

GETTING TO EQUAL 2018

RESEARCH FINDINGS
MARCH 2018

Italy

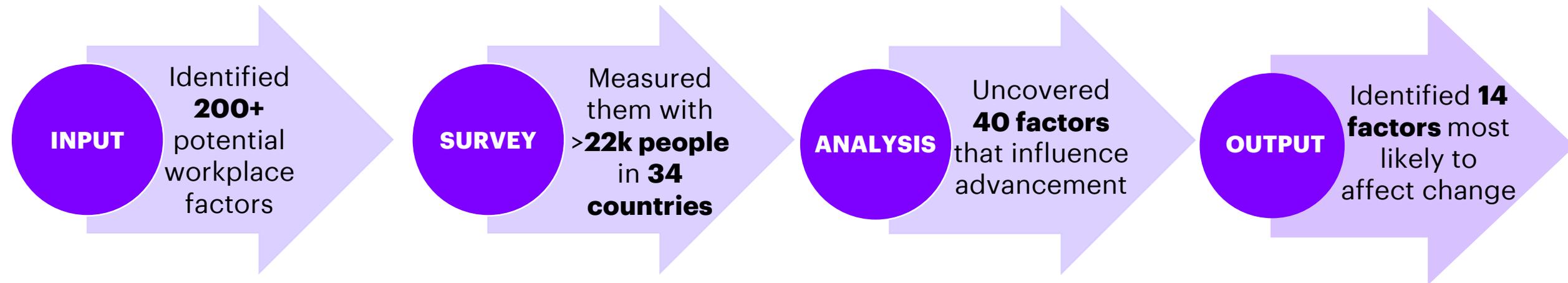


OUR RESEARCH FOCUS

Building on our findings about the impact of digital and technology on advancement, this year we researched **the effect of workplace culture on advancement – a critical business imperative in **Getting to Equal****

WHAT WE EXPLORED...

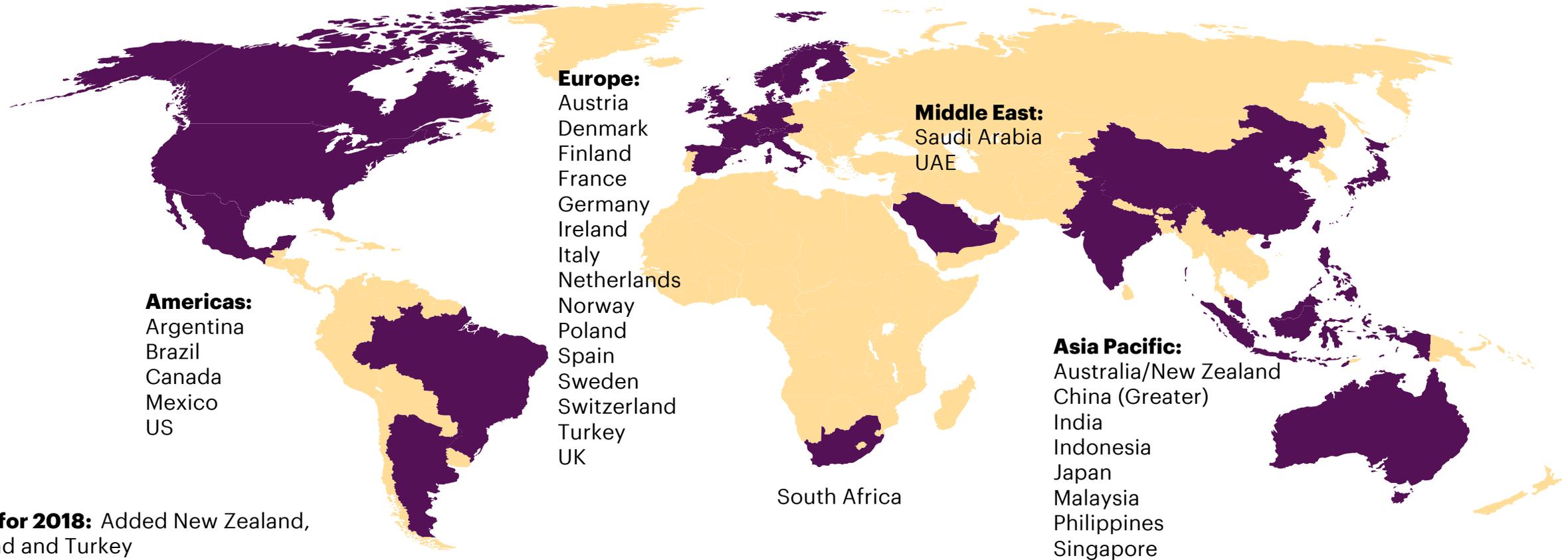
What will it take to create a workplace culture where women and men have **equal opportunities for advancement and pay**?



SURVEY: MORE THAN 22,000 ONLINE INTERVIEWS IN 34 COUNTRIES

Sample: equally split between working women and working men

| United States DEMOGRAPHICS | |
|---|---|
|  |  |
| 710 | 724 |



New for 2018: Added New Zealand, Poland and Turkey

WHAT WE FOUND

Changing the culture of a workplace unlocks potential

Our research reveals **40 factors that influence advancement**. These 40 factors point to three categories:

- **Bold Leadership:** a diverse leadership team that sets, shares and measures equality targets openly
- **Comprehensive Action:** policies and practices that are family-friendly, support both genders and are bias-free in attracting and retaining people
- **Empowering Environment:** one that trusts employees, respects individuals and offers freedom to be creative and to train and work flexibly

HARNESSING THE CULTURAL DRIVERS

14 OF THE 40 FACTORS CAN ACT AS CATALYSTS OF POSITIVE CULTURAL CHANGE

BOLD LEADERSHIP

A diversity target/goal is **shared outside the organization**

Gender diversity is a priority for management

The organization clearly states **gender pay gap goals and ambitions**

COMPREHENSIVE ACTION

Progress has been made in **attracting, retaining and progressing** women

The company has a **women's network open only to women**

The company has a **women's network that is open to both women and men**

Men are encouraged to take **parental leave**

EMPOWERING ENVIRONMENT

Employees have never **been asked to change appearance** to conform to company culture

Employees have the freedom **to be creative and innovative**

Virtual/ remote working is widely available and is common practice

The organization provides **training that keeps skills relevant**

Employees can avoid overseas/ long distance travel via **virtual meetings**

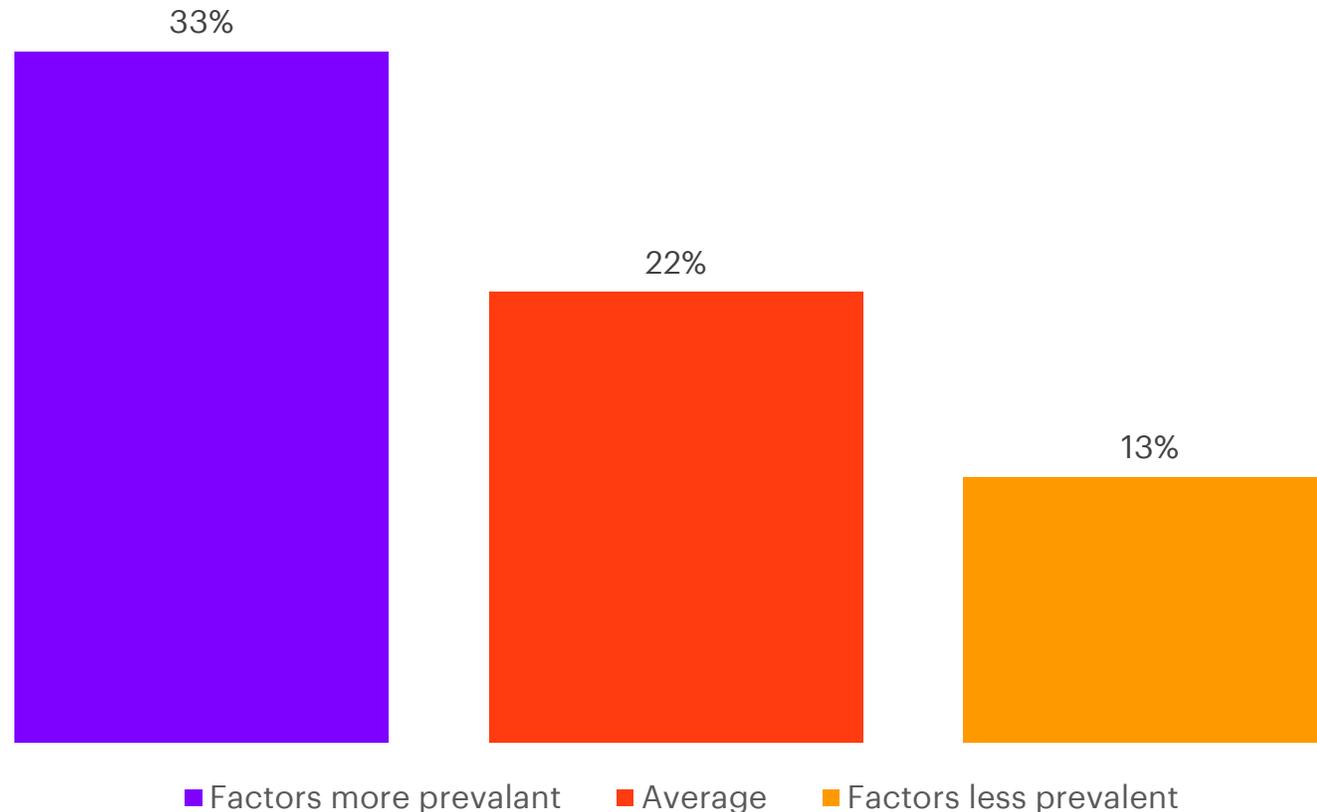
Employees can **work from home** on a day when have a personal commitment

Employees **report sexual discrimination/ harassment** incident(s) to company

THE IMPACT OF CULTURE ON ADVANCEMENT

WOMEN ARE MORE LIKELY TO BE ON THE FAST-TRACK WHERE MORE OF THE FACTORS ARE MORE COMMON

Proportion of women on the fast-track. Fast-track employees comprise a fifth of our study sample, typically reach manager level within five years and lead their peer group in terms of advancement in the workplace.

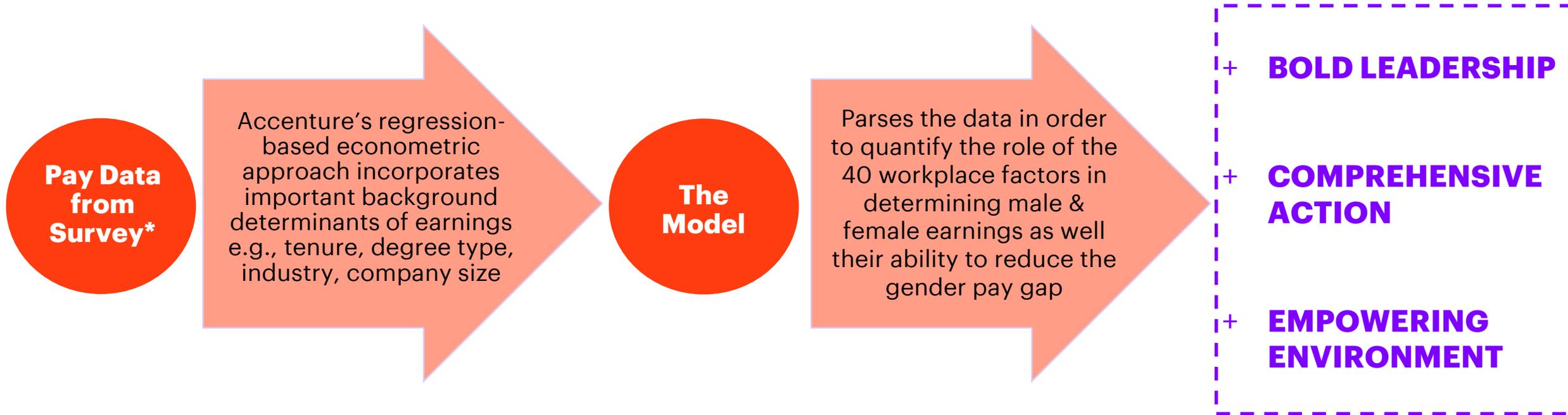


WHEN WOMEN RISE, MEN RISE, TOO.

- Men are **25 percent** more likely to advance to manager or above.
- Men are **84 percent** to advance to senior manager/director or above.
- Though everyone advances in companies where the 40 factors – and particularly the 14 – are most common, **women's odds of progress are higher, helping to close the gender gap in advancement and pay.**

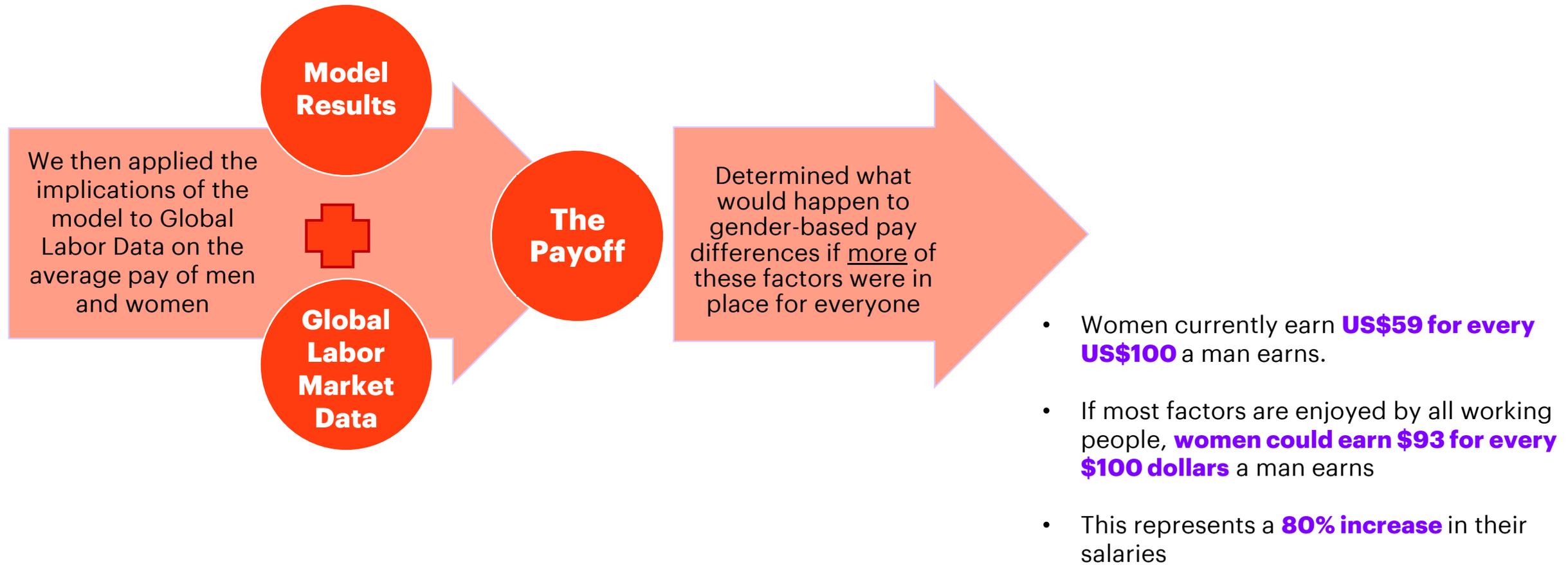
THE IMPACT OF CULTURE ON PAY

HOW DO OUR FACTORS IMPACT PAY?



*Survey data is self-reported

WOMEN COULD EARN \$93 FOR EVERY \$100 A MAN EARNS, NEARLY CLOSING THE GAP



BOLD LEADERSHIP

BOLD LEADERSHIP

Gender equality must be a strategic priority for the CEO and leadership team

Women are more likely to be on the fast-track in organizations with **at least one female senior leader**

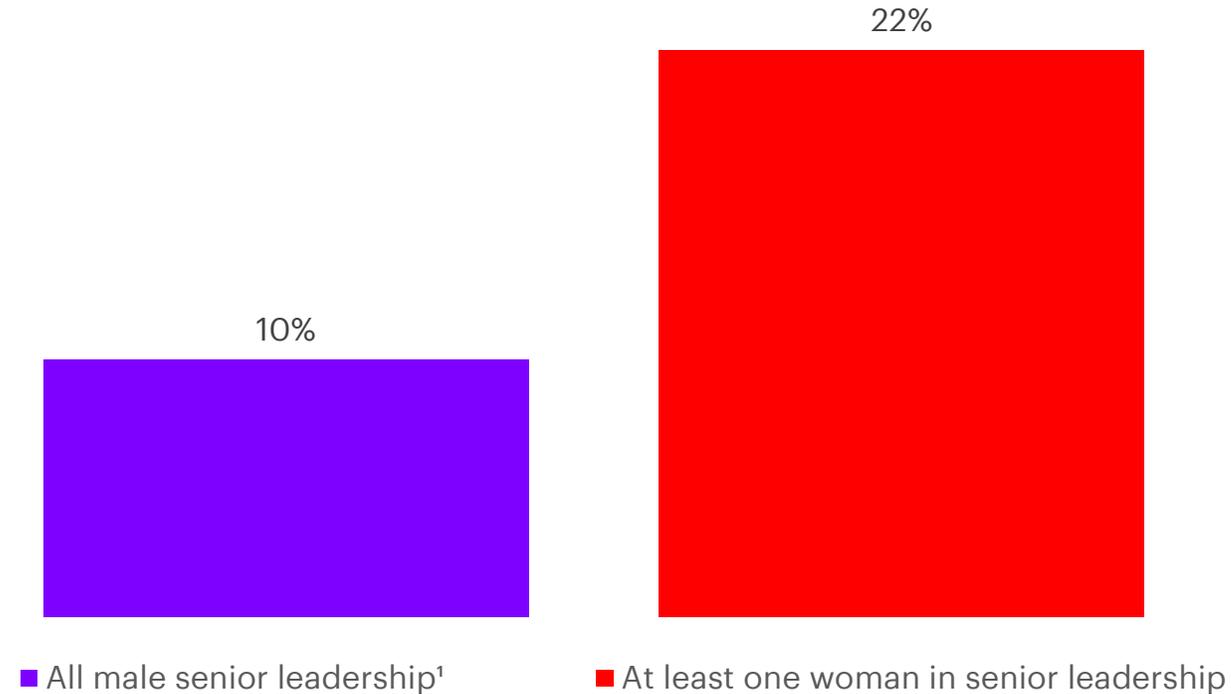
Companies in which **leadership teams are held accountable for improving gender diversity** are more likely to have increased women's participation in executive leadership

Women are more likely to be on the fast-track in organizations which have set **diversity targets.**

WOMEN ARE MORE LIKELY TO BE ON THE FAST-TRACK IN ORGANIZATIONS WITH AT LEAST ONE FEMALE SENIOR LEADER

Approximately what proportion of your organization's senior leadership team (e.g., CEO, Managing Director, CFO, COO) are women?

Proportion of women on the fast-track. Fast-track employees comprise a fifth of our study sample, typically reach manager level within five years and lead their peer group in terms of advancement in the workplace.

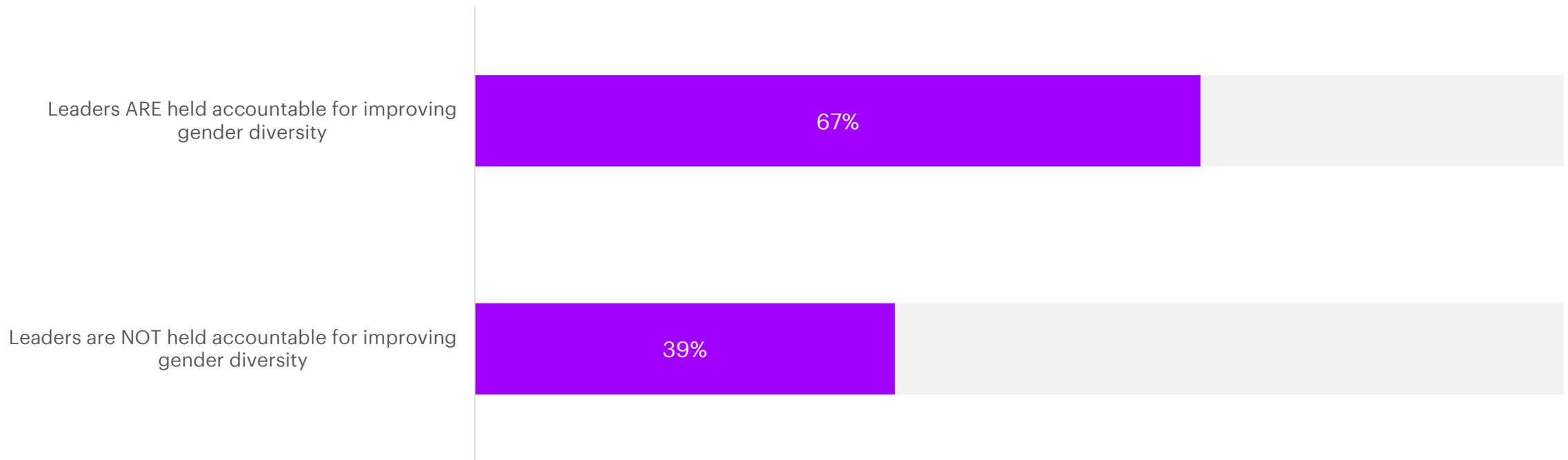


¹Caution: low base

MORE LIKELY TO SEE INCREASE IN FEMALE EXEC LEAERSHIP WHEN HELD ACCOUNTABLE FOR INCREASING DIVERSITY

- 67% of employees at organizations where leadership are accountable for improving gender diversity say the proportion of women in senior leadership has increased over the past 5 years

How has the proportion of women in your organization's senior leadership team changed over the past 5 years? Increase



**COMPREHENSIVE
ACTION**

COMPREHENSIVE ACTION

Workplace policies , practices and programs must be created and supported to drive toward gender equality

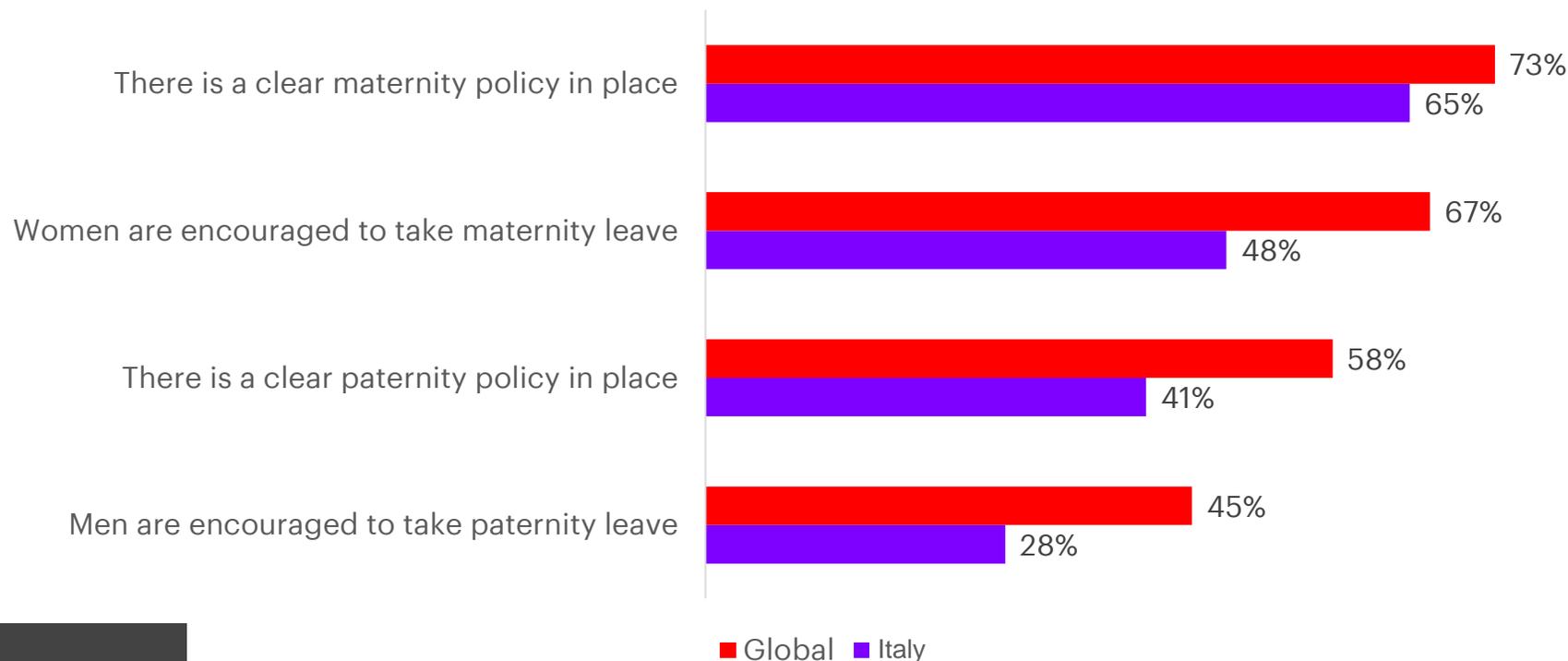
Implementing **maternity leave alone is likely to hold women back from career progression** – but many companies fail to encourage paternity leave.

Involvement in a women's network correlates with women's advancement.

FEWER EMPLOYEES WORK IN ORGANIZATIONS WHERE MEN ARE ENCOURAGED TO TAKE PATERNITY LEAVE

- Approximately two-thirds of employees work in organizations with a clear maternity policy in place
- Fewer employees work in organizations where men are encouraged to take paternity leave

Please describe the policies in place and attitudes to maternity and paternity in the organization you work for today. Yes



Global insight: Policies and practices that only target women can have unintended consequences -- But when you offer parental leave, the negative impact of taking maternity is neutralized and indeed slightly improves.

**EMPOWERING
ENVIRONMENT**

EMPOWERING ENVIRONMENT

Companies must empower and trust their employees, allowing them to be themselves at work

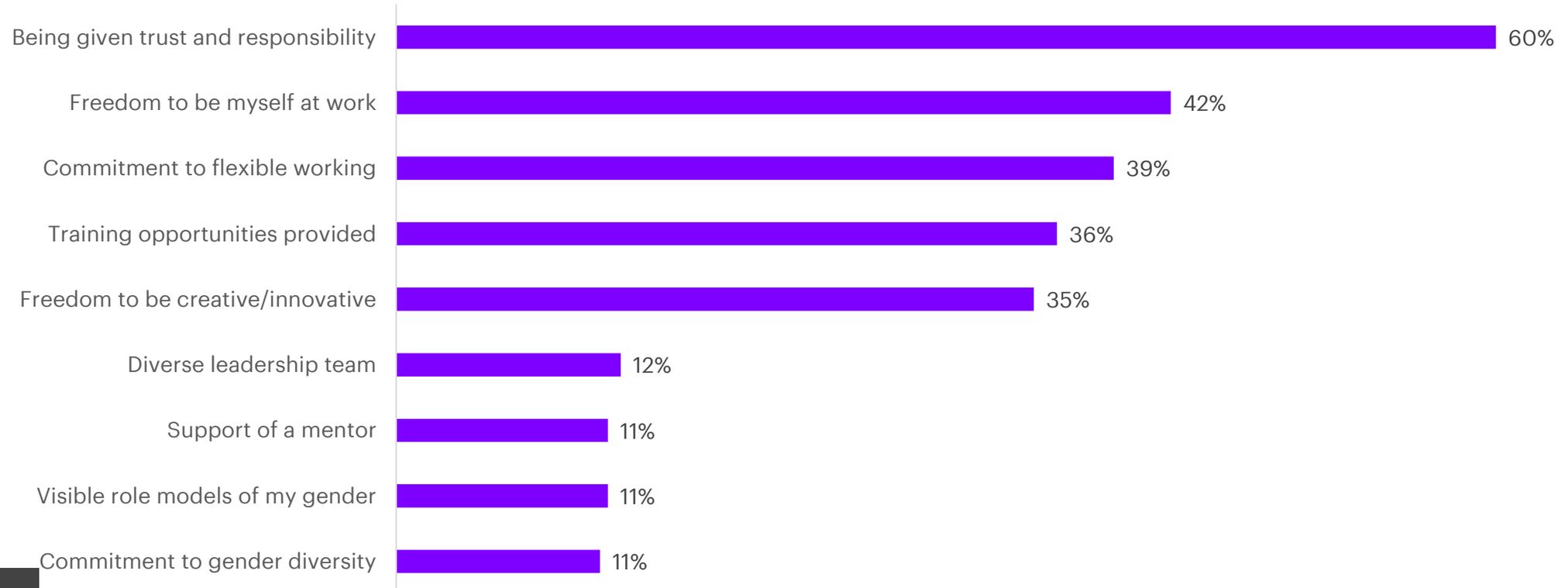
Advancement is linked to being **trusted and given responsibility** by both men and women

At organizations where more of the 40 factors are present, **training is more likely to be both useful and available to all**

TRUST AND RESPONSIBILITY IS KEY TO ADVANCEMENT FOR ALL

- Being given trust and responsibility is important for 60% of employees

Which, if any, of the following aspects of your company's working environment have MOST helped you advance? Rank top three



GETTING TO EQUAL 2018

RESEARCH FINDINGS
MARCH 2018

Italy

