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A Welcome from the Club

Welcome to our second higher-education newsletter, our share recent successes and update you on new initiatives. In this issue, we explore the highlights of our Higher Education and Leadership Seminar, and outline the many ways you can get involved to further our goal of pooling ideas across both the corporate and the higher-education sectors to reduce the gender gap across governing bodies and faculties, as well as to analyse and act to improve the experiences of students. We also introduce you to recent new joiners, announce some new partnerships and scholarships, and highlight some notable upcoming research.

Encouraging diversity in university

On 21 April, for the first time, the 30% Club brought together leading lights from the UK’s corporate and higher-education worlds to debate ideas about driving greater diversity in those sectors. Held at 1 Canada Square, Canary Wharf, the event focused on universities and the path to employment, equality, diversity in higher education, and cross-sector mobility between the public and private sectors. Thirty-five universities have signed up to the 30% Club Higher Education (HE) initiative in its first year, and a number of aspiring members also attended the seminar.

The event opened with a lively panel discussion on the student experience and bridging the gap between university and work. Students’ school and degree subjects remain a challenge to equality, the panel said, with fewer women choosing disciplines such as engineering, technology and architecture. As for motivating factors behind a career, the panel noted that while men looked for high pay, women wanted careers with social worth. As for motivating factors behind a career, the panel noted that while men looked for high pay, women wanted careers with social worth.

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The 30% Club and KPMG’s Think Future Study highlighted that although most students were confident in their ability to succeed academically, they lacked confidence in university career advice, as well as the employment system as a whole. 57% of those surveyed did not know what they wanted to do after graduation. Helena Eccles, a student and founder of the Think Future study, said that students needed to be better equipped for entering the workforce. To address these issues, the panel recommended:

- Greater access to career advisers and a more tailored service
- Students using university experience to demonstrate transferrable skills
- Developing alumni networks of young women
- Enhancing the reputation of the financial and business world so that it is perceived as a more appealing and socially worthy career option for women
- Having strong role models for female students at university
- Increasing diversity among university professors

David Ruebain, chief executive of the Equality Challenge Unit, then discussed the evolution of the legal concept of equality. While previous legislation had a narrow focus on direct discrimination, the law now recognises that structures and organisations can be disadvantageous in themselves. The focus has moved from one of mere equality of opportunity, to a legal system that also recognises the importance of the outcome. The focus has shifted from “fixing women” to “fixing the system.”

Discussing employment in higher education, the panel noted that the number of women working at universities has increased six-fold in 40 years, with women representing 53.8% of all higher-education staff in 2013/14. Despite that, women remain under-represented among professors and there is a persistent pay gap, averaging 18.9%, between men and women. Though the widely held notion that women do not enjoy leadership has, the panel said, been refuted by research, they do feel more obliged than men to meet all the job criteria when applying for roles. As a result, women are less likely to go for more senior positions.

To address this, the panel suggested women would benefit from more senior sponsorship to guide them through the finer points of gaining promotions. Addressing the reasons why women perform well in accessing smaller research grants, but are less successful in winning major research funding, is also important. Other proposals included better child-care provision, networking opportunities with senior management and more flexible working hours when required. Above all, panel members agreed that strong leaders and champions are needed to change culture within universities.

Professor Simonetta Manfredi and her panel then discussed mobility between public- and private-sector boards. Noting similar responsibilities between private and public-sector board positions – notably in leadership, governance and management – the panel said that the number of non-executive directors (NEDs) coming from academia is extremely low in the UK. This contrasts with the US, where almost 50% of Fortune 100 companies have at least one NED that comes from academia. The panel said that typically women find it harder to promote themselves, even when they’re eager to “give something back” to society. Other issues regarding cross-sector mobility included:

- The private sector often underestimating the skills and abilities needed by people working in the public sector
- Corporate boards sometimes having a blinkered view of academia and “eccentric professors”
- Academics having strong opinions in their own field, but contributing less in other discussions
- Conversely, public-sector workers having a distrust of the corporate world, discouraging them from applying

It is crucial, the panel said, to promote the talent available. For those interested in joining a company board, the route for doing so should be clearer, with help provided at an earlier stage in their career path.

The day in numbers

The seminar highlighted the significant overlap of challenges and opportunities for improvement within the corporate world and higher-education sector. As such, we hope that this event represents the first of many steps in the sharing and collaboration of ideas between these two spheres.

Our thanks

The 30% Club would like to extend special thanks to all of the event’s speakers and panellists for their insightful contributions. We’d also like to thank the Canary Wharf Group for so generously hosting the event.

Further thanks go to the following organisations whose significant support and generosity were critical in enabling us to hold the event: Aberdeen Asset Management, Copylab, Creative Connection and The University of Cambridge.

Lastly, we are also extremely grateful to the following firms who have, on an ongoing basis, provided invaluable support since the inception of our higher education initiative: Aberdeen Asset Management, ANZ, J Stern & Co, KPMG and Newton Investment Management.

30% CLUB MEMBERS AT CANARY WHARF

We were thrilled to observe that the supportive membership of the 30% Club was fully represented not only in the room for our seminar, but also in the immediate environment surrounding our seminar in Canary Wharf. The map above shows the footprint of 30% Club members in the area. Students leaving universities that are 30% Club members can be optimistic about finding an employer also signed up to the 30% Club goal of diversity, as evidenced by the number shown here.
Help us up the ante

We’re always grateful to our members, who commit their time and energy to drive our shared goal to improve opportunities through gender diversity. Should you wish to increase your engagement with the 30% Club, there are many ways to promote our agenda. For example:

1. **Offer scholarships** via the 30% Club to attract high-calibre women to business schools. We’ve developed partnerships with several leading business schools, offering senior executive programmes, MBAs, executive MBAs and other masters programmes. For example, we most recently formed a new partnership with Glasgow University’s Adam Smith Business School to offer a new MBA scholarship. Full details will shortly be available on our website.

2. **Nominate your senior female leaders** as candidates for board roles in corporate entities. To date, we have received nominations from the following universities: Ulster, Nottingham, Cardiff Metropolitan and UCL. We’ve passed these names to Women on Boards, as well as to a search firm. Similarly, two major companies and two other organisations have suggested female candidates for University Court membership.

3. **Produce new research** that highlights the benefits of diversity. We have recently collaborated with the University of Cambridge and Oxford Brookes University, for example.

4. **Encourage your senior staff** to join 30% Club events to foster collaborative ideas that drive greater diversity. For example, J Stern & Co kindly hosted a “brainstorming” dinner in 2015, and KPMG kindly hosted another in dinner in 2016. Alternatively, please encourage your staff to contact the working group directly.

5. **Put forward your senior leaders** to lead the 30% Club Higher Education initiative. Universities involved at present include Liverpool, Cardiff, UCL, Ulster, Edinburgh and Glasgow. This initiative lets senior leaders build their external relationships and address the diversity opportunity directly.

6. **Complete our survey**, to help us collate your diversity successes.

7. **Last but not least**, highlight initiatives you are taking and share best practice with us.

Share your diversity successes

Following the event’s success, we are keen to build a database of concrete actions being undertaken in the diversity space. We’d like to hear about actions you have taken or been involved in, details of how success was measured, and what progress has been made. You’re invited to complete this online survey, which was very kindly produced by Jonathan Black (Director, Careers Service and Internship Office, University of Oxford), one of the panel participants.

On the horizon: new research

Following on the heels of the 30% Club and KPMG’s **Think Future Study**, our next piece of research is due out in September, entitled **Changing Places: Women On Boards**.

This research considers how to transfer skills and expertise between business and academia while achieving greater gender diversity in the governing bodies and company boards of higher-education institutions. The work is led by Professor Simonetta Manfredi at Oxford Brookes’ Centre for Diversity Policy Research and Practice, and supported by KPMG.

We have two more research projects in the pipeline, to be released in due course. The first examines gender-intelligent line management, and the second is a paper examining the effect organisational culture has on the take-up of agile working opportunities by working fathers.

New scholarships available

We’re delighted to announce three new scholarships, having extended our range of partnerships with premier business schools.

We have partnered with University of Glasgow’s Adam Smith Business School to offer one MBA scholarship (50% part-funded). In addition, two EMBA scholarships (50% part-funded) are now available from Cass Business School.

In total, we now offer 28 scholarships, having formed 11 partnerships. Full details will shortly be available on our [website](#) – and here’s a reminder of our current partners:

- Cambridge Judge Business School
- Adam Smith Business School at Glasgow University
- Cass Business School
- European School of Management and Technology
- London Business School
- Warwick Business School
- Henley Business School
- Queen’s Smith School of Business
- Said Business School
- Imperial College Business School
- Irish Management Institute

![MBA Scholarship](#) (50% part-funded)
University of Glasgow’s Adam Smith Business School

![EMBA Scholarships](#) (50% part-funded)
Cass Business School

Thirty-five universities signed up to the 30% Club Higher Education (HE) initiative in its first year...
Meet our new members

We’re delighted to announce that Professor GQ Max Lu (President and Vice-Chancellor of the University of Surrey), Professor Lamberts (Vice-Chancellor and President of the University of York) and Professor Gaskell (President and Principal of Queen Mary University of London) have all recently signed up, taking our total number of members to 39. We take this opportunity to extend our warmest welcome. Here’s a reminder of our current higher education membership, in the order of joining:

1. The University of Cambridge  
(Sir Leszek Borysiuk, Vice Chancellor)

2. London Business School  
(The Hon Apurva Bagri, Chairman)

3. University of Aberdeen  
(Sir Moir Lockhead, Senior Governor & Vice Chairman of the Court)

4. University of Bath  
(Professor Dame Glynis Breakwell, Vice Chancellor)

5. The University of Edinburgh  
(Professor Tim O’Shea, Principal and Vice Chancellor)

6. University of Greenwich  
(Stephen Howlett, Pro Chancellor and Chair of University Court)

7. Bath Spa University  
(Professor Christina Slade, Vice Chancellor)

8. Brunel University London  
(Jane Kelly, Chair of Council)

9. University College London  
(Dame DeAnne Shirley Julius)

10. University of Liverpool  
(The Earl of Derby DL, President of Council)

11. University of Glasgow  
(Professor Anton Muscatelli, Principal and Vice-Chancellor)

12. University of Kent  
(Sir David Warren, Chair of Council)

13. University of Highlands and Islands  
(Gary Coutts, Chair of University Court)

14. Prifysgol Aberystwyth University  
(Professor April McMahon, Vice Chancellor)

15. Newcastle University  
(Mark I’Anson, Chair of Council)

16. Edinburgh Napier University  
(Professor Andrea Nolan, Principal and Vice-Chancellor)

17. Abertywy University  
(Professor Nigel Seaton, Principal and Vice-Chancellor)

18. Cardiff Metropolitan University  
(Barbara Wilding, Chair)

19. The University of Manchester  
(Dame Nancy Rothwell, President & Vice-Chancellor)

20. University of Stirling  
(Fiona Sandford, Chair of University Court)

21. University of Southampton  
(Dr Gill Rider CB, Chair of Council)

22. Scotland’s Rural College  
(Ms Janet Swadling, Acting Principal & Chief Executive)

23. The Queens University of Belfast  
(Professor Patrick Johnston, President & Vice-Chancellor)

24. University of Ulster  
(Professor Patrick Nixon, Vice-Chancellor & President)

25. The Open University  
(Peter Horrocks OBE, Vice-Chancellor)

26. University of Oxford  
(Professor Louise Richardson, Vice Chancellor)

27. University of St Andrews  
(Professor Garry Taylor, Acting Principal and Vice-Chancellor)

28. The University of Nottingham  
(Professor Sir David Greenaway, Vice Chancellor)

29. Cardiff University  
(Professor Colin Riordan, Vice Chancellor)

30. Robert Gordon University  
(Jennifer Crew, Chair of Board of Governors)

31. Glasgow Caledonian University  
(Mrs Brooke OBE, Chair of University Court).

32. University of Westminster  
(Peter Kyle OBE, Chair and Pro Chancellor).

33. Oxford Brookes University  
(Professor Alistair Fitt, Vice-Chancellor)

34. The University of Dundee  
(Eric Sanderson, Chair of Court)

35. Sheffield Hallam University  
(Geoff Dawson, Chair of Board of Governors)

36. University of Surrey  
(Professor G Q Max Lu, President and Vice-Chancellor)

37. Glasgow School of Art  
(Muriel Gray, Chair of the Board of Governors)

38. University of York  
(Professor Lamberts, Vice-Chancellor and President)

39. Queen Mary University of London  
(Professor Gaskell, President and Principal)

Current working group membership

Co-Chairs:

1. Anne Richards (Chief Executive, M&G Investments, and Vice Convener of Court of the University of Edinburgh)

2. Elizabeth Passey (Senior Advisor, J. Stern & Company Private Investment Office, Convener of Court elect of the University of Glasgow and Member of Court of the University of Greenwich)

Members:

3. Professor Janet Beer (Vice-Chancellor, University of Liverpool)

4. Dame Nicola Brewer (Vice Provost [International], University College London)

5. Jamie Brookes (Consultant, Burnt Cake Media)

6. Professor Elis Ferran (Pro-Vice-Chancellor for Institutional Affairs and International Relations, The University of Cambridge)

7. Professor Deirdre Heenan (Pro-Vice-Chancellor [Communication] & Provost [Clerorene & Magee], University of Ulster)

8. Francoise Higson (Business Manager, ANZ)

9. Katie Kelly (VP Postgraduate, Cardiff University)

10. Professor Nora de Leeu (Pro Vice-Chancellor, International & Europe, Cardiff University)

11. Helena Morrissey (CEO, Newton Investment Management)

Streamlining lay-member vacancies

We are in the early stages of exploring the creation of a single national directory of lay-member vacancies. We are in the early stages of exploring the creation of a single national directory of lay-member vacancies. We have been in touch with the HEFCE, CUC, Women on Boards, UCEA, the Leadership Foundation for Higher Education, and KMPG to find a way to simplify the search for available vacancies. At present, these are generally listed in the appointments section of The Times, but are blurred with several other vacancies. Consequently, they’re not so easy to identify. Our aim, therefore, is to help create a single repository of vacancies. We’ll provide an update on our progress in due course.
Creative Connection provides an artist’s impression of the higher education seminar, held at Canary Wharf.

Mentoring

The 30% Club is considering the creation of an HE specific mentoring programme to sit alongside its now well established cross-company mentoring scheme. We are keen to gauge the level of appetite for such a programme from academic institutions – if your university would like to register preliminary interest or find out more, please contact Francoise Higson.

Contact us

We’re always keen to hear your feedback and ideas for new initiatives.

Contact Francoise Higson (francoise.higson@anz.com) if you’d like more information on the 30% Club’s current and upcoming activities.