# #BreakTheBias

# **Gender Equity at Work**

with more women in leadership roles perform better. Some think the problem has been solved. But the data tells us it hasn't. We know what matters is measured, and what's measured gets done. To find out what can be done to accelerate progress to parity, we asked 39,000 employers in 40 countries how they are measuring gender parity at work.

**WORK IN** 

**PROGRESS** 

"

The data is clear:

Companies with women at the top perform better.
Organizations actively focusing on company culture

and working purposefully toward inclusion will shift the needle to gender parity AND accelerate growth."

Jonas Prising, Chairman & CEO,
 ManpowerGroup

#### IS TREASURED 86% of companies are measuring gender parity at some level - whether they're looking at pay equity, or increasing

the number of women or diverse employees in leadership. Organizations Most Likely to be Measuring Pay Equity:

WHAT'S MEASURED

49% 33% 25% Fewer than 1 in 4 Organizations Are Measuring 24% en from diverse backgrounds/ iences in senior leadership posit

24%

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**PRINT** 

22% Note: Respondents could select multiple optic

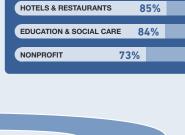
Not enough companies look at the whole picture. They're more likely to measure specific targets rather than

taking a holistic look.



#### **TRAILBLAZERS** When it comes to measuring gender parity progress, some industries are setting the standard and pace for others to follow.

**LEADING THE WAY** BANKING & FINANCE 91%



**MORE WORK TO DO** 







#### 33% of employers in the U.K. are regularly measuring the number of women in senior leadership positions, followed by **Germany (25%), France** and **Spain (both 23%)**, and **Italy** and **the Netherlands**

Goal Mapping Across the World:

(both 21%). In the U.S., 27% are regularly measuring this data.

60% of employers surveyed in Spain are regularly measuring pay equity, followed by Italy (58%), the Netherlands (48%), France (47%), U.K. (46%) and

Germany (44%). In the U.S. just 43% are measuring pay equity.

REGULATION **DRIVES ACTION** Priorities vary from country to country depending



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## on legal restrictions, but some of the most important include:



# Requires pay equity, equality reporting (2020)

**SWITZERLAND** Issues gender pay audit criteria (2019) U.K.

Launches gender equality roadmap (2019)

### **SPAIN** Strengthens equal treatment, work-family measures (2019)

U.S. Requires employers to submit extensive pay data (2019)

Details gender pay methodology in decree (2019)

FRANCE

**MEASURING MILESTONES** 





**ON TRACK** FOR IMPACT?

Between 75% and 80% of organizations targeting

2022 for achieving goals say they are ahead of schedule or on track.

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# Increasing the # of women in senior leadership positions Increasing the # of women in management positions Increasing the # of women in traditionally male-dominated positions







**FOUR** 

**EMPLOYERS CAN** 

**EQUITY IN 2022** 



The urgency is real. Most organizations have

set 2022 or 2023 as the due date for meeting their diversity targets. The Secret Sauce: Accountability Organizations that are accountable in at least one way are more likely to be



ahead of schedule or on track with their targets (66%-70%).

annual reports (32%). Leaders say they feel most accountable to their employees.

Own your numbers and

Set a goal to get more women into first-level management, making it easier for more women to rise to senior leadership in your organization.

Grow and develop your women employees. Help employees develop both technical and soft skills,

identify adjacent skillsets for new roles, and demonstrate how short bursts of training can accelerate people from one job to the next. Provide what women want.

Women are more likely to value flexibility in locations and hours, including the option to work a compressed four-

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day week, and time off for mental health/well-being days.

Repair your management pipeline.





