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# **Gender Policies and Flexible Working Opportunities in the Scottish Creative Industries**

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# **Project 1: Women in the Scottish Media and Communication Industries (2004)**

- **Aim:-**

*to explore the extent to which gender equality policies had been put in place by companies in the Scottish media and communication industries, and whether gender issues had been, or continued to be, encountered by those working in the sector.*

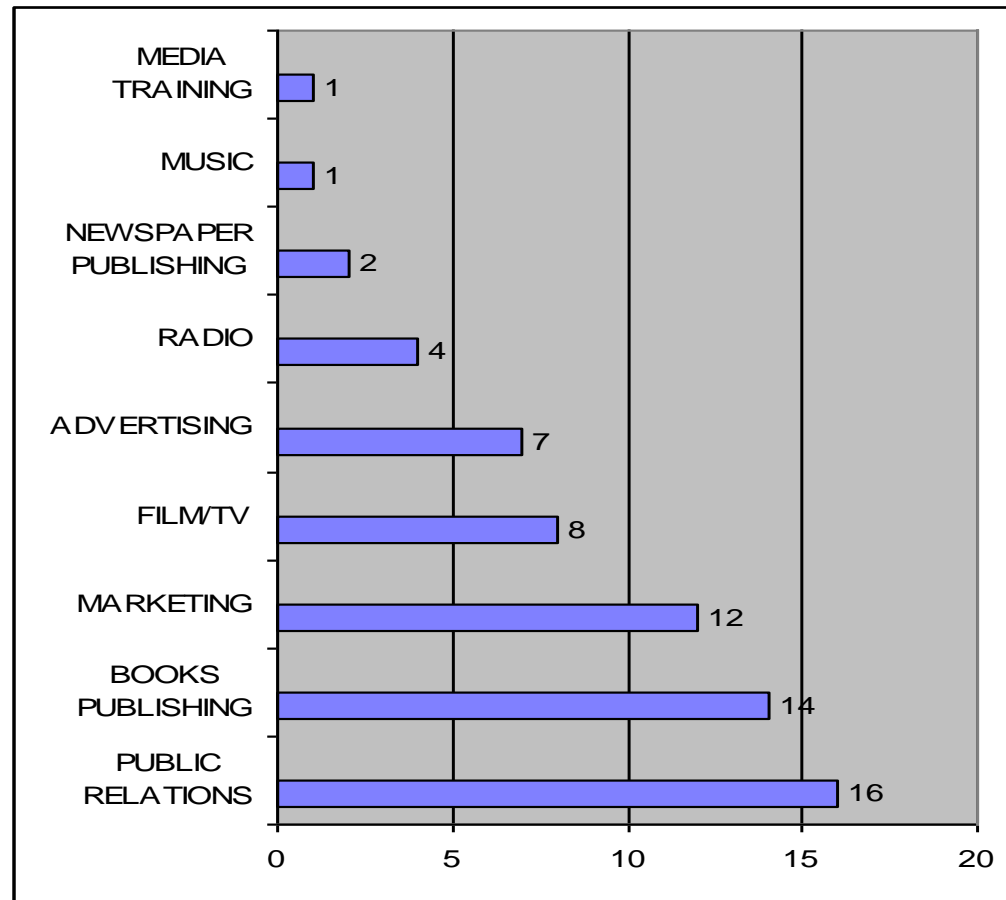
- **Industries studied:-**

advertising, marketing, and PR; radio, film and TV production; music; publishing; and print and broadcast journalism.

# Project 1: Methodology

- Postal survey of Scottish media and communication companies
  - 1,149 questionnaires distributed
  - 65 companies completed a questionnaire
  - an additional 99 companies provided reasons for *not* completing a questionnaire
- Telephone interviews with 138 individuals (84 women and 54 men) working in the Scottish media and communication industries

# Postal Survey: Responding Companies by Industry



# Existence of Policies

- 34 (54%) of the companies responding had formal gender-related policies, most commonly:-

equal opportunities	(27)	work-life balance	(13)
flexible working	(21)	diversity/inclusion	(9)
family friendly	(16)	dignity at work	(3)
- Policies more likely to have been introduced:-
  - in broadcast journalism;
  - in companies with a higher proportion of female executives and/or managers;
  - in companies where 50% or more of the workforce is female

# **Perceived Benefits of Policies**

- **Creation of a culture of equality**
- **Sense of loyalty and trust amongst staff**
- **Recruitment and promotion processes built upon merit and ability**
- **Improved levels of staff retention**

# **Barriers to Implementation of Policies (1)**

## **Maternity/Paternity Provision**

- Temporary loss of employees
- Lack of resources
- Inequality for those who are not parents
- Male attitudes towards maternity provision

## **Childcare Provision**

- Costs
- Understanding the 'need' for such policies

## **Flexible Working**

- Small companies lack resources
- Nature of business - 24/7 activities
- Affects promotion opportunities



# **Barriers to Implementation of Policies (2)**

## **Equal Pay**

Individual role = individual pay

## **Progression/career development**

Little scope for progression and/or development in small companies

Lack of appropriate mentors

Training for women only seen as expensive, and resented by men

## **Recruitment/Selection**

Female bias in some companies and industries

Geography – problems in attracting staff

## **Management support**

Management buy-in difficult

Resistance from older male managers

# Telephone Interviews: Number and Industry

Industry	Female	Male	Total
Advertising	6	0	6
Book and periodical publishing	5	5	10
Film and television production	33	22	55
Marketing	8	0	8
Music	1	6	7
Press	26	15	41
Public relations	3	1	4
Radio	2	5	7
<b>Totals</b>	<b>84</b>	<b>54</b>	<b>138</b>

# **Interview Results: Female Respondents**

- **62% of the women had experienced unequal treatment in the workplace**
- **56% had faced gender-related barriers**
- **Just 25% were aware of gender policies operated by their current employer**
- **26% felt that the existence of gender policies had had an impact on their working environment**

# **Female Interviewees: Themes Emerging (1)**

- **Women have to adopt traditional female roles to survive**
- **Women perceived as being less effective than men**
- **Workplace cultures perceived as condescending towards women**
- **Male-dominated social networks**
- **Sexism, and a lack of respect, status and recognition for women**

# **Female Interviewees: Themes Emerging (2)**

- **Work-life balance, particularly for women with children**
- **Age (i.e. older women sidelined; younger women exploited)**
- **Contract terms and conditions**
- **Fewer training opportunities for women**
- **Freelance issues**
- **Women's own personal barriers and conceptual limitations**

# **Interview Results: Male Respondents (1)**

- **Just 13% had witnessed examples of unequal treatment of women**
- **63% pointed to examples of women in senior posts as evidence of there being few barriers to women's progression**
- **68% gave examples of 'occupational segregation'**
- **20% gave examples of positive discrimination towards women, particularly younger women**

## **Interview Results: Male Respondents (2)**

- **57% highlighted difficulties in maintaining a work-life balance, both for women and men**
- **Only 19% were aware of gender policies operated by their current employer**
- **Just 11% were convinced of the need for gender equality policies**

# **Project 1 Conclusions**

- **Significant variation between companies' and employees' perspectives as to the success of existing gender policies**
- **Significant differences in the views of female and male employees**



# **Project 2: Women in the Scottish Creative Industries (2005)**

- **Aim:-**

*to explore equality policy and practice in companies in the Scottish creative sector, from the perspective of both employers and employees, and to identify examples of good practice that might be adopted throughout the creative sector.*

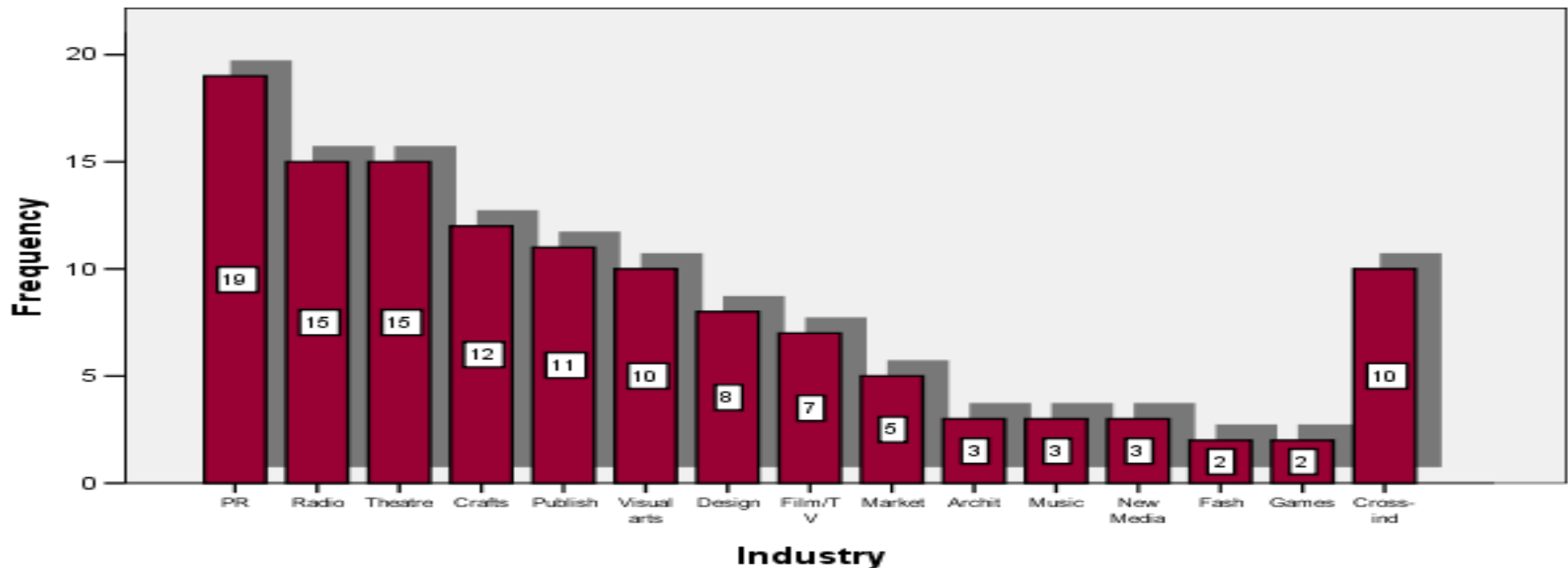
- **Examined additional industries:-**

architecture; computer games; crafts; design; designer fashion; new media; performing arts; visual arts

# **Project 2: Methodology**

- **Best practice case studies of Scottish creative businesses**
  - 51 case studies conducted, including 25 sole traders/self-employed
  - 125 individuals interviewed (95 female, 30 male)
- **Focus groups held throughout Scotland**
  - 7 focus groups held
  - 18 participants in total (all female)

# Best Practice Case Studies: Participants by Industry



# Case Study Interviewees: Employment Status

Employment Status	Female	Male	Total
Managing Director/Director	12	6	18
Middle Management	15	6	21
Other employees	47	14	61
Sole trader/Self-employed	21	4	25
<b>Totals</b>	<b>95</b>	<b>30</b>	<b>125</b>

# **Existence and Awareness of Gender-related Policies**

- **Only a minority of the case study companies (10) had formal gender-related policies**
- **Where policies did exist, employees were generally unaware of their type and extent**

# **Informal, Flexible, Family-friendly Cultures**

- **Instead of formal policies, many companies try to foster “informal”, “flexible”, “family-friendly” cultures in the workplace**
- **Employees generally spoke positively of these informal approaches**
- **An important factor in the success of these informal approaches seemed to be whether or not employers had families**

# **Formal, Flexible Working**

- **Flexible working methods had been introduced in 13 of the companies, but to a limited extent**
- **Flexible arrangements are considered on a case by case basis, and are dependent on resources, the role, and the impact on company performance**

# **Barriers to Introduction of Flexible Working Methods**

- Flexible working methods were regarded as more suitable for admin roles, or some industry-specific occupations
- It was felt that flexible working is difficult in:-
  - Client-focused roles
  - Deadline-orientated roles
  - Roles requiring long, unsociable hours or constant interaction with subordinates/colleagues
- A small number of employees felt that their employers could be doing more to experiment with flexible working
- Some evidence of flexible approaches creating resentment
- Some women, who had moved to a more flexible arrangement, had been disadvantaged by doing so



# Focus Group Participants

Focus Group (No. of Participants)	Occupation
Glasgow 1 (4)	ex-TV producer; ex-Musician; ex-Film/theatre props; Film/TV editor
Glasgow 2 (1)	Music editor
Glasgow 3 (2)	Advertising account directors (2)
Glasgow 4 (2)	Visual artist; Architect
Edinburgh (4)	MD publishing company; Illustrator; Council Arts Link Officer; PR consultant
Dundee (3)	Graphic designer; ex-Graphic designer; Cultural Enterprise officer
Inverness (2)	Arts officer; Glass artist/retired journalist

# **Focus Group Results**

- **Long hours, work-related travel and entertaining clients are difficult for women with families**
- **Job share is not possible and indeed not encouraged in the creative industries**
- **Additional implications of job sharing can include: duplication of work; problems in decision-making; and no single points of contact**
- **Women working on either a part-time or job share basis are likely to work longer hours than contracted**
- **A need for reliable support networks consisting of professional carers, family and friends**

# **Project 2 Conclusions**

- **Lack of formal flexible working opportunities**
- **Reliance on informal approaches**
- **No real consensus on best practice**