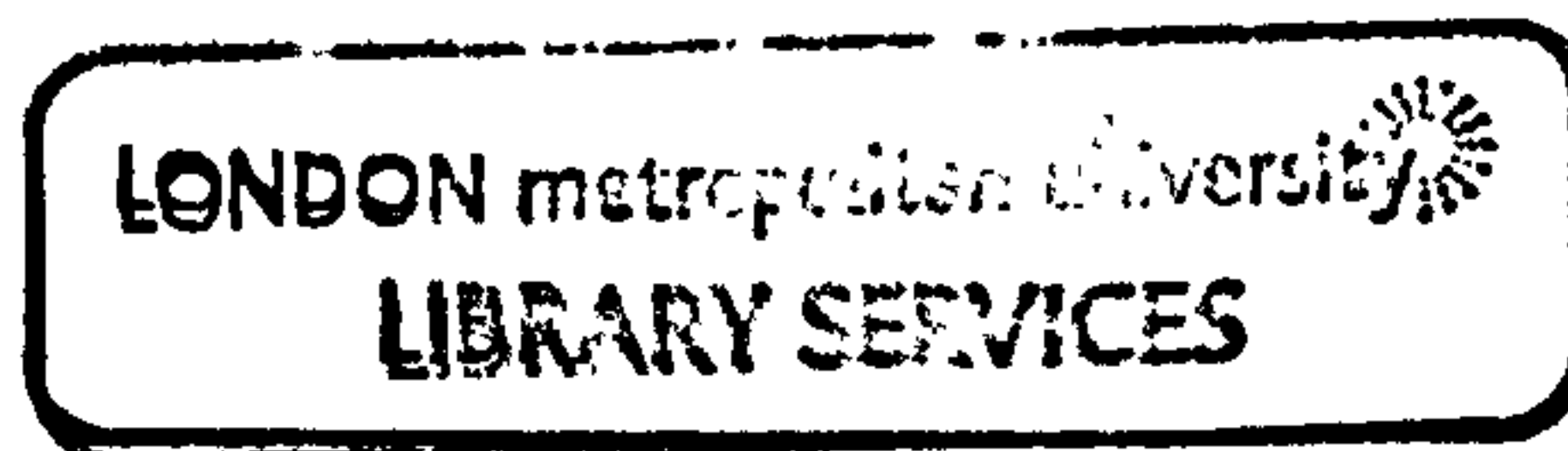


# **Women in Management: Barriers to Career Progress**

## **Volume II Appendices**



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of  
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**SURVEY QUESTIONNAIRE DISPATCHED TO 889 WOMEN  
MANAGERS IN BT IN JANUARY 1996**

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SURVEY QUESTIONNAIRE

Section 1 Employment details (please tick the appropriate boxes)

1. How long have you been working with BT?

- 1 - 4 years    5 to 9 years    10 to 14 years    15 - 19 years    20+

2. At what grade did you enter BT? (if not exact, please enter equivalent grade)

- Clerical            MPG1-4            PSG1 - 4            PCGV-U            PCGT-S            Other (Specify)  
                                                                                                    \_\_\_\_\_

3. What is your current substantive grade?

- MPG1 - 4            PSG1 - 4            PCGV-U            PCGT-S            PCGQ-R            Other (Specify)  
                                                                                                    \_\_\_\_\_

4. What grade do you hope to achieve before leaving or retiring from BT?

- MPG1 - 4            PSG1 - 4            PCGV-U            PCGT-S            PCGQ-R            Other (Specify)  
                  (Sales)                    (Mid-Mgt.)                    (Senior Mgt.)                    (Sub-Director)  
                                                                                                    \_\_\_\_\_

5. What division of BT are you in?

- PC            NBC Global    Operator    N & S    Group    Group    Concert    Other  
                  Comms    Services                    Finance    Personnel

6. What function or work area are you currently in? (please circle)

- (1)                    (2)                    (3)                    (4)                    (5)                    (6)  
Business Strategy , Computing    Engineering    Finance    General Mgt    Sales  
(7)                    (8)                    (9)                    (10)                    (11)  
Marketing    Personnel/Training    Planning/Development , Procurement/Research    Other

7. What is the highest level of educational qualifications you have achieved?(please circle)

- (1)                    (2)                    (3)                    (4)                    (5)  
O or A Levels/Highers    Diploma    1<sup>st</sup> Degree    Post Grad.    Other Specify \_\_\_\_\_

8. How mobile are you regarding where you work?

- Very     Not very     Not at all     Please specify \_\_\_\_\_

9. If anything other than 'Very' for 8, what factors limit your mobility?

Please specify \_\_\_\_\_

## APPENDIX 1

### Section 2 Career opportunities *(please tick the appropriate boxes)*

This section deals with your perceptions of your career prospects with BT, the opportunities you have had to develop new skills and your views on promotion.

10. Do you think you are in the right type of job for you at BT?

Yes  No  Please indicate why \_\_\_\_\_

11. Have you ever undertaken formal re-training to change jobs in BT?

Yes  No  Please indicate which \_\_\_\_\_

12. Have you ever been on a formal exchange programme or secondment?

Yes  No  If 'Yes', did it help your career Yes  No

**Do you think that BT offers women equal chances with men in BT for:**  
*(please tick your answer for each)*

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 13. Moving from one division to another   | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Being selected for job interviews   | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Promotion   | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Being seconded to a BT office abroad  | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Working directly with foreign administrations<br>(e.g. BT Joint Venture team, International Carrier Services) | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. Managing large teams of people (over 20)  | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. Becoming a head of division or director   | <input type="checkbox"/> | <input type="checkbox"/> |

**About promotion to the next level, do you think that:**

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| 20. You have the right formal qualifications for promotion                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. You probably need more/other formal qualifications                                       | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. Your experience is probably enough for promotion   | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. Promotion would demand more time at work than<br>you can afford due to other commitments | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. Promotion would demand more commitment to<br>work than you are prepared to give just now | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. There is little opportunity for promotion in BT  | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. Increased responsibility makes promotion unattractive                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. The salary increase is sufficient to make promotion attractive                           | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. You would relish the challenge of promotion  | <input type="checkbox"/> | <input type="checkbox"/> |

### Section 3 Satisfaction with BT

## APPENDIX 1

Questions 29 to 41 further explore your satisfaction in working with BT. Questions 42 to 52 briefly cover your views on management styles and some of the values of women and men managers in BT.

**I stay with BT because:** *(please answer all questions by ticking the appropriate boxes)*

- |  | True                     | Not True                 |
|--|--------------------------|--------------------------|
| 29. I think I have a bright future if I stay in BT | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. I earn more than I think I could outside       | <input type="checkbox"/> | <input type="checkbox"/> |
| 31. Promotion opportunities are good               | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. The Pension and Benefits are good              | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. I fear the unknown                             | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. I don't think I am qualified to move outside   | <input type="checkbox"/> | <input type="checkbox"/> |

**I would leave BT if:** *(please answer all questions by ticking the appropriate boxes)*

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 35. A job outside better furthered my career        | <input type="checkbox"/> | <input type="checkbox"/> |
| 36. I got an unacceptable salary review             | <input type="checkbox"/> | <input type="checkbox"/> |
| 37. My workload further increased                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 38. I failed to gain promotion in a reasonable time | <input type="checkbox"/> | <input type="checkbox"/> |
| 39. I gained new formal qualifications              | <input type="checkbox"/> | <input type="checkbox"/> |
| 40. I was forced to re-locate further away          | <input type="checkbox"/> | <input type="checkbox"/> |
| 41. I wanted to start, or add to my family          | <input type="checkbox"/> | <input type="checkbox"/> |

**In your opinion, which of the following statements are true:** True      Not True

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 42. BT needs new management styles in order to thrive           | <input type="checkbox"/> | <input type="checkbox"/> |
| 43. Management is encouraged to be flexible and adaptable       | <input type="checkbox"/> | <input type="checkbox"/> |
| 44. Current management structures stifle initiative             | <input type="checkbox"/> | <input type="checkbox"/> |
| 45. BT rewards hours in the office more than quality of output  | <input type="checkbox"/> | <input type="checkbox"/> |
| 46. Women work better under flexible conditions                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 47. Men work better under flexible conditions                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 48. Generally, women place great value on teamwork              | <input type="checkbox"/> | <input type="checkbox"/> |
| 49. Hard work alone is sufficient to gain a manager recognition | <input type="checkbox"/> | <input type="checkbox"/> |
| 50. Women in BT expect a job for life                           | <input type="checkbox"/> | <input type="checkbox"/> |
| 51. Generally, men are happy with management styles in BT       | <input type="checkbox"/> | <input type="checkbox"/> |

APPENDIX 1

52. Generally, women are happy with management styles in BT

Comments on any of the above \_\_\_\_\_

**Section 4 BT Release Programmes & Working Hours**

This section covers your thoughts on the Release Programmes from Release '92 through to Release '95 and the latter half deals with working hours.

**About the Release Programmes:** *(please answer all questions by ticking appropriate boxes)*

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 53. Are you leaving BT under Release '95  | <input type="checkbox"/> | <input type="checkbox"/> |
| 54. Did you at any time consider applying for, or apply for any of the Release Programmes | <input type="checkbox"/> | <input type="checkbox"/> |
| 55. Do you think that women are more likely to be accepted for Release than men in BT     | <input type="checkbox"/> | <input type="checkbox"/> |
| 56. Do you think that women were unfairly targeted or selected for Release programmes     | <input type="checkbox"/> | <input type="checkbox"/> |

If 'yes' to Q56, can you comment \_\_\_\_\_

**Would you prefer to work:** *(please tick one box only)*

- |                                  | Yes                      | No                       |
|----------------------------------|--------------------------|--------------------------|
| 57. Full time                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 58. Flexitime (for all managers) | <input type="checkbox"/> | <input type="checkbox"/> |
| 59. Part-time                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 60. With a job-share partner     | <input type="checkbox"/> | <input type="checkbox"/> |

**Would you prefer to work:** *(please tick one box only)*

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 61. In an office                              | <input type="checkbox"/> | <input type="checkbox"/> |
| 62. From home                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 63. At home and in the office (a combination) | <input type="checkbox"/> | <input type="checkbox"/> |
| 64. At an office close to home                | <input type="checkbox"/> | <input type="checkbox"/> |

- |   |            |            |            |            |
|---|------------|------------|------------|------------|
| 65. For you, what is an acceptable journey time to work | 30<br>mins | 45<br>mins | 60<br>mins | 90<br>mins |
|---|------------|------------|------------|------------|

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*(please tick one box only)*

66. If you didn't work for BT would you like to work: *(please choose one only)*

- For yourself
- In a small family company
- In a large company similar to BT
- In a consultancy
- In the voluntary sector
- In the telecoms industry for a competitor

**Other** *(please specify)* \_\_\_\_\_

**Section 5 Additional Comments**

I would be very interested in reading any additional comments you may wish to make to the attached survey. Thank you in advance for this information.



## APPENDIX 1

### Section 6 Personal Details

*It is not obligatory to complete this section.*

Thank you for completing this survey. If you wish to receive the survey results please complete your details below and I shall be happy to copy them to you following the analysis.

**Name** \_\_\_\_\_

**Contact address** \_\_\_\_\_

---

**Telephone No.** \_\_\_\_\_

**Fax No.** \_\_\_\_\_

Please be assured that your questionnaire responses are completely confidential. This page will be detached from your questionnaire responses on receipt, thus ensuring responses and details cannot be re-associated.

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APPENDIX 2

APPENDIX 2

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**LETTER AND SURVEY RESULTS SENT TO  
RESPONDENTS WHO REQUESTED A COPY**

## APPENDIX 2

At 31 March 1995 there were 5001 woman managers in BT. In January this year I wrote to 889 of you asking you to complete and return questionnaires about some of your attitudes to woman in management in BT.

In all, 630 questionnaires were returned of which 613 were able to be used. ('Rejects' had missing pages, too many questions unanswered or were returned after the February deadline). This represents a response rate of 69%, rendering the response rate robust by any research standards. Over 200 respondents also provided up to two and a half pages of comments on a number of aspects of their experiences and I am now in the process of analysing these. This was an added bonus to my research that I was not expecting and means that I can cut down on the face-to-face interviews planned for later this year.

Interestingly, woman have a culture of questionnaire completion – perhaps because of all those magazines surveys so many of us pencil-in, but that does not adequately explain the responses to this questionnaire.

Quite a few of you asked why I was undertaking the research, what was to be done with the results and why it would take so long for the full report to be published. The answer is that I am currently researching a BT sponsored Ph.D. in woman in management in BT and am due to write up my findings during 1997 (my day job takes precedence!). My work will contribute to other long term research that is ongoing in BT on different aspects of womans' experiences in the company.

When you returned your questionnaire, you requested a copy of the results and I am happy to enclose them here. I have not attempted to interpret them here, simply provide you with a count of responses. My next steps are to break down the findings by division, grade and job function in order to ascertain any significant differences in the responses.

I would like to thank you very much for taking the time to fill in and return your questionnaire. To those who added their comments, I hope there is the added satisfaction of knowing that this is helping enormously to gain a fuller picture of the experiences of BT woman managers.

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G087  
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## APPENDIX 2

### Section 1. Employment details

#### A. (Q3 x Q5) Respondents grade by division

	Other	PC	NBC	GC	N&S	Group Finance	Totals
MPG 1-4	6	63	89	38	123	32	351
PSG 1-4	0	14	30	29	0	0	73
PCG V-U	5	8	25	26	37	15	116
PCG T-S	1	9	17	14	15	0	56
PCG =>R	0	3	5	1	1	1	11
	12	97	166	108	176	48	607

#### B. (Q3 x Q1) Respondents grade by time served

	Up to 1 year	1-4 years	5-9 years	10-14 years	15-19 years	20 years +	Totals
MPG 1-4	2	44	77	80	75	72	350
PSG 1-4	0	19	26	20	8	0	73
PCG V-U	0	16	26	20	32	22	116
PCG T-S	0	9	16	17	5	9	56
PCG => R	0	1	3	2	2	3	11
	2	89	148	139	122	106	606

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**C. (Q5 x Q6) Respondents job function by division**

	Other	PC	NBC	GC	N & S	Group Finance	Totals
Bus. Strategy	0	1	5	2	2	1	11
Computing	0	2	5	2	102	0	111
Engineering	2	2	5	0	12	0	21
Finance	0	4	18	13	0	24	59
General Mgt.	4	11	13	2	5	3	38
Sales	1	20	55	23	0	0	99
Marketing	1	27	27	27	1	0	83
Personal & Training	3	11	10	14	9	0	47
Planning & Development	0	3	4	1	6	1	15
Procurement & Research	0	0	0	0	19	3	22
Other	0	16	23	24	20	16	99
	11	97	165	108	176	48	605

**D. (Q7 x Q5) Respondents qualifications by division**

	Other	PC	NBC	GC	N & S	Group Finance	Totals
<= A Level	5	50	72	40	59	18	244
Diploma	2	11	28	17	14	6	78
1 <sup>st</sup> degree	2	19	40	23	61	18	163
Post Grad.	4	16	24	26	40	6	116
	13	96	164	106	174	48	601

## APPENDIX 2

### E. (Q7 x Q3) Respondents qualifications by grade

	MPG 1-4	PSG 1-4	PCG V- U	PCG T-S	PCG => R	Totals
<= A Level	174	40	20	8	0	242
Diploma	44	15	15	3	1	78
1 <sup>st</sup> degree	81	15	48	15	4	163
Post Grad.	46	3	32	29	6	116
	345	73	115	55	11	599

### 8. & 9. How mobile are respondents

607 Respondents answered this question.

217 Woman managers responded that they were mobile regarding where they worked

390 Women managers responded that they were “not at all” or “not very” mobile.

334 Women provided reasons for responding “not very” or “not at all” to the question about mobility regarding where they worked

Some respondents provided more than one reason for limited mobility. However, only the first reason given has been counted here as it was deemed to be uppermost in the mind of the respondent when completing the questionnaire.

Reasons for not Being mobile	Number answering	% of total answering Q9	% of total respondents answering Q8
Spouse/Partner	153	46	26
Family/Childcare	126	38	21
Social	9	3	1
Single Parent	4	1	.5
Other (incl. Invalid parents, relatives, neighbours, personal)	42	12	7
No reason provided	56	17	9
Total	390	100	64.5

APPENDIX 2

**10. Are respondents in the right job for them at BT**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	461	87	75
No	70	13	11
Total	531	100	86

**10.a Main reasons given for attitude to job**

Reasons given for response	Doesn't enjoy Job	Enjoys job
Enjoys job	0	41
Doesn't enjoy job	1	0
Right skills for job	2	106
Wrong skills for job	15	1
Challenging	0	28
Not stretched	22	1
Limited prospects	1	0
Redeployee	5	0
Wants other job	24	0
	70	177

**11. How many respondents have undertaken formal re-training in BT**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	33	5	5
No	570	95	93
Total	603	100	98

APPENDIX 2

**12. How many respondents have been on a formal exchange program or secondment**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	48	8	8
No	555	92	90
Total	603	100	98

**33** managers commented that they thought it had helped their careers

In response to questions about BT offering equal chances with men in BT, the following answers were provided:

**13. Moving from one division to another**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	470	79	76
No	123	21	20
Total	593	100	96

**14. Being selected for job interviews**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	492	82	80
No	105	18	17
Total	597	100	97



## APPENDIX 2

### 15. Promotion

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	370	62	60
No	225	38	37
Total	595	100	97

### 16. Being seconded to BT office abroad

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	305	57	50
No	227	43	37
Total	532	100	87

### 17. Working with foreign administrations

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	343	66	56
No	178	34	29
Total	521	100	85

### 18. Managing large teams of people (over 20)

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	409	69	67
No	181	31	29
Total	590	100	96

APPENDIX 2

**19. Becoming a head of division or director**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	207	35	34
No	379	65	62
Total	586	100	96

Asked about promotion to the next level, respondents believe they:

**20. Have the right formal qualifications for promotion**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	432	72	70
No	166	28	27
Total	598	100	97

**21. Probably need more/other formal qualifications**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	198	34	32
No	391	66	64
Total	589	100	96

**22. Have experience that is probably enough to get promotion**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	418	69	68
No	187	31	31
Total	605	100	99

APPENDIX 2

**23. Would promotion demand more time at work than they can afford due to other commitments**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	194	32	32
No	410	68	67
Total	604	100	99

**24. Would promotion demand more commitment to work that they are prepared to give just now**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	187	31	31
No	419	69	68
Total	606	100	99

**25. And, is there little opportunity for promotion in BT**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	393	65	64
No	218	35	36
Total	611	100	100

**26. Does the increased responsibility make promotion unattractive**

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	102	17	17
No	503	83	82
Total	605	100	99

## APPENDIX 2

### 27. Is the salary increase sufficient to make promotion attractive

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	229	38	37
No	369	62	60
Total	598	100	97

### 28. Would they relish the challenge of promotion

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	489	81	80
No	112	19	18
Total	601	100	98

Asked why they stay with BT, respondents provided these answers. They think:

### 29. They have a bright future if they stay in BT

Response	Number of respondents	% of total answering	% of total respondents (613)
True	314	53	51
Not true	278	47	45
Total	592	100	96

### 30. They earn more than they could outside

Response	Number of respondents	% of total answering	% of total respondents (613)
True	333	55	54
Not true	271	45	44
Total	604	100	98

APPENDIX 2

**31. Promotion opportunities are good**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	173	29	28
Not true	422	71	69
Total	595	100	97

**32. The pension and benefits are good**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	528	87	86
Not true	79	13	13
Total	607	100	99

**33. They fear the unknown**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	191	32	31
Not true	415	68	68
Total	606	100	99

**34. They are not qualified to move outside**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	98	16	16
Not true	507	84	83
Total	605	100	99

## APPENDIX 2

**And, respondents would leave BT if:**

### **35. A job outside better furthered their career**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	485	80	79
Not true	122	20	20
Total	607	100	99

### **36. They got an unacceptable salary review**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	187	31	30
Not true	410	69	67
Total	597	100	97

### **37. Their workload further increased**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	140	23	23
Not true	460	77	75
Total	600	100	98

### **38. They failed to gain promotion in a reasonable time**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	257	43	42
Not true	343	57	56
Total	600	100	98

## APPENDIX 2

### 39. They gained new formal qualifications

Response	Number of respondents	% of total answering	% of total respondents (613)
True	155	26	25
Not true	447	74	73
Total	602	100	98

### 40. They were forced to re-locate further away

Response	Number of respondents	% of total answering	% of total respondents (613)
True	357	60	58
Not true	241	40	39
Total	598	100	97

### 41. They wanted to start, or add to, their family

Response	Number of respondents	% of total answering	% of total respondents (613)
True	86	15	14
Not true	502	85	82
Total	588	100	96

Respondents' opinions on the following were:

### 42. BT needs new management styles in order to thrive

Response	Number of respondents	% of total answering	% of total respondents (613)
True	545	90	89
Not true	62	10	10
Total	607	100	99

## APPENDIX 2

### 43. Management is encouraged to be flexible and adaptive

Response	Number of respondents	% of total answering	% of total respondents (613)
Yes	323	54	53
No	279	46	46
Total	602	100	99

### 44. Current management structures stifle initiative

Reasons	Number of respondents	% of total answering	% of total respondents (613)
True	382	63	62
Not true	222	37	36
Total	603	100	98

### 45. BT rewards hours in the office more than quality of output

Response	Number of respondents	% of total answering	% of total respondents (613)
True	272	45	44
Not true	328	55	53
Total	600	100	97

### 46. Women work better under flexible conditions

Response	Number of respondents	% of total answering	% of total respondents (613)
True	533	89	87
Not true	63	11	10
Total	596	100	97



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**47. Men work better under flexible conditions**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	410	69	67
Not true	180	31	29
Total	590	100	96

**48. Generally, woman place great value on teamwork**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	506	84	83
Not true	93	16	15
Total	599	100	98

**49. Hard work alone is enough to gain a manager recognition**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	39	6	6
Not true	569	94	93
Total	608	100	99

**50. Woman in BT expect a job for life**

Response	Number of respondents	% of total answering	% of total respondents (613)
True	73	12	12
Not true	529	88	86
Total	602	100	98

## APPENDIX 2

### 51. Generally, men are happy with the management styles in BT

Response	Number of respondents	% of total answering	% of total respondents (613)
True	257	45	42
Not true	319	55	52
Total	576	100	94

### 52. Generally, women are happy with the management styles in BT

Response	Number of respondents	% of total answering	% of total respondents (613)
True	100	17	16
Not true	484	83	79
Total	584	100	95

### About the Release Programmes:

- 53. 41 Respondents stated that they were leaving BT under release '95 (by 31/3/96)
- 54. 268 Respondents stated they had at some time considered applying for Release
- 55. 131 Respondents said that women were more likely to be accepted for Release than men in BT
- 56. 38 Respondents thought that women were unfairly targeted or selected for Release programmes

### 57. to 60. When considering different modes of working

- 323 Respondents were happy to work full-time
- 324 Wanted flexitime for all managers
- 67 Respondents wanted to work part-time
- 29 Respondents wanted job-sharing  
(several of whom already had this arrangement)

## APPENDIX 2

**Would woman managers prefer to work (not mutually exclusive):**

61. In an office	Yes	130
62. At home	Yes	34
63. At a combination of home and office	Yes	415
64. At an office close to home	Yes	208

**65. An acceptable journey time to work is:**

Time	Number of respondents	% of total answering
30 minutes	215	35
45 minutes	195	32
60 minutes	163	27
90 minutes	40	6
Total	613	100

**66. If respondents didn't work for BT they would work:**

	Number of respondents	% of total answering	% of total respondents (613)
For themselves	164	28	27
In a small family company	57	9	9
In a large company similar to BT	152	26	25
In a consultancy	105	18	17
In the voluntary sector	46	8	8
In the telecoms industry for a competitor	54	9	9
Other	15	2	2
Total	593	100	97

APPENDIX 3

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**RESPONDENTS' ADDITIONAL COMMENTS  
GROUPED BY SUBJECT**

## APPENDIX 3

The text has been copied in its original form in order to maintain the quality and to convey the emotional feel of the responses. However, where a single respondent recorded more than one issue, parts of the original text may appear in more than one entry. Where this has occurred, the respondent's identification number appears in *Italics*. In a few cases text has been added to return the phrase to its original context. This has been necessary to make sense where phrases were extracted from longer sentences addressing several issues. Added text is shown in square brackets. Finally, for consistency, capital letters have been used at the beginning of sentences that may appear in the original text as lower case.

Inevitably some comments would fit equally well in two or more sections. In these cases, the text is shown in the most appropriate section, assessed from the context in which it was written.

## APPENDIX 3

### **Macho management culture**

8. [Women have to] fight like a man.
9. [BT has] managers with anti-women feelings...a punishment culture.
10. Target and change the attitudes.
11. Divisional boundaries are like Berlin Wall
25. Only say what a manager wants to hear.
32. The education of men to accept that they are not, of right, superior and more entitled to promotion etc. will alas take a long time.
38. Male principles, authoritative behaviour, long hours, self-interest. [I have] not had equal opportunities in skill perception or cultural terms. [Women do] not wish to get ahead if it means adopting behaviours they do not find acceptable... hence they self-select themselves away from promotion.
41. Women have more to prove than men. Casting couch [is often raised] when women are promoted.
47. Bias against women... ingrained.
100. I have never experienced a senior manager so openly making sexist comments and feeling as a lower class citizen because of my sex. Openly in meetings of 20 or more it has been said "every women can be bought, they all have a price". In a meeting I had with (*name supplied by respondent*) along with my colleague I was told that "I had become a pain because I was female".
102. Process and bureaucracy stifle flexibility.

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**256.** It does seem that women have a more difficult task in achieving recognition etc. i.e. a positive man = an aggressive woman etc!

**259.** I feel that some of the senior female role models have [a] somewhat aggressive and “male” approach which I would not want to emulate.... I do not want to sacrifice home life and personality to work the hours and adopt the style I observe at a senior level.

**284.** Salary range varies enormously.... Flexibility for men to work from home is available, often justified by a need to complete urgent admin. Tasks in an undisturbed environment. When a women asks for similar facilities management deem work is not the foremost reason (but rather) domestic chores or children. Male managers are less inclined to consult women for new ideas, business decisions, even when the women may have the most experience in this field.

**288.** Excessively macho. I do not think they (women) are keen to be overtly political to keep their careers, should not be necessary. The pressures on all managers make the prospect of combining a family with work very demanding.

**291.** Comments from colleagues can at times be undermining, dismissive and sexist.

**308.** Women are “Pigeon holed” into personnel or more traditional roles. I think some real culture changes are necessary before BT can truly be considered a truly dynamic equal opportunities employer which takes advantage of the skills of all it’s workforce.

### APPENDIX 3

**320.** Men have become more aggressive.... Treating females as “little silly women”. We are having to fight much harder to maintain our position. Ego battles are common.... Male bad manners are rife e.g. excessive swearing, shouting you down. Female colleagues are better skilled in the people and team skills and hold them together. Despite senior managers saying that people matter, still people are treated like bodies to be moved about.... Without consultation or consideration of their aspirations.... I have slogged my guts out for the last three years.... I have had little recognition, yet I have seen male colleagues whose backs I have covered, who have ridden on the back of my work, getting promoted and financial rewards.

**327.** BT values the traditional strong/aggressive management style over a more consultative style generally adopted by women managers. The company has to recognise and reward the ‘female management style’. It does not do this, which leads to inequality in pay and bonuses for equivalent performance and results.

**328.** Culture is becoming more macho and the differing style of women managers is not sufficiently valued. I do not feel that the company really values my efforts.

**338.** My senior manager makes a joke of women only being good for one thing. Attitudes are still a decade behind where they should be.

**365.** There are still quite a few dinosaurs who think that a women’s place is in the home and go out of their way to make things as difficult as possible. We



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are not reliable, we suffer from “monthly’s”, when we disagree with anything they say we bring our personal problems to work.

403. My section manager is generally considered to be very pro-women but as long as women are expected to behave like men. It is difficult for many of us to be recognised.... If we are not prepared to table thump in the same ways as our male colleagues.

408. People tend to assume that a woman is non-technical until she proves otherwise whereas a man’s assumed to know what he’s talking about until he proves otherwise.

414. BT still places too much emphasis on traditional styles of management and often fails to realise the benefits of a more co-operative style.

434. Women are far less likely to take that sort of line (this is what I want, don’t tell me it is impossible, do it, approach) or grab the glory for achievements and consequently less likely to achieve very senior positions in BT. The culture in N&S is built on a fairly narrow view of desirable skills and attitudes and now there are few women in a position to change and broaden this.... The company now seems to accept possibly condone a very uncompromising management style, “this is what I want, don’t tell me it is impossible, do it”, approach, which can stifle initiative and honesty.

437. If I answer a colleague’s phone, sometimes the man on the other end assumes that as I am a female and answering a phone, I must be my colleague’s secretary. [In the team] the language used.... contained sexual innuendo and

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things I said were twisted to contain double entendre. The men were not unpleasant people.... But I found the time depressing and stressful.

438. Current management style is very macho.

461. Comments of “token women”.

462. One of the most difficult situations.... As a women manager is putting forward a strong belief or argument, which is often interpreted by senior (male) managers as “moaning or whinging”.... Or “the irrational women’s thinking”.

471. I feel that if you are prepared to fight your own corner you will achieve results.

497. Management by fear seems to be prevalent, it does not work in that it directly drives down productivity.

498. My previous line manager made life hell, he achieved this by:- shouting at me over the telephone, never knowing or explaining what he wanted from me, then criticising when it was not exactly what he wanted, saying my ideas would not work, then claiming them as his own to his manager, not giving recognition or mention of achievements in the appraisal. I found out afterwards that I was the third woman he had treated in this way...I will be taking release 95<sup>1</sup>.... My reason is because of the uncertainty of who my next manager will be, how I will be treated. At the moment I feel that BT has too much control over my life.

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**506.** Male colleagues still treat women with contempt and automatically assume that they are in clerical positions or that they welcome sexual advances.

**509.** Expect you to be barefoot and pregnant most of the time.... Some divisions.... Are much more forward thinking than others.... It also very much depends on an individuals line manager.

**511.** Management style has a lot of organisational fear in it in my experience.

**516.** BT is very competitive and political and men dictate this pace. Women have a different way of working to achieve the same results but because of the general critical competitive culture women don't get a chance unless they behave the same as men.

**518.** I believe that in terms of style of management and rewarding our people we are years behind our competitors.

**591.** Still very macho male environment lacking honesty and recognition of value in terms of contribution.

**602.** Currently managers of both sexes are concerned at the increasing levels of "Bullying", this is now more than ever being adopted as an acceptable style.

**605.** BT does not recognise different management styles between men and women, experience counts for very little and no consideration is given to a people focused style as opposed to a totally target orientated style with a bully

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<sup>1</sup> Release '95 refers to the redundancy scheme for the period 1 April 1995 to 31 March 1996.

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boy style. Women are placed in jobs where they have to exceed what would normally be expected to have a chance of recognition or further promotion.

608. Not enough support for softer management styles, "macho rules". [I] do not believe this company is seriously committed to high quality management only a tough macho culture.

### **Favourable aspects**

78. [I] benefited from the company's training policy...day release to gain the necessary qualifications for career progression and through out.... Received quality pre/post training for any new post.

94. I'm pleased to say that I am one of six graduate trainees.... We are being trained and developed with PC Marketing with a view to assuming responsible middle/senior management posts.

101. In retail I believe in the new style of management (1995) equal opportunities exist for all.

107. I believe that within my division PC (Payphones) we have a more flexible and less discriminating culture.

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279.<sup>2</sup> Job grade and promotion are outmoded and in my opinion are part of the old traditional male dominated ways of thinking. Syntegra as pioneered many new concepts.... Meritocracy, flexible benefits, flexible/project working, skills based development and the removal of job grades. We introduced a new multi-focal organisation.... Which spans a global business but removes hierarchy.

### **Exclusionist Practices**

20. Men only domains. Women miss out on information, recreational activities, even the loo.

39. People's attitudes. At most meetings I attend I am the only woman and this has resulted in me being treated as a quasi-secretary...which in turn makes me feel undervalued.

61. Male bonding I can't participate in. Politics and power games, more of a male arena. [I] cannot be one of the lads. Men bond better with their macho senior managers. I want to be treated like a normal colleague not a woman colleague.

62. Social interaction seems to centre around football and cricket.

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<sup>2</sup> This respondent was a Director with Syntegra, which is a BT wholly owned subsidiary, and comments on how she feels their system works better.

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65. I have experienced that work related proposals are 50% less likely to be accepted when suggested by a woman!
66. Language....Gentlemen at top of memo's, man hours. Even senior management have called me darling at a meeting. A lot of managers in BT would see it as a demotion if a woman was their boss. Even talented [women] MPG's are not given man management responsibilities".
67. [Women] are still less likely to progress than their male colleagues. This I think is probably due to cultural attitudes rather than overt opposition.
96. Little opportunity for women to be selected for managerial positions on the engineering side as there appears to be a feeling that women are not capable of managing large teams of men.
99. The problems I think are those that are prevalent in any large company, not valuing the skills that in general women have, i.e. being communicators and team players. I don't think its about equality any more its about recognition and whereas most of the women I work with use the word "we" most of the men are still in "I" mode, as in "I think" "I did". I get really fed up of not feeling valued. I'm self-motivated and well able to fight my own corner but quite honestly I can't be bothered any more.
111. Promotion depends on who you know....other avenues for these relationships to exist are external groups to BT, such as the Masons, Round Table etc.. Women are much less likely to belong to these.

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**257.** Prejudice still exists for promotion – men viewed as reliable-able to cope with all sorts of pressure – women viewed as unreliable and weak – easily dissuaded by pressure/ can't balance priorities between work and home commitments. Women tend to be "pigeon holed".... If one is good in a certain skill area then.... You have found your niche now stay there.... Can be overlooked for development. It would be nice to see more support from BT for its women managers. Women managers are judged more harshly than men are... "when I am right no one remembers, when I am wrong no one forgets".

**262.** I do not see any opportunity for promotion nor any willingness by the current senior management team to include me in their (all male) club as a peer.

**274.** Women are held back by management styles and reluctance in some quarters to promote them.

**314.** The culture at senior level which tends to result in promotion in own image...attitudes of what women can do are more stereotyped. There is a problem particularly at more senior level with role models.

**316.** The discrimination...is subliminal, most male managers do not realise they are doing it. 2 Forms: 1) When they are thinking about names for promotion or special jobs female names do not get mentioned at all. 2) If [a] female name is mentioned, invisibly a comment is made by the Proposer or a colleague like "she has young children" or "they have just moved house so she will not want to do it." One manager told me I would not get promoted because he did not like women working directly to him.

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326. Old boy network... very frustrating to cope with.

412. I think that D&P (as was)<sup>3</sup> has the most paternalistic/male-orientated attitude of any part of BT.

413. Very old boy network orientated, with a job for the boys' attitude. Chauvinism is still rife, even in those managers who try hard to be unbiased. I was not invited to an exhibition as it was considered to be 'Too technical'. Women managers always seem to be placed in support roles e.g. help desk, admin. Managers.

435. I feel the male culture/bonding to be too strong.

441. BT's rigid structure is hard to overcome and the employees seem to be at either end of the spectrum i.e. all out to help or completely "no way".... still feels like Civil Service.

467. Male senior managers ensure there are "Jobs for the boys" + tend to disregard opinions/issues of females.... Unless they are supported by male colleagues.

470. I have felt that I have been unfairly treated as a female manager.... I feel that male managers are less likely to be targeted for release schemes but more likely to be promoted.

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<sup>3</sup> D&P was integrated into the N&S, Networks and Systems structure



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**501.** I often feel as though I'm not taken seriously (at first) by other BT Divisions. Lack of (job) security is an issue.... Constant change/lack of stability.

**504.** Negative reaction to women progressing.

**510.** With increased rarity in promotion opportunities the visibility of the old boys network in selection is increasing.

**511.** BT appears to be very positive towards women, but culturally is still male dominated in its attitudes and expectations. Women succeed if they adopt male working styles and procedures, but expressions such as "Bimbo" are still heard of women in managerial positions.

**514.** Within PSG<sup>4</sup> range.... It appears that women's base salary is usually significantly lower than male colleagues of same age/ability/ experience.

**519.** The attitude of engineering colleagues to a female in marketing...the natural assumption is that I must know all about marketing but nothing about engineering, in fact virtually the opposite is true.... The patronising "of course this must be difficult to understand when you're a marketer".

**528.** Sexist, male dominated organisation, equal opps. is paid lip service.

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<sup>4</sup> PSG is the management grade for Sales

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609. Still a lot of old boy network. I feel I could have progressed much quicker in BT with more management assistance.... One to ones for example have been non existent. I have never had a PDP<sup>5</sup> completed to develop my career path.

### Presenteeism

255. A 42-hour week would be better than 50-60 hour.

323. [Women] cannot compete with a single career person, i.e. a person without a working spouse. As long as Commitment = long working hours = promotion, is the norm the situation will not change.

363. I do not believe the BT management gives due consideration to hours worked.

471. BT expects extra hours to be input with little consideration for ones personal life.

496. [Want to work] straightforward 9-5.

503. With sensitivity and thought it is possible to combine motherhood and work.... Because I have provided BT with only slightly more hours than it pays me, I think this significantly limits promotion along with the fact I don't want to move to London.

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<sup>5</sup> Personal Development Plan. These are supposed to be produced yearly in agreement with the line manager.

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**505.** I feel that BT should change its expectations of managers as the long hours worked cannot be efficient either in work terms or in the stress put on families.

**602.** Comments are still passed to those leaving at 5.00.... the question is why does the culture force us into the situation, regarding rewards for hours/versus output.

### **Mobility**

**61.** It is very much a full timers, staying late, travelling to the end of the country at the drop of a hat kind of culture.

**103.** The issue of mobility.... Should not be an issue at all...with systems and processes as they are now, most jobs, at my level (PCGU) can be done from anywhere.

**264.** I do get fed up with the constant travelling I have to do and the assumption that because I'm single it shouldn't matter too much.

**273.** I have no children and this makes it easier to be flexible about time spent at work, to travel and to relocate. BT is still a corporate giant and it demands a certain style of management which often requires a lot of time over and above that contracted. This without a doubt is difficult for women with families to comply with. Why doesn't BT say to men managers with children, haven't you got a family to go home to.

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**318.** Women with such responsibilities (husband and children)<sup>6</sup> have particular problems with current working practices, which require long hours, you virtually have to live the job, and long journeys to work.

**339.** Mobility/visibility seemed to affect prospects – men more willing/available to attend residential courses thus making contact/getting known.

**342.** Taking time out to have a family is seen as a risk to career prospects.

There is no corporate support to women managers with families.... No understanding of the limitations/lack of support facilities for working parents and little respect for the need to maintain stable family units and the demands made on managers. E.g. meetings, travel, training locations, overnight stops etc..

**408.** Meetings scheduled for late in the afternoon or away from the office restrict the attendance of women with families. There would be the possibility of working at home because programming can be tightly specified. Management roles are more difficult to carry out from home therefore women with children are less likely to want to do the higher management roles.

**592.** The reason many women are unable to progress.... is due to a reluctance for business people in the UK to acknowledge that people have a life outside

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<sup>6</sup> This phrase was used elsewhere in the respondent's text to describe the situation.

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work.... Married women.... Have to work very hard to overcome the obstacles associated with balancing a career and home life.... It makes overnight stays, early morning (before 9am) and late evening (after 6pm) meetings organisational nightmares.

### **Family commitments**

**9.** Balancing act between career and family. This is getting more difficult as BT's demands grow...I have chosen release to spend more time at home, these things restrict mobility and promotional opportunities.

**26.** Managers who are women and are not married with family responsibilities are not always aware of outside commitments.

**101.** [Management has] pre-conceived ideas of commitment, family etc..

**329.** The most critical thing for me at the moment is having time to enjoy my daughter. I feel that the commitment the BT culture expects of me degrades that. Other mothers, particularly those I knew during my maternity leave, obtain part time working in their previous careers with relative ease.... Nothing about this company's culture enables family orientated individuals to balance their lives.

**410.** One major disadvantage to achieving very senior management positions is my commitment to my family.

**604.** Combining a family with a responsible job causes conflicts.

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### Childcare

62. Assistance with childcare, financial and practical is important.

235. BT lacks some kind of childcare scheme, e.g. coupons.

258. Crèches would be a real help.

282. Crèche facilities would be worth considering.

414. Lack of childcare and interest in providing them does nothing to encourage women particularly to return to work. BT makes it very difficult to gain promotion in an area outside of your own.

508. I firmly believe that women are expected to juggle family and work life and not let it interfere with their day to day effectiveness. I think more crèche facilities should be made available in or near BT premises.

### Women have to work harder

88. I have always worked in a man's world.... I think women have to work harder to prove themselves.

91. I truly believe that within BT a woman has to work harder, produce higher quality work and show more flexibility than a man in the same grade, especially in the areas of promotion prospects.

110. I think Q. 49 'Hard work alone is sufficient to gain a managers recognition' is the key to women not succeeding as much as men. It is probably harder for women to get recognition.

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**258.** Managers who are female are expected to work harder.... Expected to do so for less reward, lower grades and less respect. If BT wishes to keep talented female managers they must change these attitudes. BT is still populated by sexist male managers.

**295.** I do think that women managers still have to work harder and appear to be more determined than their male colleagues. I in particular feel that I should play down my personal life i.e. wife and mother role, so as to avoid being considered weak or not 100% committed to my job. BT neither rewards quality or quantity.

**307.** Still I feel women have to perform even better than men to gain advancement and still are only considered for higher graded vacancies in “soft” areas such as personnel, finance, and admin. roles.

**336.** I feel that the female managers in the company are usually at least twice as good as their male counterparts.

**345.** Women in management.... Have to work much harder to be recognised for their abilities and achievements.

**605.** Women are placed in jobs where they have to exceed what would normally be expected to have a chance of recognition or further promotion.

### **Women as managers and role models**

**116.** Women have made better people managers, they have always allowed me to develop, taken an interest in my future and encouraged me. Male managers



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tend to be very uncomfortable with strong women working for them. To many old style suits, still sit in senior management jobs in BT.

327. The company has to recognise and reward the “female management style”. It does not do this, which leads to inequality in pay and bonuses for equivalent performance and results.

411. People are happy with some management styles e.g. democratic, team orientated but not with others e.g. constrained, inflexible.

597. We need more successful role models at senior level if we are serious about changing the culture in BT management. I do not believe that the under 30's have or have had the same sort of male / female discrimination problem than those over 30.... As a recruiter of graduates over the years there has been a significant difference in the confidence and assertiveness of young women.

### **Lack of flexibility**

8. Rigidity of working arrangements.... Have to be at desk.... This is the norm. More flexible e.g. four day week.

61. A part-time job or job share would suit me better, but why is it that these are only seen as a women's options. Would like to see more men doing these. Part-time is still very rare in my part of BT. I would get lowered status and left out of things if I did it, as it is very much a full timers, staying late, travelling to the end of the country at the drop of a hat kind of culture.

62. Home working and reduced hours not viewed favourably.

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86. There is scope for greater flexibility (in work patterns) but in general I feel that top managers would view this as non commitment to the company i.e. you are only dedicated if you work from 8am-8pm, and lieu time is not viewed favourably – there is little trust.

108. BT needs to be genuinely committed to and not just pay lip service to women's and people issues in general, there needs to be greater flexibility and trust in working hours, equipment, facilities for working from home and recognition of contribution.... More thought needs to be given to career progression. I believe women have a different attitude to politics, it is necessary to play the game, but women tend to want to truly act in the interests of BT and not just score points/gain personal progression. We probably get fed up with the point scoring and leave to do something more rewarding.

276. I have seen some exceptional people leave.... Because BT does not sufficiently recognise their hard work and commitment. I honestly believe that BT will not recognise my own commitment and value to the business, to the extent that it will be flexible enough to offer me a package suitable to a working mother.

281. Total lack of flexibility for combining work in the office/home. It would improve my quality of life so significantly, I currently travel 1hr 30 min minimum each way. As I work significant hours this leads to leaving the house at 6.15am and returning between 7.30 and 9.30pm. This will be the main reason for me to leave BT.

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**290.** BT should offer more flexible working conditions for working parents e.g. career breaks to allow parents to bring up their children, work place crèches, flexible working hours, without prejudice.

**301.** BT appears to offer little in the way of part time working, reduced hours, flexible working, career breaks, work place crèches etc. Juggling a full time job with a family can be exhausting.

**307.** I feel that BT does not encourage female managers as the demands of time and travel do not easily facilitate family or home commitments, no opportunity or flexibility to return to work on a part time or flexible capacity if considering a child, no career breaks.

**311.** Even though in some areas management is encouraged to be flexible I think it is still difficult to get them to change their established ideas. I am very keen to come to a more flexible working arrangement and have brought the subject up with several managers, attitude to it seems very variable, some are very positive and some very negative, but the general message from higher management seems to be of resistance. I have found that working part time has affected the type of work I am given.

**314.** There can be a nervousness about allowing the flexibility that would help women (and men in some circumstances) e.g. part time working.

**322.** Senior managers still don't recognise the difficulties that women face in managing their work together with their family responsibilities. No help with

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women returning to work after having a baby.... crèche facilities (either internal or external) or flexible hours on your initial return.

**401.** What I find disappointing is the lack of flexible working arrangements and teleworking.... Time and effort advertising.... But BT does not seem to practice what it preaches.... Flexible working and teleworking would have its greatest impact on women who have families.

**408.** I do not see next level is possible for me unless more flexible working is put in place.

**436.** BT could do a lot more for women with young families.... Child facilities at the work place would make women more flexible and make it easier for women to stay at work (particularly if childcare costs were subsidised). BT is expecting more and more flexibility from its managers i.e. travelling around the country.... This is still harder for women with children to organise than men.

**465.** Management is very inflexible.

**503.** Please please please could we have more flexible working hours, I would love to do a four day week but BT pays lip service to this only.

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**601.** More flexibility in working arrangements (i.e. telecottaging<sup>7</sup>) would make it much easier for all.

**610.** I think they should be actively looking to help give women (+men) career breaks if they want children or look at ways in which they can accommodate working women (mothers) more.

### **The requirement for flexibility**

**30.** No one is interested in me because I think of my pregnancy. [I] need some flexibility with working hours. A culture exists where actual times in the office is more important than quality or quantity of output.

**71.** I would prefer to work part time,

**84.** [I would be] happy to telework.

**121.** Currently working a 4-day week is excellent.

**261.** I feel certain individuals work better under flexible conditions.

**266.** Senior managers appear inflexible and unable to delegate, the business is slow to make decisions.

**268.** It is possible that both men and women would appreciate flexible working conditions.

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<sup>7</sup> When the company provides office accommodation and equipment nearer to the homes of its workers so that the worker does not have to appear in the 'official' office every working day, this is

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310. I am very lucky I am in the position of being able to work from home three days a week and go to the office for two. I have a male boss who understands individuals needs.

313. [I want] 4 days a week, Home/office.

320. [I want] Homeworking.

321. [I want] Part Time/ Job sharing.

324. [I want] Job share.

342. In my view the few part-time managerial posts (that do exist) take advantage of the post holder, they do full time job in part time hours and are only paid part time.

353. [I want] Flexitime.

534. I wish to return to work and do four days a week.... Flexitime would be useful to women with families or reduced working hours.

### **Ambition and promotion**

3. Women's career aspirations...not equal to those of their male colleagues...need encouragement to believe they are capable of becoming managers.

4. Women need to be more ambitious.

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referred to as Telecottaging. Some of BT's exchanges have been equipped in this way.

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22. Not enough responsibility. Graded too low for experience and capability. When I do a job I want to do 100%. My division just wants ticks in boxes. Skills not used so I am leaving. As a women I undersell what I have done.

58. Few opportunities for promotion [for men and women]. [BT does] not reward hard work and good performance.

86. Some women do not progress due to their own lack of commitment.

87. I feel that BT is very ignorant of peoples' abilities, interests and qualifications, so many people appear to be in the wrong jobs- jobs they hate, are no good at, do not care about etc.. And yet because the head count is correct in the unit, the unit is deemed to be working well.... Continuous ignorance of such cases gradually turns such people into less than enthusiastic and erodes their desire to sparkle and excel.... I do feel that women suffer greatly in this area and as a consequence become less motivated which leads to men (who are in the majority) taking advantage.... I notice that men are more "grovelly", "suck up to" etc..... in order to get on women tend to go more on principles and values so regularly fail to achieve the advancements men get.

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89. Very few openings within BT.... Both sexes have to work too many hours, especially in relation to family commitments.... I never take T.O.I.L.<sup>8</sup>. as it is frowned upon and I often feel that the hours I put in each week would make my hourly rate of pay almost the same as that of a C.O.<sup>9</sup>. Managers are encouraged to thank their staff but rarely receive thanks from above themselves. I would like some recognition for the efforts I put in.

93. I feel that my personal development and experience in different roles is my key to success.

95. I feel that managers who “play the game” in BT get promotion more easily, even when their standard of work and management style are quite poor. In PC Marketing in particular poor decision making and indecision have wasted £000’s and caused despondency for previously excellent, conscientious workers (both male and female). Lack of willingness to pay for house move. Lack of willingness to give me the grade to match the work I was doing. I was willing to put myself out to move home for a grade that matched my work and achievements and with reasonable moving expenses.

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<sup>8</sup> TOIL is the mnemonic for Time Off In Lieu. Although managers are not paid overtime, they are allowed to take time off for any additional hours worked. In reality however, TOIL is rarely taken to the extent that additional hours are worked.

<sup>9</sup> Clerical Officer



### APPENDIX 3

**109.** I believe that many women underestimate the commitment and time necessary to progress into senior posts. It is hard to cope with senior roles and wife/mother commitments.... I don't think that BT actually discriminates against women but some men do.

**235.** Personnel does not seem to assist with career development, it is up to the individual. Women seem to be paid less for the same role and responsibilities. Having started at the bottom end of pay range one remains there whenever one is promoted.... Where is the incentive to do well.

**260.** Not enough women with P&L responsibilities.

**267.** I believe that management perception of those who take maternity leave is such that promotion/advancement/exciting projects and opportunities are less likely to be offered on return. Women managers are not offered flexible maternity arrangements. I.e. in-house or collocated crèche facilities, improved attitudes to home working, career break opportunities without penalty, continued opportunities given to returnees, continued promotion consideration for returnees.

**268.** Women I believe tend to want to deliver high quality output and may pay the price for having to sometimes be twice as good as a male colleague to succeed.

**282.** There is still an element of who you know involved in advancement, profile seems to rank at least equal to output in determining ability for promotion...

### APPENDIX 3

**293.** I have recently had a baby and I find that women are not expected to have priorities outside work.... I feel that to get on I should not mention my responsibilities outside BT.

**300.** I have always been interested in people.... From the day I started....I wanted to transfer into personnel....after 12 years I have seen only one advert and for that position you had to be IPD qualified. I unfortunately am not, so I applied to BT for sponsorship, but it was refused as it was not job related.

**314.** Problems with women are: Too much working hard and expecting to be noticed and not enough attention to visibility, also there is a confidence issue and a caution about taking risks.

**316.** Difficult to move between divisions.

**317.** Many women lack the desire to change and to compete.

**320.** Suits my current aspirations. However it was made clear I had little option if I did not take it I was told that I could be allocated something worse. I do however have skills not exercised.

**323.** My biggest barrier to advancement is myself.... A diffident self-perception and lack of career planning training. Women tend to do whatever comes their way rather than decide what they want and go to get it.

**326.** [I am taking Release because of] failure to gain promotion which I felt I deserved. I felt I was stagnating.

**337.** Due to family commitments I do not wish to work for more than the statutory 42 hours. I always feel that this limits my chances of promotion. I

### APPENDIX 3

cannot be as flexible as my male colleagues are.... The extra responsibility of family commitments.... Stifles promotion prospects.

**347.** Lack of mobility has certainly hampered promotion.

**395.** The elitist attitude amongst senior managers which excludes many and advantages a few.

**402.** A lack of technical career progression which results in good programmers being promoted to be bad managers. There is no focus on people just products, no scope for difference just interchangeable parts.

**403.** The company has moved on but the job I (+ 30 others in N. E. England) do, hasn't.

**406.** Original career path altered when work moved to Sheffield. Career progression usually entails moving and this is not always viable for women who have family commitments.

**409.** The management chain gives no support to its staff. BT does not care for its employees.

**411.** Promotion prospects are limited within BT but limited for all not just women. Workloads are continually increasing to unacceptable levels with no remuneration.

**458.** At my age (46) and experience I have no desire to change jobs.... Whilst I have not progressed as far as I would have liked, this has partly been me not being ambitious enough and partly due to simply not being in the right place at the right time.

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465. Management is very inflexible when considering part time working and home working.... I work part time and therefore will find it very hard/impossible to get promotion in BT.

466. Women in BT have to prove they are worth promotion, especially once they have a family. I work in a male dominated division.... And have on occasion had to overcome anti-female attitudes. I feel that women take longer to get the opportunity of advancement than men having to prove long term experience in relevant positions.

471. I put my management career on hold whilst my family grew up and picked it up again.... In recent years. I do feel that London based managers appear to get promotion much more easily. If you are seen not to be mobile this is disadvantageous. Far too much power is still London based.... BT expects extra hours to be input with little consideration for ones personal life.

474. I have only just recently been promoted so would not be looking for further promotion at the present,

505. Many women do not put themselves forward for promotion because they do not want to put in the hours expected of senior managers as this would have a detrimental effect on family/social life.

518. Salary.... Is probably the most emotive subject. In my work group where there are several managers all of equal grade, the salary differences are incredible.... it is this factor which causes more problems than any other. People's reluctance to give more commitment or spend more hours in the office

### APPENDIX 3

often stems from the pay issue. I believe that many more women in BT would strive to further their careers if the monetary incentive was right.

596. Due to recent changes in BT and the fact that I do not wish to work/be based in London, I feel that promotion opportunities as a Finance Manager are severely restricted.

611. There are women at this level (Senior GM/Director) but the majority do not appear to have family, travel hang-ups.

612. I currently work part time.... I know this affects my promotion.

#### **Transparency of opportunities**

104. It's not what you know but who you know. Promotions seem to go to managers' "favourites" rather than being overtly related to merit or formal qualifications. Biggest problem for me....relates to the pace of change (of personnel) and the consequent difficulty in keeping pace with opportunities (vacancies) or feeling I belong to any particular personnel dept, who know me/my strengths, abilities and competencies....e.g. I have only had 2 jobs in BT (in 2 ½ years) but have been in 5 different divisions. In my current job I have had 3 line managers in 12 months....another issue is understanding the BT "system". I moved from one job to another on a level transfer because I wanted the job on offer, with a verbal promise of a promotion via job reassessment, 12 months later the job has not been reassessed.... In hindsight I should have insisted on the promotion before I moved.... Within BT I may have to create

### APPENDIX 3

my own opportunities because I do not have a large network of contacts. The personnel person does not know me from Adam, I think its called a breakdown in communication.

**278.** Since serious downsizing, the progress that women had made within BT seemed to come to a halt. More appointments are filled without advertisement! Also working longer hours means less opportunity for flexible patterns of working.

**299.** With regards to promotion I feel on many occasions someone is earmarked for a job and this means that candidates with the relevant experience and knowledge are overlooked.

**304.** I believe that many of the vacancies at present are filled by people already known to the manager, a case of who you know rather than what you know.

**412.** Since old board system and compulsory advertisement of posts was abandoned opportunities for women to get beyond MPG4 have vanished.

#### **Perceived ageism**

**42.** Barriers for promotion in BT once the age of 50 is reached.

**97.** BT has become a very ageist company.... If you are over 45 you might as well say goodbye to any career prospects.

**457.** I am almost 49 and feel that BT is very ageist and that being realistic my chances for promotion are virtually nil.

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461. I have no great ambition or hope of higher promotion because of my age, but BT is very male dominated.

521. I think that age is more a discriminator.

593. I would not turn down promotion but at my age (49) I am frankly not seeing it.

#### General comments

46. Managers have not been equipped to manage so many and large changes at once.

64. PCGU-U and to an extent PCGT-S seem to be low calibre, is it due to (being promoted to one level above which one optimally performs) or is it an unconscious choice on the part of the appointing managers to have non-threatening sub-ordinates.

108. Needs more focus on quality of life inside and outside work.

235. The release programme was not always handled to well. In some areas managers left the company and colleagues were expected to continue with their workloads tripled, often without proper management support.

285. BT's pension policy is out dated.

287. As one of BT's few male to female transsexuals I have had the rare experience of seeing life from both sides of the gender divide. Since crossing over (Jan 1995) I have found a distinct difference in the way I am treated. As I pass very well as female this cannot be put down to being a transsexual. I have

## APPENDIX 3

noticed that in meetings my opinion is no longer sought or listened to.... I am also frequently talked over by men. When the debate is a technical one my opinions and ideas carry less weight. There is a vague undertone of "she shouldn't be here". A worrying trend is the number of senior female managers who seem to think that the way to act is to be as rude, aggressive and base as the men can.

**305.** It seems a terrible pity that BT does not value its own staff as much as external companies do.

**346.** Society in general still has difficulty visualising women in senior roles.

**516.** No account is taken of the extra burdens a women faces and she is expected to be "one of the boys"

**599.** I believe there is a glass ceiling in BT, but I think it has more to do with the insecurity of the people doing the choosing than real gender bias. Insecure middle managers take absurd decisions based on wildly optimistic hopes of short term gain, instead of listening to the advice of the people they have paid to know what they are talking about.

### **More could be done**

**53.** "Lip service". Ideas do not match action.

**77.** BT does not allow transfer into divisions as easily as I would expect, nor does it seem willing to invest in technical background/knowledge for women at management grades.



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86. BT could provide sponsorship for further education. My own self-development has not been aided in any way.
342. Apart from initial graduate entry tests I've never been assessed for matching skills to work. I've just been placed in a post that needed filling.
464. The main objective should be to encourage women into management within industry. This needs to be addressed at school level rather than at this level.... I feel that by women only activities/courses etc, we are creating what may be viewed as a "separate stream" for women rather than being a mainstream member of the team.... Training/counselling etc. Should be based on individual needs irrespective of gender.
469. Training for new managers seems practically non-existent in BT, for women as well as men.
502. I was put in a management role straight away in an engineering environment with what I feel was very little support, being the only female manager out of about 100 can be very daunting.... I feel there should be a better support network for women and new entrants to BT.
529. Difficult to get promotion because you cannot opt to go on a career development course outside of the area of work you are currently working in.

APPENDIX 4

APPENDIX 4

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**BT MANAGEMENT EMPLOYEES BY GENDER AT 31 MARCH  
1995**

APPENDIX 4

**BT Managers by Gender at 31 March 1995**

Division	PCG		% Female		PSG		% Female		MPG		% Female		Total	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Female managers	Total Employees
* Personal Communications	247	72	64	23	93	59	708	424	37	589	13924			
* National Business Communications	959	147	1455	13	251	15	2285	675	23	1073	25884			
* Global Communications	846	127	580	13	99	15	1059	342	24	568	5138			
Worldwide Networks	1061	51	0	5	0	0	6061	391	6	442	59901			
Operator Services	26	2	0	7	0	0	214	337	61	339	4095			
* Development & Procurement	1349	142	30	10	1	3	5615	994	15	1137	12861			
Group Finance	389	68	0	15	0	0	886	249	22	317	5782			
* Group Personnel	100	36	7	26	5	42	472	276	37	317	3179			
Concert	151	6	5	4	0	0	97	14	13	20	291			
* Group Other	214	67	0	24	0	0	255	132	34	199	1296			
<b>Totals</b>	<b>5342</b>	<b>718</b>	<b>2141</b>	<b>12</b>	<b>449</b>	<b>17</b>	<b>17652</b>	<b>3834</b>	<b>18</b>	<b>5001</b>	<b>132351</b>			

\* Divisions with Professional Sales Grade (PSG) Managers

Source: BT Group Personnel (1996)

APPENDIX 5

APPENDIX 5

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**BREAKDOWN OF SURVEY SAMPLE BY BT DIVISION AND  
MANAGEMENT GRADE**

## Breakdown of survey sample by BT Division and Management grade

Division	Personal Contract Grade			Personal Sales Grade			Management & Professional Grade		
	Number of women at grade	% of women to be included	Number to be included in survey	Number of women at grade	% of women to be included	Number to be included in survey	Number of women in grade	% of women to be included	Number to be included in survey
Personal Communications	72	40	29	93	40	37	424	20	85
National Business Communications	147	40	59	251	20	50	675	10	68
Global Communications	127	40	51	99	40	40	342	20	69
Worldwide Networks	51	40	20	0	0	0	391	20	78
Operator Services	2	100	2	0	0	0	337	20	67
Development & Procurement	142	40	57	1	100	1	994	10	99
Group Finance	68	40	27	0	0	0	249	20	50
<b>Totals</b>	<b>609</b>		<b>245</b>	<b>444</b>		<b>128</b>	<b>3412</b>		<b>516</b>

APPENDIX 6

**APPENDIX 6**

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**COMPARISONS OF RESPONDENTS' GRADE BY TIME SERVED  
AND GRADE INCREASES FOR N&S AND THE COMBINED  
RESPONSES OF PC, NBC, AND GC**

APPENDIX 6

<b>N&amp;S current grade by time served</b>						
	Up to 1 year	5 - 9 years	10 - 14 years	15 - 19 years	20 years +	Totals
MPG 1-4	17	29	26	24	21	117
PCG V-U	1	7	5	15	5	33
PCG T-S	0	2	6	1	4	13
PCG R +	0	0	0	0	1	1
<b>Totals</b>	<b>18</b>	<b>38</b>	<b>37</b>	<b>40</b>	<b>31</b>	<b>164</b>

No PSG grades in N&S

<b>Combined PC, NBC &amp; GC, current grade by time served</b>						
	Up to 1 year	5 - 9 years	10 - 14 years	15 - 19 years	20 years +	Totals
MPG 1-4 & PSG1-4	46	62	67	48	33	256
PCGV-U	9	12	6	15	12	54
PCGT-S	8	12	9	3	4	36
PCG R +	1	2	2	2	2	9
<b>Totals</b>	<b>64</b>	<b>88</b>	<b>84</b>	<b>68</b>	<b>51</b>	<b>355</b>

<b>N&amp;S current grade by time served (%)</b>						
	Up to 1 year	5 - 9 years	10 - 14 years	15 - 19 years	20 years +	Totals
MPG 1-4	15	25	22	21	18	100
PCGV-U	3	21	15	45	15	100
PCGT-S	0	15	46	8	31	100
PCG R +	0	0	0	0	100	100

APPENDIX 6

<b>Combined PC, NBC &amp; GC current grade by time served (%)</b>						
	Up to 1 year	5 - 9 years	10 - 14 years	15 - 19 years	20 years +	Totals
MPG 1-4 & PSG 1-4	18	24	26	19	13	100
PCGV-U	17	22	11	28	22	100
PCGT-S	22	33	25	8	11	100
PCGR +	11	22	22	22	22	100

Percentages at .5% or over have been rounded up to the nearest full % point.

<b>N&amp;S time served and number of promotions</b>						
	Zero Increase	1 increase	2 increases	3 increases	4 increases	Totals
1-4 years	18	1	0	0	0	19
5-9 years	23	14	3	0	0	40
10-14 years	6	25	8	1	0	40
15-19 years	6	33	6	0	0	45
20+ years	0	30	5	1	0	36
Totals	53	103	22	2	0	180

<b>Combined PC, NBC &amp; GC time served and number of promotions</b>						
	Up to 1 year	5 - 9 years	10 - 14 years	15 - 19 years	20 years +	Totals
MPG 1-4 & PSG1-4	46	62	67	48	33	256
PCGV-U	9	12	6	15	12	54
PCGT-S	8	12	9	3	4	36
PCGR +	1	2	2	2	2	9
Totals	64	88	84	68	51	355



APPENDIX 6

<b>N&amp;S time served and number of promotions (%)</b>						
<b>N&amp;S</b>	<b>0 increase</b>	<b>1 increase</b>	<b>2 increases</b>	<b>3 increases</b>	<b>4 increases</b>	<b>Totals</b>
1-4 years	10	0.6	0	0	0	11
5-9 years	13	7.8	1.7	0	0	22
10-14 years	3.3	14	4.4	0.6	0	22
15-19 years	3.3	18	3.3	0	0	25
20+ years	0	17	2.8	0.6	0	20
<b>Totals</b>	<b>29.6</b>	<b>57.4</b>	<b>12.2</b>	<b>1.2</b>	<b>0</b>	<b>100</b>

<b>Combined PC, NBC &amp; GC time served and number of promotions (%)</b>						
	<b>0 increase</b>	<b>1 increase</b>	<b>2 increases</b>	<b>3 increases</b>	<b>4 increases</b>	<b>Totals</b>
1-4 years	11	5.7	0.5	0	0	17
5-9 years	6.2	16	3.8	0.3	0	26
10-14 years	1.1	18	3.8	0.5	0	23
15-19 years	0.8	13	3.8	0.5	0	18
20+ years	0.3	11	2.4	1.6	0.3	15
<b>Totals</b>	<b>19.4</b>	<b>63.7</b>	<b>13.8</b>	<b>2.9</b>	<b>0.3</b>	<b>100</b>

APPENDIX 7

**APPENDIX 7**

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**EXAMPLE LIST OF SUB-MANAGEMENT GRADES**

## APPENDIX 7

Account Executive (sub-management)  
Answering Service Operator  
Apprentice Technician (MT)  
Assistant Technician (MT)  
Clerical Assistant (BLD)  
Clerical Assistant (HLD)  
Clerical Officer  
Commercial Officer  
Computing 1  
Computing 2  
Computing 3  
Draughtsman/woman  
Drawing Office Assistant  
Domestic Cleaner  
General Assistant (BLD)  
General Assistant (HLD)  
Illustrator  
Junior Drawing Office Assistant  
Keyboard Systems Supervisor  
Labourer (Redundant)  
Modern Apprentice (Clerical 1)  
Modern Apprentice (Clerical 2)  
Modern Apprentice (Computing)  
Modern Apprentice (Engineering 1)  
Modern Apprentice (Engineering 2)  
Modern Apprentice (Operating)  
Managerial & Professional Group 2  
Managerial & Professional Group 4  
MPG Field Manager  
Operator  
Operational Support Operator  
Part-timers (all grades)  
Patrolman/woman  
Photoprinter 1  
Photoprinter 2  
Professional Sales Adviser  
Professional Sales Grade A  
Radio Officer

## APPENDIX 7

Retail 1  
Retail 2  
Retail 3  
Reprographics Unit Supervisor  
Senior Drawing Office Assistant  
Senior Photographer  
Senior Technician  
Sales Support Officer  
Technician-in-Charge (MT) & Driving  
Instructor  
Technician 2A & Materials Handler  
Technician 2B & Materials Assistant  
Technical & Commercial Trainee  
Technician (MT)  
Technician 1 & Leading Materials Handler  
Technical Officer  
Trainer  
Typing & Secretarial Level 1  
Typing & Secretarial levels 2-4  
Trainee Technician Apprentice  
Warehouse Operative  
Warehouse Supervisor  
Workshop Assistant  
Workshop Supervisor 1  
Workshop Supervisor 2

APPENDIX 8

APPENDIX 8

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**A COMPARISON OF THE RESPONSES FROM N&S  
AND THE COMBINED RESPONSES FROM PC, NBC  
AND GC**

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

## WOMEN IN MANAGEMENT IN BT

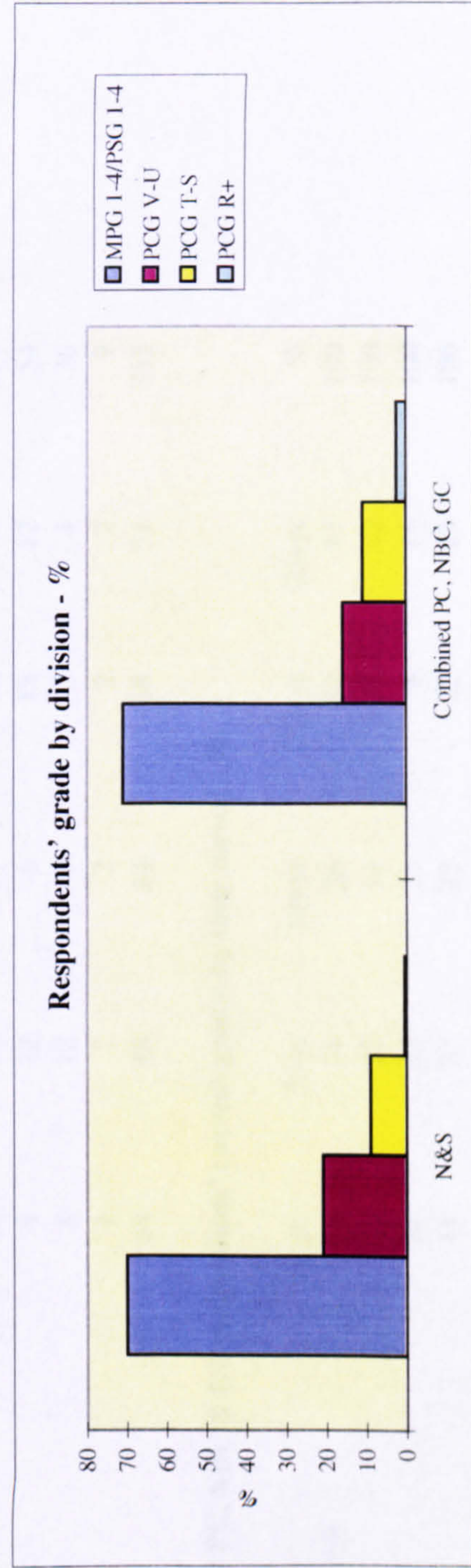
### A comparison of the responses of women managers in N+S with those in PC, NBC & GC

**A. Respondents' grade by division.**

	Combined				Totals
	PC	NBC	GC	N&S	
MPG 1-4/PSG 1-4	77	119	67	123	386
PCG V-U	8	25	26	37	96
PCG T-S	9	17	14	15	55
PCG R+	3	5	1	1	10

**A. Respondents' grade by division - %.**

	Combined	
	N&S	PC, NBC, GC
MPG 1-4/PSG 1-4	70	71
PCG V-U	21	16
PCG T-S	9	11
PCG R+	0.6	2.4



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**B. N&S respondents' current grades by time served**

	1+ yr.	5+yr	10+yr	15+yr	20+yr	Total
MPG 1-4/PSG !-4	17	29	26	24	21	117
PCGV-U	1	7	5	15	5	33
PCGT-S	0	2	6	1	4	13
PCGQ-R	18	38	37	40	31	164

**B. N&S respondents' current grades by time served - %.**

	1+ yr.	5+yr	10+yr	15+yr	20+yr	%
MPG 1-4/PSG !-4	15	25	22	21	18	100
PCGV-U	3	21	15	45	15	100
PCGT-S	0	15	46	8	31	100
PCGQ-R	0	0	0	0	100	100

**B. Combined PC, NBC & GC respondents' current grades by time served**

	1+ yr.	5+yr	10+yr	15+yr	20+yr	Total
MPG 1-4/PSG !-4	46	62	67	48	33	256
PCGV-U	9	12	6	15	12	54
PCGT-S	8	12	9	3	4	36
PCGQ-R	1	2	2	2	2	9
	64	88	84	68	51	355

**B. Combined PC, NBC & GC respondents' current grades by time served - %.**

	1+ yr.	5+yr	10+yr	15+yr	20+yr	%
MPG 1-4/PSG !-4	18	24	26	19	13	100
PCGV-U	17	22	11	28	22	100
PCGT-S	22	33	25	8	11	100
PCGQ-R	11	22	22	22	22	100

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

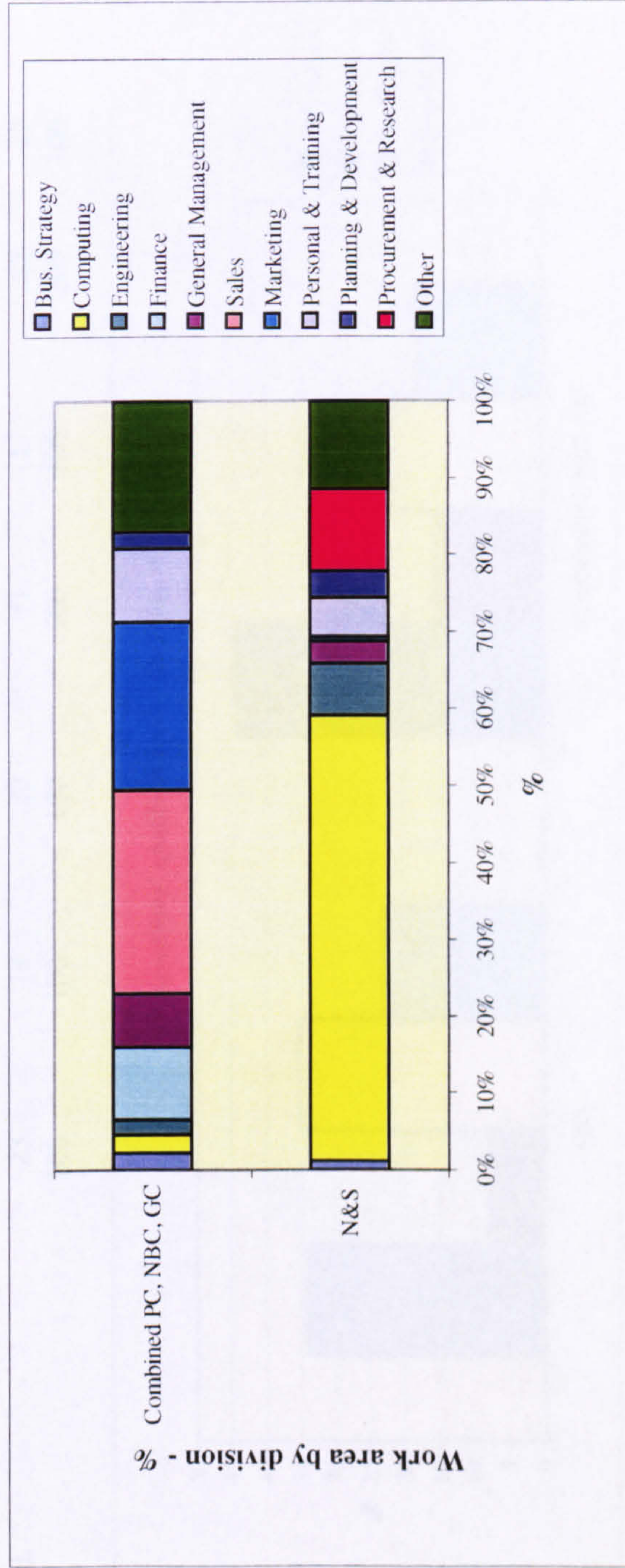
C. Respondents' job function by division

	Combined				
	N+S	PC, NBC, GC	PC	NBC	GC
Bus. Strategy	2	8	1	5	2
Computing	102	9	2	5	2
Engineering	12	7	2	5	0
Finance	0	35	4	18	13
General Management	5	26	11	13	2
Sales	0	98	20	55	23
Marketing	1	81	27	27	27
Personal & Training	9	35	11	10	14
Planning & Development	6	8	3	4	1
Procurement & Research	19	0	0	0	0
Other	20	63	16	23	24
Total	176	370	97	165	108



**C. Respondents' job function by division - %**

	Combined				
	N+S	PC, NBC, GC	PC	NBC	GC
Bus. Strategy	1.1%	2.2%	1.0%	3.0%	1.9%
Computing	58.0%	2.4%	2.1%	3.0%	1.9%
Engineering	6.8%	1.9%	2.1%	3.0%	0.0%
Finance	0.0%	9.5%	4.1%	10.9%	12.0%
General Management	2.8%	7.0%	11.3%	7.9%	1.9%
Sales	0.0%	26.5%	20.6%	33.3%	21.3%
Marketing	0.6%	21.9%	27.8%	16.4%	25.0%
Personal & Training	5.1%	9.5%	11.3%	6.1%	13.0%
Planning & Development	3.4%	2.2%	3.1%	2.4%	0.9%
Procurement & Research	10.8%	0.0%	0.0%	0.0%	0.0%
Other	11.4%	17.0%	16.5%	13.9%	22.2%
Total	100%	100%	100%	100%	100%

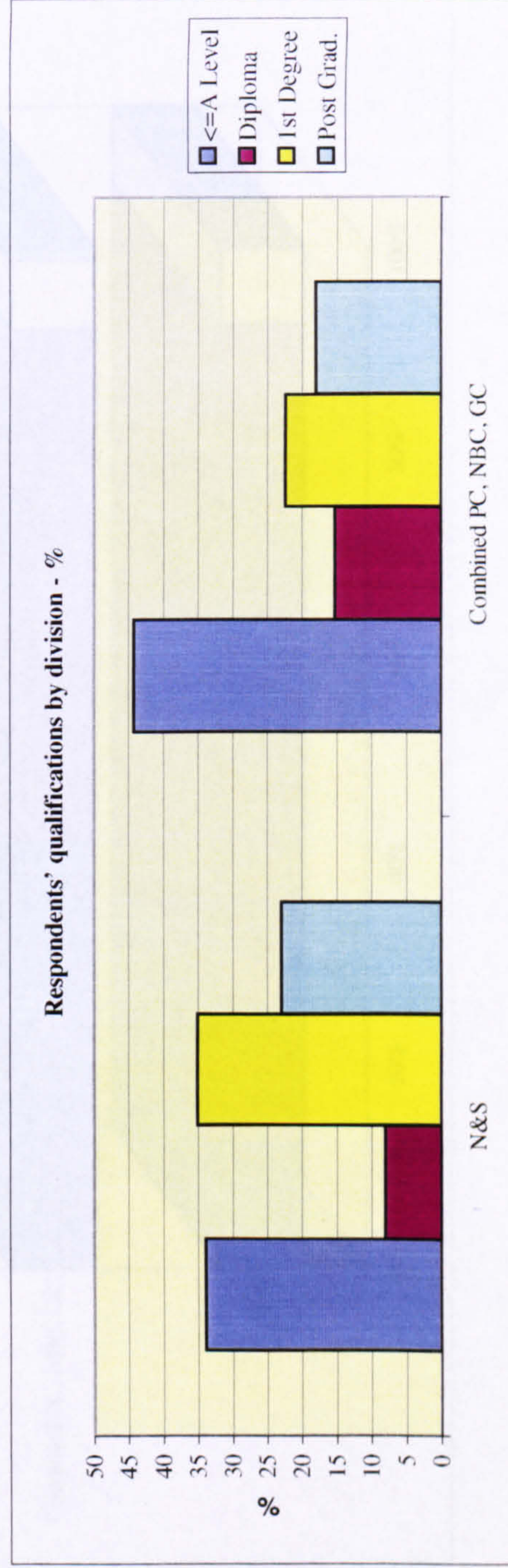


**D. Respondents' qualifications by division.**

	Other	PC	NBC	GC	N&S	Combined PC, NBC, GC	Totals
<=A Level	5	50	72	40	59	162	226
Diploma	2	11	28	17	14	56	72
1st Degree	2	19	40	23	61	82	145
Post Grad.	4	16	24	26	40	66	110
	13	96	164	106	174	366	553

**D. Respondents' qualifications by division - %.**

	Combined				Totals			
	N&S	PC, NBC, GC	Other	GC	N&S	PC	NBC	GC
<=A Level	34	44	38	40	41	52	44	38
Diploma	8	15	15	17	13	11	17	16
1st Degree	35	22	15	23	26	20	24	22
Post Grad.	23	18	31	26	20	17	15	25
	100	100	100	100	100	100	100	100

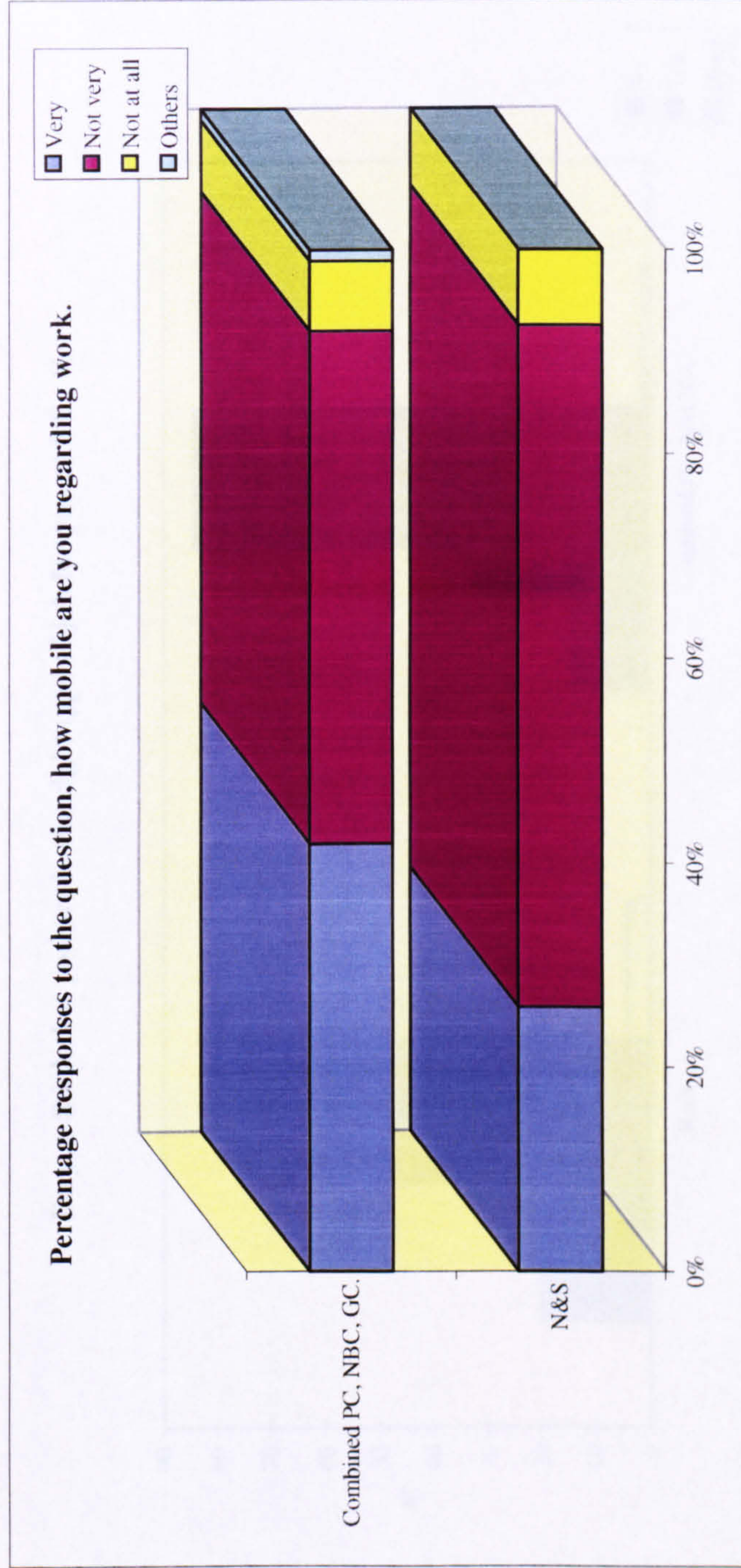


**8. & 9. How mobile are you regarding work, by division**

	Very	Not very	Not at all	Others	Total
N&S	45	116	13	0	174
Combined PC, NBC, GC.	157	187	26	4	374

**8. & 9. How mobile are you regarding work, by division - %**

	Very	Not very	Not at all	Others	Total
N&S	26	67	7	0	100
Combined PC, NBC, GC.	42	50	7	1	100

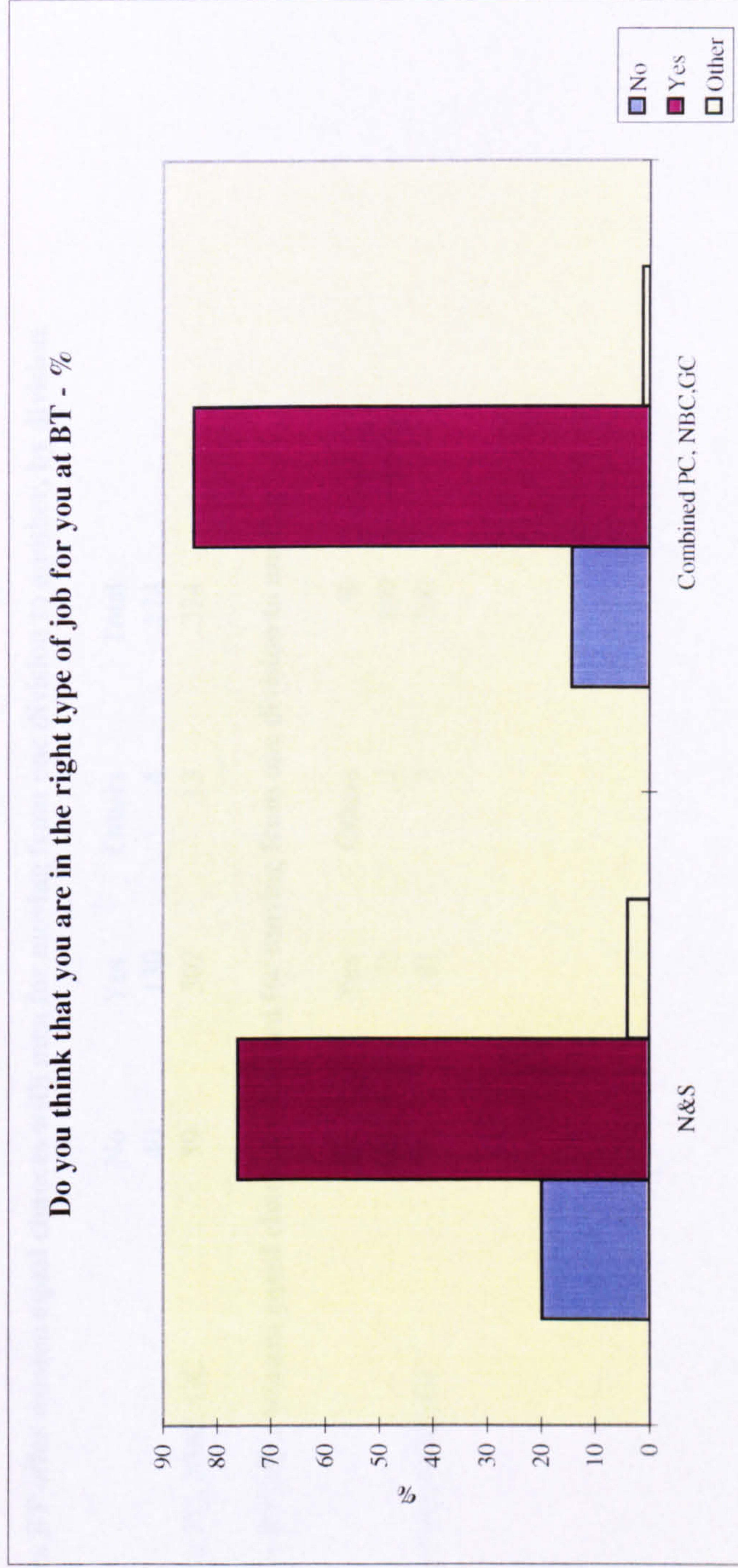


**10. Do you think that you are in the right type of job for you at BT.**

	No	Yes	Other	Total
N&S	34	130	7	171
Combined PC, NBC,GC	53	313	5	371

**10. Do you think that you are in the right type of job for you at BT - %.**

	No	Yes	Other	%
N&S	20	76	4	100
Combined PC, NBC,GC	14	84	1	100



**11. Have you ever undertaken formal re-training to change jobs at BT, by division**

	No	Yes	Others	Total
N&S	160	8	6	174
Combined PC, NBC, GC	351	21	2	374

**11. Have you ever undertaken formal re-training to change jobs at BT, by division - %**

	No	Yes	Others	%
N&S	92	5	3	100
Combined PC, NBC, GC	94	6	1	100

**13. Does BT offer women equal chances with men for moving from one division to another, by division.**

	No	Yes	Others	Total
N&S	40	130	4	174
Combined PC, NBC, GC	59	302	13	374

**13. Does BT offer women equal chances with men for moving from one division to another - %.**

	No	Yes	Others	%
N&S	23	75	2	100
Combined PC, NBC, GC	16	81	3	100

**14. Does BT offer women equal chances with men for being selected for job interviews, by division.**

	No	Yes	Others	Total
N&S	33	138	3	174
Combined PC, NBC, GC	53	310	11	374

**14. Does BT offer women equal chances with men for being selected for job interviews - %.**

	No	Yes	Others	%
N&S	19	79	2	100
Combined PC, NBC, GC	14	83	3	100

**15. Do you think that BT offers women equal chances with men in BT for promotion, by division.**

	Yes	No	Other	Total
N&S	107	67	2	176
Combined PC,NBC,GC	230	129	13	372

**15. Do you think that BT offers women equal chances with men in BT for promotion, by division - %**

	Yes	No	Other	%
N&S	60.8	38.1	1.1	100
Combined PC,NBC,GC	61.8	34.7	3.5	100

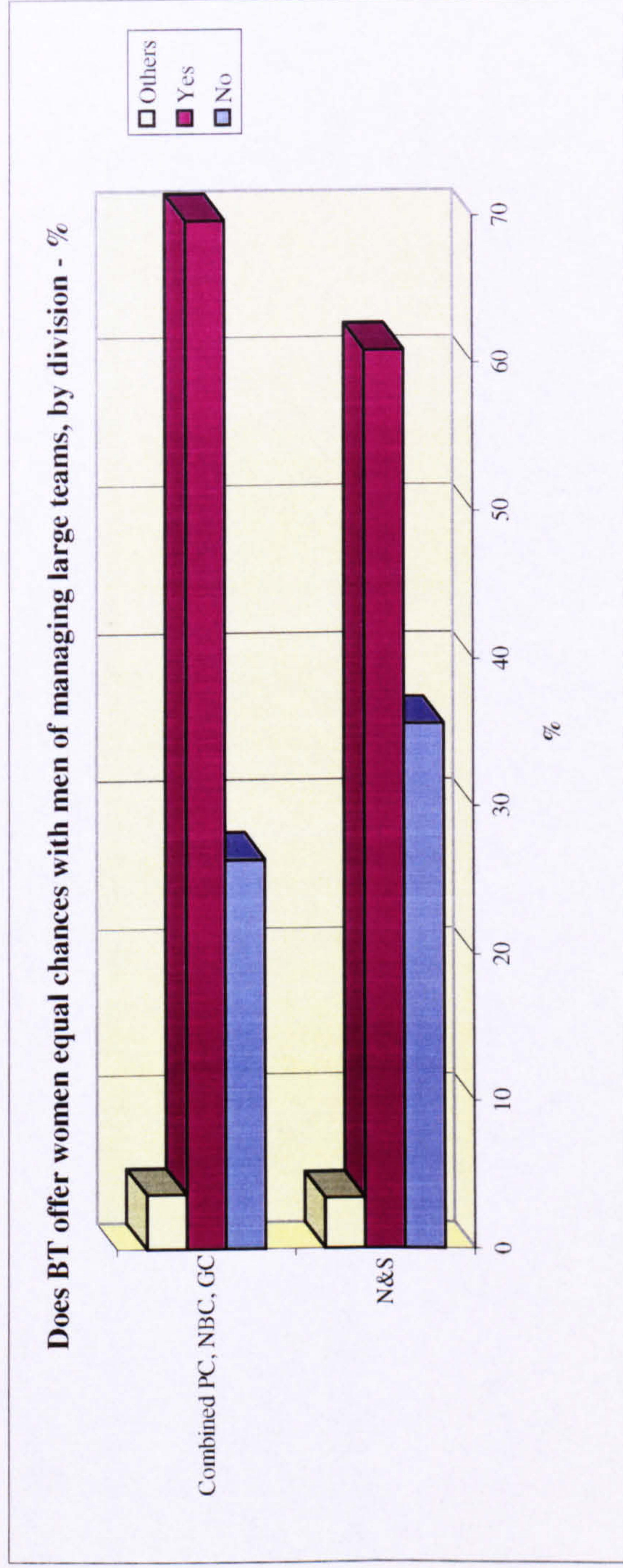
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**17. Does BT offer women equal chances with men for managing large teams of people by division**

	No	Yes	Others	Total
N&S	62	106	6	174
Combined PC, NBC, GC	99	261	14	374

**17. Does BT offer women equal chances with men for managing large teams of people, by division - %**

	No	Yes	Others	%
N&S	36	61	3	100
Combined PC, NBC, GC	26	70	4	100



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**18. Do you think that BT offers women equal chances with men in BT for becoming a head of division or director, by division**

	Yes	No	Other	Total
N&S	61	110	5	176
Combined PC,NBC,GC	129	224	19	372

**18. Do you think that BT offers women equal chances with men in BT for becoming head of division or director, by division - %**

	Yes	No	Other	%
N&S	34.7	62.5	2.8	100
Combined PC,NBC,GC	34.7	60.2	5.1	100



**Asked about promotion to the next level, respondents' believe they:**

**19. About promotion to the next level, do you think that you have the right formal qualifications for promotion, by division**

	No	Yes	Others	Total
N&S	38	131	5	174
Combined PC, NBC, GC	109	257	8	374

**19. About promotion to the next level, do you think that you have the right formal qualifications for promotion, by division - %**

	No	Yes	Others	%
N&S	22	75	3	
Combined PC, NBC, GC	29	69	2	100

**20. About promotion to the next level, do you think you probably need more/other formal qualifications, by division**

	No	Yes	Others	Total
N&S	125	41	8	174
Combined PC, NBC, GC	228	132	14	374

**20. About promotion to the next level, do you think you probably need more/other formal qualifications, by division - %**

	No	Yes	Others	%
N&S	72	24	5	100
Combined PC, NBC, GC	61	35	4	100

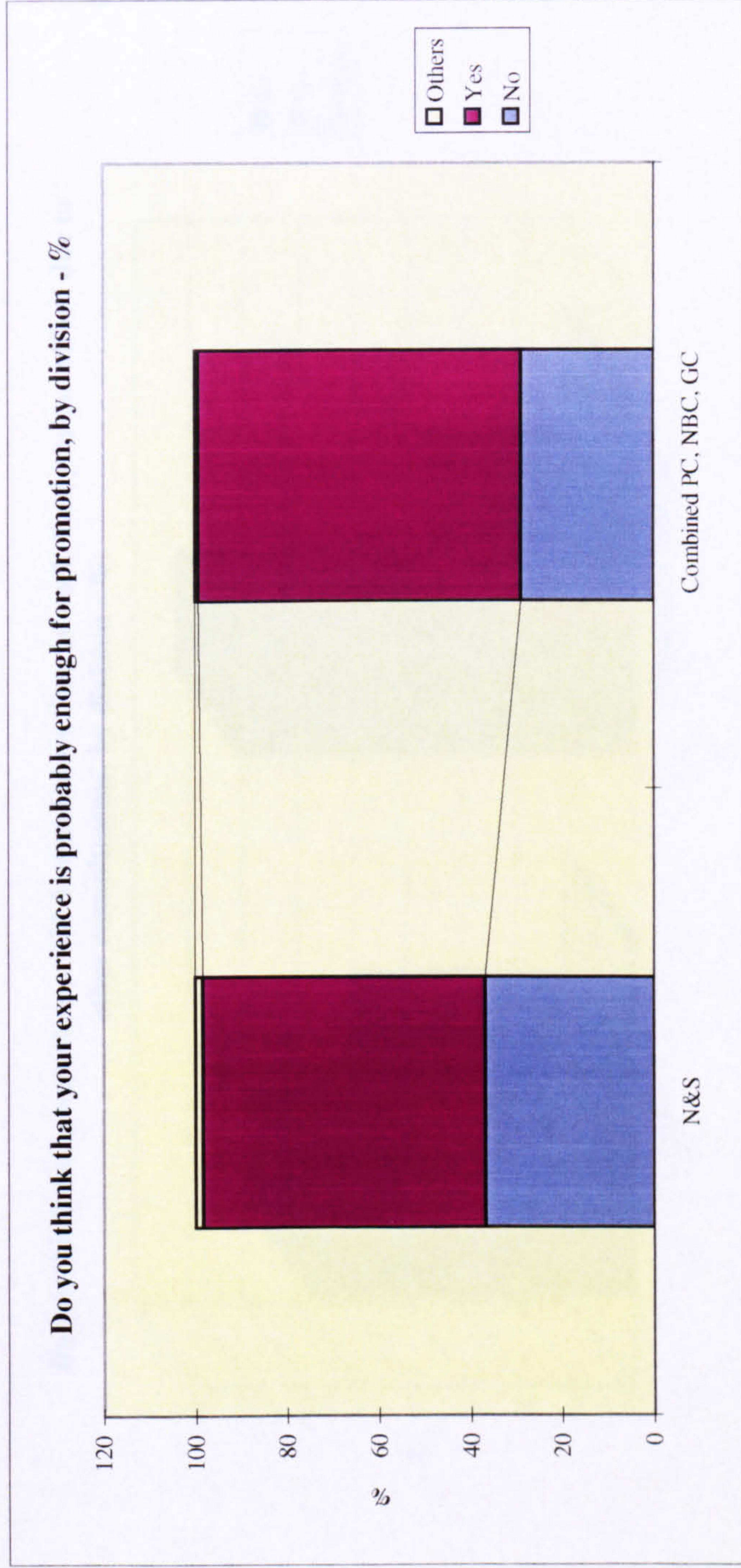
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**21. Do you think that your experience is probably enough for promotion, by division**

	No	Yes	Others	Total
N&S	64	107	3	174
Combined PC, NBC, GC	108	263	3	374

**21. Do you think that your experience is probably enough for promotion, by division - %**

	No	Yes	Others	%
N&S	37	61	2	100
Combined PC, NBC, GC	29	70	1	100



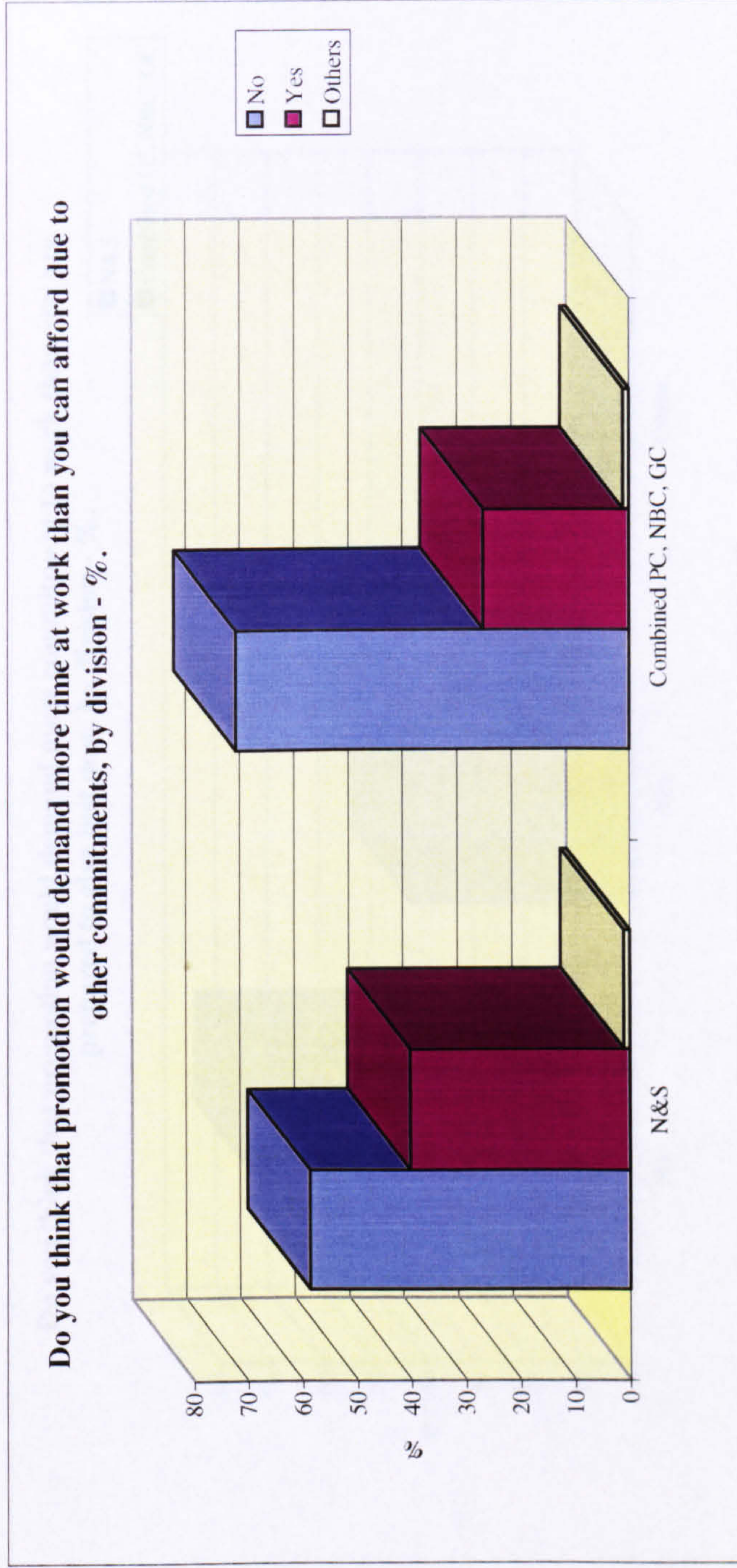
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**22. Do you think that promotion would demand more time than you can afford due to other commitments, by division**

	No	Yes	Others	Total
N&S	102	70	2	174
Combined PC, NBC, GC	270	100	4	374

**22. Do you think that promotion would demand more time than you can afford due to other commitments, by division - %**

	No	Yes	Others	%
N&S	59	40	1	100
Combined PC, NBC, GC	72	27	1	100



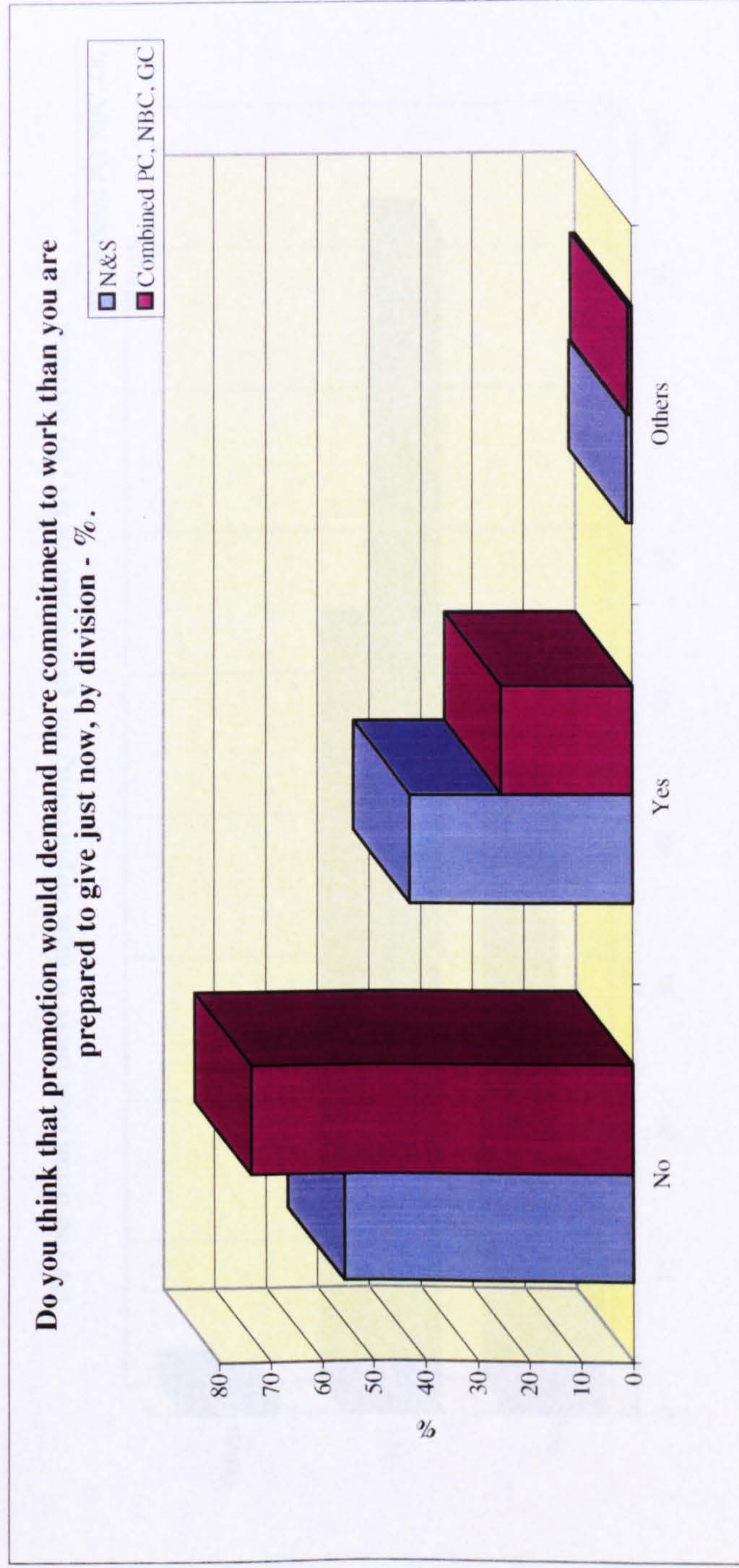
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**23. Do you think that promotion would demand more commitment to work than you are prepared to give just now, by division**

	No	Yes	Others	Total
N&S	97	75	2	174
Combined PC, NBC, GC	276	95	3	374

**23. Do you think that promotion would demand more commitment to work than you are prepared to give just now, by division - %**

	No	Yes	Others	Total
N&S	56	43	1	100
Combined PC, NBC, GC	74	25	1	100



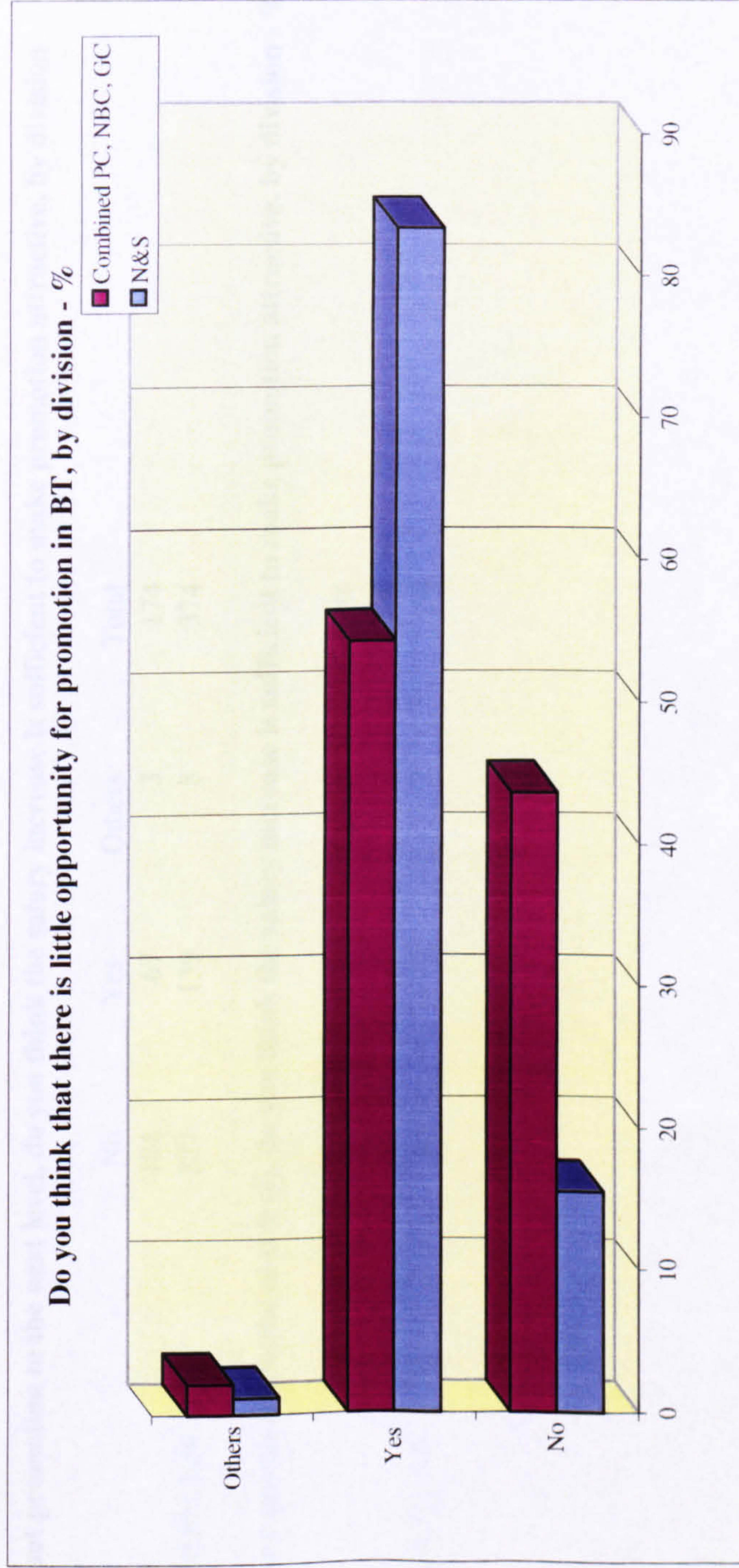
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**25. Do you think that there is little opportunity for promotion in BT, by division**

	No	Yes	Others	Total
N&S	27	145	2	174
Combined PC, NBC, GC	163	203	8	374

**25. Do you think that there is little opportunity for promotion in BT, by division - %**

	No	Yes	Others	%
N&S	16	83	1	100
Combined PC, NBC, GC	44	54	2	100



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**26. Do you think that the increased responsibility makes promotion unattractive, by division**

	No	Yes	Others	Total
N&S	133	39	2	174
Combined PC, NBC, GC	316	55	3	374

**26. Do you think that increased responsibility makes promotion unattractive, by division - %**

	No	Yes	Others	%
N&S	76	22	1	100
Combined PC, NBC, GC	84	15	1	100

**27. About promotion to the next level, do you think the salary increase is sufficient to make promotion attractive, by division**

	No	Yes	Others	Total
N&S	104	67	3	174
Combined PC, NBC, GC	227	139	8	374

**27. About promotion to the next level, do you think the salary increase is sufficient to make promotion attractive, by division - %**

	No	Yes	Others	%
N&S	60	39	2	100
Combined PC, NBC, GC	61	37	2	100

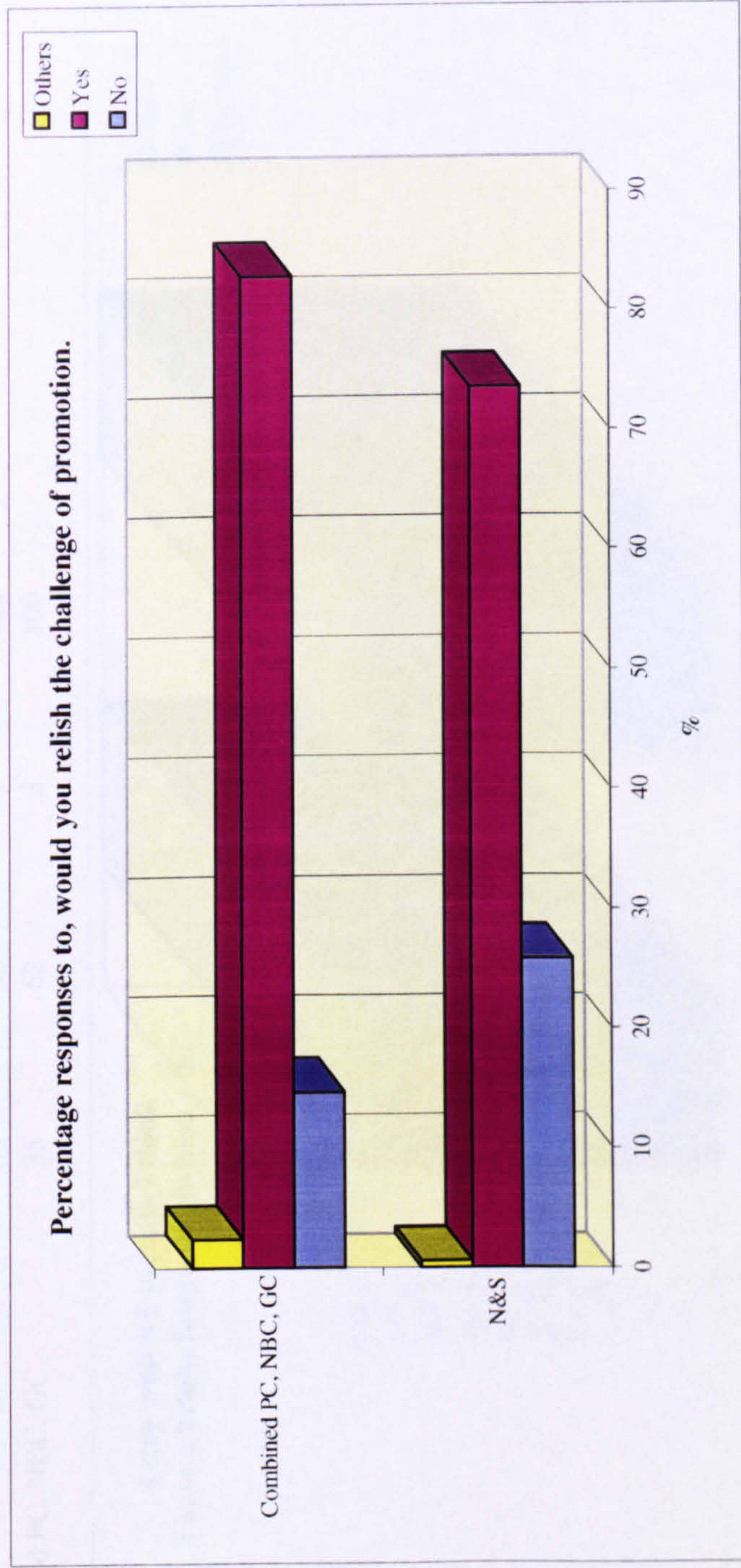
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**28. About promotion to the next level, you would relish the challenge of promotion, by division**

	No	Yes	Others	Total
N&S	45	128	1	174
Combined PC, NBC, GC	55	310	9	374

**28. About promotion to the next level, you would relish the challenge of promotion, by division - %**

	No	Yes	Others	%
N&S	26	74	1	100
Combined PC, NBC, GC	15	83	2	100



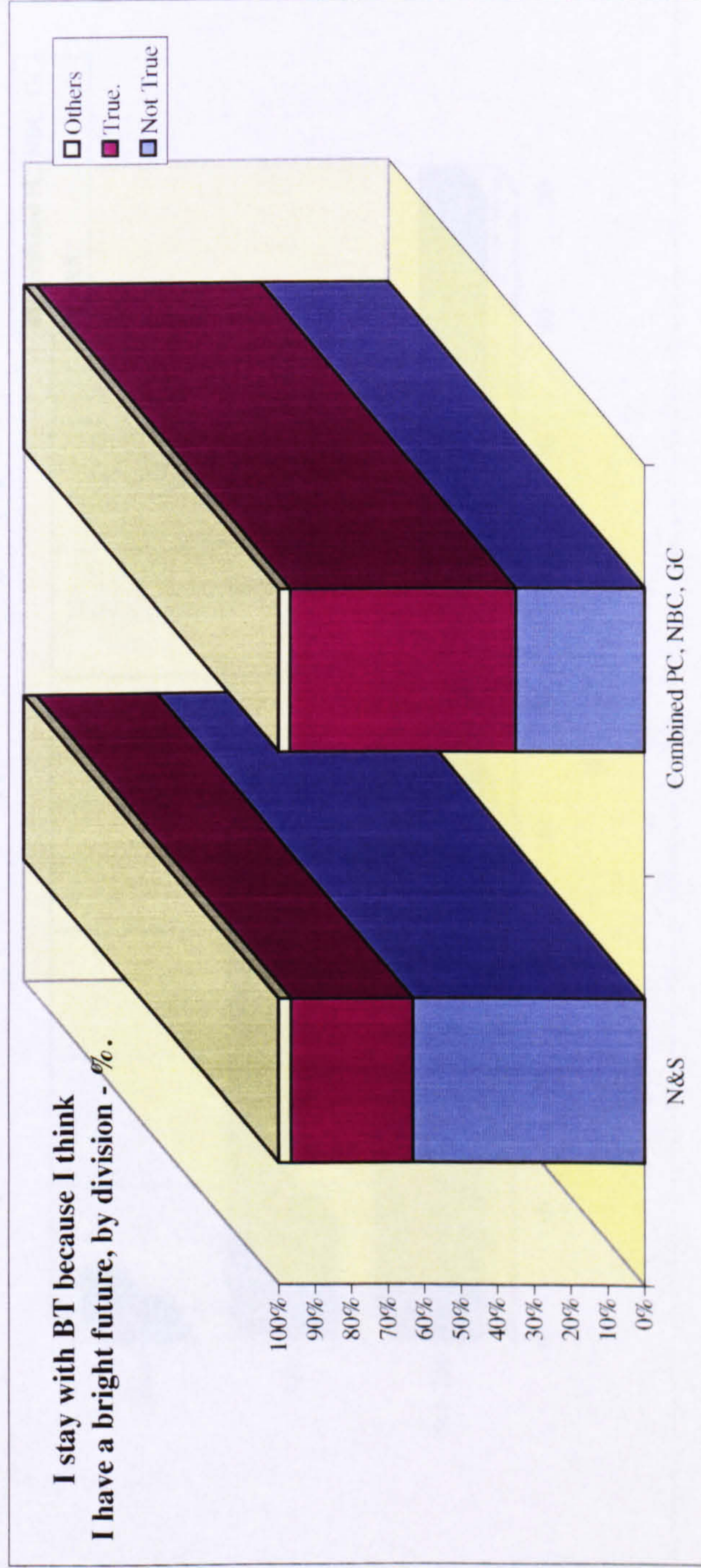
**Asked why they stay with BT, respondents' provided these answers. They think:**

**29. I stay with BT because I think I have a bright future, by division**

	Not True	True.	Others	Total
N&S	110	58	6	174
Combined PC, NBC, GC	131	231	12	374

**29. I stay with BT because I think I have a bright future, by division - %**

	Not True	True.	Others	%
N&S	63	33	3	100
Combined PC, NBC, GC	35	62	3	100



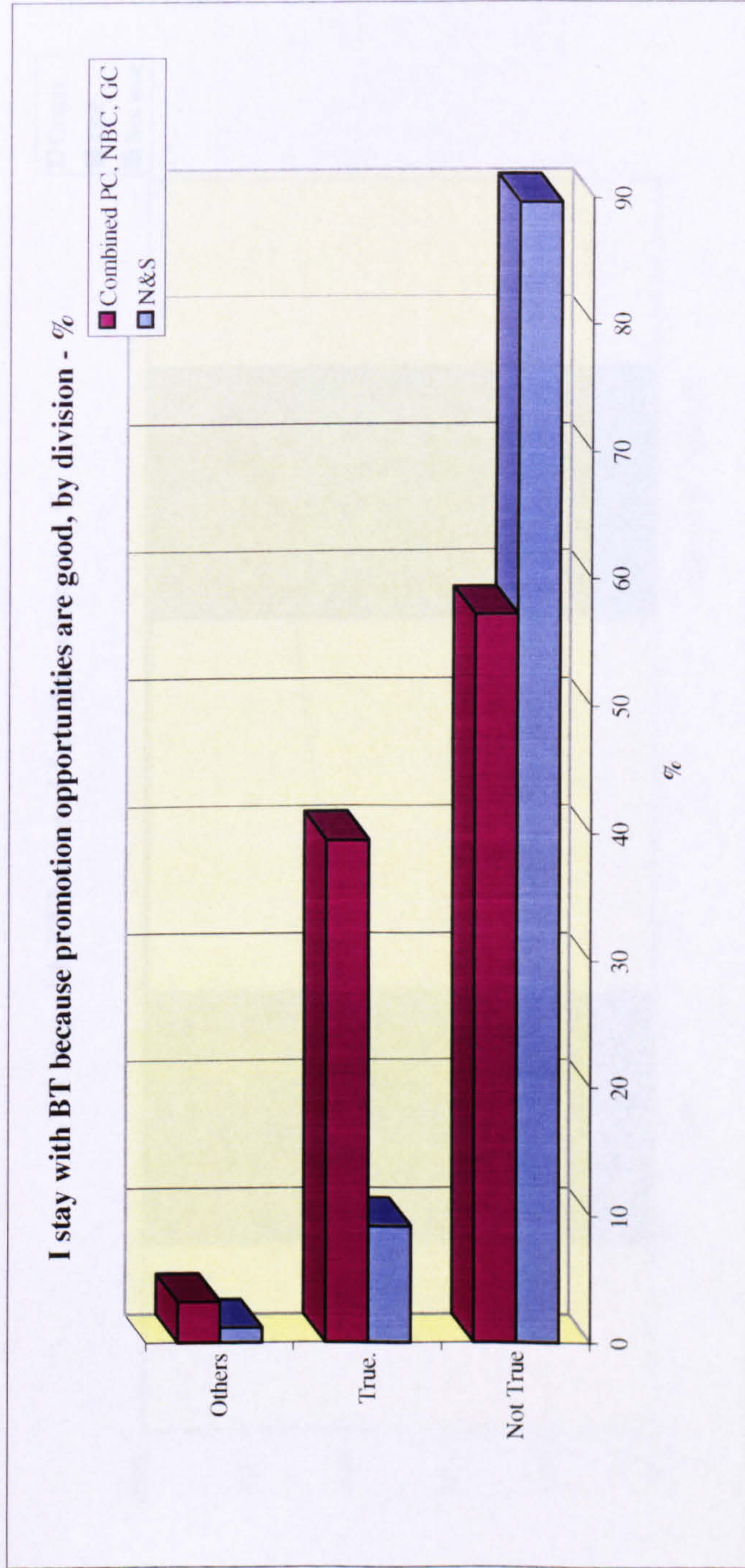


**31. I stay with BT because promotion opportunities are good, by division**

	Not True	True.	Others	Total
N&S	156	16	2	174
Combined PC, NBC, GC	214	148	12	374

**31. I stay with BT because promotion opportunities are good, by division - %**

	Not True	True.	Others	%
N&S	90	9	1	100
Combined PC, NBC, GC	57	40	3	100

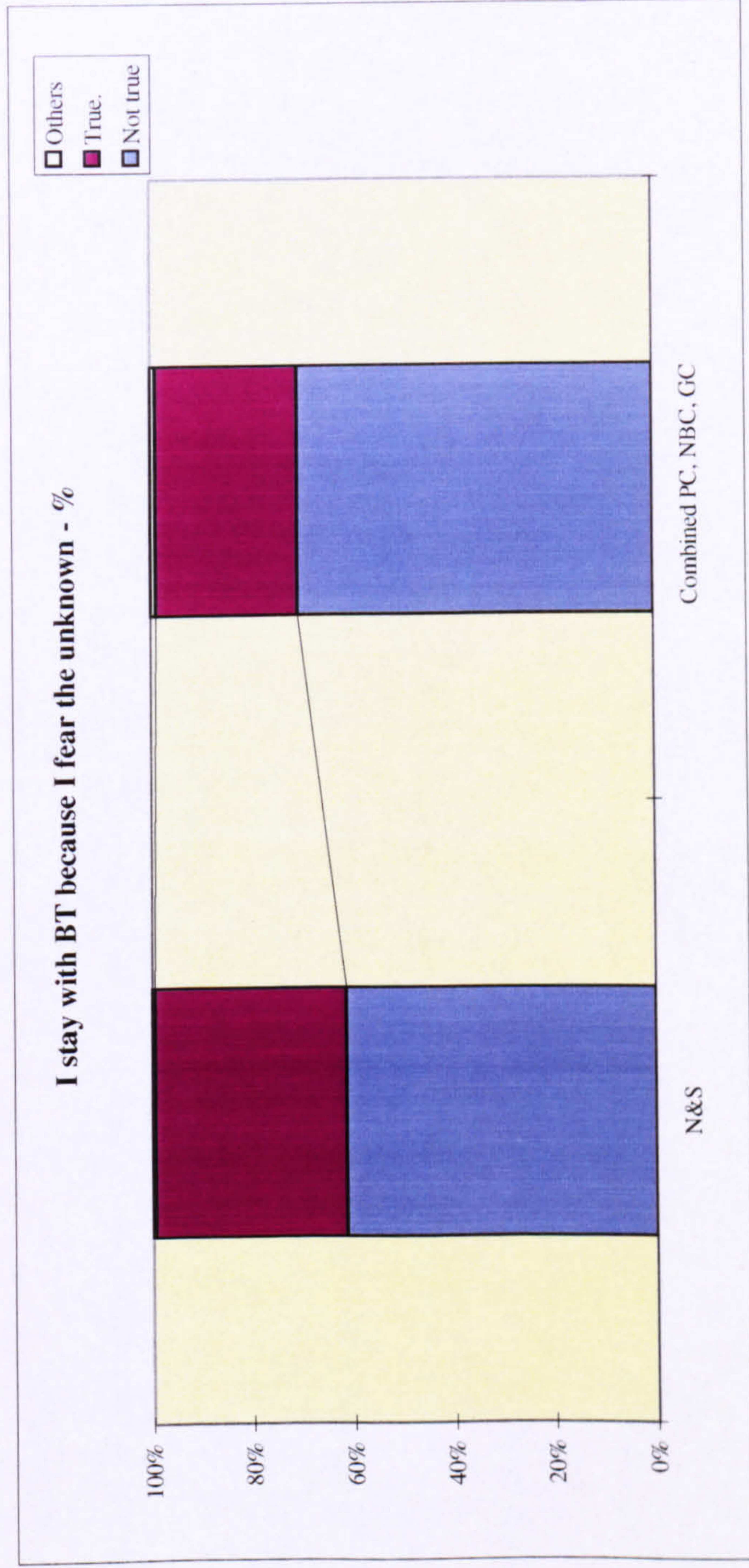


**33. I stay with BT because I fear the unknown, by division**

	Not true	True.	Others	Total
N&S	107	66	1	174
Combined PC, NBC, GC	265	105	4	374

**33. I stay with BT because I fear the unknown, by division - %**

	Not true	True.	Others	%
N&S	61	38	1	100
Combined PC, NBC, GC	71	28	1	100



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**34. I stay with BT because I don't think I am qualified to move outside, by division**

	Not true	True.	Others	Total
N&S	137	35	2	174
Combined PC, NBC, GC	318	52	4	374

**34. I stay with BT because I don't think I am qualified to move outside, by division - %**

	Not true	True.	Others	%
N&S	79	20	1	100
Combined PC, NBC, GC	85	14	1	100

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

Respondents' would leave BT if:

35. I would leave BT if a job outside better furthered my career, by division

	Not true	True.	Others	Total
N&S	34	139	1	174
Combined PC, NBC, GC	75	296	3	374

35. I would leave BT if a job outside better furthered my career, by division - %

	Not true	True.	Others	%
N&S	20	80	1	100
Combined PC, NBC, GC	20	79	1	100

37. I would leave BT if my workload further increased, by division

	Not true	True.	Others	Total
N&S	129	41	4	174
Combined PC, NBC, GC	282	85	7	374

37. I would leave BT if my workload further increased, by division - %

	Not true	True.	Others	%
N&S	74	24	2	100
Combined PC, NBC, GC	75	23	2	100

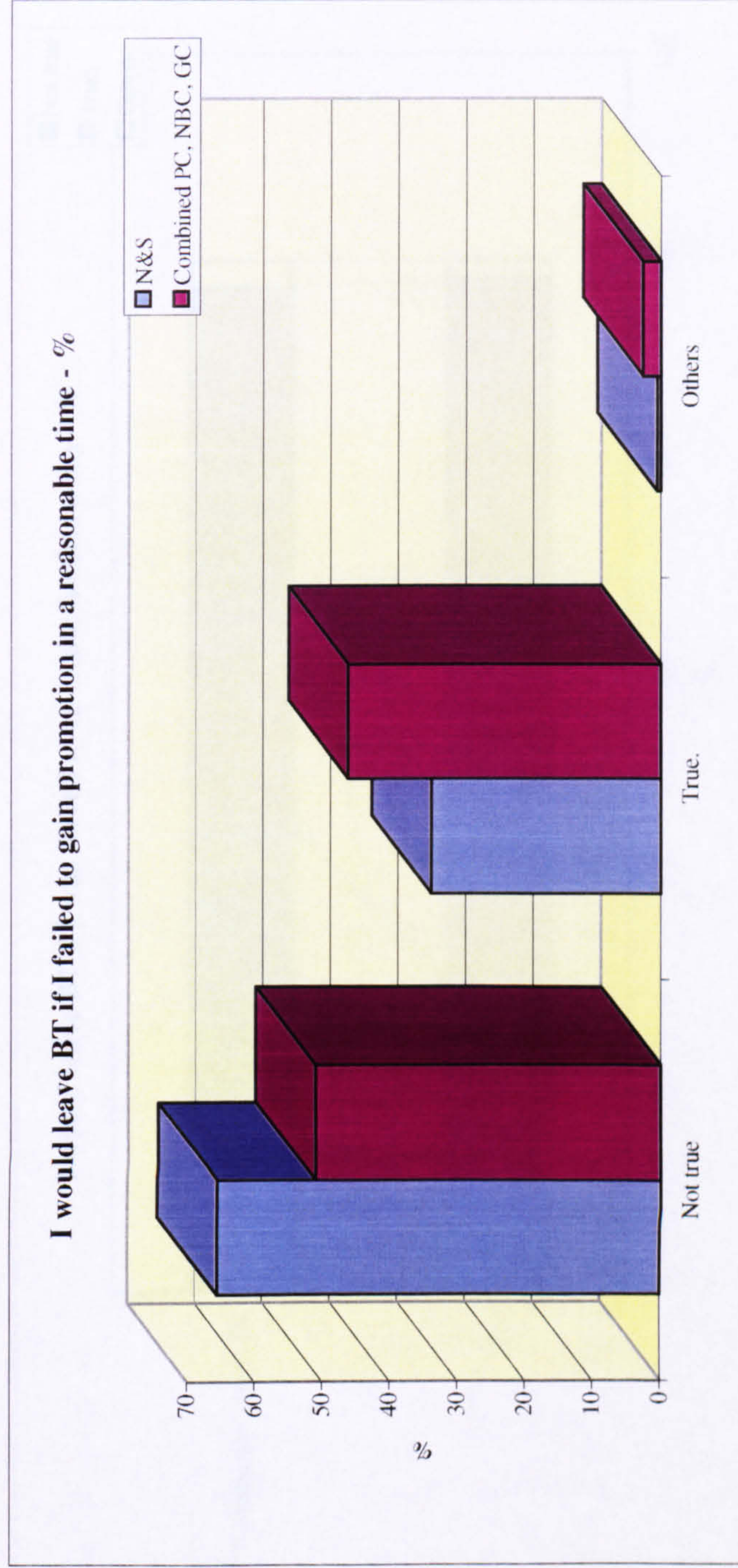
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**38. I would leave BT if I failed to gain promotion in a reasonable time, by division**

	Not true	True.	Others	Total
N&S	114	59	1	174
Combined PC, NBC, GC	191	173	10	374

**38. I would leave BT if I failed to gain promotion in a reasonable time, by division - %**

	Not true	True.	Others	%
N&S	66	34	1	100
Combined PC, NBC, GC	51	46	3	100



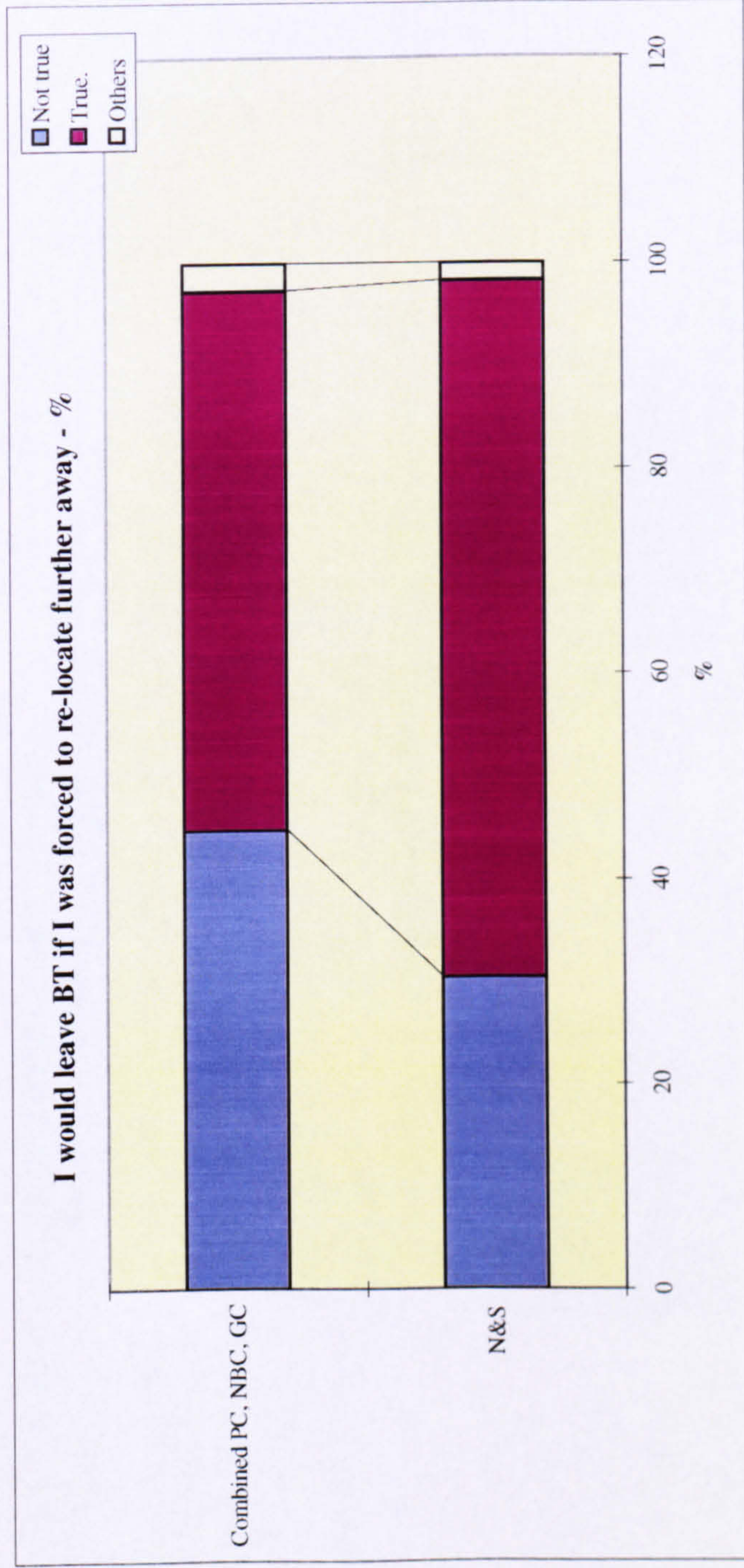
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**40. I would leave BT if I was forced to relocate further away, by division**

	Not true	True.	Others	Total
N&S	53	118	3	174
Combined PC, NBC, GC	168	196	10	374

**40. I would leave BT if I was forced to relocate further away, by division - %**

	Not true	True.	Others	%
N&S	30	68	2	100
Combined PC, NBC, GC	45	52	3	100



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

41. I would leave BT if I wanted to start a family, by division

	Not true	True.	Others	Total
N&S	143	25	6	174
Combined PC, NBC, GC	308	51	15	374

41. I would leave BT if I wanted to start a family, by division - %

	Not true	True.	Others	%
N&S	82	14	3	100
Combined PC, NBC, GC	82	14	4	100

**In your opinion which of the following statements are true ?**

**42. BT needs new management styles in order to thrive, by division**

	Not true	True.	Others	Total
N&S	11	162	1	174
Combined PC, NBC, GC	42	329	3	374

**42. BT needs new management styles in order to thrive, by division - %**

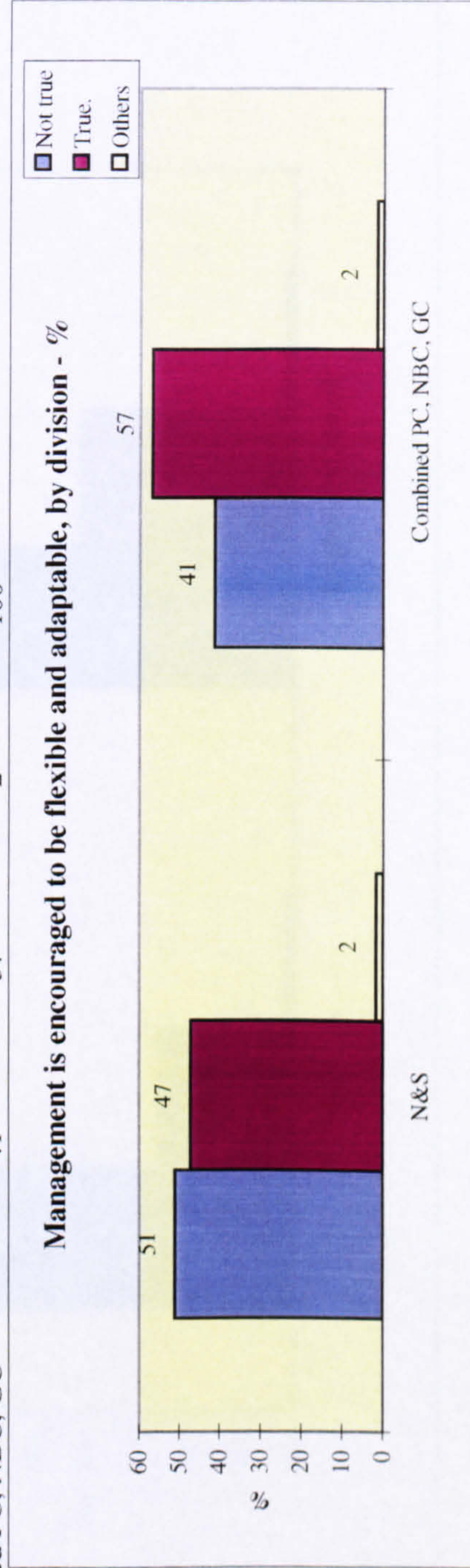
	Not true	True.	Others	%
N&S	6	93	1	100
Combined PC, NBC, GC	11	88	1	100

**43. Management is encouraged to be flexible and adaptable, by division**

	Not true	True.	Others	Total
N&S	89	82	3	174
Combined PC, NBC, GC	155	213	6	374

**43. Management is encouraged to be flexible and adaptable, by division - %**

	Not true	True.	Others	%
N&S	51	47	2	100
Combined PC, NBC, GC	41	57	2	100



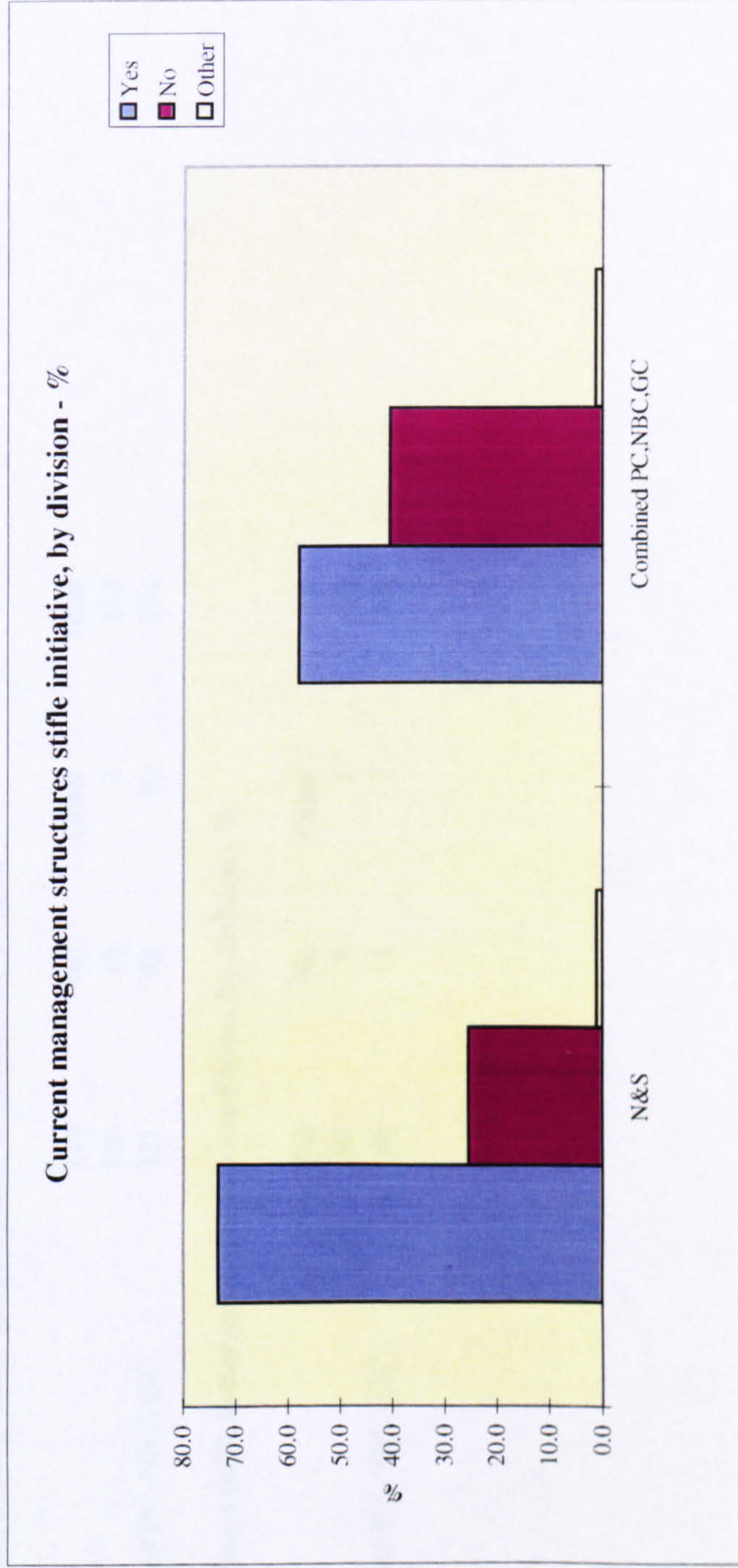


44. Current management structures stifle initiative

	Yes	No	Other	Total
N&S	129	45	2	176
Combined PC,NBC,GC	216	151	5	372

44. Current management structures stifle initiative - %

	Yes	No	Other	%
N&S	73.3	25.6	1.1	100
Combined PC,NBC,GC	58.1	40.6	1.3	100



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**45. BT rewards hours in the office more than quality of output, by division**

	Not True	True.	Others	Total
N&S	83	90	1	174
Combined PC, NBC, GC	210	157	7	374

**45. BT rewards hours in the office more than quality of output, by division - %**

	Not True	True.	Others	%
N&S	48	52	1	100
Combined PC, NBC, GC	56	42	2	100

**46. Women work better under flexible conditions, by division**

	Yes	No	Other	Total
N&S	156	16	2	174
Combined PC, NBC, GC	321	43	10	374

**46. Women work better under flexible conditions, by division - %**

	Yes	No	Other	%
N&S	90	9	1	100
Combined PC, NBC, GC	86	11	3	100

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**47. Men work better under flexible conditions, by division**

	Yes	No	Other	Total
N&S	123	47	4	174
Combined PC, NBC, GC	246	115	13	374

**47. Men work better under flexible conditions, by division - %**

	Yes	No	Other	%
N&S	71	27	2	100
Combined PC, NBC, GC	66	31	3	100

**48. Generally women place great value on teamwork, by division**

	Yes	No	Other	Total
N&S	148	22	4	174
Combined PC, NBC, GC	301	66	7	374

**48. Generally women place great value on teamwork, by division - %**

	Yes	No	Other	%
N&S	85	13	2	100
Combined PC, NBC, GC	80	18	2	100

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**49. Hard work alone is sufficient to gain a manager recognition, by division**

	Not True	True.	Others	Total
N&S	160	13	1	174
Combined PC, NBC, GC	351	21	2	374

**49. Hard work alone is sufficient to gain a manager recognition, by division - %**

	Not True	True.	Others	%
N&S	92	7	1	100
Combined PC, NBC, GC	94	6	1	100

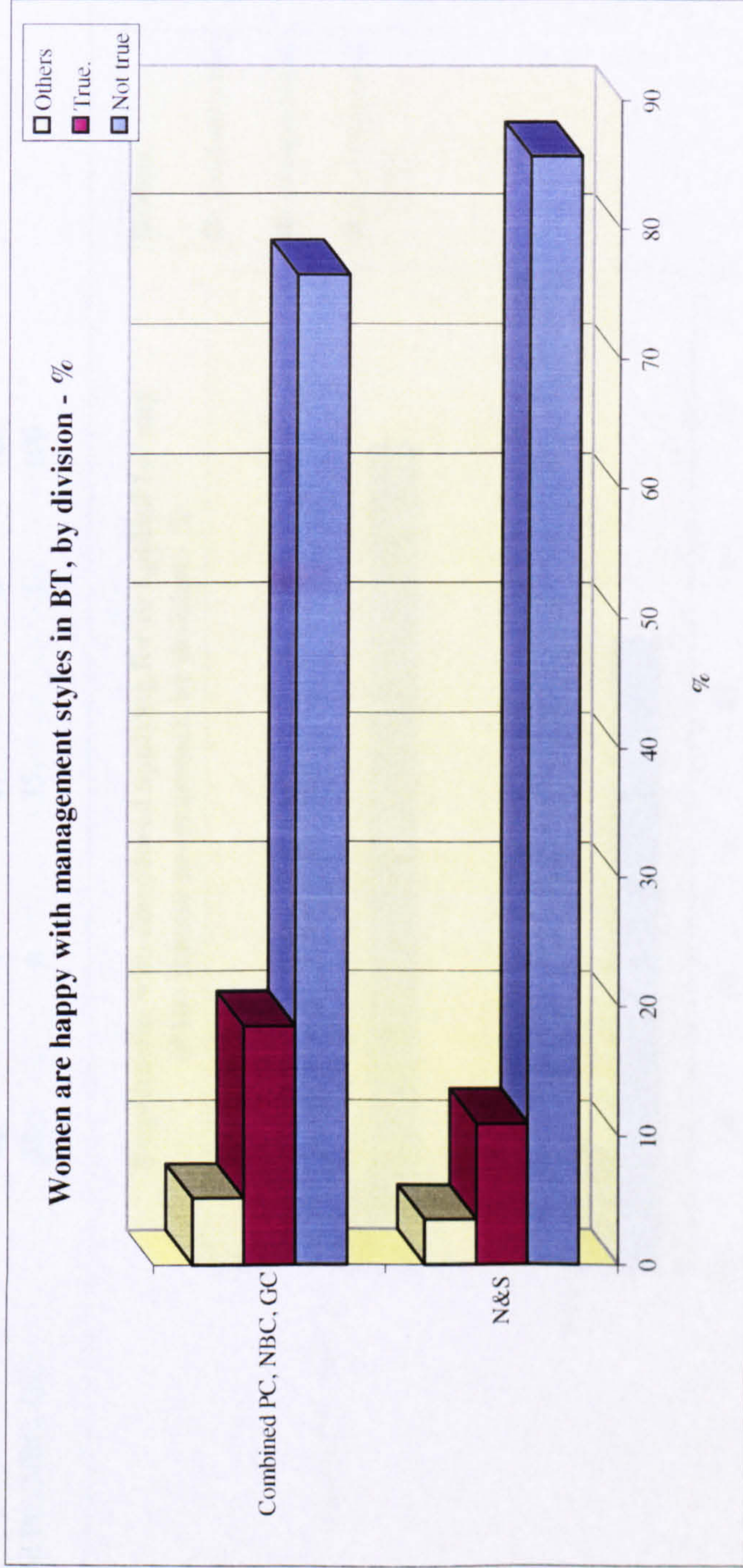
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**52. Women are happy with management styles in BT, by division**

	Not true	True.	Others	Total
N&S	149	19	6	174
Combined PC, NBC, GC	286	69	19	374

**52. Women are happy with management styles in BT, by division - %**

	Not true	True.	Others	%
N&S	86	11	3	100
Combined PC, NBC, GC	76	18	5	100



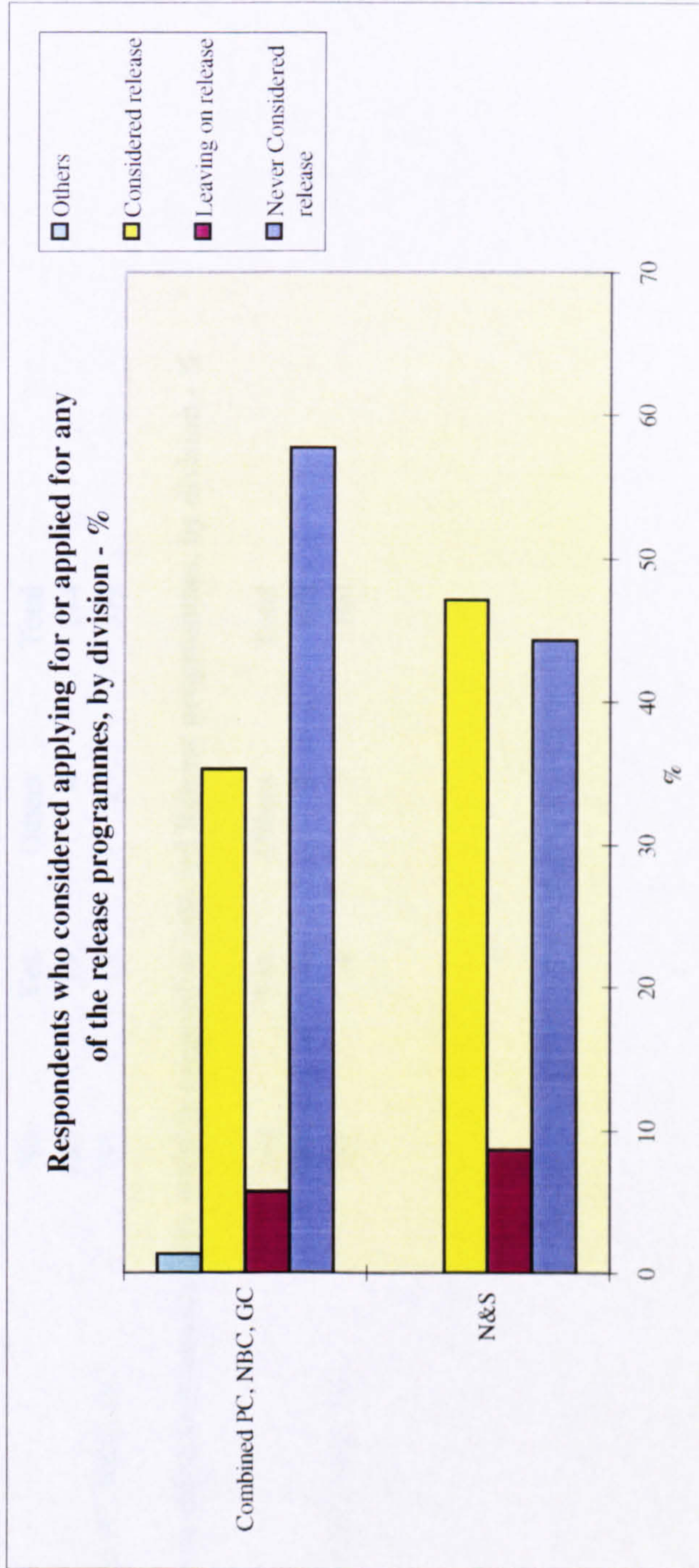
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**54. Did you at any time consider applying for or apply for any of the release programmes, by division**

	Never Considered	Leaving on release	Considered release	Others	Total
N&S	77	15	82	0	174
Combined PC, NBC, GC	216	21	132	5	374

**54. Did you at any time consider applying for or apply for any of the release programmes, by division - %**

	Never Considered	Leaving on release	Considered release	Others	Total
N&S	44	9	47	0	100
Combined PC, NBC, GC	58	6	35	1	100



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**55. Do you think that women are more likely to be accepted for Release than men, by division**

	No	Yes	Others	Total
N&S	128	44	2	174
Combined PC, NBC, GC	287	69	18	374

**55. Do you think that women are more likely to be accepted for Release than men, by division - %**

	No	Yes	Others	Total
N&S	74	25	1	100
Combined PC, NBC, GC	77	18	5	100

**56. Do you think that women were unfairly targeted or selected Release programmes, by division**

	No	Yes	Others	Total
N&S	155	15	4	174
Combined PC, NBC, GC	335	14	25	374

**56. Do you think that women were unfairly targeted or selected Release programmes, by division - %**

	No	Yes	Others	Total
N&S	89	9	2	100
Combined PC, NBC, GC	90	4	7	100

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**57. Would you prefer to work full time, by division**

	Yes	Total
N&S	79	174
Combined PC, NBC, GC	209	374

**57. Would you prefer to work full time, by division - %**

	Yes
N&S	45
Combined PC, NBC, GC	56

**58. Would you prefer to work flexi time, by division**

	Yes	Total
N&S	102	174
Combined PC, NBC, GC	185	374

**58. Would you prefer to work flexi time, by division - %**

	Yes
N&S	59
Combined PC, NBC, GC	49

**59. Would you prefer to work part time, by division**

	Yes	Total
N&S	24	174
Combined PC, NBC, GC	32	374

**59. Would you prefer to work part time, by division - %**

	Yes
N&S	14
Combined PC, NBC, GC	9



A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**60. Would you prefer to work with a job share partner, by division**

	Yes	Total
N&S	7	174
Combined PC, NBC, GC	19	374

**60. Would you prefer to work with a job share partner, by division - %**

	Yes
N&S	4
Combined PC, NBC, GC	5

**61. Would you prefer to work in an office, by division**

	Yes	Total
N&S	40	174
Combined PC, NBC, GC	73	374

**61. Would you prefer to work in an office, by division - %**

	Yes
N&S	23
Combined PC, NBC, GC	20

**62. Would you prefer to work from home, by division**

	Yes	Total
N&S	8	174
Combined PC, NBC, GC	23	374

**62. Would you prefer to work from home, by division - %**

	Yes
N&S	5
Combined PC, NBC, GC	6

A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**63. Would you prefer to work at home and in the office, by division**

	Yes	Total
N&S	100	174
Combined PC, NBC, GC	271	374

**63. Would you prefer to work at home and in the office, by division - %**

	Yes
N&S	57
Combined PC, NBC, GC	72

**64. Would you prefer to work at an office close to home, by division**

	Yes	Total
N&S	66	174
Combined PC, NBC, GC	116	374

**64. Would you prefer to work at an office close to home, by division - %**

	Yes
N&S	38
Combined PC, NBC, GC	31

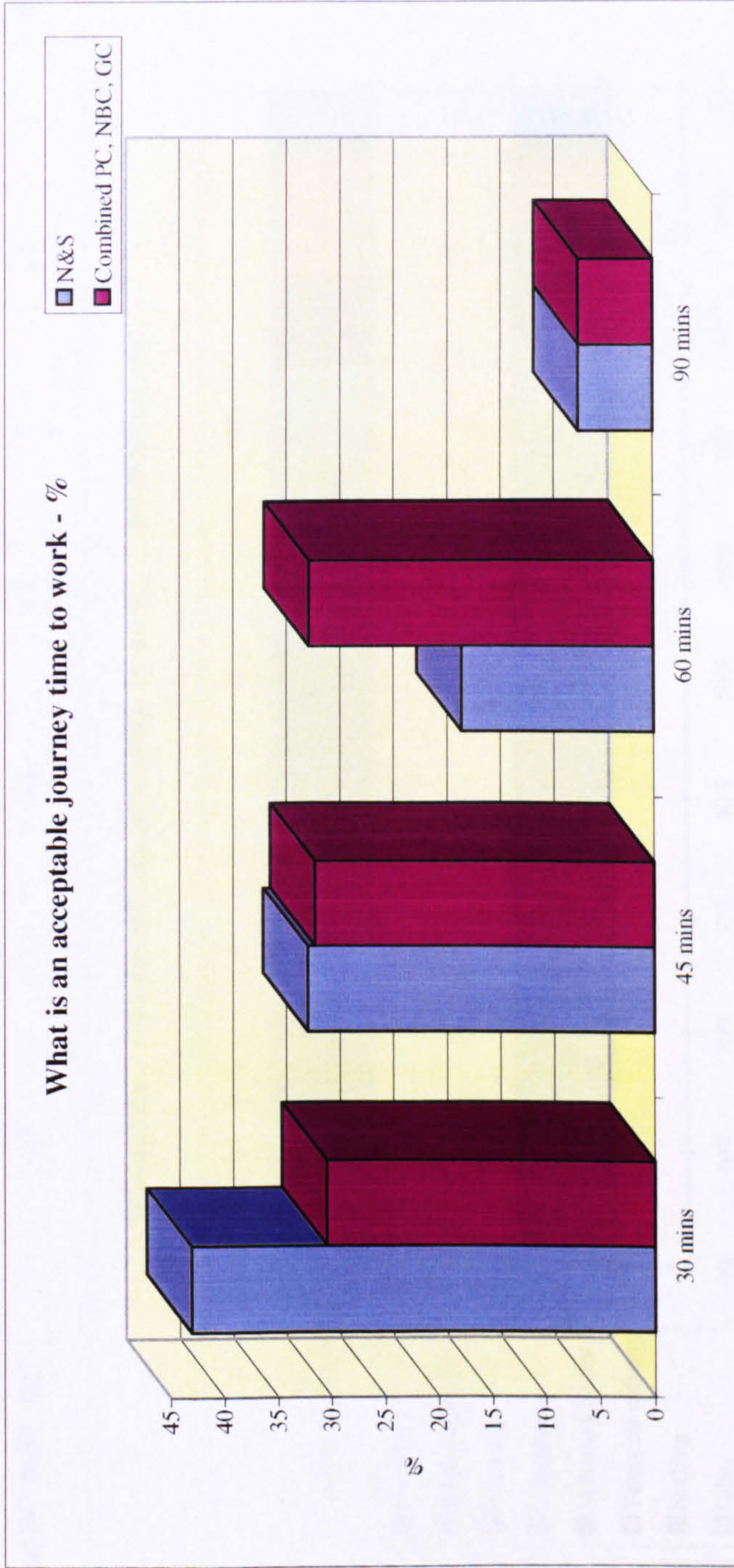
A comparison of the responses of women managers in N+S with those in PC, NBC and GC

**65. What is an acceptable journey time to work, by division**

	30 mins	45 mins	60 mins	90 mins	Total
N&S	75	56	31	12	174
Combined PC, NBC, GC	114	118	120	22	374

**65. What is an acceptable journey time to work, by division - %**

	30 mins	45 mins	60 mins	90 mins	%
N&S	43	32	18	7	100
Combined PC, NBC, GC	30	32	32	7	100



**66. If you didn't work for BT would you like to work .....**

	Small family				Telecoms industry	Total
	For Yourself	Co.	Large Co.	Consultancy		
N&S	38	22	47	30	10	174
Combined PC, NBC, GC	109	27	88	63	42	374

**66. If you didn't work for BT would you work....., by division - %**

	Small family				Telecoms industry	Other	%
	For Yourself	Co.	Large Co.	Consultancy			
N&S	22	13	27	17	6	2	100
Combined PC, NBC, GC	29	7	24	17	11	4	100

