

A man and a woman in business attire are walking through a modern office hallway, looking at a document held by the woman. The man is wearing a dark suit and a striped tie, while the woman is wearing a white shirt and grey trousers. They are both smiling and appear to be in a positive, collaborative mood. The background shows a glass-walled office with other people working in the distance.

DRIVING DIVERSITY & INCLUSION IN THE WORKPLACE

THE STRIVE FOR GENDER PARITY

Totaljobs

ROBERT WALTERS



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1. METHODOLOGY

Robert Walters and Totaljobs surveyed over 9,000 professionals across the UK to gain insight into employee experiences in the workplace.

Focusing on age, gender and ethnicity, the 'Driving Diversity & Inclusion in the Workplace' research series assesses some of the barriers faced by workers that can hinder their progression, engagement and inclusion at work. It will also explore how organisations can ensure their working environment is supportive, diverse and inclusive of people from all backgrounds, including those that continue to be underrepresented within many businesses.

This report focuses on gender disparities that persist in the workplace.

9,000

**Robert Walters and Totaljobs
surveyed 9,000 UK professionals**



2. INTRODUCTION

From the silver screen to sport, government legislation to the workplace, the importance of diversity and inclusion has taken centre stage in recent years, with the much-debated topic high on the agenda for UK businesses.

In April 2017, the government made it mandatory for large organisations (over 250 employees) to report on their gender pay gap – the average difference between the salary of male and female employees. More recently, the government has begun to consider whether ethnicity pay reporting should also be made mandatory. Alongside this, increasing discussion around the UK's ageing population and how this will impact the future of work has re-focused the lens on how employers can maximise productivity and plug skill gaps.

While UK legislation – covering age, disability, race, religion, gender and sexual orientation among others – sets minimum standards and prohibits discrimination, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation, contributing to employee wellbeing and engagement. Put simply, diversity is what you have, and inclusion is what you do as a business.





“ The topic of diversity is one that is intrinsically linked with what is going on in the UK – and globally - as a whole. As more generations, women, racial and ethnic minorities, LGBTQ individuals, veterans, and people with disabilities enter the workforce, organisations are challenged to find new ways to create a more dynamic workplace - one that fosters engagement and innovation and drives performance.

Sarah Horridge, Head of HR - Robert Walters

THE STRIVE FOR GENDER PARITY

High-profile conversations and widespread media coverage have bought the issue of gender imbalance to the forefront of the agenda for British employers.

While the mandatory publishing of gender pay gap data – introduced in 2017 for businesses with over 250 employees – has begun to provide more transparency, many UK businesses are hyper-aware that simply reporting disparities is not enough.

The gender pay gap is the difference in the average hourly wage of all men and women within a business. The gender pay gap differs to equal pay legislation, which ensures men and women are paid equally for performing the same (or similar) work. Unequal pay has been unlawful since 1970.

In fact, the most recent gender pay data highlights that there is still a long way to go in achieving parity - with almost eight in ten organisations recording a gender pay gap in the last year.



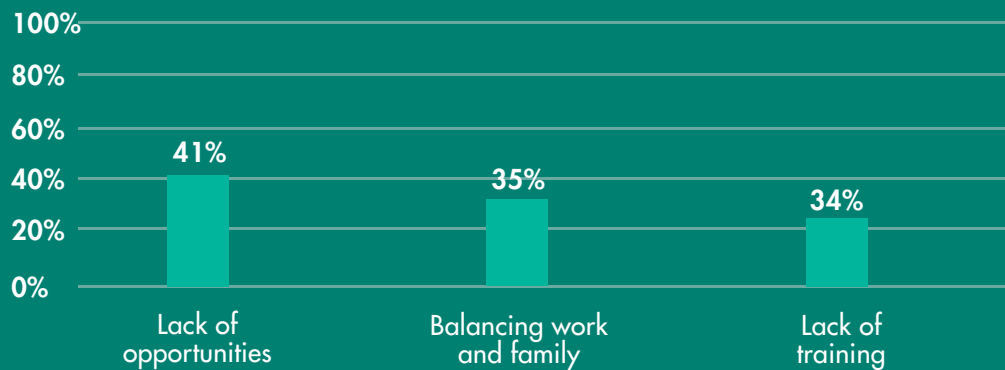


8 IN 10

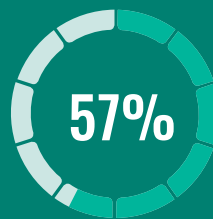
businesses have a pay gap in
favour of men

3. KEY FINDINGS

TOP 3 CHALLENGES TO PROGRESSION FOR WOMEN



higher likelihood of men negotiating a pay rise

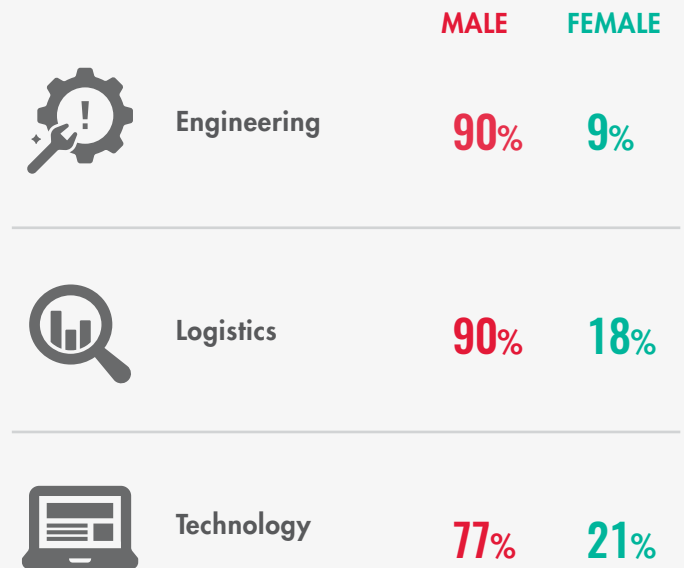


of females have never attempted to negotiate their salary

HOW DOES A LACK OF CONFIDENCE IMPACT PROGRESSION?



SECTORS WITH THE LEAST EQUAL GENDER REPRESENTATION





21%

OF WOMEN WANT CLEARER ROUTES
TO PROGRESSION



1/3

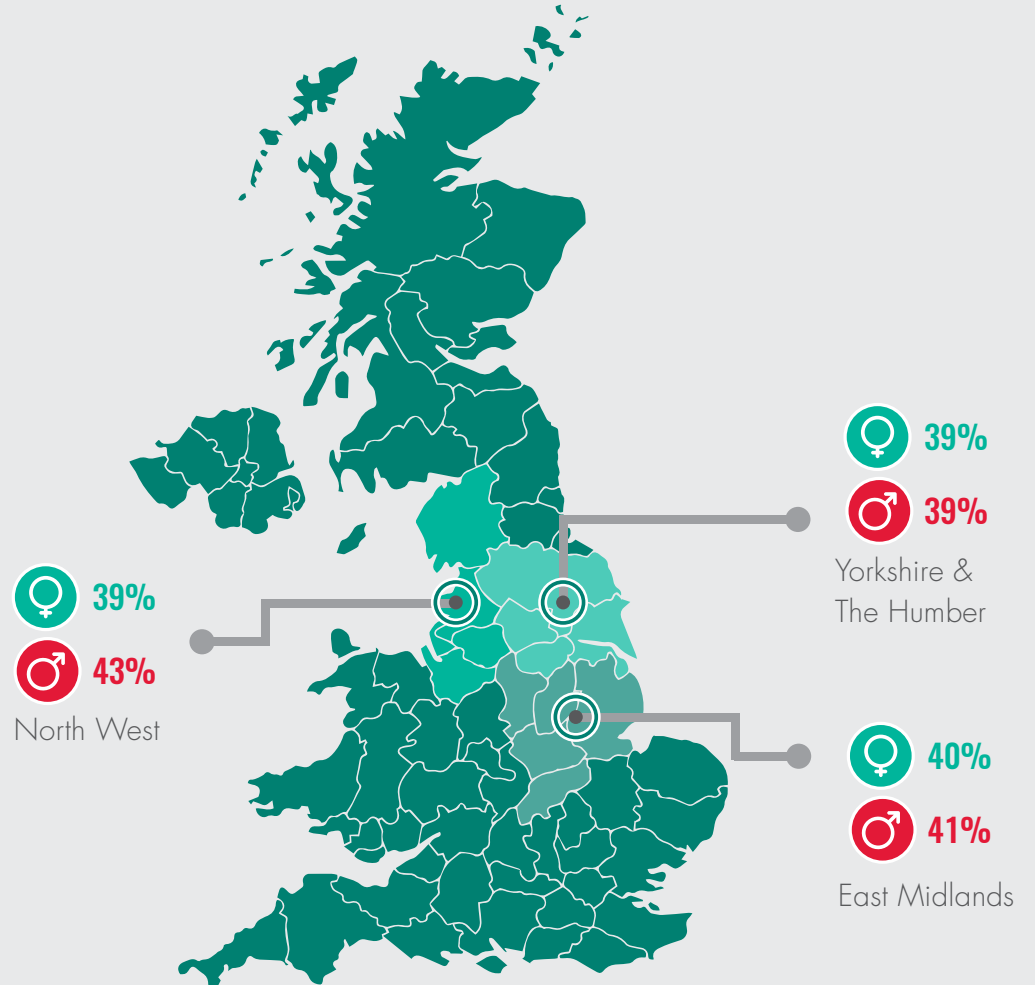
MEN AND WOMEN EQUALLY
STRUGGLE TO BALANCE THEIR
WORK AND FAMILY COMMITMENTS



54%

OF WOMEN ARE UNSATISFIED
WITH THEIR PAY

PROFESSIONALS MOST SATISFIED WITH THEIR PAY





4. PAY & SENIORITY

Change is most effective with a top-down approach and so in the case of gender, the gap between men and women in senior positions – be it presence or pay – needs to be interrogated and ultimately erased in order to bring about change in the workplace.

As of 2018, nearly eight in 10 firms (78%) with over 250 employees have a pay gap in favour of men, while 8% of companies reported no pay gap at all.¹ Men are over-represented in higher paid jobs, while the proportion of women falls the further up the pay scale you go.

Firms were also required to disclose differences in bonuses paid to men and women. The finance sector has the biggest bonus gap, with women paid 35% less than men on average. For every £1 of bonus money paid to men working in finance, their female colleagues will take home just 65p.

Other sectors that also reported on large bonus gaps included the education, health and construction sectors. In fact, the data reveals that there is no sector that pays women more overall.

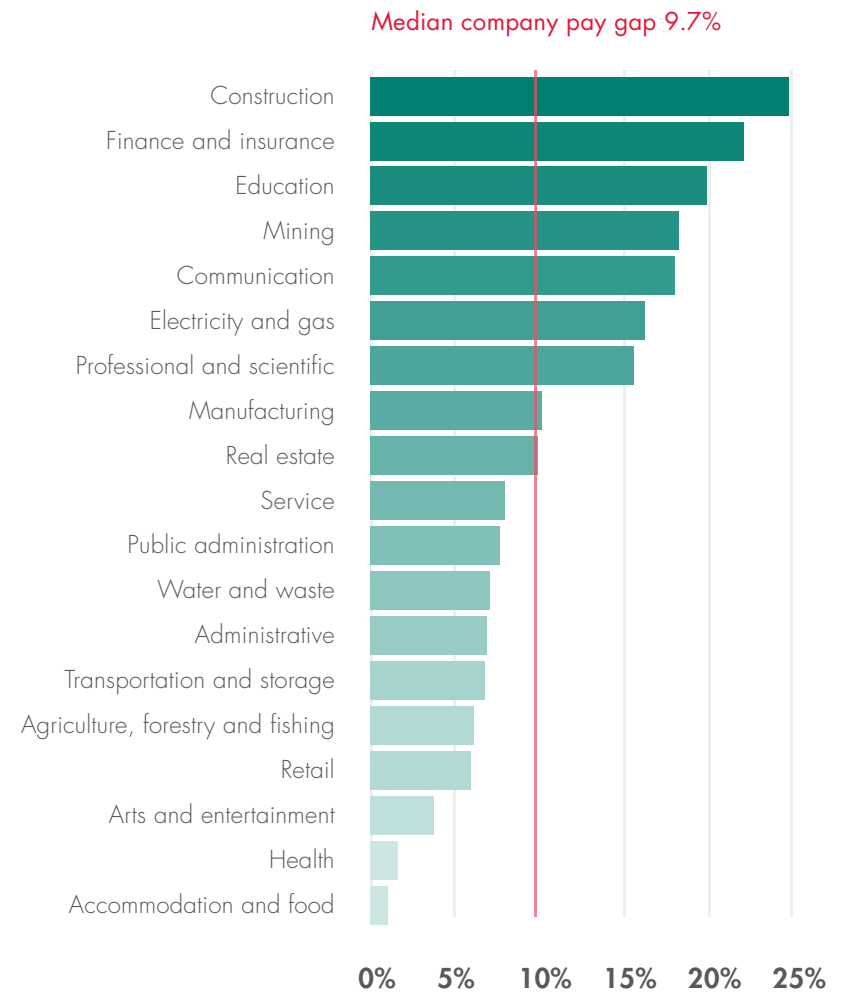
¹: Government Gender Pay Gap Data





ALL SECTORS HAVE A PAY GAP THAT FAVOURS MEN

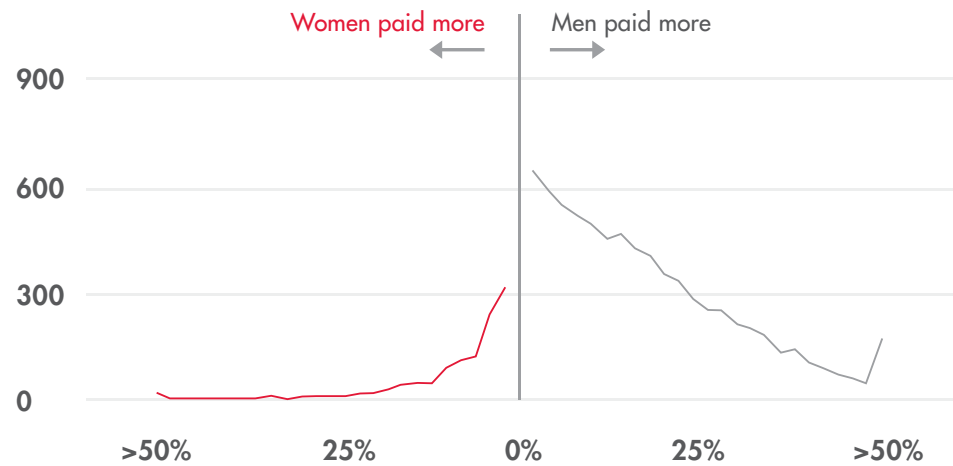
Median hourly pay gap by sector*



*Government Gender Pay Gap Data

78% OF COMPANIES PAY MEN MORE

Median hourly gender pay gap at companies in Great Britain*



*Government Gender Pay Gap Data

54%

of women are unsatisfied with their pay





“ Diversity brings a variety of different viewpoints and increases group thinking, and so in turn, reduces business risk. Plus, the McKinsey diversity report itself demonstrates that a diverse board gives a quantifiable increase in profit for companies with diverse boards compared to non-diverse boards in the same industry.

Habiba Khatoon - Robert Walters



5. NEGOTIATING SALARY

The issue of gender representation, male dominated industries, discrimination, unconscious bias and wage penalty for motherhood still appear to play a role in the workplace.

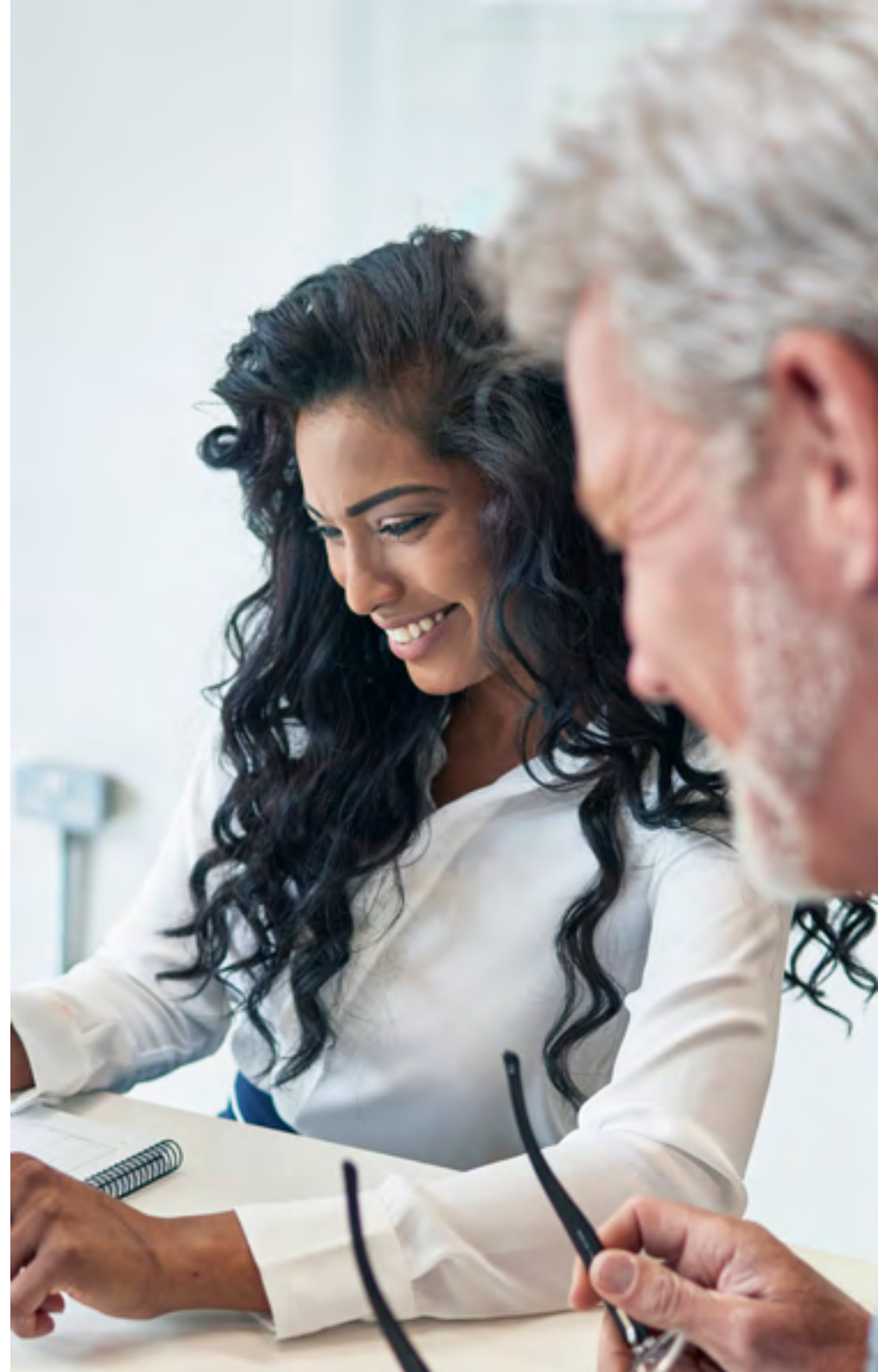
Pay disparity is further exacerbated by the fact that men are 23% more likely to negotiate a pay increase. The research indicates that confidence plays a part in this - twice as many women than men cite a lack of confidence as a stumbling block to progression.

As a result, 57% of women have never attempted to negotiate an increase in salary.

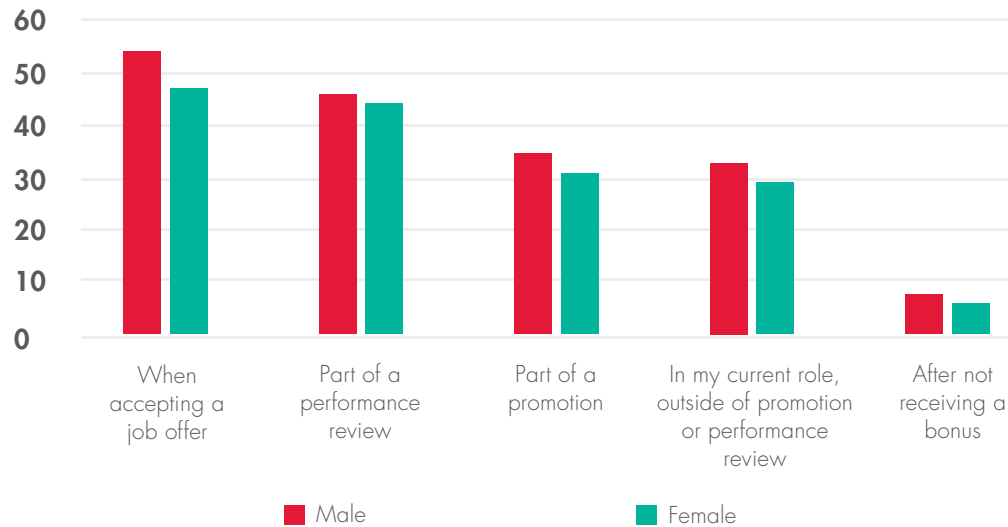
Surprisingly, whilst the findings reveal that men are more likely to negotiate a pay rise across all stages of their career, the amount that negotiators pitch for is not far removed from their female counterparts.

57%

**of women have never attempted
to negotiate an increase in salary**



WHEN HAVE YOU ATTEMPTED TO NEGOTIATE A HIGHER SALARY IN YOUR CAREER?



On average, men negotiate a 12% increase on their salary vs. women who negotiate a 10% increase. As a result, men tend to receive a 8% increase in their salary following negotiation, whereas women typically receive 6%.

Consequently, men are more likely to feel that their salary is an accurate reflection of the work they do, following negotiation (38% vs. 30%).

An overwhelming 54% of women feel that their pay was not a fair reflection of what they do, even after negotiation.

Putting numbers before people during a salary discussion could leave employees feeling devalued if the process is treated as a transaction rather than a conversation. Feeling undervalued can lower morale and make staff more susceptible to job offers from employers that position themselves as flexible during a salary discussion.



A common pitfall I've noticed with employers in the UK is asking candidates exactly how much they are paid in their current role to determine the incremental increase on their employment offer. This automatically indicates that one candidate would earn more than the other for the same job and you're feeding a legacy of discrimination. Women will be locked into being paid less than they deserve throughout their career if employers keep taking this approach to a salary offer.

Kurt Weideling – Director of Information Services, ManMet University



6. BARRIERS TO PROGRESSION

While there is little difference in the rate of promotion between men and women at their current place of work (34% vs. 30%), over a quarter of men (27%) claim to know what they need to do to get a promotion vs. a fifth (19%) of women.

In fact, 1 in 5 women state they want clearer progression routes, alongside better support from management.

2 IN 10

females know exactly what they need to do to get a promotion





CONFIDENCE:

Negotiating salary isn't the only scenario where women are lacking confidence. 22% of women (vs. 13% of men) claim that this is one of the main barriers to their progression. This trend continues right through to women at the senior level - where 16% of women admit a lack of confidence still impacts them, vs. just 7% of men.

Confidence levels are particularly apparent when you consider the challenging decisions professionals have to make in order to progress – with men 10% more likely than women to leave a job that offers no clear progression.

IS A LACK OF CONFIDENCE A BARRIER TO PROGRESSION?



TRAINING:

Four in 10 women (44%) list training opportunities as a key factor in a job - with 61% of women believing that this investment into their skillset would help their progression.

Despite this, over a third (35%) of women state that there are no relevant training courses available to them. This highlights there are practical steps employers can take to upskill and maximise the potential of their staff'.

6 IN 10

women think relevant training opportunities would help their progression

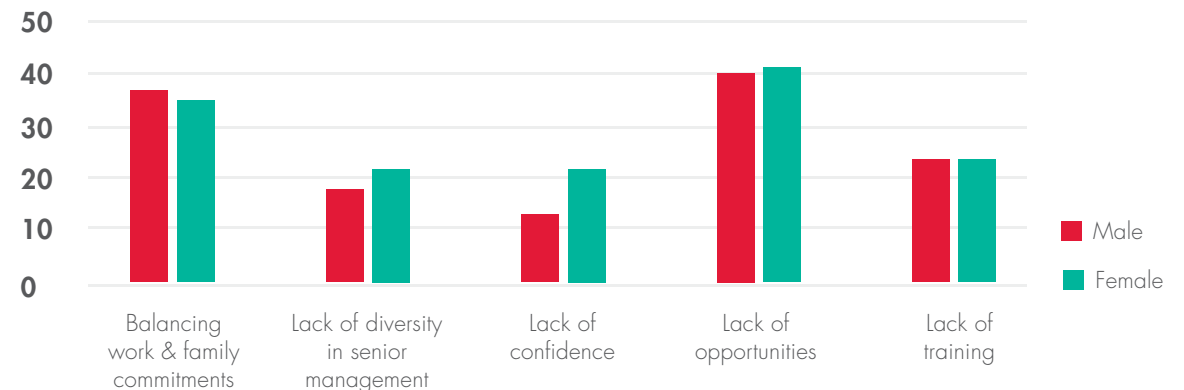
DIVERSITY:

Increasing the presence of women in senior levels of business is a core focus of those striving for equality. Beyond tipping the scales in average earnings, almost a quarter (23%) of women feel the current composition of their employer's management team negatively impacts their chance of reaching a more senior level.

This challenge seems to impact women at Senior Manager level particularly – with 32% of women stating that a lack of diversity at their level holds them back. This figure is 30% higher than men who feel the same.

Male-dominated leadership means that a range of perspectives are not represented when it comes to decision making. Having a seat at the table is commonly cited as being the aim when it comes to diversity at work – however, it's not as simple as having the seat available for the taking – the door must be open in the first place. Making women more visible within your business can help highlight to those who have yet to reach senior levels that this progression path is open and available to them.

TOP 5 CHALLENGES TO PROGRESSION





“ Empowering staff to take their progression into their own hands by researching the courses available is helpful, but employers must meet workers in the middle by actively supporting their development. Our research shows that more training could further boost women’s confidence at work. By regularly setting time aside to talk purely about training and progression, managers can ensure this doesn’t fall down the priority list in favour of day-to-day tasks and deliverables.

Alexandra Sydney, Group Marketing Director,
Totaljobs



7. EMPLOYEE EXPERIENCE & INCLUSION

Beyond remuneration, in order to encourage a more balanced gender representation, employers need to see what motivates their candidate pool in order to create employment offers that are attractive to both men and women throughout their careers.

According to the research, flexi-hours is ranked as the nation's most preferred work perk, by 63% of women and 48% of men respectively.

While the number of women valuing flexi-hours is telling, it's noteworthy that an equal proportion of males (37%) and females (36%) admit to struggling with balancing work and family commitments when looking to progress in their career. This highlights the need to involve both men and women in conversations regarding parental or caring responsibilities.

Alongside this, one area that highlights the difference in employee experience is the presence and use of diversity networks that can help to promote and integrate a diverse workforce.

Less than 1 in 3 of survey respondents note that their employer has a diversity network in place, whilst 40% have no access to one. Of those organisations with a network, more women (40%) are involved compared to men (33%).

In fact, 39% of men stated that their company's Diversity Network is something that they would never get involved with.

46% of men and 41% of women believe that their current employer is committed to being demographically representative, suggesting a significant number of businesses are making staff aware of their diversity & inclusion efforts and are rightly prioritising these issues.





TOP 5 WORK PERKS THAT EMPLOYEES VALUE

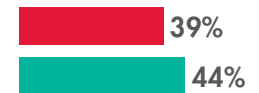
■ Male ■ Female



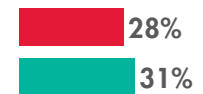
Flexi hours



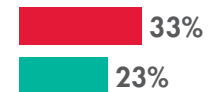
Training opportunities



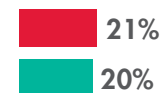
Remote working capabilities



Bonus schemes



Private healthcare





8. KEY TAKEAWAYS

1 EMPLOYERS NEED TO DO MORE TO ENCOURAGE MORE FEMALES INTO THEIR SECTOR

Engineering, Logistics and Technology are revealed to have the least gender representation within their industries, which are all heavily weighted towards males. This report highlights that women – from junior through to senior levels – see a lack of gender representation at their level or above as a key barrier to them being able to progress. Employers need to understand the effects of unconscious bias, and take active steps on how they can best eliminate this.

Tip: Reach a wider candidate pool

Foster greater gender diversity within your business by ensuring your candidate sourcing strategy is inclusive and without bias. Bespoke tools based on academic research such as Robert Walters Adify² and Totaljobs' Gender Bias Decoder³ improve your advert's appeal to a more diverse talent pool and flags gendered words that may discourage applicants.

2 CONFIDENCE AFFECTS FEMALE PROFESSIONALS THROUGHOUT THEIR CAREER

A lack of confidence is outlined as a key factor preventing women from negotiating a higher salary, believing that they are worthy of a promotion, or feeling self-assured enough to leave their current role for a better opportunity. This report highlights how almost a quarter of women could do with more supportive management and clearer routes to progression.

Tip: Establish open-door policies

2: Robert Walters (2019), [Robert Walters Adify](#)

3: Totaljobs (2019): [Gender Bias Decoder](#)

“With issues of confidence, empathy and ease of access to senior leaders is so important. An open-door policy where both male and female employees can talk about their concerns, problems and successes without getting treated any differently. I urge all people in senior positions to ensure they work on providing this area - barriers in the office will be removed much quicker if it's a top-down approach.”

Lucy Bisset — Director, Robert Walters

3

OFFER WIDER TRAINING OPPORTUNITIES

Almost half of women (44%) listed training opportunities as important to them - and 61% of women believe this would help with their progression. Despite this, over a third (35%) state that there are no relevant training courses available.

Tip: Training budgets

'On the job' training isn't enough if you aren't getting exposed to new skills that will help with career development. Opening a training scheme to your employees will give them the control to build upon the skills they want to develop in and go some way to breaking down confidence barriers that prevent women from progressing in their careers.

4

SUPPORTING WORK-LIFE BALANCE

Both men and women equally cite balancing work and family commitments is a challenge when looking to progress in their career. Alongside this, flexibility is sought after by many in today's workforce.

Tip: Introduce true flexible working

Flexible working should be an option made to any employee. For parents in particular, flexible working can offer more freedom in balancing work and family life, as well as helping to balance the pay scales between men and women.





9. CONCLUSION

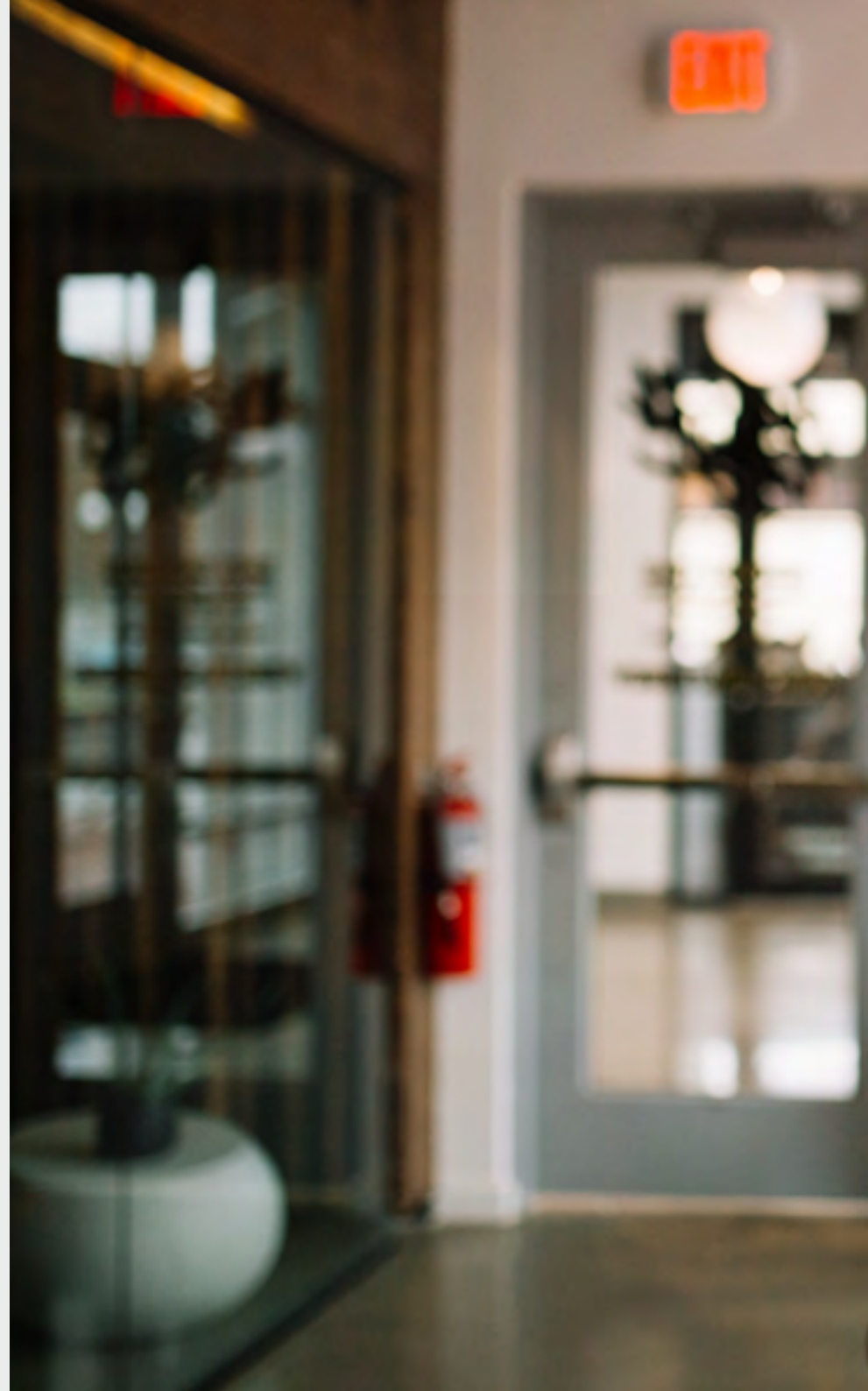
MOVING FORWARD: FROM DIVERSITY TO INCLUSION

To make the shift from a diverse workforce to one we can call truly inclusive, businesses must be transparent in their efforts and keep communication channels open across the board. Employees are willing to share their opinions if they feel their contribution is actively sought after, valued and made use of. Employers must apply this if they are to foster environments where all feel welcome.

Utilising both quantitative and qualitative data is essential, in order for employers to gauge the perceptions of their workforce and understand whether the actions they are taking to improve diversity and inclusion are beneficial on an individual level.

Improving diversity and inclusion requires a multi-faceted approach, one that acknowledges and values individuals of any age, gender, race, disability, sexual orientation or religion, alongside other protected characteristics. Initiatives must also leave space for learning and adapting to ensure we are doing all we can to foster a diverse, representative workforce through efficient and fair means.

This report highlights some of the barriers to progression, from confidence, to lack of relevant training, to a lack of representation, as voiced by UK workers. Having awareness of the implications of these factors on employee engagement, productivity and self-worth will aid businesses in drafting future initiatives to improve the experiences of all workers.





“Change has got to start somewhere. While mandatory data sharing such as pay gap reporting is a good first step to making us all more accountable as businesses, we must also commit to actions that will enable tangible, long-term solutions. Likewise, while communication is essential as laid out by our findings, we can’t simply talk about these issues and think that’s all there is to it. Diversity and Inclusion need to be on the agenda consistently at the top level and employees need to feel they are invited to share their thoughts too, along with putting business-wide objectives in place to track progress. An inclusive workforce where the range of human experience and identity is seen and heard at all levels means better ideas, better problem solving, better connections with your customer base and ultimately better business. There’s no other way about it.

Alexandra Sydney, Director, Totaljobs






10. CONTACT US

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11. ABOUT THE AUTHORS

ROBERT WALTERS

Powering people and organisations to fulfil their unique potential.

Established in 1985, Robert Walters plc is a world-leading specialist professional recruitment consultancy and the core brand of Robert Walters Group. Hiring managers worldwide rely on us to find their best specialist professionals and our clients range from the largest corporates world-wide through to SMEs and start-ups. We recruit people for permanent, contract and interim roles across the world.

The UK business recruits across multiple professional disciplines including accountancy & finance, banking & financial services, executive search, human resources, technology, legal, procurement & supply chain, projects, secretarial and business support, tax and treasury.

ROBERT WALTERS

TOTALJOBS

Formed in 1999, Totaljobs is one of UK's leading job boards, attracting 20 million visits and over 4.3 million applications from qualified jobseekers every month. Over 300,000 jobseekers visit our platform every day, with over 270,000 jobs to choose from at any given time.

In May 2018, Totaljobs partnered with Jobsite to become the UK's largest hiring platform offering employers the opportunity to advertise vacancies across both platforms from one system, and access to almost half of the UK working population.

Totaljobs and Jobsite are part of the StepStone Group, one of the world's leading e-recruitment businesses. With a head office in London and offices in Birmingham, Havant, Cardiff, Leeds, Manchester, Nottingham and Glasgow, StepStone in the UK comprises Totaljobs and Jobsite plus nine additional job boards. These include: Caterer.com, CatererGlobal, CWJobs, Milkround, CityJobs, RetailChoice, CareerStructure, Just Engineers and emedcareers. Together these brands provide access to over 18 million searchable candidate profiles.

Totaljobs

