



# #BreakTheBias Gender Equity at Work

The business case has been broadcast. Organizations 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.

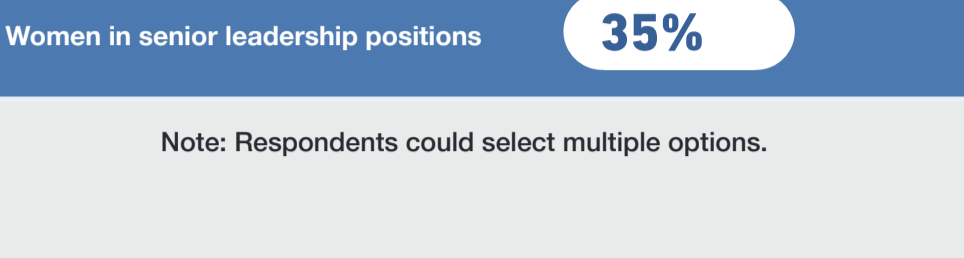
## 1. WHAT'S MEASURED IS TREASURED

94% 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:



### Fewer than 1 in 4 Organizations Are Measuring:



Note: Respondents could select multiple options.

**“**  
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

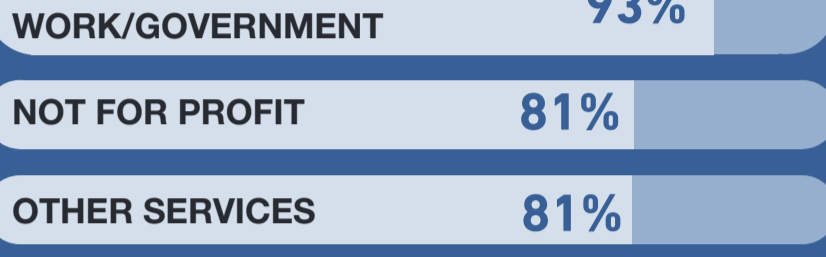


Not enough companies look at the whole picture. They're more likely to measure specific targets rather than taking a holistic look.

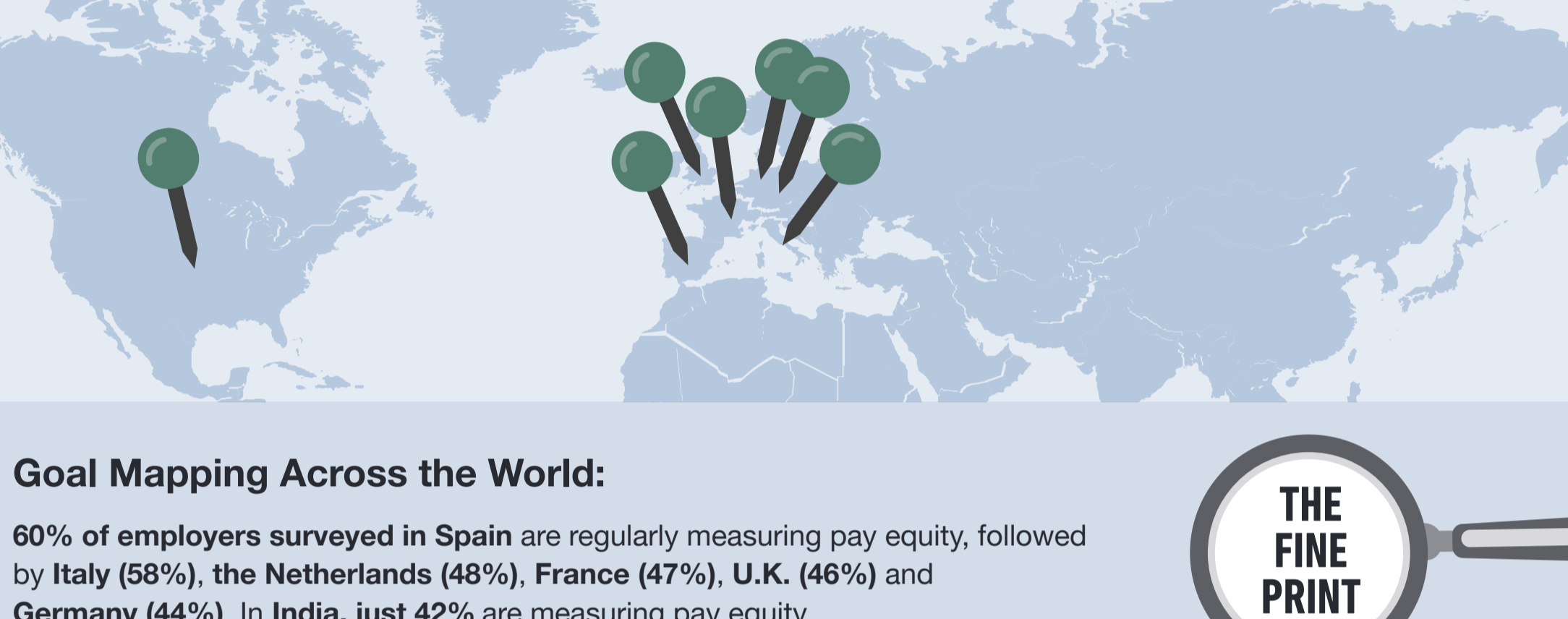
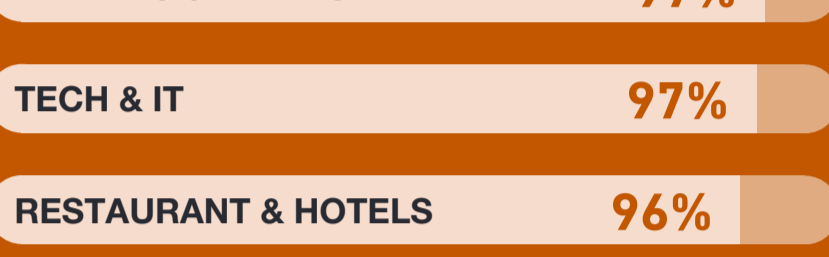
## 2. INDUSTRY TRAILBLAZERS

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

### MORE WORK TO DO



### LEADING THE WAY



### Goal Mapping Across the World:

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 India, just 42% are measuring pay equity.

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 (both 21%). In India, just 35% are regularly measuring this data.



## 3. STEP RIGHT UP: REGULATION DRIVES ACTION

Priorities vary from country to country depending on legal restrictions, but some of the most important include:

- GERMANY**  
Addresses women's underrepresentation on boards with legislation (2021)
- JAPAN**  
Mandates more ESG, diversity disclosures from listed companies (2021)
- NORWAY**  
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)
- FRANCE**  
Details gender pay methodology in decree (2019)



## 4. MEASURING MILESTONES

The shorter the timeline to achieve the goal, the more likely it is to be successful.

- Most companies hope to achieve milestones by 2023 or before
- Most companies that set short-term targets are most likely to be on or ahead of plan

Nearly 1 in 4 companies are behind schedule in at least one of the following:

- Increasing the # of women from diverse backgrounds and experiences in senior leadership positions
- Increasing the # of total employees from diverse backgrounds and experiences in senior leadership positions
- Increasing the # of women in senior leadership positions

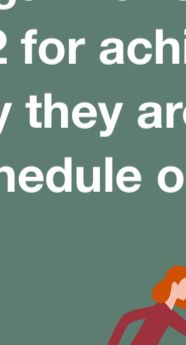
## 5. ON TRACK FOR IMPACT?

Bite-sized, near-term goals are best.



The urgency is real. Most organizations have set 2022 or 2023 as the due date for meeting their diversity targets.

Between 75% and 80% of organizations targeting 2022 for achieving goals say they are ahead of schedule or on track.



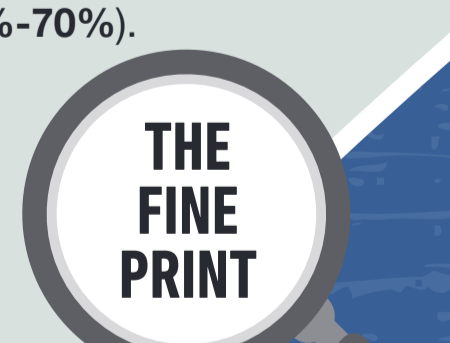
### The Secret Sauce: Accountability

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%).

Of organizations with no accountability, just 16% are behind schedule.

More than 90% of target-setting organizations say they are accountable for those targets in the annual reports (44%) or through reporting to the board (43%) or through employees (43%).

Leaders say they feel most accountable to their employees.



## FOUR WAYS EMPLOYERS CAN PROGRESS GENDER EQUITY IN 2022

- Own your numbers and measure your progress.**  
Be accountable for making measurable progress and for tracking representation, hiring and promotion outcomes.
- Repair your management pipeline.**  
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-day week, and time off for mental health/well-being days.