

LEADING
WOMEN

HAYS Recruiting experts
worldwide

THE ADVANCEMENT OF WOMEN IN THE WORKPLACE

Gender diversity remains a business
critical issue

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GENDER DIVERSITY THE ADVANCEMENT OF WOMEN IN THE WORKPLACE

Hays supports the advancement of women in the workplace. Although progress is being made, this remains a business critical issue. Many of the companies we speak to are suffering from skill shortages and increasing the number of senior female professionals will help to address these skills gaps. By improving access to talent, organisations will be better able to drive their performance, grow their businesses and secure future success.

Our global gender diversity survey was completed by almost 6,000 respondents across 31 countries. In this report we highlight key global and local results and explore the implications of these statistics. We have also included an interview with Jane McNeill, Director, Hays Australia. Jane shares her experience of gender diversity in the workplace and gives us insight into diversity within the Australian market.

EXPLORING THE GENDER DIVERSITY DIVIDE



EQUAL PAY

Analysing male and female responses by age groups shows an interesting trend where younger people are much less likely to think there is discrimination in the workplace.

Only 33% of females and 8% of males aged 25 or under think there is gender inequality of pay. 46% of females and 17% of males aged 55+ think there is gender inequality of pay.



GENDER DIVERSITY POLICIES

50% of respondents working in the Public/Not-for-profit sector said their companies had a gender diversity policy in place, followed by Mining & Resources at 37% and Financial Services at 36%.

Advertising & Media companies were least likely to have a gender diversity policy in place (17%), followed by Construction, Property & Engineering (25%) and Manufacturing at 27%.



CAREER OPPORTUNITIES

Analysing male and female responses shows that almost one in two women (48%) said the same career opportunities were not open to equally capable colleagues of both genders.

Comparitively, 21% of men said the same career opportunities were not open to equally capable colleagues of both genders.



64%

of respondents think that there is equal pay between genders, however these results hide significant differences in opinion between gender and age.

49%

of respondents said their organisation did not have a gender diversity policy in place.

61%

of respondents believe that the same career opportunities are available regardless of gender.

45%

of women think that equally capable male and female colleagues are not paid or rewarded equally.

31%

of respondents said their organisation had a gender diversity policy in place.

44%

of respondents believe flexible working practices would have the biggest impact on improving gender diversity in the workplace.

18%

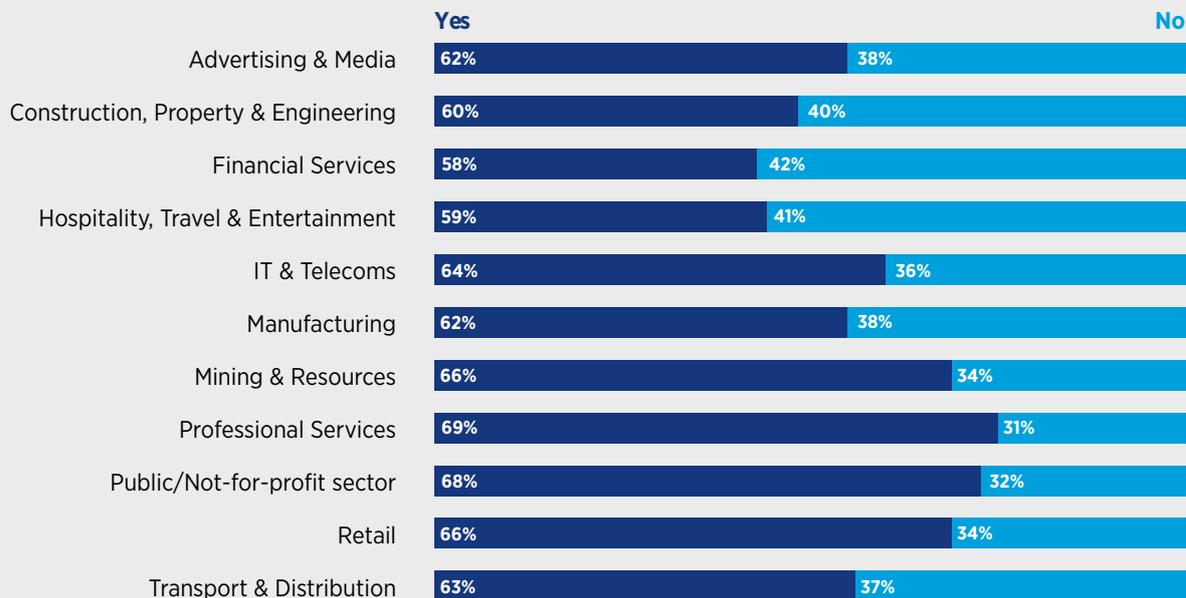
of men think that equally capable male and female colleagues are not paid or rewarded equally.

36%

of respondents who said their organisation had a formal gender diversity policy in place said that it was adhered to well.

GLOBAL RESULTS SHOW UNEQUAL PAY ACROSS CERTAIN INDUSTRIES

Do you think you and your equally capable colleagues are paid/rewarded in an equal manner regardless of gender?



When looking at equal pay across all industries surveyed there is a similar trend: the majority of respondents believe there is equal pay between genders across all industries. However, this is not the case for certain sectors. Only 44% of respondents in the Construction, Property & Engineering sector said there was equal pay between genders, 48% of respondents in Financial Services said there was equal pay, followed by 49% of respondents in IT & Telecoms.

Which of these changes do you think would have the biggest impact on diversity in your world of work?



Overall, respondents tended to think that allowing more flexible working practices (44%) and changes in workplace culture (44%) would have the biggest impact on gender diversity. In contrast, only 9% believed that introducing quotas would have the biggest impact.



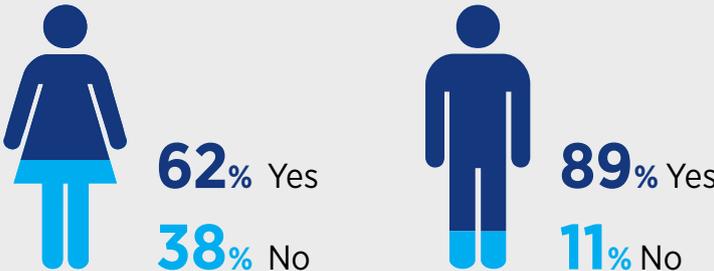
GENDER DIVERSITY IN THE AUSTRALIAN MARKET

EQUAL PAY

Do you think you and your equally capable colleagues are paid/rewarded in an equal manner regardless of gender?



Do you think you and your equally capable colleagues are paid/rewarded in an equal manner regardless of gender?



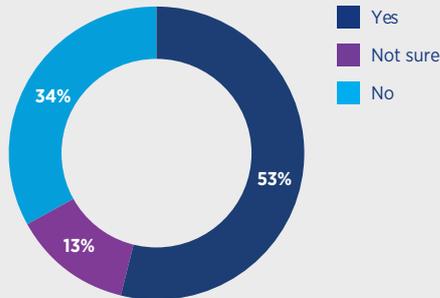
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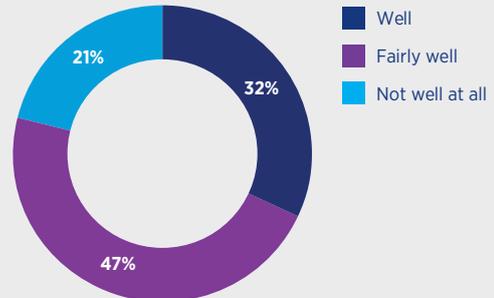
430 Australian respondents completed the global gender diversity survey.

GENDER DIVERSITY POLICIES

Does your organisation have formal gender diversity policies and practices in place?



How well are these adhered to do you think?

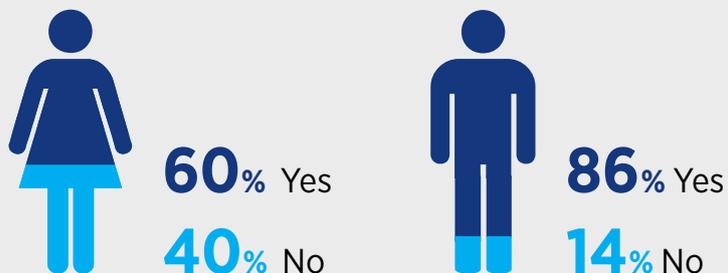


CAREER OPPORTUNITIES

Do you think the same career opportunities are open to equally capable colleagues regardless of gender?



Do you think the same career opportunities are open to equally capable colleagues regardless of gender?



INTERVIEW WITH A LEADING WOMAN

In this interview, Jane McNeill, Director Hays Australia, based in Sydney, shares her experience of gender diversity in the workplace, speaks about her progression into a leadership role and assesses the survey results in Australia.



Hays in Australia was among only 76 organisations to achieve the 2014 Workplace Gender Equality Agency's (WGEA) Employer of Choice for Gender Equality citation. What has made Hays a leader in the region for gender equality?

I'd say it is our meritocratic culture. As a business we are committed to driving a meritocratic, high performance culture where everyone is given equal opportunity to progress based on proven performance against set criteria. Importantly, everyone is rewarded based on their performance. This goes a huge way to explain why Hays has been recognised by the WGEA.

It also explains why gender equality goes right to the top levels of management at Hays – we have 50 per cent female representation at board level, something rare in Australian businesses. We have fantastic female representation in all senior levels of our business, and we also have a very strong pipeline of female employees to continue this.

If you look at our succession-planning exercise, which we do annually, 70 per cent of the most senior roles in our business have a female as the primary successor, while a female is identified

as a potential successor in 90 per cent of the ten most senior roles.

We also pride ourselves on our industry-leading training and development program for all levels of staff, and our annual employee feedback survey. We hold career discussions on a regular basis, and directors have one-on-one coaching sessions with high-potential people.

It is practical strategies like these that have helped make us a leader for gender equality in the region.

Can you describe your career path at Hays?

I graduated with an MA in Psychology from Edinburgh University, then spent two and a half years in a management training program with a major UK retailer before joining Hays as a trainee recruitment consultant.

After two years with Hays I became a manager of a small office. Over the next few years I gradually took on larger and larger teams of people, and then responsibility for a region in the UK. In 1992, I was appointed director after leading the London city business to a post-recession recovery.

In 2001, I relocated to Australia. Over the next decade I grew our business in that state from a team of 15 to nearly 250 staff. I also established and continue to manage the Hays Banking and Hays Insurance businesses nationally.

I was appointed to the Hays Australia & New Zealand management board in 2007.

In early 2012, I moved to Sydney and now oversee Hays' operations in both New South Wales and Western Australia. I am responsible for 400 staff located in two states, which are separated by a five-hour flight and a three-hour time difference!

In our survey, 33% of Australian respondents said that their organisation did not have formal gender policies in place and 13% weren't sure. What do you think are the implications of these statistics?

It seems incredible that in this day and age women are not equally represented in leadership positions, supported and encouraged to reach their career goals, and paid equally. A formal gender diversity policy is the foundation from which change can take place within an organisation and equality can be achieved. Yet while more and more organisations are publicly supporting the importance of gender diversity, this research shows that they need to put their money where their mouth is and make sure their organisation puts policies in place to create and maintain a gender diverse workforce.

In Australia, out of the respondents who said their organisation had formal gender policies in place, 79% feel they are adhered to well/fairly well. This implies that gender policies are valued in most companies; is this something you agree with?

Yes I think most organisations in Australia that commit to gender diversity and put formal policies in place then follow through and adhere to those policies.

Globally, 48% of women do not think they have the same career opportunities as men. What do you think about this?

It's concerning that around double the number of women to men say the same career options are not open to both genders. To me this suggests that the people in executive and senior

management roles – who are often men – still fail to see any inequality when it comes to pay and career opportunities between the sexes.

At Hays, we're known for supporting the advancement of women in the workplace. Within our own business we've made great progress, but it seems that in the wider world of work gender diversity remains a business critical issue.

Globally, 55% of female respondents believe there is equal pay between genders, compared to 82% of male respondents. In Australia, a higher 61% of women and 89% of men say there is equal pay. Is this an expected trend?

It surprises me because having spent most of my career in an organisation that rewards people based on their performance, not gender, I expect the same from other organisations. As this survey shows though, equal pay remains an issue in this country for many women. The latest figures from the Australian Bureau of Statistics (Cat No. 6302.0) show that the average man working full-time earns 18.2% or \$283.20 more than the average full-time working woman.

Yet our survey shows that more men than women still fail to see there is any inequality when it comes to pay or opportunities, so how can the gender diversity policies of organisations run by such men have any hope of succeeding?

Respondents under the age of 25 are less likely to think there is unequal pay between genders – ie our youth are less likely to think there's a problem. Is this a trend you see in our youth?

Yes – and it's concerning that young men and women are even less likely to think that there is no gender discrimination when it comes to pay and rewards. This could reflect the lack of experience that younger people have in the workplace, or perhaps this sort of discrimination merely seems outdated to the newest generation of workers.

In terms of a solution to gender inequality in the workforce, the greatest difference in opinion between

young people and the workforce as a whole can be seen in the number of young people who favour government and organisational policy. This suggests that either young people place more trust in the government to set the agenda and an organisation's management to follow through on policies, or older people are more jaded about the government's ability to take real action and an organisation's ability to turn policy into reality.

Globally respondents (both male and female) believe that allowing more flexible working practices and changes in workplace culture through education across the business, will have the biggest impact on diversity in the workplace. What do you think about this?

I agree. The 2015 International Women's Day theme is 'Make It Happen' and I think we need more focus on practical strategies that will enable real change. I work for a business with a meritocratic, high performance culture where everyone is given equal opportunity to progress based on proven performance against set criteria. So it is always a surprise when I see research such as this which shows that there is an alarmingly high percentage of organisations that don't have practical steps in place to help working mothers contribute to the world of work.

TWO EQUAL CANDIDATES: SIMON AND SUSAN SO WHO GETS THE INTERVIEW?

In a separate study we conducted in conjunction with diversity and employee survey specialists, Insync Surveys, we asked 1029 hiring managers to review a CV then answer a series of questions about the candidate's attributes, skills and probability they would be interviewed.

515 reviewed the CV of 'Susan' and 514 reviewed an identical CV but for one notable change – the name was altered to 'Simon'. So who gets the interview?

View the report at www.hays.com.au/gender-diversity



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GENDER DIVERSITY WHY AREN'T WE GETTING IT RIGHT?

Research and insights that impact your world of work.

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