etc.</i> • <i>Improvements in innovation and creativity may include reduction in problem solving time; a new way of thinking about product development or service delivery; better performance on a more balanced team; etc.</i> • <i>Broader improvements in performance may include profit-loss improvements; benchmarking performance against competitors; reputation; etc.</i> |
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Recommended resources:

Opportunity Now Website www.opportunitynow.org.uk:

“Fit for the Future”, “Responsible Workplaces”

“Diversity in the Downturn”:

http://www.opportunitynow.org.uk/best_practice/diversity_in_the_downturn/index.html

Groundbreakers E&Y: Using the strength of women to rebuild the world economy

http://www2.eycom.ch/publications/items/hc/200901_groundbreakers/200901_EY_groudbreakers.pdf

Thriving in a diverse business world: KPMG

<http://www.wheretowork.com/kpmg/THRIVING.pdf>

Opportunity Now Best practice and knowledge sharing;

- **We are publishing a Trends Analysis, taken from the 2009 benchmarking submissions, at the end of May 2009, showcasing D&I themes and will be available on our website.**
- We currently promote best practice in our Exemplar Employers:

http://www.opportunitynow.org.uk/best_practice/exemplar_employers/index.html

- Toolkits:

<http://www.opportunitynow.org.uk/applications/fep/feLogin.rm?destination=http%3A%2F%2Fwww%2Eopportunitynow%2Eorg%2Euk%2Fbest%5Fpractice%2Ftoolkits%2Findex%2ERma&authenticate=true>

Awards case studies – 2008/09 May 2009

<http://www.opportunitynow.org.uk/awards/index.html>

Opportunity Now Events

<http://www.opportunitynow.org.uk/events/index.html>

Equal Pay Workshops planned for Autumn 2009

Dates and times for follow up discussion

Meeting arranged with the Open University to discuss best practice in the education sector.
Meeting also arranged with Trish Lawrence to discuss best practice in the pharmaceutical sector.

Progress to be discussed with Geoff after 12 weeks