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The 2016 Flexible Fathers research was conducted in partnership with the 30% Club and Henley Business School. **It is based on a survey conducted with 773 UK working fathers.**

Over the last 40 years we have seen a shift in UK societal behaviour with more women entering the workforce and more men being active fathers. But organisations have been slow to keep up with these changes of how men and women want to lead their lives. There is a lot of active support for women to progress their careers but little support for men to take on the caregiver role. The cultural barriers for men to work flexibly are significant.

Our research shows that organisational culture and men's decision to work flexibly has an impact on female career progression. We need to focus on men in order to truly achieve gender equality.

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### THE MOST INFLUENTIAL CULTURAL FACTORS IN FATHERS' DECISION TO WORK FLEXIBLY ARE:



- 1 The CEO and senior leaders (particularly men) advocate and role model behaviours
- 2 Line managers are positive about and support flexible working
- 3 Team members work flexibly and support each other to do so
- 4 It is the norm to work remotely
- 5 HR actively support flexible working
- 6 Flexible working is actively encouraged and seen as a business necessity
- 7 Men working flexibly is the norm

## HOW A FLEXIBLE WORKING CULTURE IMPACTS THE BOTTOM LINE

CEOs and senior leadership vocalising that flexible working is important, actively supporting it and working flexibly themselves had a significant positive impact on fathers' job satisfaction and their intention to stay in the organisation.



**If men work flexibly they are 10% more likely to be satisfied in their job and 8% more likely to stay in the organisation.**



**Team members making negative comments and judgements about people working flexibly had a significant negative impact on fathers' job satisfaction and they were more likely to want to leave the organisation.**

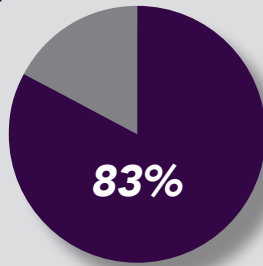


# £30k

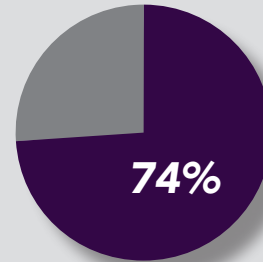
WHEN YOU CONSIDER THE COST OF LOSING AN EMPLOYEE IS ON AVERAGE OVER £30K, THE FINANCIAL IMPLICATIONS ARE HUGE.

# KEY ASPECTS OF ORGANISATIONAL CULTURE THAT INFLUENCE MEN TO WORK FLEXIBLY

**A flexible working policy is not enough, it has to be lived in the organisation.**



**83% of men** who didn't work flexibly said their organisation had a poor culture of flexible working.



**74% of men** who didn't work flexibly said they feared it would negatively impact their careers.

**"AND, NOT ONLY DO ORGANISATIONS ACHIEVE A HAPPIER WORKFORCE BUT ALSO A HEALTHIER ONE.**



**42%** of men who worked flexibly were satisfied with their work-family balance



**26%** of men who didn't work flexibly were satisfied with their work-family balance

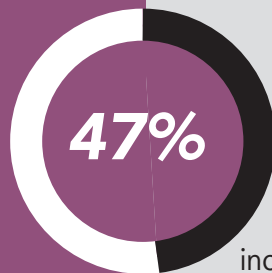
**THAT'S A 16% DIFFERENCE IMPACTING STRESS LEVELS AND PRODUCTIVITY "**

## THE MISSING PIECE OF THE GENDER EQUALITY PUZZLE

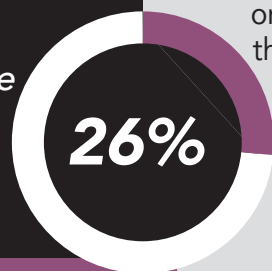
Moving the flexible working agenda forward for men will create huge movement in getting more women into the workplace and progressing up the ladder

Men working flexibly and taking an active role in childcare impacts female career progression.

**If men played an equal or main caregiver role in childcare, 47% of female partners had progressed their career since having had children.**



**If men played very little or a moderate role in childcare activities, only 26% of female partners had progressed their career.**



**THAT'S A 21% DIFFERENCE IN CAREER PROGRESSION.**

**Female partners' income since having children.**

