

WEBVTT

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Kelsey Hellens: sorry. Today we will be speaking to Georgie Mac, who is the CEO of people full Lisa hand people and experience director at Ogi and Sarah Moulton, head of people at Argyle. I'm going to hand over to Georgie Macd. Now, who's going to be discussing, measuring organizational support for midlife women over to you, Georgie

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Georgie Mack: Brilliant. Thank you very much indeed. Hi! Everyone very good to be here. Just a few more words of introduction. So as Kelsey, said, I head up people, and we are absolutely hell bent on providing really high quality evidence based insights

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Georgie Mack: that help lead, help leaders create and build really effective organizations.

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Georgie Mack: Now, so we've got a range of diagnostics that we use. And today I'm going to talk a little bit about those, but really try and provide some useful. I hope actionable points around. If we're thinking about measuring mid career women in the workplace, how can we go about that? What are some things we need to be thinking about. What are some guiding principles?

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Georgie Mack: Before I do that, I think there's a couple of other things I just want to touch on. This is a really important topic for me. I'm absolutely bang in our target audience. Probably didn't need to jump onto that slide just yet, Rudy. I'm bang in our target audience. Here, I have got a young daughter. I came to the parenting table incredibly late. And I've got really dodgery.

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elderly parents, so that presents all sorts of challenges, and when you chuck a bit of menopause into the mix, well, there we go.

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Georgie Mack: So this this topic matters an awful lot to me. I think. Organizations, many organizations out there are trying to tackle it, but I still think there's an awfully long way to go.

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Georgie Mack: It's also a very emotive topic, and we know this from the last round table that we had where it very quickly becomes. Not just about mid-career women, but women in the workplace per se, so when you've got very emotive topics like this.

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Georgie Mack: I sometimes think that having objective metrics, having data having measurement has a really big role to play. So taking some of the guesswork out of it and actually putting some evidence on the table.

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Georgie Mack: So I'm the next few slides. I'm going to slightly apologize, because obviously always do that. But some of the slides are a little bit dry. We've got I'm going to touch on a couple of case studies in places. And oh, my goodness, I'm actually going to throw a theoretical model into the mix as well. And again, that's really just to try and provide a slightly different perspective on how we think about the organization as the system, and therefore how we might tackle thinking about mid-career women

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Georgie Mack: in that system. But first of all, I wanted to really talk about these 3 points. And again, these are sort of.

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Georgie Mack: I suppose, not design principles, but some guidelines when thinking about measurement and statistics. And I think very often it's quite easy to have a few hunches and a few theories, and to gather some stats around those hunches and theories, gather little fragments of anecdote, etc. To kind of make our case.

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Georgie Mack: But actually, coming from the measurement perspective. How we prefer to do that is, actually look at the data, gather the data, look at the data and see what stories are actually falling out of it. So it's about using data and measurement to illuminate rather than just to support some of our hunches and theories and hypotheses.

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There's the 3 points here, the first one which is moving beyond

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Georgie Mack: generalization. And obviously, it is really really easy to generalize. And I think there's probably a lot of people on on this webinar who are familiar with the fact that cultures really do vary enormously. They're very, very individual things. And whilst we can understand best practice working on one organization that might be slightly different from another perspective.

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Georgie Mack: Another key thing is thinking about definitions. Again, I think we all broadly on this call, have in our minds

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Georgie Mack: what we think we mean by mid career women. But again, if you're going to take a a kind of a measurement, approach a data approach to this, definitions are really important. So are you thinking about mid career women from an age group perspective? Are you thinking about it in terms of seniority within the organization?

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Georgie Mack: Are you thinking about it from a kind of life, stage perspective, or even tenure in within the particular organization, or even all of the above. So one of the things I would really add is to try and put some definition around this, because, even though we all think we've broadly got the same thing in our heads. They're probably all slightly different.

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Georgie Mack: The second point. And this is something that I feel quite strongly about which is about really thinking about the workplace as a system, and not just going in picking off an issue and kind of generalizing that I think it's about. First of all, there are many things going on outside the workplace.

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Georgie Mack: and lots of organizations are putting support measures in place to help people. With respect to those things. But, as we all know, the workplace itself has a huge role to play on the mental health and well being of employees, including our mid career women. So, looking at the system. What's going on in the system is really important. I think sometimes we can rush in around an issue and just focus on that.

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Georgie Mack: And that creates a kind of set of asymmetries in its own right. It's a bit like if you go there, there's the law of unintended consequences.

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Georgie Mack: You might put out one fire here, but accidentally or inadvertently open up other fires and other parts of the organization. Honestly, I mean, when we look at some of our data, some of the challenges facing mid career, women in the workplace E being equally experienced by men. So just a word of caution around taking a systemic approach to start off with. Understand what's going on more broadly rather than just homing straight in with lots of assumptions and generalizations.

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Georgie Mack: And again apologies. If I am really preaching to the converted here. The last point is about good measurements. So if you are going to go in and measure and use data around the topic of mid career. Women. Make sure it's good data. So we tend to favor objective metrics that come from scientifically valid assessments. There's a lot of surveys out there. They're very sentiment and opinion led. That doesn't mean that they don't have their place. They absolutely do but just be cognizant of that.

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Georgie Mack: Again. You know, we are talking about a commercial context, and although we would love to think that everyone is acting from a kind of

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Georgie Mack: moral imperative here, bringing the business case to bear where possible, is just so important. If we're going to really catalyze change around this topic within organizations. Now again, our diagnostic does that. But there are other ways of doing it and thinking about it. There's a lot of stuff out there and again offline. If anyone wants to have a chat about that, please let me know

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Georgie Mack: the last point. And this is our head of data here with is, you know, this is like she gets very exercised about this. Is, if we are going to measure things, is trying to be consistent about that. Because if we're going to stage interventions that are going to support women better in the workplace, we need to understand if that's actually having the desired effect, and the way to do that is to measure things consistently over time. So again, the importance of longitudinal data.

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Georgie Mack: So there's a 3 when it comes to measurement. And actually, to be honest, this is absolutely true of any cohort that you're thinking

about within the workplace. Now, I said, a theoretical model. I really must stop apologizing. I think this is super interesting at the way of thinking about the workplace.

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Georgie Mack: I don't know if you can see my cursor here. But basically this bottom piece, everyone on this webinar will be deeply familiar with this. It's the motivational process. This is where you get engagement surveys kicking in and how they're impacting on organizational outputs and engagement is a really really important piece.

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Georgie Mack: But we're really really interested in this top piece here, and it often gets really overlooked. And particularly, I mean, actually, again, with regard to any at any employee cohort within an organization looking at the health side looking at the energy side

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Georgie Mack: is a really really important piece. Because you can be passionate about what you're doing at work. But if you haven't got the capacity to deliver. Then your motivation is ultimately going to be eroded. And I think we often see this again with women who are very stressed.

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Georgie Mack: Being stressed out from external factors, etc., that energy gets depleted. And then they start editing themselves out of jobs. We've seen that in with a number of clients that we work with

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Georgie Mack: this energy piece and measuring energy is really important. There's a great LinkedIn article, by the way by Kathleen Hogan, who's the chief people officer of Microsoft? And she talks about the human energy crisis. In the workplace. It's a really really interesting piece, my urge you to go and have and look at it. If you haven't seen it already, and then the last piece I just want to

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Georgie Mack: to share with you is, if we think about energy and motivation is these middle bubbles, and this will make sense of a few examples from a case study in a minute that I'll share with you. It's this job demands and job resources piece. So this theoretical model is very well understood. It's been around for quite a while. It's it's it's very much rooted in academia.

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Georgie Mack: And this top bit the job demands job resources piece. It's all about balance, and it's kind of saying you can have a very demanding workplace.

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Georgie Mack: But if you've got the right support in place.

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Georgie Mack: at the right resources in place that will give you the best chance of having a very energized, very motivated, highly productive workforce. So again, this is just an interesting way of thinking about the organization as a system, and where a lot of effort goes, is around this kind of energy, depletion and kind of individual health piece. So often there are lots and lots of admit, and I'm sure my, my my esteemed fellow speakers will talk about this.

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Georgie Mack: There's often some really really good pieces in place to support individuals in the workplace. But this is all about understanding the system and thinking about how people, how women, for example, make career. Women are actually experiencing the workplace day by day.

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Georgie Mack: So I just wanted to bring this to life a little bit more. With a recent case study. I didn't know if we can go to the next slide.

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Georgie Mack: It's So this was a story again. I'm only gonna pick out a couple of things. But I just want to try

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Georgie Mack: and and bring to life how useful this way of thinking about things and measuring things can be when thinking about women in the workplace, particularly mid career women. So this story was just where I've plucked a few examples from it was with a hospitality client.

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Georgie Mack: Again, there's all sorts of different ways that you can structure your data. But the particular example, if you don't mind moving on to the next slide here

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Georgie Mack: was looking at it from a seniority level. And I thought that was probably a reasonable proxy for thinking about mid career women. So again, apologies, there's quite a lot going on on this slide.

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Georgie Mack: But what I really wanted to store your attention to is those 2 middle bubbles that I talked about the energy piece and the motivation piece. So what happens if we look in this particular organization at what's going on with energy and motivation amongst women versus men, and then cutting that from a seniority perspective.

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Georgie Mack: And again, what we can see here is that women are at much higher risk of burn out and stress related ill health. And just to explain this, sorry as usual, with data and measurement that seems speed, lots of explanations required. But we've got a norm set in our data, which is basically a bit like blood pressure 1, 20 over 80. And it says.

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Georgie Mack: if you can almost deconstruct the workplace into all of its component parts. What would be considered reasonable in that workplace, regardless of size, regardless of industry, sector, regardless of geography. So where it's red, it's significantly inferior to what would be deemed reasonable in any given workplace. Where it's yellow, it's inferior where it's dark green. It's superior and light green is comparable.

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Georgie Mack: So here it's interesting. What we can see is that both male and female managers in this hospitality organization I've got high levels of stress, related ill health and burnout risk

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Georgie Mack: but also look at this in terms of motivation. So this would make a board set up and listen. The females in this organization are much higher risk of moving the organization versus men. So you've already got this quite interesting story going on here from measurement and cutting the data in a few different ways.

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Georgie Mack: So if we go on to the next slide to try and understand a little bit more about what is going on. So we've looked to those Middle bubbles. We've looked at energy and motivation now to try and understand this story better. We're going to go a little bit further upstream and

look at the actual demands of the workplace, and how supportive that workplace is.

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Georgie Mack: And interestingly, and again, I've only picked out a couple of the dimensions here. But if we look at a demand factor which is mental load. And that is really just

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Georgie Mack: all about how you prioritise getting stuff done.

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Georgie Mack: To put it crudely. And here what we can see is that the women in the work place seem to be coping quite well.

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Georgie Mack: but if we look at men we can see particularly. The managers are actually struggling a bit more. But that's not playing out in quite such an acute way when it comes to their energy and motivation. And actually, if you look at the males here when it comes to thinking about some of the support factors, they're actually finding the workplace supportive where the big flag in this data that is going off the big kind of warning plaques in here

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Georgie Mack: is this red piece showing up here. It's availability of job information. And what that really means is that is that the senior women in this work place are not getting the feedback. They're not getting the recognition. They're not getting the performance management that they need.

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Georgie Mack: Now, in this day and age we all have

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Georgie Mack: massive constraints in terms of time and in terms of budget. So one of the powerful things about measurement is that it helps you signposts where you need to go and have those human conversations. This data and data is excellent for that. But at some point you have to jump off the data bandwagon and go and have a conversation with a human being.

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Georgie Mack: So now this particular organization, you're able to go in. You can see what's lighting out red. I know this is just one example from a much bigger case. Study but you can go and have a conversation with those female managers. What's actually at play here? Why are they feeling this? And I think it's from those conversations that you can start thinking about what you need to do differently.

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Georgie Mack: So hopefully, that's just given you a really. And I know it's it's a very small sense. But of again, how you can use data to start getting at interesting stories within the workplace understanding where there are needs that that need to be addressed.

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Georgie Mack: I talked briefly. If you don't mind jumping to the next slide.

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Georgie Mack: which is just about the case for investment. And again, there are different things out there that can help with this. I'm not going to spend too long on it. But within our tool we're able to link things back to almost like the cost of inaction. But we can see here that where there is a burn out risk

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Georgie Mack: there's that where people have got really high levels of stress that the burnout cost. The cost of the organization is 10 times higher.

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Georgie Mack: When it comes to burn out risk. We can see that the turnover here. So people who've got high burnout risk are 48%. More likely to be leaving the organization. Now, again, you can assemble your case study here because I think it's understood. It's sort of if someone leaves the organization it costs between 75 to a hundred 50% to replace that person. And again we saw that the females within this organization were at really high risk of leaving.

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Georgie Mack: and again we were able to tease out a productivity story here when it came to men and women in this hospitality organization. So it's presented and risk was much higher amongst emails than it was months males.

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Georgie Mack: So again, there are lots of different tools that one can use, but making the case bringing in investment story to all of this is just so helpful when trying to catalyze change in an organization.

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Georgie Mack: So just a few reflections on this. The last slide really

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Georgie Mack: So just a reminder that when thinking about this topic is very emotive topic, that every situation is different, don't go in there with too many generalizations and assumptions, and don't go straight in and try and fix the mid career women's side straight off the bat. Make sure the context is more broadly understood, or you'll just go in with a great big, hefty dose of confirmation bias.

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Georgie Mack: So workplaces use need to be understood in context. See what's going on. Understand that before making change. And really, if you're going to measure this, it's worth investing the time and effort and getting really good measures and doing that consistently over time.

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Georgie Mack: so I hope that was useful. I know that it was broadly applicable to to any kind of employee co cohort within an organization, but I don't think that detracts from its importance when thinking about mid career women at all. So

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Georgie Mack: thank you very much.

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Kelsey Hellens: Thanks, Georgie. That was really really insightful lots of food for both. There, I'm going to be handing over to Lisa now, who's going to be talking around, attracting and retaining top midlife, female talent. So over to you, Lisa.

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Lisa Hand: Thank you very much. And thanks for the introduction. So I'm obviously Lisa. I'm the people experienced director at Ogee, and as Georgie said, and this is topic very close to my heart, as is the halls of Dei space and I'm also a mum of 3 young children. So again, wanting to

make change for them in the future, too. So if we can go to the first slide, please.

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Lisa Hand: so a little bit about Auggie. So we are building a full fibre network across South Wales. We've been around for about 3 years, and we've built a team to over 200 people as we are to day. And our purpose has really been to drive digital change across South Wales, and to achieve that, we knew from the very beginning that we needed the best people with the right skills. And that, of course, includes women of all ages.

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Lisa Hand: And what does that mean to us? So it's about creating a diverse and inclusive work place that enables people to bring their best selves to work and removing any barriers that may prevent them from doing so.

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Lisa Hand: We know that evidence suggests that one in 4 mid life women are leaving the work place, and there are a whole range of reasons that sit behind that, and I'm sure we could sit here and talk about that all day, some of those being societal. But of course businesses have a part to play, and with an ever shrinking labour market, we need to ensure that we don't miss out on hiring those people, or indeed lose them when they join us.

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Lisa Hand: So, Auggie, and we work to be truly representative of the communities that we serve. And we want to be real game changers across our sector, and in day to day life here in Wales and long into the future. So we try to create an environment where people can be themselves a workplace where anybody can be who they want to be, and also that they can develop and thrive. So it's about building community being extraordinary and making people smile. So the focus of what I'm talking about today is obviously about supporting midlife women specifically.

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Lisa Hand: But I believe a lot of what we are talking about, in fact, applies to everybody and supports the creation of a truly inclusive workplace.

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Lisa Hand: If we can move to next slide, please.

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Lisa Hand: So just wanted to share with you very briefly. You know our values that we embedded from the very beginning and underpin everything that we do are auggie, and I believe a lot of these. Well, all of them, in fact, resonate with the overall approach we take to De, and the fact that we really do place people at the heart of all we do.

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Lisa Hand: We're building infrastructure. But fundamentally, it's people who build the infrastructure. It's people who sell it. And it's people who buy it. So that was sort of our approach from day one, and whether that's champion in progress for women, in leadership roles, or in joining our more technical teams or through our partnerships with communities and external agencies. It's all underpinned by these values and a commitment to transparency and authentic authenticity.

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Lisa Hand: I personally believe a one sized approach doesn't fit all. And that's okay to say that. So we look at equity. And that's about targeting people who need more support with the ultimate goal. Of course, being that eventually we can create a level playing field for everybody. And we actually don't need to talk about these things any more.

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Lisa Hand: So if we move on to next slide.

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Lisa Hand: So I wanted to share with you sort of our progress to date. And, as I said, you know, we're 3 years into our journey at Auggie, and from day one we've been trying to capture our diversity data, and we've reported on that to our board on a monthly basis so that we can showcase our progress. And I'm not gonna sit here today and say that you know that's been easy or that we don't have more work to do because we absolutely do. It's very much a journey with success. And you know, some areas that we need to work on along the way.

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Lisa Hand: So I'd like to call out, you know that our response rate to our di data is actually over 95% of the organization and I'm really keen to keep looking at that, because I think that is a key measure of the strength of our culture. If people are willing to share that kind of personal data with us

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Lisa Hand: for me. That shows that there is trust. They, you know, they understand what we're doing with the data and why we're asking for it. So I think that was something that we've started measuring, probably in the last 18 months. And, as I said, I think having over 95% is something we're particularly proud of.

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Lisa Hand: And out of that 95%. Less than 10%. Of those people have actually declared, prefer not to say as well. So that's another self indicative measure for us of our culture.

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Lisa Hand: So we at the moment have 57 women in our business and 30% of them are either in a management or executive role. So a third of them are actually in some of those senior positions which we're really proud of. And in particular, we have 2 women, including myself, who sit as part of our executive team. So again, something that we're we're very proud of.

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Lisa Hand: So what have we done? So around talent, acquisition, and that's obviously been at the heart of everything we've done since the very beginning, because we've had to grow the team to over 200 people in a very competitive landscape in a short period of time. So, quite simply, we couldn't have got this business off the ground without attracting top talent.

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Lisa Hand: I completely recognise that we had quite a unique opportunity to embed Dei as part of our culture from day one. And that's exactly what we did. So our strategy was implemented within 12 months, and driving change particularly for women within telecoms, and not just Auggie was a big focus for us.

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Lisa Hand: So we focused on creating an inclusive approach to recruitment, and on boarding through thinking carefully about the tools that we use like adverts where we were advertising job descriptions and our interview process. I'm sure that many of you have adopted yourselves. But particularly, we focus on recruiting full potential because we fundamentally believe that we can train the skills to do the job. But we can't teach people the right attitude.

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Lisa Hand: belief in our culture belief in our values. But the skills to do the job we absolutely can.

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Lisa Hand: So to do that, we've invested heavily in our entire learning and development suite to help people realize that potential and don't see that skills are a barrier to to working with Auggie.

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Lisa Hand: So one of our key business objectives, obviously, in addition to building digital infrastructure is to truly add value to the communities that we serve

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Lisa Hand: so incorporated into this whole approach has been engagement with external agencies, so whether that supporting educational initiatives in schools participated in industry groups focused on engaging women in the sector or supporting charitable organizations and initiatives all while, of course, highlighting the career. Opportunities that exist are auggie and within telecoms for women.

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Lisa Hand: But last, but not least, we designed our benefits, offering that is truly that truly offered something for everyone, and represented the diverse nature of our workforce. So a package that enables people to pick and choose what suits them and their families best at that particular point of their lives. So again, for women, whether that's financial security or health related benefits.

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Lisa Hand: and we truly embrace flexible and hybrid work in which, I believe is vitally important for mid life, women where they may see increased health challenges or caring responsibilities.

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Lisa Hand: I'm a firm believer that retaining people is actually harder than recruiting them. In the first place.

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Lisa Hand: people want to see more and more from their employers than ever before, and with an increasing focus on people across all organisations. You really can't rest on your laurels and ensure that you continue to provide progressive and outstanding employee experience.

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Lisa Hand: So a grown business like Auggie is constantly evolving, and many of our people practices have had to be re reenergized, refocused over even a 3 year period. So the people. Practices actually need to coincide with the evolution of the business.

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Lisa Hand: And, as I mentioned at the start, whilst the focus here is on midlife women, many of these initiatives again form part of our overall approach to DE.

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So we brought together a group of like minded people across the business to create our DE working group, and we empowered them with a budget of their own. So they had the financial capability to drive change and support. Women, of course, was mainly was one of their key topics on the agenda.

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00:26:06.116 --> 00:26:20.216

Lisa Hand: So whether that was through education on topics like the menopause luncheon learns providing free period products or just supporting our women through things like women in leadership mentoring programme, which was a major initiative for business in 2023.

101

00:26:20.266 --> 00:26:50.196

Lisa Hand: And interestingly, an outcome of that group which perhaps wasn't one of our initial objectives, was to bring together a group of senior women to help inspire the next generation of women in the business, but fundamentally, actually helped to create a peer group where women across the business, obviously at certain points in their lives, were able to come together in a safe space and learn from each other and provide support to one another. So you know what we intended was to support more junior women actually became creation of that peer group.

102

00:26:50.536 --> 00:26:53.665

Lisa Hand: and I, personally, was very privileged to be involved in that

103

00:26:53.706 --> 00:27:03.046

Lisa Hand: program myself, and helping to inspire others across the business, and many of those mentoring relationships remain ongoing today which was really really positive.

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00:27:03.696 --> 00:27:12.045

Lisa Hand: Transparency has always been a core part of our culture at Auggie. And we've increasingly seen employees asking for transparency when it comes to pay and reward.

105

00:27:12.086 --> 00:27:37.906

Lisa Hand: And we believe, you know, going down that road is actually vital in closing our gender pay gap, too. So this year a big focus for us is a implementation of a new grading structure that we intend to publish to the business later this year, and that will coincide with the publication of our gender Pay Gap, too, at the moment. We're not legally required to report on it. But it's something that we want to do, and again is something that we will believe will help drive change. For women.

106

00:27:38.546 --> 00:27:45.746

Lisa Hand: Feedback is a key is key for us to understand how people feel about working at Auggie and where we can do better.

107

00:27:45.766 --> 00:28:10.585

Lisa Hand: So we've created multiple routes to do so, including working groups, an anonymised feedback platform called Suggestion Ox and regular management visits to regional offices, and that's on top of giving employees a platform to share their own stories, which we found to be the most powerful means of education where people can talk about real lived experiences. And particularly, that's why we believe our menopause chat stop has been particularly successful.

108

00:28:11.086 --> 00:28:26.725

Lisa Hand: And finally, our recruiting for potential approach means that we've invested heavily in a holistic approach to learning and development, up, skilling everyone, including women as well as providing cross training and career development opportunities. But last, but not least, I think that's

109

00:28:26.726 --> 00:28:44.976

Lisa Hand: on top of in supporting our and educating our managers, because to be they the best they can be, will fundamentally provide support to everybody across the business, and enable them to be successful too. And I think you know, particularly those middle managed managers often get forgotten, and they have some of the hardest roles to do in business.

110

00:28:48.026 --> 00:29:10.895

Lisa Hand: Finally, I just wanted to say that. You know we recognise Auggie that we've made good progress. But of course there's more to do in supporting everybody, and particularly women throughout their career



careers. So we've maintained our commitment to championing progression, tracking our performance and setting the standard. Because fundamentally, Auggie is Auggie because of our people. And it's our our team. That will determine the future success of our business.

111

00:29:12.166 --> 00:29:20.305

Lisa Hand: and that's it from me. So thank you very much. I hope that was useful to share some of the story at Auggie. And I will now hand over to Sarah.

112

00:29:26.016 --> 00:29:32.295

Sarah Moulton: Good afternoon. Thank you for having me. Thank you, Georgie. Thank you, Lisa.

113

00:29:32.416 --> 00:29:45.785

Sarah Moulton: I'm coming to talk to you about comprehensive benefits. For midlife women. I work for our goal. So our goal offer offer luxury office space. All in zone one off London of

114

00:29:45.786 --> 00:30:03.166

Sarah Moulton: commercially supported offices, and I'm very lucky at the moment that I actually am in that office to see on screen, and as you go through the slides all of the beautiful buildings, you'll see I'm fortunate enough to have the option to work in. I am very grateful for on a daily basis.

115

00:30:03.536 --> 00:30:13.925

I wanted to come at this to start with, to talk about my living experience of mid life as George you talked about

116

00:30:13.926 --> 00:30:38.316

Sarah Moulton: and why would term my perfect mid life store and this is why I feel so passionately about it. So I was 47 2 weeks ago. I have 3 children. I have mia. Who's 9. I have Max, who's 11, and I have Hannah, who's 19 and a half. So I've kind of got 2 different age groups of children. Got 2 dogs, Eric and Ruby and my husband

117

00:30:38.316 --> 00:30:39.106

Jeff.

118

00:30:39.176 --> 00:30:50.506

Sarah Moulton: and back in 2011 my dog and dad got diagnosed with Parkinson's. and then in 2017, when I was 40, he then got diagnosed with dementia.

119

00:30:50.866 --> 00:31:17.676

Sarah Moulton: That was a really difficult time for our family, for everybody in our family. It was difficult from that, because of the fear that they were experiencing. I went through the transition of becoming the child to the parents, to my parents, which is a quite grief, provoking experience in itself to be honest. But I had this newfound responsibility of supporting them, as well as trying to manage my own emotions.

120

00:31:17.696 --> 00:31:22.326

Sarah Moulton: and at that time having had children who were, who were particularly young

121

00:31:22.886 --> 00:31:34.956

Sarah Moulton: in 2019, right for the pandemic started around September. But my dad moved into a home. I think the day that he moved into that home was probably one of the most traumatic days of my life.

122

00:31:35.036 --> 00:31:51.185

Sarah Moulton: He was historically solving, not to mention my mother the difficulty that came around that we then had the pandemic. Shortly after that we weren't even able to see him for a period of time. And this is all happening kind of in my in my early forties at the start, that kind of midlife journey.

123

00:31:51.596 --> 00:32:07.146

Sarah Moulton: What was also happening at that time, although I did not know it. Was that the menopause was starting to creep up on me. In various ways, mentally and physically. We were experiencing really challenging behaviors. My youngest daughter, mia

124

00:32:07.226 --> 00:32:25.975

Sarah Moulton: Hannah, my eldest daughter that was at that time going through home with a levels as and was struggling with her own issues with their. She also then had her 2 places friends trying to commit suicide on the same night, which is nothing that happened during that time.

125

00:32:25.996 --> 00:32:38.805

Sarah Moulton: and then the delight of home schooling which anyone with young children join. Covid must have really enjoyed much the same as I

did. I never had a new found admiration for teachers like I did during that 3 months.

126

00:32:39.716 --> 00:32:55.545

Sarah Moulton: What like to transport is that me got diagnosed last year with severe. Adhd, so anybody with Adhd in the Qb. Test she has 98 out of 100 100 be in the high school you can get, and she has both inattentive and hyperactivity the Adhd.

127

00:32:55.946 --> 00:33:05.015

Sarah Moulton: So, as I say, whilst all this was happening, there were other things that were happening to me which I was unaware of at the time was being menopause.

128

00:33:05.026 --> 00:33:12.806

Sarah Moulton: Things like I'd go to the washing machine, and I've had this washing machine for about 7 years. But then I suddenly couldn't quite remember how it worked.

129

00:33:13.076 --> 00:33:31.925

Sarah Moulton: or I just the dishwasher. And I couldn't quite remember how that worked. I got incredibly frustrating with my husband, he decided he would for me put some biscuits in various teams to help us out. And do you think? No, I could not not helping.

130

00:33:32.216 --> 00:33:36.155

Sarah Moulton: I was highly emotional. And it was really a really, really difficult time.

131

00:33:37.426 --> 00:34:00.895

Sarah Moulton: The average day would be. I'd get phone calls about my dad. I'd get phone calls about the kids. I'd get phone calls from my mom who needed help with the things that my dad used to do, all because she'd had phone calls about my dad. I was trying to hold down ahead of Hr. Job in a big international business with like 6,000 employees when in all honesty. I was barely holding myself together.

132

00:34:01.166 --> 00:34:09.495

Sarah Moulton: and this crept up and crept up and crept up. And then, on the 20 sixth of March, 2,011. I actually had a breakdown in my kitchen

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00:34:09.626 --> 00:34:23.305

Sarah Moulton: found by my husband, fortunately, and the thing that actually triggered that breakdown was the fact that my new puppy had wait on the kitchen floor. So in the grand scheme of things got in my life extremely inconsequential. But it was the thing that ticked me over the edge.

134

00:34:24.166 --> 00:34:43.216

Sarah Moulton: and I was then off work for 7 weeks, and finally, after what have been nearly 18 months of asking badgering, I managed to convince a Gp that I needed. Hrt. Which was prescribed, and to be honest with you, my physical symptoms, which would include being physically sick, so be physically sick in the mornings.

135

00:34:43.396 --> 00:34:54.615

Sarah Moulton: Hot palpitations migraines I never had before again. For to go, you know, alongside the emotional symptoms, and from there I didn't really look back.

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00:34:55.226 --> 00:35:10.526

Sarah Moulton: But what I do want to say is that as that all happened, I was not prepared. but neither was anyone around me. So at the point. I first talk to my manager about the fact that I thought I was suffering from menopause or symptoms. The response I got was, could I write policy.

137

00:35:11.216 --> 00:35:17.025

Sarah Moulton: and the reason that this is so important for me is because I don't want that for other people.

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00:35:17.616 --> 00:35:28.136

Sarah Moulton: It's quite funny, because I know there's a couple of my team on here today supporting me. So thank you to them. And when I talk to them about this story not that long ago, and cause I'm now in in a new job.

139

00:35:28.186 --> 00:35:35.905

Sarah Moulton: I don't. I quite believe that could be the Sarah, I know, because I was such a shadow of myself at that midlife point.

140

00:35:36.566 --> 00:35:49.685

Sarah Moulton: So I just wanted to share with you my experience. George's words of of living as a midlife woman over the the recent years. Could you move the slide on for us? Please? Really, thank you.

141

00:35:50.706 --> 00:36:17.126

Sarah Moulton: So I'm just gonna talk to you about some of the things that we are doing at our goal. And then some of the things I would really like to do our goal. I've only been here 9 months. So there's still lots I would like to do but I'm just gonna talk to you about some of things we've got in place at the moment. I'm sure lots of you will have some of these things. Already. They're not necessarily revolutionary. But I you know it's all always helpful, I think to have a reminder to think about what we're using in the market.

142

00:36:17.176 --> 00:36:31.596

Sarah Moulton: So we do have an Ap service which has a digital Gp services. Part of that we also offer offer as part of that face to face counting sessions, and that is 2524 HA day, 3, 6, 5 days a year support.

143

00:36:31.946 --> 00:36:46.946

Sarah Moulton: We have per box as our preferred support package around rewards. One of the things I really like about per box is that it also incorporates meditation. It incorporates a whole range of wellness tools.

144

00:36:47.066 --> 00:36:56.405

Sarah Moulton: And it also really focuses on strength training, which is hugely important for midlife women, because we know the phone density can reduce quite significantly midlife.

145

00:36:56.406 --> 00:37:19.726

Sarah Moulton: There are other providers available, I should probably say, we offer Pmi as well. So private medical insurance. We use vitality. I particularly like vitality personally, because it really encourages a healthy lifestyle. And you get rewards for doing that. And I think one of the things in as we go into midlife is, it is really important to keep ourselves active.

146

00:37:19.726 --> 00:37:25.896

Sarah Moulton: to keep ourselves on the move, and to make sure we take time for resting down time and get rewarded. For that

147

00:37:26.956 --> 00:37:44.575

Sarah Moulton: we have, as most businesses do, a range of mental health policies in place. But alongside that we also have a dedicated mental health risk assessment, and we also have a dedicated mental health. Well, being Action plan that we put in place and work through with any of our colleagues who are experiencing mental health troubles.

148

00:37:44.946 --> 00:37:56.225

Sarah Moulton: and one of the things that we have carried out recently, which was hugely, hugely well received off. Those who attended it was we recently ran a suicide awareness workshop

149

00:37:56.296 --> 00:38:21.646

Sarah Moulton: as part of that workshop. It actually highlighted that the rate of suicide in females is that it's high during midlife. Considering when I think about all of the elements that can come together to create that perfect midlife storm. I'm not sure that was a massive surprise to me, but I think it's something that's really important. And it is really Help and myself and a number of my colleagues

150

00:38:21.796 --> 00:38:37.335

Sarah Moulton: and other team members in the business to be able to identify when somebody is potentially struggling, but, more importantly, equip them to be able to have those crucial crucial conversations at the moment that might make it. That might make a difference. Really, could you move on, please?

151

00:38:41.556 --> 00:39:10.056

Sarah Moulton: I've done many pause as a slide on its own, because I think in middle life women, it is probably one off, if not the biggest challenge that midlife women face. I think if so, anyone had ever come to me at some point and said to me 5 years ago. You're gonna stand in front of your washing machine and not understand how you how you work it. I would have thought about absolutely bonkers quite frankly, and actually, when I couldn't stand there and

152

00:39:10.196 --> 00:39:14.435

Sarah Moulton: understand how it worked. It's not only do you feel like you're going there.

153

00:39:14.506 --> 00:39:26.715

The fear invokes in you is something that is indescribable because you just do not know what's happening to you. But it's always some key pieces of information here that's worth knowing about menopause, and I'm sorry if you already know these.

154

00:39:26.726 --> 00:39:43.715

Sarah Moulton: but for a diagnosis perspective, one in 20 women will be diagnosed with menopause or perimenopause between the ages of 45. And the reason that's important is because 45 is actually considered to be the age at which perimenopause is most likely to start between 45 and 50

155

00:39:44.416 --> 00:40:05.965

Sarah Moulton: one in a hundred women, which in all honesty is not that not that smaller stats, but one in a hundred women will be diagnosed before they're 40, and actually, really, coincidentally, into coming on today. I have a friend of mine who is nearly 34, and has this woman been prescribed Hrt. On the back basis that she's been identified as Perry menopause and is struggling

156

00:40:06.316 --> 00:40:29.085

Sarah Moulton: the next one I can definitely testament to which is an average of 9 Gp. Appointments for a woman to be before she's diagnosed as menopause. I think I definitely had a good 9 and that it takes on average a year to be diagnosed. So when we're thinking about all of the challenges of dealing with menopause and symptoms, it provokes in itself.

157

00:40:29.156 --> 00:40:36.506

Sarah Moulton: And then this actual battle that you're also having to try and get someone to listen to you. It's really, really tough, really tough

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00:40:37.306 --> 00:40:53.735

Sarah Moulton: in terms of work. 45% of women say that their symptoms has negatively affected their work, and that definitely happened to me. And 47% of women have said they've taken a day off due to menopause, but actually haven't felt able to tell their employer. That's the reason why

159

00:40:53.816 --> 00:41:04.245

Sarah Moulton: that to me is just beyond that we should be able in this day and age to talk about the fact that we are struggling in menopause, and that actually might need to take some time out to recover

160

00:41:05.276 --> 00:41:16.995

Sarah Moulton: symptoms. 40, 66, 3,437. The reason those numbers are there is because if you Google menopause symptoms which I didn't very quickly, they are the range of

161

00:41:17.246 --> 00:41:43.065

Sarah Moulton: different numbers will pop up on the first page of your Google search. There are so many symptoms of menopause, and it impacts people so so differently, and I know there are some, some women who are, you know, fortunate enough that they sound through with very limited symptoms, but others it's it's quite crippling. I was having awful heart palpitations every day, and I'd say there were days when I was being physically sick

162

00:41:43.966 --> 00:42:00.425

Sarah Moulton: in terms of how long does this period last, it can be anywhere between 4 and 8 years. So this is a significant period of time in a woman's life, and it's a significant thing that at least 50% of our population are going to go through.

163

00:42:01.046 --> 00:42:17.405

Sarah Moulton: So in terms of Argyle, what have we got? We do mandatory training for the whole business. So our whole business we do mandatory, Dee and I training every month, and then, of course, this is part of that. We have a supportive guide to our managers to help them have those conversations.

164

00:42:17.506 --> 00:42:30.525

Sarah Moulton: We have a really comprehensive policy that has got links to a range of resources and support. Again, we have a dedicated menopause risk assessment, and we also have a dedicated menopause. Well being action plan.

165

00:42:30.546 --> 00:42:46.515

and we also have in our having our disability list. So at the point that we on board or new joiners join the business where we ask if they would like to disclose is their disability. Menopause sits as part of that to enable people to disclose to us that they have menopause.

166

00:42:46.706 --> 00:42:54.825

One of the things we're really working for towards this year is medical, friendly, accreditation. And that's that's on our plan for this year.

167

00:42:54.886 --> 00:43:18.635

Sarah Moulton: I guess some people would say that with an average age in our goal of women of 34, you know, is is this a burning topic for our goal? And for me? Yes, is a because of the reasons I've highlighted, which is, you know, one in a hundred women before 40 will be diagnosed with menopause. But, B, we need to be preparing those women for what is coming. I was not prepared. I had no idea what was coming to me. We need to be preparing them, but we

168

00:43:18.636 --> 00:43:26.055

Sarah Moulton: we also be preparing our managers on our mail colleagues and peer group so that they know and they can be supportive

169



00:43:26.836 --> 00:43:28.666  
Sarah Moulton: next slide class.

170  
00:43:31.296 --> 00:43:32.586  
Sarah Moulton: Thank you

171  
00:43:32.846 --> 00:43:50.615  
Sarah Moulton: in terms of financial wellbeing. We have a platform. So we actually have me toggle for me. It's really important, I think. The way it's helped me as a midlife problem, the way I see it. Helping is actually, people in recent years have stayed in jobs

172  
00:43:50.616 --> 00:44:14.745  
Sarah Moulton: for less time. And have various pensions in various locations. They don't know. I mean toggles been really helpful for me in terms of getting those financial pensions in place and understand my current financial position as I am approaching end of career at some point in the not too distant future. I think it really helps in terms of managing financial

173  
00:44:14.746 --> 00:44:32.575  
Sarah Moulton: costs. Full stop, and I'm I'm in that position where I've got children at school age with childcare costs. I've got a child who is a uni age and all of those bits in the middle. So it's it's it enables us to have a holistic view of our finances and support is where we need to do it.

174  
00:44:32.646 --> 00:44:53.616  
Sarah Moulton: Pension contribution matching, I think, is, is really important. If we can do it, actually, as mid-life will mean potentially get a little bit old and have greater disposable income. That might be the time that they want to pay a bit more into their pension, and the opportunity to have that match for the employees. Something, I think, is really important, and we also do a bonus and all commission

175  
00:44:53.616 --> 00:45:17.136  
Sarah Moulton: for all of our team members in order to accelerate their their financial situation. I just put the bottom chart in slightly, and I focus the chart that actually as a whole, had a range of different generations. But I focus on Jane X. And baby boomers for the nature of the mid life and the topic. But, as you can see that pension came out

176  
00:45:17.136 --> 00:45:28.695

Sarah Moulton: as the thing that those generations for most most focused on from financial perspective. And this was a survey done by standard last in February of last year.

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00:45:29.826 --> 00:45:32.456

Sarah Moulton: Could you read the slide on? Please read it.

178

00:45:35.456 --> 00:45:58.705

Sarah Moulton: So what else are we doing so much like Lisa? Has talked about. We are not business that is sizable enough that we legally required to do gender pay gap reporting, but we are doing it anyway, and we have done that as part of our commitment in our action plan, because our great place to work accreditation that we achieve last September, but also doing ethnicity disability, reporting alongside that

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00:45:58.806 --> 00:46:03.725

as a drive to be transparent in in how we're paying paying our team.

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00:46:04.076 --> 00:46:09.626

Sarah Moulton: we have a really flexible working approach to how we operate.

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00:46:09.636 --> 00:46:23.936

Sarah Moulton: we have a number of part time employees. I'm one. I work. I work 4 days week. We have options to work from home. And I'm really keen that as a senior leader, that I role model that

182

00:46:24.396 --> 00:46:46.316

Sarah Moulton: And I'm really, really focused on the fact that actually, life, that work. Life is one element of your life. So I'm very comfortable getting up, and I will walk out and leave the office at 10 past 5 to go home to my children and my dogs and my husband, in the hope that other team members see me do that, or feel encouraged to do the same thing.

183

00:46:47.496 --> 00:46:59.255

Sarah Moulton: flexible work and request. So it's coming actually into legislation from April, anyway. But we have all. We have already been doing flexible work and request from day one. So that's something that we've had in place.

184

00:46:59.266 --> 00:47:24.775

Sarah Moulton: We and I. The next one I appreciate is is not necessarily easy for all businesses to do, but we give all of our team members off the 3 days off at Christmas between Christmas and New Year, so that they don't have to take those days during, out and out of the annual leave. And what that does to me when I'm this year planning my annual leave is actually, those those 3 days actually do make a big difference.

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00:47:24.776 --> 00:47:51.046

Sarah Moulton: because it enables me to take some time off through all of my children's holidays throughout the year, not necessarily the whole week, but sometime, after all of their school holidays, because I know I don't have to save those 3 days. It just gives me that extra bit to play with. It also means that because our whole business is out, you know, I'm not looking at my phone. I'm not checking my emails. I'm not worrying about what I'm looking back into.

186

00:47:51.046 --> 00:48:15.316

Sarah Moulton: and it gives me that time to. I really rest and recuperate, which is what's best for me, and what's best for all me to come back, refresh, recoup right, but also to really really present with my family. Which is wide ranging in this time. Given that my mom is on her own now, and she decided not. My dad actually passed away. At the end of 2021.

187

00:48:16.096 --> 00:48:40.066

Sarah Moulton: young children, older children. It just gives me the opportunity to be really present, and actually, in a recent benefit survey that we did that came out as our most valued benefit across all of our employees. I've already talked about this one a bit, but we do mandatory line manager training across all areas of DE. And I. We talk about unconscious bias, menopause, all of those elements

188

00:48:40.956 --> 00:49:05.975

Sarah Moulton: hiring. We have main strides on for actually launching on International Women's Day is coming up on incognito mode on our applicant tracking system. And what that means is it renames our candidates for something like yellow duck or blue dog. So actually, there's no opportunity to be able to identify the shortlisting stage. The gender or ethnicity of the clients.

189

00:49:05.976 --> 00:49:15.766

Sarah Moulton: Whether that could be gender through male female also for generational perspective. I mean, I'm a Sarah. When I went to school there were invariably for Sarah's

190

00:49:15.766 --> 00:49:36.605

Sarah Moulton: in 17, and every one year so I think, with my name, probably have a rough guess where I am, because actually, I don't think I have any. Sarah's in any of my kids class. So it just makes it a more fair and transparent process.

191

00:49:38.496 --> 00:49:59.665

Sarah Moulton: We also do paid carers dependency for our teams. And that's for any kind of caring responsibilities. And we also support with paid pregnancy loss one of the things we're looking at as well with infertility. Week awareness week for is supporting further with paid time for fertility. Support.

192

00:50:00.176 --> 00:50:02.186

Sarah Moulton: really, could you go off the next one?

193

00:50:03.636 --> 00:50:33.396

Sarah Moulton: So what next? Where is, where is my focus and my thinking, next, I had an amazing Hr director when I worked a week. Anybody who spends much time on LinkedIn. I think we've come across him. He's huge in the DE. In our space now, and I remember him saying something which was on average, and believe they're ready for promotion 2 years before they are, and women believe they're ready for promotion 2 years after they

194

00:50:34.176 --> 00:50:35.216

pretty.

195

00:50:35.406 --> 00:50:48.855

Sarah Moulton: and this really resonated with me. One of the things I really want to build for us in our goal is how we create those soft confidence skills in women so that we close that gap, and women know when they're ready for their next promotion, particularly midlife women.

196

00:50:49.896 --> 00:50:55.656

Sarah Moulton: I really think we need to do more around male supportive culture and policies.

197

00:50:56.426 --> 00:51:09.286

Sarah Moulton: and really be loud and proud about this. I was really clear when I had our children. I have a career. You have a career. Your career is no more important than my career.

198

00:51:09.286 --> 00:51:29.875

Sarah Moulton: So if one of our one of our kids get sick, we we have what we call infectionally in our house meeting top trumps, which is, whoever has the most important day on gets to go to work. Whoever doesn't stay 100 software children. They are his. There are my husband's responsibility as well as mine. It is not a default that it sits with me.

199

00:51:29.886 --> 00:51:33.905

but I don't think we talk about that enough. I don't think we talk enough about

200

00:51:34.026 --> 00:51:49.376

Sarah Moulton: that's doing the drop off. Dad's doing the collection, Dad, staying home and looking after the tool, looking off kids with sick. And I think we've got to be much greater and better at creating those real smart man, supportive cultures and policies across the whole organization.

201

00:51:50.446 --> 00:52:18.356

Sarah Moulton: I think to me, one of the things I'd like to focus on in the future is how we support employees who are going through that journey of giving older care to relatives or parents and the guidance and support around that I had no idea what I was doing, where to start. I didn't really know too much about care homes and the differences and the funding and all of the things that go with it. It was a real minefield that actually would have been great for me just to be able to have a resource somewhere

202

00:52:18.636 --> 00:52:25.196

Sarah Moulton: in work where I could have picked up and asked some questions. So I think that's something that I would really like to focus on.

203

00:52:25.856 --> 00:52:44.046

Sarah Moulton: Cancer support. This is something that actually become very close to my heart. My husband got diagnosed with cancer, and I'll type up last year. He's doing really well, unfortunately, but we think about it from midwife in perspective, one in 2 women will develop cancer in a lot of time versus one in 3 men.

204

00:52:44.966 --> 00:52:50.326

Sarah Moulton: The cases of canceling females is higher than then. Right up until the age of 59.

205

00:52:50.676 --> 00:52:56.566

Sarah Moulton: It's also an automatic disability. Once somebody has died that the cancer diagnosis.

206

00:52:56.606 --> 00:52:58.706

Sarah Moulton: So

207

00:52:58.836 --> 00:53:12.606

Sarah Moulton: having experienced it first hand now with my husband. It's something that I think is really important that we should get in place so that our employees know that if that really awful time cars there is support available for business.

208

00:53:12.986 --> 00:53:38.855

Sarah Moulton: I really like to develop Pmi more. You know, mammograms are not standard for women in the Nhs until after 50. I would love it if we could make mammograms available for our mid life. Women from the age of 35, 43% of all Kansas and women are are breast cancer between the ages of 2025 to 49. And also think about how we're from. Menopause is the standard cover as part of our our Pmi.

209

00:53:39.276 --> 00:53:52.076

Sarah Moulton: And then my final one is just. I really want to encourage everyone to take a step back and reflect and ask ourselves what could be happening here. If we have a midlife woman who has previously performed really well, and something changes.

210

00:53:52.156 --> 00:54:01.565

Sarah Moulton: Can we have the conversation and ask what's changed? I don't think that happens enough. It certainly didn't happen to me just what got to the point where I had a breakdown. So

211

00:54:02.476 --> 00:54:07.735

Sarah Moulton: just let's take a minute to step back and reflect if something's changed.

212

00:54:08.086 --> 00:54:10.345

Sarah Moulton: And last slide, please, Rudy.

213

00:54:13.246 --> 00:54:39.635

Sarah Moulton: And this is just a call to action, really, for me. I think our responsibility is all midlife. Senior leaders, particularly women, senior leaders, is to enable better experience, not only for our peers,

for our sisters, for our daughters, for our grandson, for our granddaughters, but also for those for our younger role models such as our sons. So they actually see what is a great experience and how they can support women in their life.

214

00:54:39.696 --> 00:54:42.395

Sarah Moulton: I firmly believe that.

215

00:54:42.406 --> 00:55:02.156

Sarah Moulton: we never know when those little eyes are watching. We're a role model for everyone around 365 days a year. We should never forget that. I'm very open about my experiences and challenges with midlife, and I would like to really encourage everybody else to same. So to be bold, to be brave, and to be you.

216

00:55:05.006 --> 00:55:29.666

Kelsey Hellens: What an incredible story! Thank you very much for sharing, Sarah, thank you. Really, I think I can speak for everyone saying it's truly inspiring. What you've done. So thank you. Thank you. And thank you to our other speakers as well. I am conscious of time. But we do have one quick, Lisa. It's for you around. If you can give us some information on the feedback platforms that you mentioned

217

00:55:31.106 --> 00:55:35.386

Lisa Hand: was that, does it? Say which one I'm assuming? It's the anonymized one?

218

00:55:35.426 --> 00:55:36.696

Kelsey Hellens: Yes, thank you.

219

00:55:36.876 --> 00:55:57.425

Lisa Hand: Yeah, so it is. As I said, anonymous tool called suggestionox. I'm sure there are others. I don't wanna just be plugging them but it's just a platform where individuals can submit questions completely, anonymously, and it truly is and then it comes through to the Hr team. And what we do then, is we choose to answer them

220

00:55:57.626 --> 00:56:17.095

Lisa Hand: literally as they are, we publish them on our all company. Huddle what we call our all company meets once a month, and then we will answer them truthfully and honestly. And we get questions about everything. Down to how do I get my id badge fixed to? What's the company plans, or I'm not happy about something.

221

00:56:17.145 --> 00:56:27.885

Lisa Hand: So we truly get questions like I said, on everything, and we choose to publish them as they are, and answer them on a monthly basis. And it it's become quite a

222

00:56:27.886 --> 00:56:48.545

Lisa Hand: frequently used tool in the business as well. Everybody knows what it is because we just we're out there. We tell them what it's about, and we are transparent about it. So it's it's worked really well for us. But we equally provide people with other opportunities, provide feedback as well. But it just gives them that route that if they don't feel comfortable asking it, or having their name to a question that they have the option there.

223

00:56:50.596 --> 00:57:07.025

Kelsey Hellens: Great. Thank you, Lisa, and thank you. Everyone. As mentioned, we will be sharing a link to the webinar recorded. If you do have any questions for the speakers, or you'd like any more information around Montagu, please do send us an email and we come back to you.

224

00:57:07.216 --> 00:57:08.936

Kelsey Hellens: Thank you very much for today.