



GAINS AND GAPS: GENDER EQUALITY AROUND THE WORLD

Gender equality in the workplace is becoming a reality in some parts of the world. Though we're making strides, progress remains inconsistent. If companies truly want this reality to change, organizations and governments alike must move beyond a vocal commitment to gender parity and get down to the hard work: changing their business cultures and questioning the societal biases that keep female co-workers from reaching their full potential. One thing we know: if women feel supported as people, they become more confident that they will be supported at work.

Gains

While representation of women on corporate boards and executive committees is still far from ideal, several countries have achieved considerably greater equity at work by ensuring that women get the support they need—inside and outside the workplace:



Philippines:

The Philippine Commission on Women works to promote the empowerment of women across all levels of society. As a result, the ratio of women to men in leadership positions at work in the Philippines is **0.96:1**; For comparison, Australia and Vietnam's ratios are 0.58:1 and 0.35:1, respectively.

- McKinsey & Company



United States:

Every one of the 500 companies in the S&P now has a woman on its board. In 2009, there were **56 companies** in the S&P 500 with **all-male boards**. The percentage of female directors has been climbing, reaching nearly **27%** of all directors today up from 17% in 2012.

- McKinsey & Company



Australia:

L'Oréal Australia achieved a **7:4 ratio of women to men** on its 11-person Management Committee (its C-suite) by challenging assumptions on what is truly essential to successfully performing in a leadership role, and by creating a climate where women feel **less pressure to conform** to the expectations of the "traditional" work week, even at the highest levels.

- L'Oréal

Gaps

Unfortunately, the results aren't all rosy, and major gaps remain globally:



India:

Restrictive social norms continue to impact outcomes for women: **75%** of women return to their rural homes **within a week** of being placed in a job, due to social and family pressures.

- *Stanford Social Innovation Review*



United States:

Despite gains in the boardroom, progress in improving women's representation in the workplace has largely stalled since 2015. Only about **1 in 5** C-suite leaders is a woman, and only **1 in 25** is a woman of color.

- *McKinsey & Company*



Europe:

While women make up **25%** of the European **tech community**, for venture-backed tech companies, women only make up **10%** of leadership and executive roles.

- *Atomico*

To help women thrive at work, we must first help them thrive as people!

Tips

SET GOALS AND MEASURE WHAT MATTERS.

96% of U.S. organizations track representation by gender, yet just **38%** set representation targets, even though setting goals is the first step toward achieving any business priority.

- *McKinsey & Company*

GET MEN INVOLVED.

100% of men who participated in Procter & Gamble's "**Men Advocating Real Change**" program said they now have a personal interest in supporting diversity and inclusion, and will put effort into recognizing their bias and making a change. **96%** of participants recognize having more privileges than women.

- *Catalyst*

USE TECHNOLOGY: IT CAN PLAY A POWERFUL ROLE.

When technology is built and implemented correctly, it can support diversity and inclusion efforts. For example, uncovering and eliminating **unconscious bias in hiring** will lead to the development of a well-represented, diverse workforce.

- *HR Technologist*

Ultimate's UltiPro® Business Intelligence solution offers comprehensive reports that help uncover pay disparities and opportunities for improvement.

- Analyze average pay by gender, ethnicity, age, and disability status
- Drill down by job level for further analysis
- Gain additional context with headcount and variance information
- Filter reports by experience level, location, job, demographics, and supervisor

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