At our inaugural Gender Matters think tank event in 2018 we observed a renewed focus on the need to promote and enhance inclusive business practices. This was reflected in media interest in gender issues and the introduction of UK legislation on gender and pay. Yet despite this renewed attention on gender equality in the workplace, women continue to be under-represented in positions of power in organisations.

In this second Gender Matters brochure we draw on a range of sources to illustrate the current scope and range of gender and inclusion challenges that we identify as prevalent in 2020. We focus on the gender pay gap, the leadership pipeline and managing the personal and the professional. We use the financial services sector as an exemplar of the challenges facing a key player in the UK economy.

The illustrations identify the continuing persistence of workplace gender inequalities and the stubborn persistence of the practice-particle gap. We use the term ‘practice-particle gap’ to explain how the development of fair and equitable ‘gender neutral’ policies fail to take account of gendered social assumptions that can (dis)advantage women and men’s everyday practices at work. The figures in this and the first Gender Matters brochure reveal the enduring nature of the divide between the good intentions of ‘neutral’ policy and the reality of our own practice, behaviours and perceptions, influenced by social norms.
**THE LEADERSHIP PIPELINE**

Women’s progression in the workplace to leadership positions is persistently problematic. The figures below demonstrate a status gap between women and men; women are more prevalent in junior roles and men are more prevalent in senior roles.

### Women’s Representation in Leadership Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Male Representation (%)</th>
<th>Female Representation (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>80</td>
<td>20</td>
</tr>
<tr>
<td>Directors</td>
<td>80</td>
<td>20</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>90</td>
<td>10</td>
</tr>
<tr>
<td>Managers</td>
<td>90</td>
<td>10</td>
</tr>
<tr>
<td>Professionals</td>
<td>90</td>
<td>10</td>
</tr>
<tr>
<td>Entry Level / Professionals</td>
<td>90</td>
<td>10</td>
</tr>
</tbody>
</table>


### The Glass Pyramid

This chart highlights the underrepresentation of women in junior roles and the higher representation of women at the lower end of the leadership stack. Women’s progression in the workplace to leadership positions is persistently problematic.

**Women’s lack of progression is mirrored in the UK financial services sector with a widening gap in the most senior roles.**

The gender pay gap widens with age and seniority, extending to additional aspects of the reward package including substantial differences in bonus pay.

**THE FINANCIAL SERVICES SECTOR**

In the UK sector the pay gap widens with age and seniority, extending to additional aspects of the reward package including substantial differences in bonus pay.

**THE FINANCIAL SERVICES SECTOR**

Globally, flexible working practices are recognised as enhancing productivity in the sector. However in the UK a culture of presenteeism exists that may negatively affect women’s and men’s ability to manage family and personal responsibilities.

**MANAGING THE PERSONAL AND THE PROFESSIONAL**

Family responsibilities affect social perceptions of women and men differently and this has an impact on behaviours. Figures reflect a practice-policy gap where well-intentioned policy fails to be realised in practice.

**THE FINANCIAL SERVICES SECTOR**

Women’s lack of progression is mirrored in the UK financial services sector with a widening gap in the most senior roles.

**Women’s Representation in the UK Higher Education Sector**

Globally, flexible working practices are recognised as enhancing productivity in the sector. However in the UK a culture of presenteeism exists that may negatively affect women’s and men’s ability to manage family and personal responsibilities.

**MANAGING THE PERSONAL AND THE PROFESSIONAL**

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Women’s lack of progression is mirrored in the UK financial services sector with a widening gap in the most senior roles.