

## Cracking the Code - Preliminary KPMG Research for the 30% Club 'Balancing the Pyramid' initiative

KPMG are thrilled to be part of this research initiative in conjunction with YSC and the 30% Club. Thank you for joining us today for the launch.



KPMG works with many organisations in dealing with their workforce issues and people agenda. We appreciate how diversity in the workplace is a key business issue for our clients.

One of the most important aspects of our own people agenda is to make sure we create a culture that attracts people of the widest diversity in terms of background, attitude and skill. At KPMG, diversity and inclusion is a strategic priority because we believe that we can all benefit from a world in which difference is valued.

KPMG is surveying and collecting data from a cross section of companies across the FTSE 100 and FTSE 250 organisations to better crack the code around behavioural differences between men and women at work. Our initial research to date covers around half a million employees and sectors covered include retail, oil & gas, utilities, financial services, transport and telecoms.

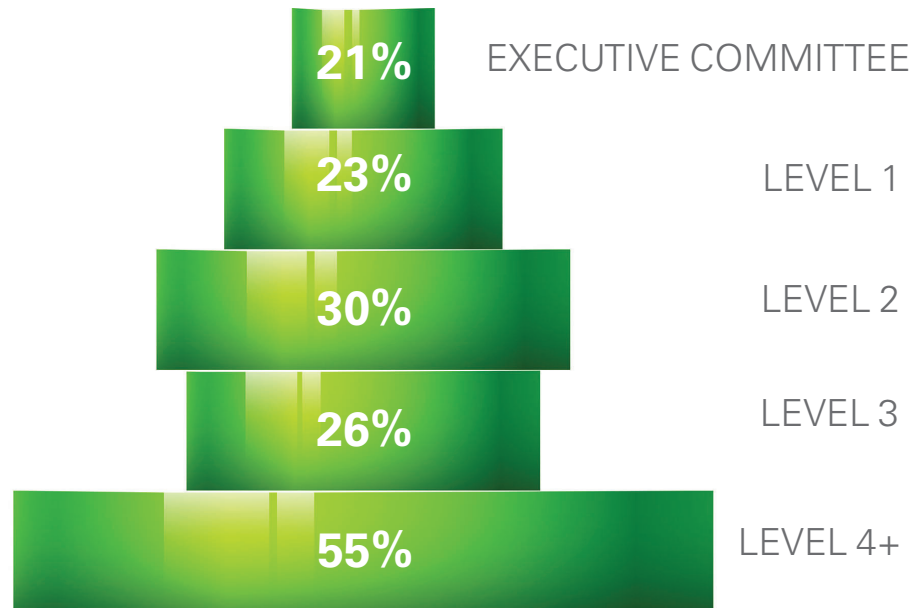
We will be publishing our full findings in January, and if your organisation has not taken part yet, we would encourage your participation as this will help us fully test and analyse our early findings and identify trends. Details are provided overleaf as to who to contact if you'd like to find out more.

### What are the early findings?

- One quarter of surveyed FTSE 100 organisations have achieved 30 percent or more female representation at Executive Committee level.
- The average female representation of surveyed FTSE 100 organisations at Executive Committee level is 21 % which is encouraging.

While the two levels below executive level committee show female representation of 23% and 30% respectively, this female representation then reduces at the level below. This raises questions as to whether the current pipeline will lead to more female representation at Executive Committee level in the future.

- Based on the movement of females in and out of senior positions below Executive Committee level in the last 12 months, there has been a small net increase in female representation. Again this suggests some progress is being made, but is this sustainable?
- Based on the male and female population at each level of the organisation, a male starting their career with a UK FTSE 100 corporate has 4.5 times more chance of reaching the Executive Committee than his female counterpart.
- High potential' programmes are run by 75% of organisations surveyed. The proportion of women on these programmes is on average 35% and aligns more closely to the male/female split at middle management levels. Consequently and in absolute terms there are far less women than men on these programmes largely as a result of the reduction in female representation from entry point level.
- Just over 32% of the population surveyed work part time. At senior executive level, over 94% of the population work full time. Many more women are using flexible working arrangements than men with 68% of women taking this up compared to 32% of men.



### What can we conclude so far?

There are encouraging signs to show progress is being made in terms of female representation at Executive Committee level. However, the pipeline appears fragile and raises questions as to whether the momentum can continue.

Our initial findings raise questions as to whether high potential programmes are making a palpable difference and the results are being effectively monitored.

There seems to be minimal monitoring of how flexible working practices are impacting on male and female progression through an organisation.

Data is powerful and advances in technology can facilitate analysis that provides evidence of root causes and highlights areas of focus to make a difference. The question is whether organisations will unleash this power.

We are keen for more organisations to join our research in order to answer some of the questions these initial findings raise.

### Next steps

If you would like to participate in this research please contact Ingrid Waterfield on 0207 694 8027 or email [ingrid.waterfield@kpmg.co.uk](mailto:ingrid.waterfield@kpmg.co.uk). We thank you in advance for your help in this important research.

If you would like to discuss our research in more detail then please call David or Melanie and please visit our website which provides further detail and background: [www.kpmg.com/uk/P3](http://www.kpmg.com/uk/P3)

### Contact us



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