

U T O  
P I A



# Masculinity in the Workplace Report 2021

**Being The Good Ally: Encouraging Men  
To Collaborate So Everyone Thrives.**

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We are finally seeing that the XY code no longer magically unlocks the path to power and success. But portraying men and boys as all-powerful means we don't pay them the urgent attention required to address the critical mental health needs that so many have and which are wreaking havoc not just in their lives but also the lives of people around them and across societies...It is not a zero sum game - lifting each other up is win-win allyship.

**Tim Samuels**, Documentary Maker, Broadcast Journalist  
and Author of *Who Stole My Spear?*

“

Change can't come from us characterising masculinity as toxic - there were positive things I found [about modern masculinity] when I looked for them.

**Iman Amrani**, Journalist and Creator  
of the *Modern Masculinity Series*

## Foreword

This year the theme of our Masculinity in the Workplace event on 19th November was allyship. As we made clear during the event, we believe that you can only call yourself a true ally if you are invested in creating change at a systemic level. Most workplaces are still not fully inclusive and the road to true inclusion seems a long one. And most importantly, the current system is damaging almost everyone.

So this year we decided to explore what's still making it so hard for men, women and non-binary people to work together to create change. What was so different about how they make decisions, how they collaborate and how they resolve conflict? Our belief was that if we can get a better understanding of these basics, we could create workplaces in which everyone can become an ally to each other.

We are very proud of this report and believe that there are some critical insights in here that can show a new pathway ahead; a pathway that will ensure better collaboration, more inclusive cultures and the freedom to finally show up as your true self in the workplace. We hope you find it useful. Do feedback - we would love to hear from you.

**Daniele Fiandaca & Roxanne Hobbs**  
(Utopia) (The Hobbs Consultancy)

Co-founders of Masculinity in the Workplace

## Executive Summary

Masculinity and what it means to be a man - both at work and at home - were under more scrutiny than ever in 2021.

Gender and gender equality seemed rarely out of the headlines as we faced a reckoning with what has been dubbed the “shadow pandemic” (1) of violence by men against women, and issues around trans rights came to the fore.

But, as original research we conducted to coincide with our Masculinity in the Workplace event (MIW 2021) on International Men’s Day (November 19) reveals, traditional masculine tropes are still standing in the way of men being good allies in the workplace.

Even those men who were trying to be good allies, and recognised the importance of allyship in their own career progression, sometimes marginalised women in key areas of decision-making and conflict resolution - critical aspects of collaboration - as they felt compelled to make decisions alone.

This lack of allyship had wider impacts on all genders and other often marginalised groups in the workplace including Black, Asian, People of Colour (BAPOC), Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, Pansexual (LGBTQ+IAP) and disabled workers, whose intersectionality compounded their challenges, according to our survey.

In short, men's lack of allyship worked against an inclusive workplace.

Our survey revealed that younger men (aged 18-34) and men with no management responsibility (MR) were 16 times more likely to make a decision on their own regarding the team than their female counterparts at work.

- **Decision-making - men, particularly younger men, shunned collaboration in favour of lone decision making, while more women than men consistently seek consensus.**
- **Conflict resolution - 1 in 3 young men want to win at all costs in conflicts with peers and think resolving conflict by avoiding it is a key attribute for leaders.**
- **Leadership style - men value openness and communication more while women increase confidence in decision-making as they both climb the ladder of leadership.**
- **Allyship - 50% of men believed allyship was important to their own career success but women, particularly younger women, were not feeling that allyship in practice.**

Our research showed positive signs, at least, that there is a will by men and women in general to collaborate especially when it comes to their teams.

But in practice it seems society and business may not be equipping young men, especially, with the tools and the role models they need to collaborate effectively.

The pandemic's enforced working from home (WFH) opened up opportunities for many - in certain industries a father requesting flexible or part time hours to spend more time with family would have been taboo just 18 months ago and is now commonplace.

But many younger men may have felt isolated during WFH and found it harder to reach out to colleagues - our survey indicated they needed mentors and training to learn collaboration. Meanwhile, many women have considered career downsizing or even leaving the workplace altogether due to the extra demands placed on them during pandemic times and the gender gap shows alarming signs of widening again. (2)

With this in mind, it is more vital than ever that men are allies to women and marginalised groups, working collaboratively together for a more inclusive, and prosperous, future workplace for all.

To that end, we offer some solutions, including the five hacks you, as leaders, can use to start addressing some of the issues that are covered in this report.

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## Introduction & Methodology

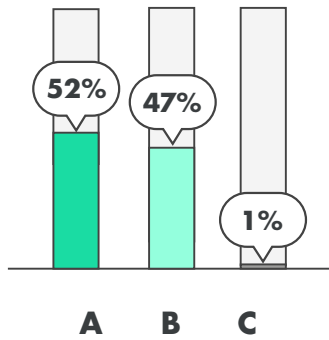
# 2,193 responses

A survey carried out for us (Utopia and The Hobbs Consultancy) by insight agency Opinium, between 9-25 October, 2021, polled a representative sample of 2,193 workers, across multiple industries in the UK.

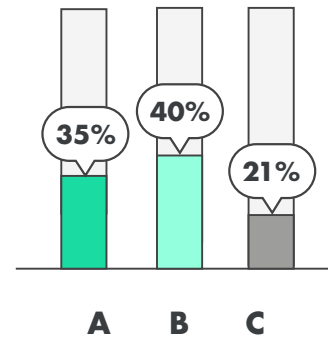
Workers were asked a series of questions about decision-making, conflict resolution, allyship and leadership, as well as how they collaborate generally in the workplace. The survey also explored the impacts of poor decision-making and conflict resolution on workers.

For the purposes of the survey an ally was defined as anyone who collaborates, sponsors and supports others to achieve common goals in the workplace (e.g. advancing your career); allies aim to “drive systemic improvements to workplace policies, practices, and culture”.

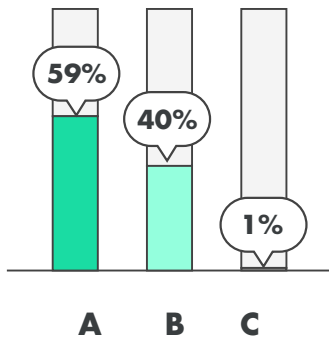
# 2,193 responses



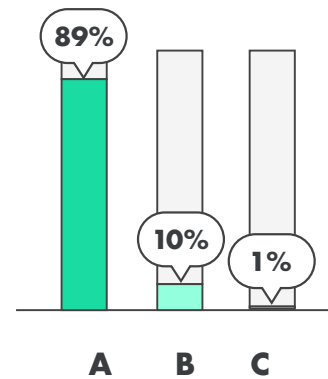
**A. 52% Male**  
**B. 47% Female**  
**C. 1% Defined outside of the binary**



**A. 35% 18-34**  
**B. 40% 35-54**  
**C. 21% 55+**

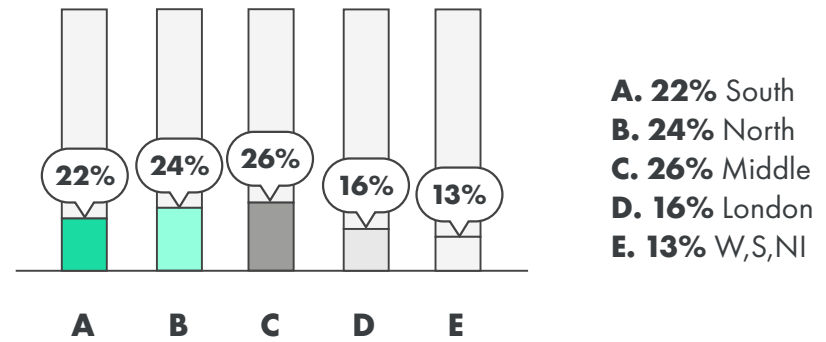
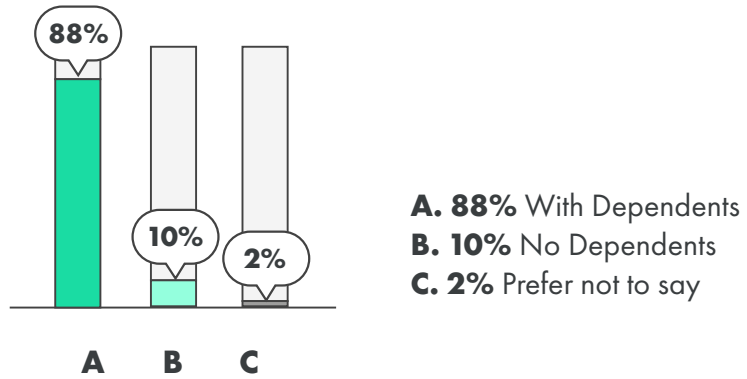


**A. 59% With Dependents**  
**B. 40% No Dependents**  
**C. 1% Prefer not to say**

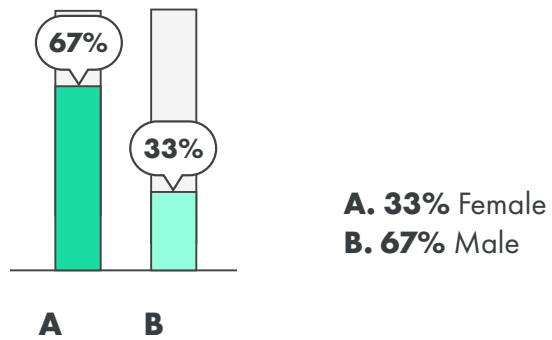


**A. 89% White**  
**B. 10% BAPOC**  
**C. 1% Prefer not to say**

# 2,193 responses



## Senior Leadership Teams



## Key Themes

Our survey revealed men - particularly 18-34-year-olds and those without management responsibility - were not collaborating when it came to decision-making in the workplace, even when the stakes were high and they were dealing with external partners.

Female respondents, however, felt compelled to gather more information and viewpoints to make an informed decision than their male counterparts. This may be because there is greater jeopardy involved when it comes to women in the workplace.

In what has been dubbed by several studies as the "Punishment Gap", research shows that women and minorities are penalised more harshly than men for making similar mistakes. And the less diversity there was in the organisation's senior leadership the more this held true. (3&4)

Men in our survey reported being twice as confident as women where there was a lot of uncertainty surrounding decision-making.

This was particularly prevalent among young men, with 46% saying they were most confident when faced with uncertainty.

Whether this is down to "bravado", or the fact that they may be more junior, effectively less empowered and therefore more used to uncertainty is unclear.

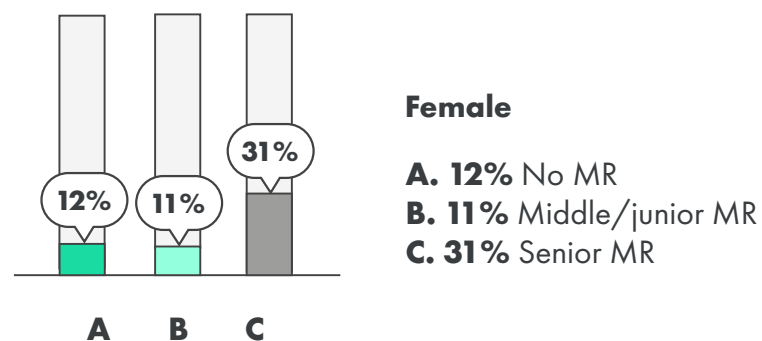
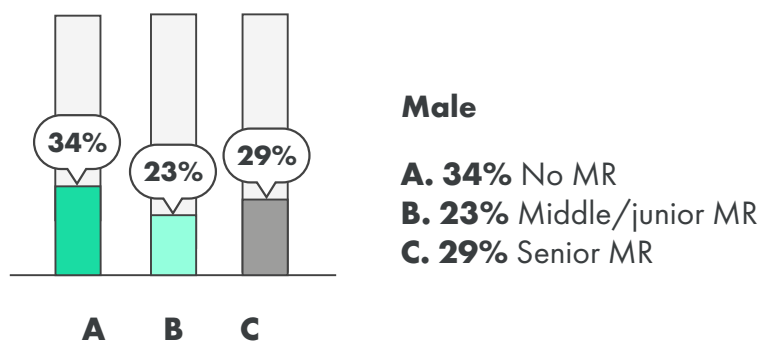
But what is clear from our survey is that this high confidence in the face of uncertainty waned with age and seniority up to junior and middle-management roles, peaking again only in senior management.

Qualitative responses revealed women were much more likely to report that decision making was done by senior people (even when they were senior themselves) and that they were told what to do or instructed as opposed to being active collaborators. If even senior women are not feeling empowered to make decisions, employers need to do more to address this lack of inclusion.

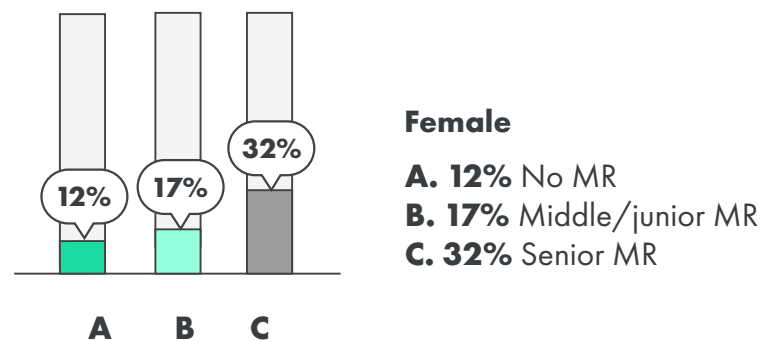
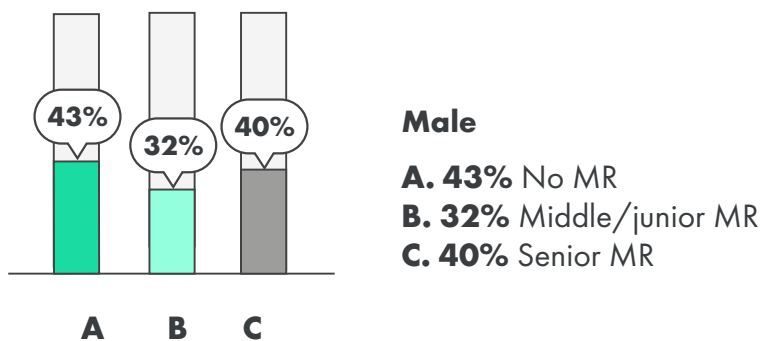
## Key Themes

### Decision-making - young men shun collaboration and decide alone

I prefer making critical decisions on my own:

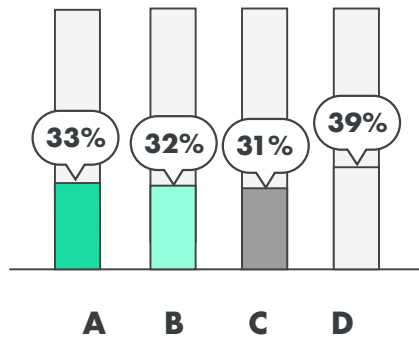


I feel confident making a decision when there is a lot of uncertainty about the outcome:



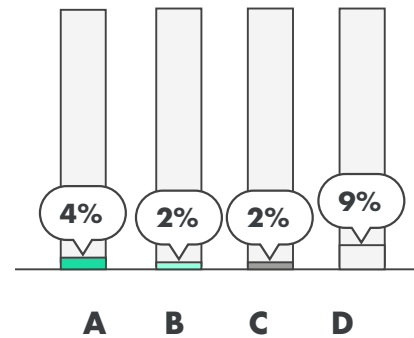
# Decision-making - young men shun collaboration and decide alone

## I make decisions myself without input:



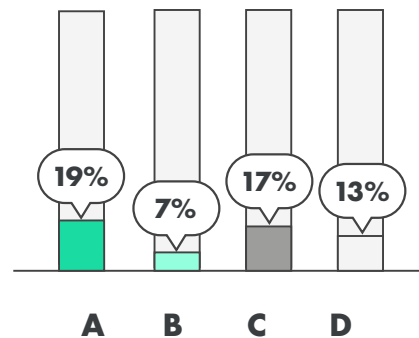
### Male U35 No MR

- A. 33%**  
Decisions affecting my job
- B. 32%**  
Decisions affecting my team
- C. 31%**  
Decisions affecting my company
- D. 39%**  
Decisions affecting my clients



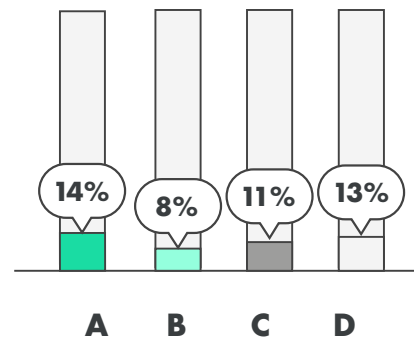
### Female U35 No MR

- A. 4%**  
Decisions affecting my job
- B. 2%**  
Decisions affecting my team
- C. 2%**  
Decisions affecting my company
- D. 9%**  
Decisions affecting my clients



### Male 35-54 Senior MR

- A. 19%**  
Decisions affecting my job
- B. 7%**  
Decisions affecting my team
- C. 17%**  
Decisions affecting my company
- D. 13%**  
Decisions affecting my clients



### Female 35-54 Senior MR

- A. 14%**  
Decisions affecting my job
- B. 8%**  
Decisions affecting my team
- C. 11%**  
Decisions affecting my company
- D. 13%**  
Decisions affecting my clients

## Key Themes

### Decision-making and teams

On a positive note, both men and women said they preferred to collaborate when it came to decisions affecting the team. But men were still nearly five times as likely to prefer making the final decision affecting the team on their own without any input.

Women prefer to build consensus here more than men (61% against 43% of men) and men prefer to collaborate but make the final call more (33% to 24% of women).

Young men, especially, felt more confident making decisions on their own even where it affected the team - indeed, they were 16 times more likely than young women to make the final decision affecting the team alone and this statistic was similar for men with no management responsibility compared to their female counterparts.

This begs the question - why are young men and those with no management responsibility so averse to the concept of

collaboration even when this runs counter to current team theory? If the present and future of work is collaboration, we could be setting young men up to fail.

Meanwhile younger women were more confident expressing their opinions on decisions affecting the team than their male counterparts (64% young women compared to 55% young men). It may be that young men are just not being taught to collaborate so come into the workplace without the appropriate tools to do so.

Men were also less likely to ask for help and support from colleagues - 29% of men preferred to make a decision by themselves without any input from colleagues compared with 15% of women. Younger men may have felt this inability to reach out to colleagues more acutely during the pandemic and WFH.

## Key Themes

### Decision-making and teams

Women, especially those with no management responsibility, but also those in junior and middle management roles preferred to seek consensus, while senior women were more comfortable taking final decisions on their own, albeit still preferring to collaborate initially.

Under traditional masculine stereotypes it could be that some male workers equate “collaboration” with asking for help and support and negative connotations of showing weakness or ignorance - this was certainly the case in responses from some younger men in our survey. Conversely, women may risk being perceived as “too collaborative” and thus seen as less decisive or less confident leaders.

So despite the reality that women fall harder when they fail in the workplace, men still perceive that they mustn't fail and part of that show of outward strength is lone decision-making.

Younger men may be emulating a perceived archetype of older men in leadership (as opposed to behaviours senior colleagues actually demonstrate) in the hope that taking ultimate responsibility and making decisions on their own will make them more successful leaders.



## Key Themes

### Decision-making and emotions

When it came to the role emotions play in decision-making, our survey showed that both genders preferred to base their decisions on facts, with women slightly more skewed towards a middle ground of a combination of facts and emotions unless they were older - 55+ women respondents preferred mostly facts (59%).

Qualitative responses for both genders, however, showed emotions did indeed play a significant role in the decision-making process but the stigma associated with "being emotional" should be avoided at all costs in the workplace and men and women couched their responses about emotions in very different language. This was not the case for LGBTQIAP men, however, who were 4.6 times more likely, according to our survey, to base decisions on emotions compared with heterosexual men.

The oldest respondents - 50-60+ workers (not necessarily most senior) - and youngest men (18-34) showed many similarities when it came to wanting to remove emotions altogether from the decision-making process.

### Decision-making and clients

Both men and women in general preferred joint collaboration to reach consensus in decisions affecting clients or external partners. This preference grows with age, which could indicate more experience of working in teams and reaching outcomes where keeping the client happy is key. Men's preference for joint consensus here effectively more than doubled with age (18-34 - 22%; 55+ - 46%).

But younger men in our survey again showed they strongly preferred reaching decisions alone, even where they related to clients and external partners - a surprising 39% of young men vs 9% of young women. What is unclear and warrants more research is why they feel compelled to do so in such high numbers compared with their female peers when the stakes are so very high.

## How Do You Make Decisions In The Workplace?

Our survey respondents said:

“

As a team with likeminded people who would share the same thoughts and opinions as me.

Caribbean man, 49,  
Manual Worker

“

Try to gather as many facts as possible, talk through any potential pitfalls and possible outcomes with those who have a stake in the process, talk through options with my team then make a decision.

White man, Middle Management,  
32, IT Services

“

Assess the information, consult with others to collect insight and understand impacts, assess likely outcomes and risks, make decision.

Female, disabled, 59, Senior Management,  
Consultancy Services, white

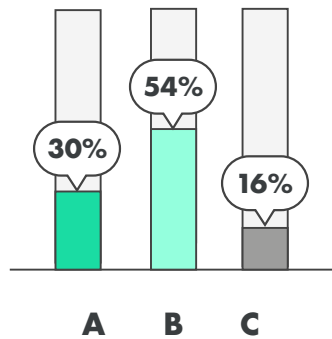
“

Think about the best steps. Collaborate with your team and discuss the options based on current circumstances and what the impact of the decision will be for the moment and the future.

Asian female, 49,  
Junior Management, Healthcare

# Conflict resolution - young men prefer to win at all costs

## In conflict with people senior to me:



### Male No MR

**A. 30%**

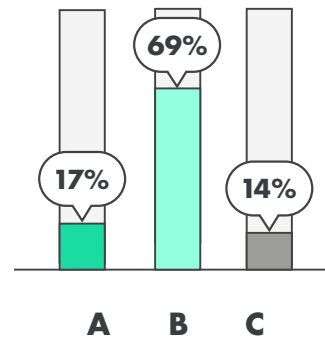
I want to win at all costs

**B. 54%**

I want to find a fair solution

**C. 16%**

I relinquish my point of view



### Male Senior MR

**A. 17%**

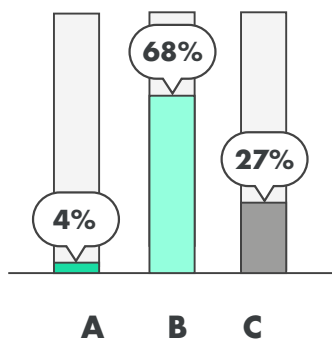
I want to win at all costs

**B. 69%**

I want to find a fair solution

**C. 14%**

I relinquish my point of view



### Female No MR

**A. 4%**

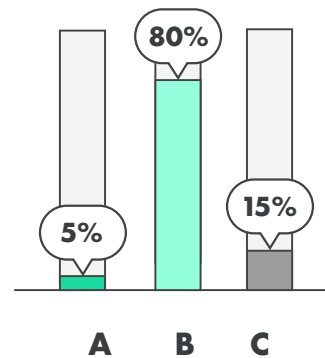
I want to win at all costs

**B. 68%**

I want to find a fair solution

**C. 27%**

I relinquish my point of view



### Female Senior MR

**A. 5%**

I want to win at all costs

**B. 80%**

I want to find a fair solution

**C. 15%**

I relinquish my point of view

## Conflict Resolution - Young Men Prefer To Win At All Costs

Male workers in general were more comfortable with conflict than women in their workplace, according to our survey, and this was the case whether handling or resolving conflicts with peers, junior workers or, indeed, senior colleagues.

Women without management responsibility notably didn't feel comfortable with conflict when it came to their peers (only 36% vs almost 50% of men in similar positions). And, while this figure rises for female workers with management responsibility, women lag behind men across cohorts - this gap actually increases slightly with seniority.

When it came to conflict with their peers, younger men and those without management responsibility, especially, wanted to win more over their peers (at least 1 in 3 prefers to win at all costs), which is 10 times more than women without management responsibility. Winning seems to be a continuing marker of traditional masculinity in this respect.

But this preference for winning at all costs reassuringly wanes with age, indicating that the need to show that kind of performative masculinity becomes less of an imperative as men get older. Women across all demographics, our research showed, wanted to resolve conflicts fairly.

Perhaps most striking was that younger men also wanted to win equally strongly over senior colleagues, indicating their need to dominate was evident at all levels. This begs the question: what does

young men's aversion to collaboration and a strong need to dominate even those senior to them signal for their career progression?

Are they still getting the message that winning all the time is a leadership trait needed for success or is it the case that they learn quickly the longer they are in the workplace that this approach does not always work?

Younger men may feel that asserting their dominance allows them to navigate through and move up the current hierarchy.

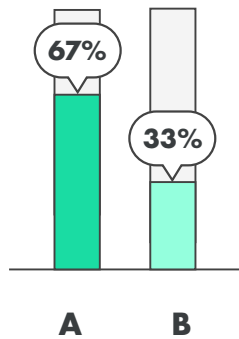
Or it may be that this apparent show of hyper-masculinity is in reality an altogether more fragile construct, driven by fear (of failing, of looking vulnerable or uncertain, of social judgement).

It could be the case that, the longer they spend in the workplace, younger male workers learn that this belligerent approach to conflict resolution may not be the most effective strategy for career progression. Alternatively, the men who collaborate actually progress.

That white men were least likely to yield their point of view (14%) in a conflict compared to 1 in 4 BAPOC men and White women and almost 1 in 3 BAPOC women was a stark reminder of the dominant cultures still at play in many workplaces.

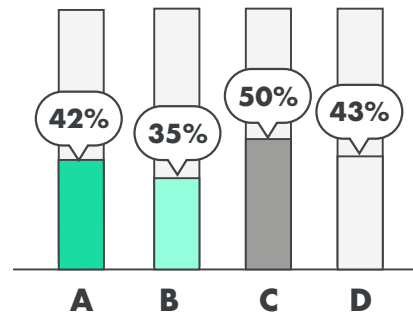
# Leadership Styles - How Leaders Collaborate, Decide And Resolve Conflict

## Make-up of leadership teams:



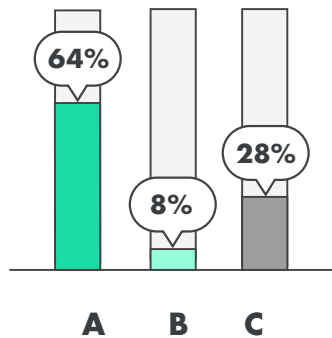
**A. 67% Male**  
**B. 33% Female**

## I have a masculine workplace

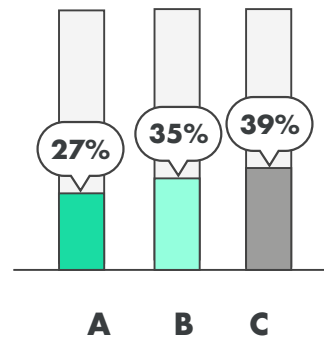


**A. 42% Male**  
**B. 35% Female**  
**C. 50% Senior Male**  
**D. 43% Senior Female**

## Thinking about your leadership team, what is the predominant balance of gender?



**Senior Men**  
**A. 64% Predominantly male**  
**B. 8% Predominantly female**  
**C. 28% Gender diverse**



**Senior Women**  
**A. 27% Predominantly male**  
**B. 35% Predominantly female**  
**C. 39% Gender diverse**

## Leadership Styles - How Leaders Collaborate, Decide And Resolve Conflict

Men generally felt more closely aligned than women with their leaders' leadership style - BAPOC men particularly so [see breakout] - and more men than women felt their company's practices were inclusive.

Notably nearly two thirds of senior male respondents worked for predominantly male senior leadership teams, while more than a third of senior females in our survey worked for predominantly female or gender diverse teams. This shows affinity bias is shaping leadership teams, particularly male ones.

Senior women were more likely than colleagues with no management responsibility to report their company had inclusive decision-making processes - 66% senior management women vs 40% of women with no MR - and also that collaboration at their company was open and inclusive (69% senior management women vs 48% of women no MR).

It is unclear whether senior women in leadership positions themselves are more often the beneficiaries of these inclusive practices and, if so, whether they are even aware that junior women don't feel so included. This blinkered approach, however, could prevent senior women from "pulling other women up".

Ensuring mutual respect, a desire to understand other people's point of view and a tendency to seek compromise were seen as the most important attributes for good conflict resolution in leaders - this was felt more strongly by women than men, with around half of women reporting this.

Young men, however, were more likely again to find winning is important and perceived avoiding conflict as a positive attribute - young men were more than twice as likely as young women (18% young men vs 7% young women) to think that people who avoid conflict are good conflict resolvers. Men without management responsibility were exactly twice as likely as their female counterparts to think this was the case.

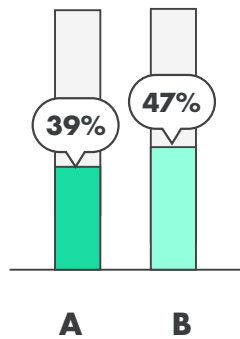
While this does chime with empirical research showing that men tend to avoid conflicts more often than women (5), the winning attitude does diminish for them as they become more senior.

Young men and those without management responsibilities felt the least negative impacts of leaders' bad decision-making and the most motivated to deal with them. However, women reported feeling the negative impacts of poor decision making by leaders more strongly than men across the board and their frustration trended upward with age.

Survey responses showed that as they gain management responsibility, men start to value openness and communication more in the decision-making process and women become more confident about decision making. It may be that, with seniority, both genders recognise a need for a more balanced, pluralistic set of leadership skills (including what are described as traditionally masculine and traditionally feminine traits).

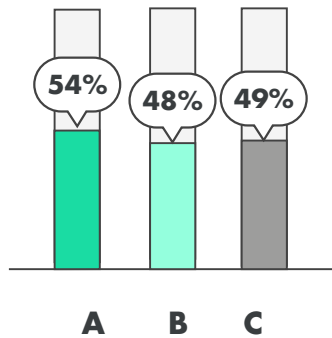
Alternatively this may be a legacy of women feeling compelled to become more "like men" as they gain seniority or perhaps that they rise to seniority because they behave more like them.

## Allyship - Men Recognise It's Vital, But Women Don't Feel Their Allyship

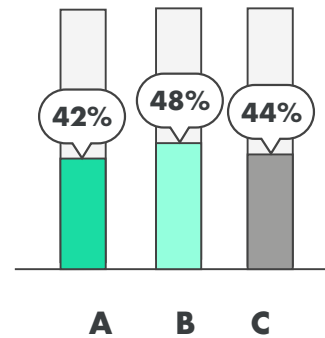


- A. 39%**  
My company fosters culture of allyship
- B. 47%**  
My manager is an ally to inclusion and diversity

### Allies have been important for my career development



- Male**
- A. 54%** Under 35
- B. 48%** 35-54
- C. 49%** 55+



- Female**
- A. 42%** Under 35
- B. 48%** 35-54
- C. 44%** 55+



## **Allyship - Men Recognise It's Vital, But Women Don't Feel Their Allyship**

Our survey shows allyship is not yet fully embedded in workplace cultures but younger men are seeking and finding allies. However, younger women and marginalised groups report allies are harder to come by.

Overall more men than women feel allies have been important for their career development - 50% men vs 45% women reported this was the case. And, again, this holds especially true for young men (54%) compared with young women (42%).

The importance of allies continued for both men and women as they rose through the ranks which indicates you don't get to the C-suite without allies.

So why do young men feel allyship, but their female peers don't as strongly? Are young women more aware of workplace dynamics and more skeptical about allyship as it relates to them compared to young men?

Less than half of respondents felt their manager is an ally to inclusion and diversity (I&D) in the workplace, although this increased with management responsibility, and 1 in 5 felt their company was actively not fostering a culture of allyship. This is a problem because we know the importance of allies in creating inclusive workplaces.

Furthermore, men without management responsibility felt significantly less positive about their manager being an ally to I&D - 35% - and this may be due to a growing sense of disenfranchisement or unease that managers may be spending more time with other groups which don't include them.

Research shows that having men as allies in male-dominated workplaces helps women to feel that they belong and if women and minority groups feel included they are more likely to stay with their employer. (6)

Furthermore, there are indications that being an ally has positive effects on men's own personal growth which has wider implications for the workplace and society at large. (7&8)

While recognising the value of allies in the workplace is a good start, leaders must ask what men are doing to actively educate themselves about the challenges their female colleagues face (and the intersectional issues for BAPOC women, LGBTQIAP+ which our research shows can compound these challenges).

If men think allyship is so important for their own careers then why aren't women feeling their allyship and what more could they do to demonstrate being a good ally to others?

“

Silence is an act of violence too - I'm not just talking about the workplace - how does that person get to work (on the train or bus?) - you need to be integrating [allyship] into your whole life from the moment you wake up till you go to sleep. With allyship - central to solving the issues is active involvement in the issues. Sometimes it is about giving up your seat at the table. Sometimes the most powerful thing you can do is make space for someone else.

**Jess Leigh**, Trainer Consultant at Young Minds

“

You can still have empathy and compassion for somebody who is failing you. But if you are able to speak up for another person and don't, what you risk could be more than losing your job or power - you risk losing your humanity. Don't back channel, it needs to be said in the room. I would like everyone to act like they have a big, fat, C-suite title when they see discrimination at work - don't email that colleague to say sorry after the meeting - call out that behaviour when it happens - that is being an ally.

**Grace Francis**, Chief Experience Officer, Karmarama

## Breakout 1 - BAPOC Workers

BAPOC women feel the least heard in decisions affecting their own job or role (41%), followed by White women (47%), then White men (54%) and interestingly BAPOC men feel most heard (59%).

This might have something to do with the fact that, according to our survey, BAPOC male respondents tended to work mostly in companies with ethnically diverse or mainly BAPOC senior leadership teams (SLTs) whereas this was not the case for BAPOC female respondents.

BAPOC men feel very able to ask for help when it comes to making decisions that affect their job or role, with 70% vs 63% of White men saying this was the case, and additionally strongly feel their company is fostering a culture of allyship. This could again be due to the fact that BAPOC men in our survey were working in more ethnically diverse spaces (this could also account for why they also feel more closely aligned with their leaders' style). This difference does not occur for women - they sit at around 60%.

Qualitative responses showed BAPOC workers wanted greater certainty when making a decision, this was particularly true for Black men in our survey, reflecting the fact that decision-making carried more weight for them or perhaps they have more to lose than their White colleagues.

## Breakout 1 - BAPOC Workers

When it came to decisions about team LGBTQIAP BAPOC women are almost 2 times less likely to ask for help compared to hetero White women and BAPOC women feel less confident in asking for help (38% compared to around 68%). This difference does not occur around BAPOC men, indicating that the more intersectional you are the more your experience of exclusion is compounded.

BAPOC women in our survey felt excluded from the decision-making process in their company and sometimes even feared reprisal or backlash for criticising hierarchical decisions.

That BAPOC women in our survey were more likely to work for majority white SLTs may also compound any disconnect they commonly feel between colleagues saying they are allies and how much they actually demonstrate this allyship in practice.

A 2020 LeanIn survey in the US found that, although more than 80% of white workers perceived themselves as allies to colleagues of different races and ethnicities, the majority had never spoken out about racial discrimination at work and Black and Latinx women felt less allyship from their White colleagues. Black women were also more likely to have experienced retaliation for speaking out about racial discrimination themselves at work. (9)

“

Very hierarchical system, no input from those without power.

**Woman, 19 years old**, other mixed background, Team Member, Retail

“

You get told what to do and you do it or your shifts become less!

**Woman, 55 years old**, White & Black Caribbean woman, Carer, Manual Worker, Retail.

## Breakout 2 - LGBTQIAP Workers

LGBTQIAP more often feel that they can't ask for help when making decisions about their job or role, feeling 2.5 times more likely to be unable to ask for help (2 in 10 feeling unable vs less than 1 in 10 of heterosexual people).

This is especially true for LGBTQIAP men with almost 3 in 10 vs less than 1 in 10 of heterosexual men.

And intersectionality again compounded the barriers - for BAPOC LGBTQIAP workers only 34% felt able to ask for help compared with 55% of White LGBTQIAP.



## What Next?

While the pandemic, with its upending of the work/home dynamic, offered chances for some to reimagine what masculinity means it also saw loneliness, isolation and a hardening of the gender divide among others.

Against a backdrop of job insecurity, poor mental health, increased domestic workloads (10) and an increase in domestic violence, the gender pay gap which had been narrowing threatened to widen again in 2021.

It is still unclear just how harshly women will feel the effects of this reversal. (11 & 12)

It's clear that women need men's allyship more than ever but our survey shows that collaboration - a vital skill both now and in the future workplace - is lacking particularly by young male respondents.

What is less certain is why they are so averse to collaboration and more qualitative research may be needed to uncover why those men feel compelled to take the lone wolf approach to decision making even when representing their company externally.

Furthermore, young men in particular still feel they can't fail and often conflate what their female colleagues characterise as "collaboration" with "asking stupid questions".

While this is damaging for all genders it represents a clear opportunity for senior men to support and mentor younger male employees to unlearn these behaviours.

## What Next?

If leaders don't act, this has negative implications for the future. We know that the complex challenges we face, whether that is climate crisis, the recent pandemic or gender parity, can only be solved by collaboration on a local and global scale.

We may be setting young men up to fail if we don't change workplace behaviours to reflect this.

The good news is that given the right tools - demonstrating allyship, role modelling more collaborative behaviours - change can happen.

As last year's (2020) MIW research showed, it was often those businesses that had already laid the groundwork for equity, diversity and inclusion that proved better prepared to cope during the crisis.

To enable businesses to withstand future shocks and to ensure the historic progress on gender equality is not rolled back, it is vital that leaders grasp the opportunity and show the way.

Because, as our research shows, not just women but everyone in the workplace will benefit from men demonstrating they are good allies.

“

Allyship takes personal and structural changes: we would urge leaders in organisations to actively engage in gender inclusion programmes and when they do change happens.

**Tabitha Morton**, Women's Equality Party

## 5 Practical Steps

Our survey and research have shown a variety of possible societal and cultural barriers that could be preventing men from practising allyship in the workplace but what can leaders do to facilitate greater collaboration, particularly among younger employees?

### 1. Build better allies in the business

Educate your teams on allyship and what it involves. Good training will be behavioural, consider the barriers in the way of allyship and explain terms such as privilege and performative allyship.

### 2. Run a reflection session with your teams to discuss what changes you can make. Here are some questions you can ask:

- Can I see myself reflected in the research?
- Can my colleagues see themselves reflected?
- What are the steps we can take together, regardless of age, gender or seniority, to challenge some of the stereotypical behaviour highlighted?

### 3. Provide collaboration training to your young managers

The research is clear - if we can train young managers how to collaborate more effectively, there is a far better chance of creating an inclusive environment.

#### **4. Provide resources to your male employees so they can get increased support**

Tim Samuels suggested the creation of men's forums where they can speak about fears and anxieties about being left behind in the workplace "without fear of being judged or even cancelled." You can either do this internally or point people to some of the resources included in the Appendix of this report.

#### **5. Become a Masculinity in the Workplace partner**

We could not deliver this report without the support of our wonderful partners. If you would like to get more involved next year and shape the nature of next year's report, please get in touch.

If you are interested in getting support to accelerate your inclusion and diversity strategy, please do get in contact with either Daniele at Utopia or Roxanne at The Hobbs Consultancy. Below are just a few examples of the products which specifically address themes that are covered in this report:

- Active Allyship & Hacking Allyship
- Courageous conversations circles & Listening Sessions
- Hacking Collaboration (which integrates many of the learnings from this report)
- Hacking Masculine Cultures
- Hacking Vulnerability

## Descriptive Terms Used In This Report

In our report, you might have come across two terms that you have not seen frequently before. We would like to explain why we chose these terms at this time. We always try to use terms that come from the community it tries to describe themselves, which means they are subject to change when the community's language around these terms change.

### **BAPOC - Black, Asian and People of Colour.**

We decided to not use the UK Government term BAME (Black, Asian and Minority Ethnic), because the community it is trying to define rejects the term for many reasons, one of the most prominent being the term 'ethnic minority'. People who officially fall into this category might be in the minority in the UK, but they are actually in the majority when we observe the world population.

Black, Indigenous and People of Colour (BIPOC) is a term that is currently widely used in the US and was taken up in the UK by the community as well. However, there has been disagreement around its use, since the term Indigenous in the UK encompasses some White people.

For all these reasons, we decided to go with the hybrid term Black, Asian and People of Colour (BAPOC).

### **LGBTQIAP - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Pansexual.**

A term more frequently used in the UK is LGBT or LGBT+, however, some parts of the community it tries to describe dislike these terms, as they feel the '+' others them, and without the '+', they're simply not acknowledged at all. The extension of letters is driven by the community, and continues to evolve to cover people of all genders and sexual minorities: People whose sex is neither male nor female, whose gender is neither male nor female and whose sexual orientation is not heterosexual.

## Resources For Men

### Books:

1. **The Descent of Man** by Grayson Perry
2. **How to raise a Boy** by Michael C. Reichert
3. **The Will to Change** by Bell Hooks
4. **Work like a Woman** by Mary Portas
5. **You are not the man you are supposed to be**  
by Martin Robinson
6. **Who Stole my Spear?** by Tim Samuels
7. **For the Love of Men** by Liz Plank

### Content:

1. The Book of Man - <https://thebookofman.com/>
2. Masculinity in the Workplace e-learning module - <https://thehobbsconsultancy.com/product/masculinity-in-the-workplace-e-learning-module/>

### Helplines:

1. Calm - <https://www.thecalmzone.net/help/get-help/>
2. Samaritans - <https://www.samaritans.org/>

### Men's Circles:

1. Evryman - <https://evryman.com/>
2. MenSpeak - <https://mensgroups.co.uk>  
Whole Man Academy - <https://www.wholemanacademy.com/>

### Podcasts:

1. Man-down: the Anti man-up movement - <https://podcasts.apple.com/za/podcast/man-down-the-anti-man-up-movement/id1513504795>
2. Time-talk with Alex Holmes - <https://podcasts.apple.com/gb/podcast/time-to-talk-with-alex-holmes/id1437894589>

### Resources for fathers:

1. Being Dads - <https://www.beingdads.com/>
2. Daddilife - <https://www.daddilife.com/>

## References

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- 3) <https://www.weforum.org/agenda/2019/06/the-punishment-gap-how-workplace-mistakes-hurt-women-and-minorities-most/>
- 4) <https://hbswk.hbs.edu/item/women-receive-harsher-punishment-at-work-than-men>
- 5) <https://news.harvard.edu/gazette/story/2016/08/resolving-conflict-men-vs-women/>
- 6) <https://diversityandability.com/blog/why-diversity-and-inclusion-is-vital-for-your-employee-retention/>
- 7) <https://hbr.org/2021/02/male-allyship-is-about-paying-attention>
- 8) <https://www.reuters.com/article/us-world-work-goodguys-idUSKBN27X10I>
- 9) <https://leanin.org/research/allyship-at-work>
- 10) <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/women-at-work-global-outlook.html>
- 11) <https://www.fawcettsociety.org.uk/news/the-fawcett-society-announces-date-of-equal-pay-day-2021>
- 12) <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>



## Thanks

This report would not have been possible without the following amazing organisations who helped fund the research and ensure that we delivered an incredible Masculinity in the Workplace event.

All our MIW 2020 partners:



Thanks for your incredible support and we look forward to working together again in 2021.

**U T O**  
**P I A**

Utopia is a culture change business that re-wires organisations for the Age of Creativity. Utopia's purpose is to create more inclusive, more entrepreneurial and healthier cultures.

We do this by disrupting, inspiring and rewiring - from the intern to the CEO, through workshops and hacks - to create happier, inclusive, more productive workforces that deliver competitive advantage. Clients include Coca-Cola European Partners, Google, KP Snacks, Nestlé, Schneider Electric, Spotify and Universal Music. Token Man is part of a number of communities Utopia manages



The Hobbs Consultancy are passionate about putting the humanity into the workplace. We are a team of coaches, facilitators and content creators who are all passionate about transforming business through inclusion.

We support businesses in creating a culture in which people feel able to show up as themselves, where diversity of thought is valued and where people are cherished. We recognise that creating diverse and inclusive organisations is not necessarily an easy path and we help businesses to navigate this complexity, learning the skills required for everyone to be able to step into their inclusive leadership.