### EQUITY, DIVERSITY & INCLUSION STRATEGY REPORT A REVIEW OF GENDER WORKPLACE TRENDS IN NORTH AMERICA 2023

A Robert Walters Group Company



### About us

Robert Walters Group is one of the world's leading professional recruitment consultancies, specialising in the placement of permanent, contract, and temporary positions across all levels of seniority.

We operate under Robert Walters (senior permanent and interim management recruitment) and **Resource Solutions (recruitment** process outsourcing).



#### **Robert Walters recruits across:**

- Accounting & Finance
- Banking & Financial Services
- Technology
- Legal
- Risk & Compliance
- Business Operations
- Supply Chain, Procurement & Logistics
- HR & Talent

#### We have offices across North America covering the following locations:

- New York
- California
- Austin
- Toronto

Who is Robert Walters? Robert Walters is one of the world's leading professional recruitment businesses and the core brand of the Robert Walters Group. Hiring managers world-wide rely on us to find their best specialist professionals and our clients range from the largest corporations world-wide from SMEs to start-ups. We recruit people for permanent, contract and interim roles across the world.

Who are Resource Solutions? A leading global provider of outsourced recruitment and consultancy solutions, Resource Solutions supports organizations to build, connect and optimise their workforce to face the challenges of tomorrow. We strive to make a positive social impact through solutions that champion untapped and underrepresented talent.

Our <u>Recruitment Inclusivity Audit</u> is the leading solution used by over 20 of the world's largest employers as well as high-growth scaling organizations to minimize bias in hiring.

#### ROBERT WALTERS

### RESOURCE SOLUTIONS

### The journey so far



With women accounting for 51% of the population, the case for addressing the gender balance issue in the workplace has long been discussed and the evidence for the business case for it well known. However, recent reports show us that at the current pace of change, gender pay equity is unlikely to be achieved in my lifetime or even that of my children. More needs to be done to address the systemic barriers and organizational issues that remain in place for women in many organizations.

So now is not the time to stop. We need to continue to break down barriers that exist and organizations must keep their foot on the gas in continuing to hold gender balance at the forefront of their focus and ensure that we don't go backwards in the journey for equity.

In this report, we explore the concept of gender as it relates to the experience in the workplace of pay & salary negotiation and promotion, offering insights around some of the barriers true to inclusion.

As you navigate through this report, just as my leadership team and I are doing for our business, take the time to reflect on any of the recommendations and continue to challenge what more can be done to address the gender inequalities that still exist today. We all have a role to play in moving the dial forward.

**Coral Bamgboye - Head of Equity, Diversity & Inclusion** at Robert Walters Group

40% of women feel underpaid for the work they do

1/2 less than half as many women than men are in exec level positions

+17%

more men than women receive bonuses in line with their expectations



"

3% of women.

### 50%

more women than men didn't receive their negotiated salary increase

### 44%

of gender gueer/ fluid professionals feel underpaid

# 41%

of non-binary professionals have not received a promotion at their current company

### 8% of men earn over \$200k, in comparison to just \*all salary data in USD

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## Methodology

In 2023, 6,000+ professionals completed a Robert Walters survey to help us to understand the state of play of ED&I across North America.

In partnership with Censuswide,

Robert Walters devised a series of multiple choice and open-text questions.

Analysing both quantitative and qualitative data through the lens of gender, we have created a strategic report that includes insights into:

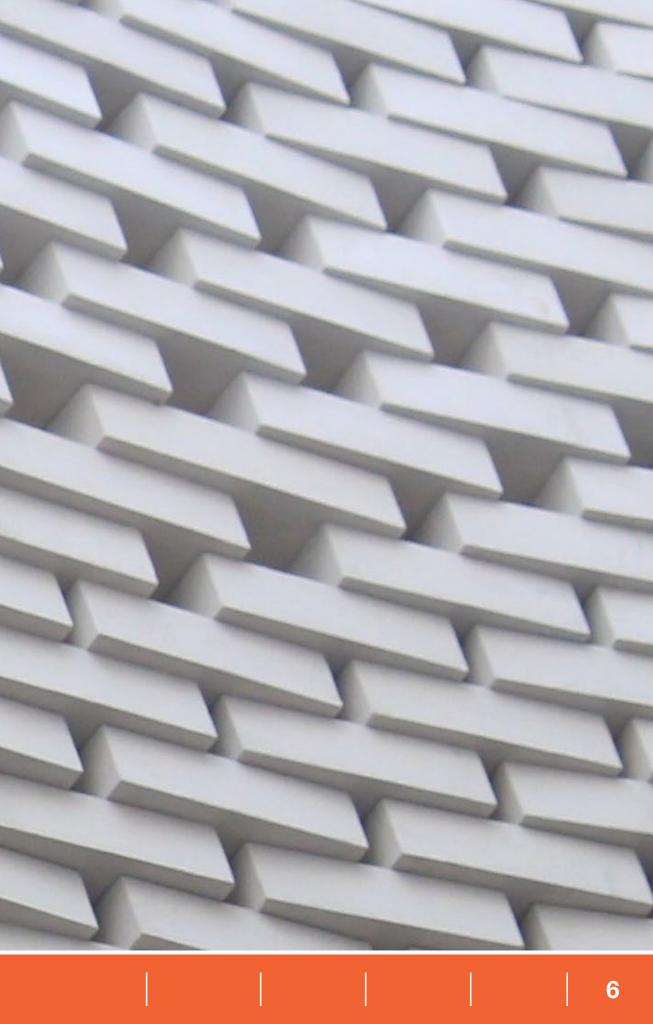
- Career challenges and workplace experiences of different demographic groups.
- Strategic advice and action points from our ED&I research partner, for businesses looking to address these challenges.
- Open ended responses from the survey representing the challenges faced through the lens of the defined demographic groups.

Findings published in the report refer to the Robert Walters survey. Any external research is referenced and hyperlinked to its original source.

### Find out more about our research partners:

- <u>Censuswide:</u> An international market research consultancy - we have partnered with insights, communication and marketing teams in the world's most respected companies.
- Female Executive Search: Dedicated to promoting the value of women in leadership roles and connecting businesses with our community of highly experienced female candidates.
- <u>Resource Solutions</u>: A leading global provider of outsourced recruitment and consultancy solutions.

# An introduction to gender





### An introduction to gender

The importance of driving equality at the forefront of gender-centric conversations is not a new phenomenon, however the responses obtained through our ED&I survey highlight that we still have a way to go in order to achieve true workplace equality.

This is our first publication into ED&I in the workplace across North America, delivered just after the 2023 Women's History Month - a key celebration of gender equality across the globe.

In this report we will address gender related disparities that persist across North America, uncovering where these issues are most prevalent and providing key recommendations on how employers can improve in various areas.

Robert Walters aims to reinforce its commitment to lead conversations around corporate accountability and strategies targeted at equity, diversity and inclusion (ED&I). The prioritisation of ED&I dialogue has been accelerated through the efforts of business leaders, who are committing to holding themselves accountable to the customers and employees in the societies that they operate in.

Emilie Vignon, Associate Director, Robert Walters California



### Pay and salary negotiation

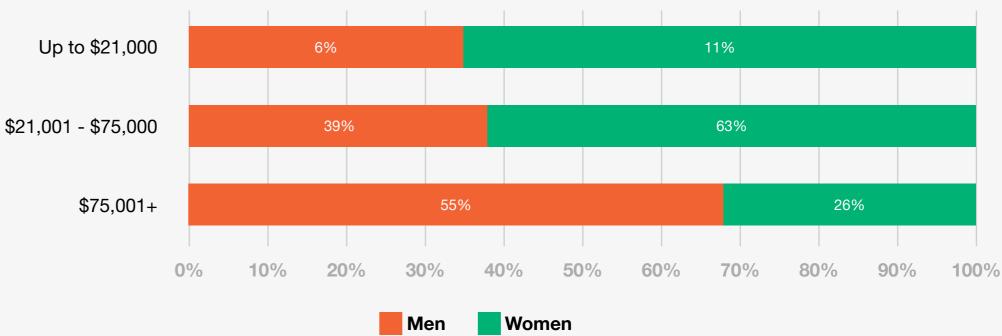
#### Bridging the gap

Issues surrounding gender and pay remain an ongoing narrative and whilst certain legislations are in play across North America to help bridge the gap, findings suggest we still have a long way to go.

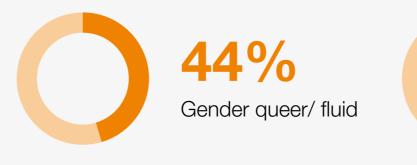
of men earn \$55k or more, in 67% comparison to 39% of women.

Regardless of efforts to close the pay gap, 9% less women have been offered a rise in the past 12 months. Combining this with the fact that 11% less women feel they can live comfortably with a good amount of disposable income, significantly more women, non binary and gender gueer/fluid employees are feeling underpaid and underappreciated.

#### **Salaries by gender**



#### % of professionals who feel underpaid

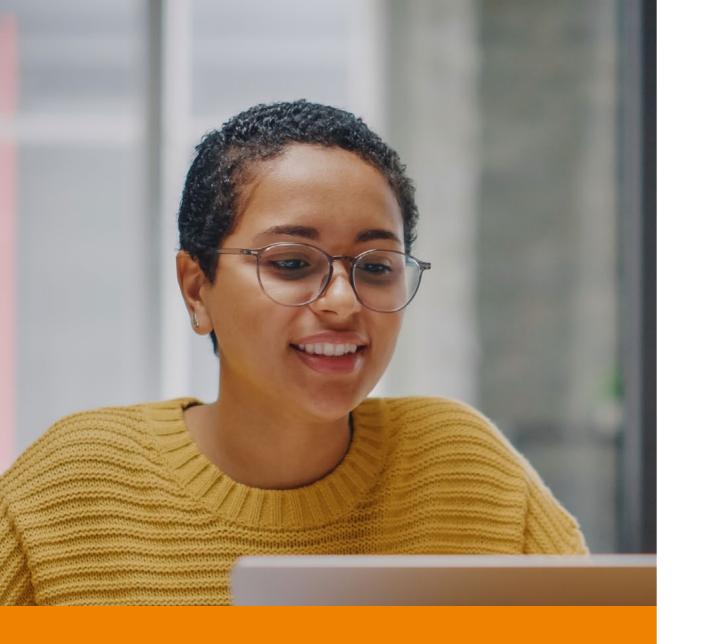


Please pay women the same as men doing the same job.

\*all salary data in USD

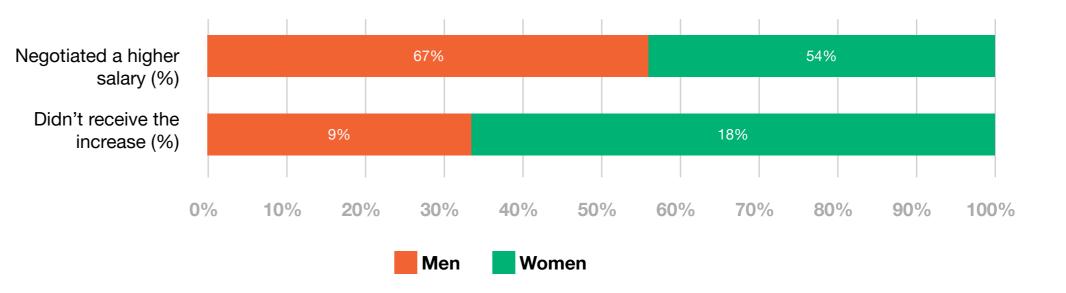


\*open ended response from survey



#### **Salary negotiation**

Not only are women less likely to negotiate their salary, but they are also significantly less likely to be given a pay rise following conversations surrounding pay. Survey results revealed that 9% of men have received a 26-30% pay rise in the last 12 months – less than half as many women have received the same increase.



A key barrier preventing women from negotiating pay is the feeling of embarrassment or lack confidence. Almost twice the number of women felt this way, with 8% more men reporting that they did not negotiate simply because there wasn't a need to.

This suggests that the communication and negotiation behaviours adopted by men, often described as more active and fact-driven, in comparison with women, who focus on rapport-based communication, may be a roadblock in the journey to achieving equal pay status.

I have not negotiated my salary because I fear the response.

### +14%

more men than women haveattempted to negotiate a highersalary - twice as many women did notreceive the increase they requested.



# Progression & promotion



### Progression & promotion

Women, non binary and gender gueer/fluid employees, also face major barriers when it comes to progressing to higher seniorities.

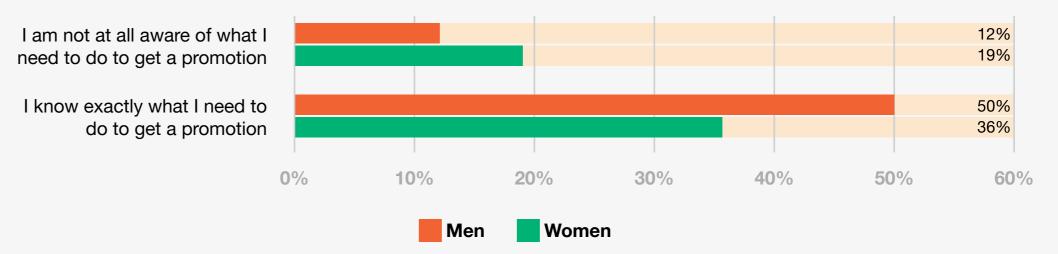
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Over ½ of the women and 41% of non-binary professionals surveyed have not been offered a promotion within their current company.

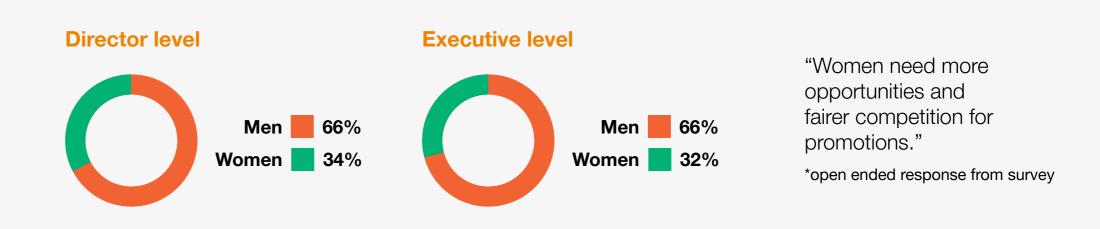
For many, this burns down to the fact that they receive a lack of communication surrounding what they can do to aid their career progression; half of the men surveyed knew exactly what to do to get promoted and have specific targets and resources in place to get them there.

In order to make me feel more included my organisation needs to hire more female management, the company is male driven. \*open ended response from survey

### Does your employer provide clear steps to promotion?



Almost ¼ of women and non-binary professionals (23%) reported that their main challenge to progression was a lack of opportunities being available, whereas men reported that balancing work and personal commitments was the key challenge.



# Benefits and employer value propositions



# Benefits and employer value propositions

One of the most controversial conclusions of the survey is based on findings that men are found to have been provided with access to more benefits and employee value-adds in the last 18 months.

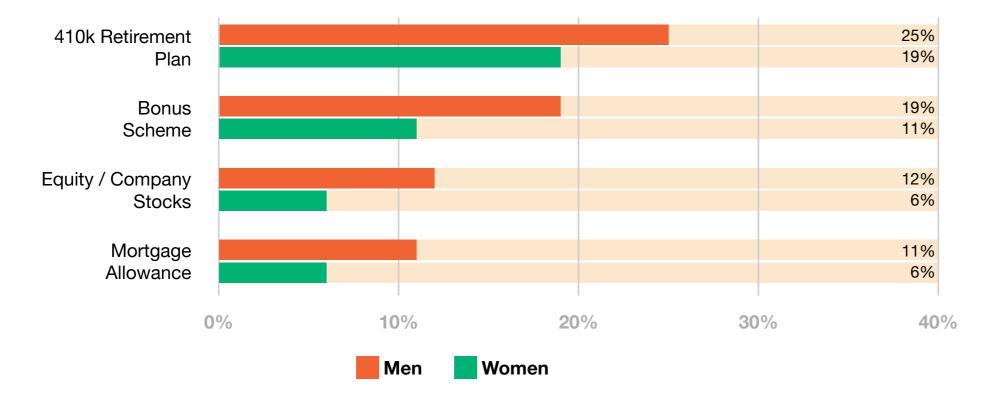


Twice as many men than women have been provided with company stocks/ shares.

Men also received 20% more monetary incentives such as company stocks, retirement contributions and bonus schemes. In short, men are not only receiving higher salaries, with increased confidence to negotiate these further, but they also save more money through employee benefits. This is particularly interesting when we learn that 4% more females rely on additional income.



#### **Monentary employee benefits**



### 40% of men receive \$151k or more in equity, in addition to their base salary, compared to 25% of women.

Softer benefits, such as a sociable culture or the option to work remotely, were far more equal across the board, however this only emphasises that we are far from where we need to be when the topic of money and gender equality is concerned.

I would like to be offered more support and resources in the workplace, along with a fairer pay. \*open ended response from survey





## +17%

more men than women received bonuses that were in line with their expectations. Over half of gender queer/ fluid professionals said their bonus was not in line with expectations.

# The road to an inclusive workplace



### The road to an inclusive workplace

Findings from the survey have addressed how organizations need to maximize efforts when it comes to evaluating and improving internal ED&I initiatives.

more men than women believe that their employer 13% meets their expectations.

With employees displaying concerns around pay, lack of training and overall benefits, it has never been more vital to review strategies and ensure businesses across North America are paving the way for a more inclusive working culture.

Whilst we take this survey data as encouragement to do more, it is important to address where gaps are closing, for example 56% of women have received a pay rise of between 1-15% in the last year. Within our annual reports over the coming years, we hope to look back on these figures and see continued improvement as we work to create equal working cultures for all.

#### An aim to make workplaces safer environments for all

44%

of gender queer/ fluid professionals do not believe their organisation takes active steps to be demographically representative.

employees.

do not feel their workplace is a safe environment.

+4%

say that the way they dress affects how they are treated by management.

#### more women than men do not feel their workplace is a safe environment for all

"

"I would like my employer to be more accepting of different people."

"Women need to be treated equally, without gender discrimination".

\*open ended response from survey

## Key recommendations Female Executive Search



### Key recommendations Female Executive Search



Although the evidence is clear that greater gender equality at the top leads to better business results, the reality is that women remain vastly underrepresented in the C-suite. However, attitudes are shifting, and companies are hiring more women into senior roles, recognizing their immense capabilities and value.

Improving executive gender balance requires a multifaceted approach that addresses the underlying causes of gender inequality in the workplace.

### Here are some recommendations that can help improve executive gender balance:

- Address unconscious bias: Unconscious bias can prevent qualified women being considered for executive positions. Companies should develop training programs to help employees recognize and address unconscious biases.
- **Promote gender diversity at all levels:** This includes ensuring that women have equal access to opportunities for career advancement and leadership development.
- Recruit from diverse pools: Employers should actively seek out diverse candidates for their job openings, by partnering with organizations that serve underrepresented groups or using job boards that focus on diversity.





- Create a supportive culture: A supportive culture is essential for promoting diversity. Companies should create a culture that values D&I, and that provides support for employees who are balancing work and family responsibilities.
- Implement flexible work arrangements: Many women face barriers to career advancement due to caregiving responsibilities. Companies should implement flexible work arrangements that allow women to balance work and family.
- Set diversity goals and hold leaders accountable: This can include setting targets for the representation of women in executive positions and tying executive compensation to achieving diversity goals.
- Provide mentoring and sponsorship: Women often face a lack of mentorship and sponsorship, which can impede their career advancement. Companies should provide mentoring and sponsorship programs that connect women with senior executives who can provide guidance and support.

- Provide training: Employers should provide training to all employees on topics such as unconscious bias and cultural awareness. This can help to raise awareness of issues related to ED&I and provide employees with the tools they need to address these issues.
- Foster employee resource groups: Employee resource groups can be a powerful tool for promoting diversity, equity, and inclusion in the workplace. Employers should encourage the formation of these groups and provide them with the resources they need to be successful.
- Conduct pay equity audits: Pay equity is essential for promoting gender diversity in executive positions. Companies should conduct pay equity audits to ensure that women are being paid fairly and equitably for their work.
- Measure progress and adjust strategies: This can be done by collecting feedback from employees, tracking diversity metrics, and conducting regular assessments.

#### A more successful business landscape

Improving executive gender balance is essential for promoting gender ED&I. By implementing these recommendations, employers can make significant progress in their ED&I initiatives and create a more inclusive workplace for all employees.

At Female Executive Search, we have placed women in C-level and board positions globally. There have also been strides made in regulations around the world, with quotas being brought in for Board and Management level positions. Of course, there's still work to be done.



It is becoming obvious that women are not only capable of taking on senior roles but are thriving in them. It's time for us to take the necessary steps to bridge the gender diversity gap and create a more equitable and successful business landscape with a balance of world's top female and male leaders.

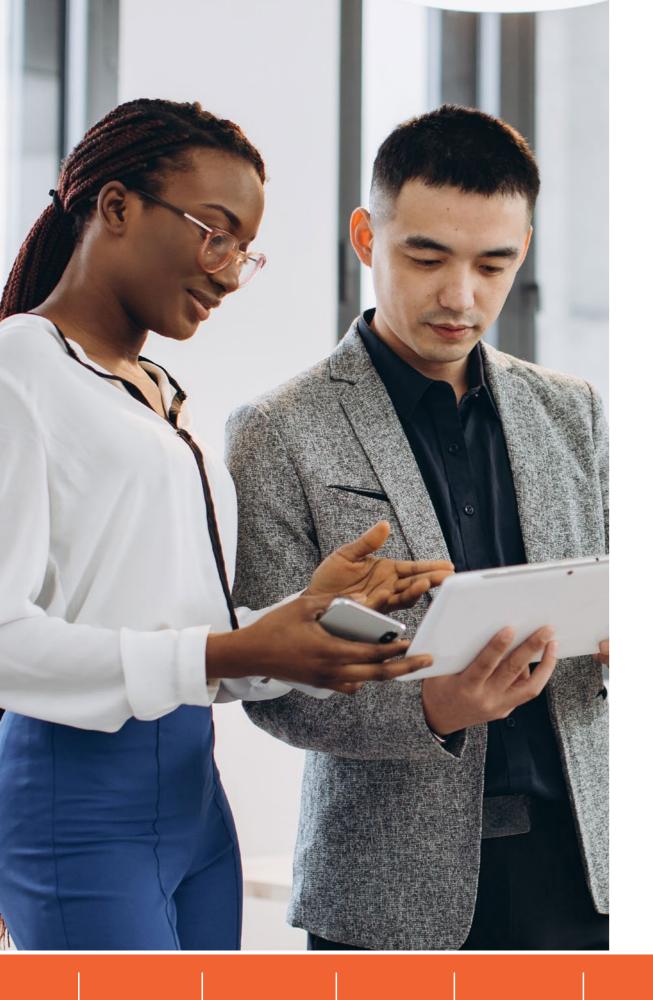
France Dequilbec, Managing Director of Female Executive Search

www.female-executive-search.com



# Key recommendations Resource Solutions





### Key recommendations Resource Solutions

Whilst many organizations invest heavily in inclusion-led initiatives, most organizations focus less on minimizing bias in their current recruitment process. Biases exist in almost every touch point a candidate has in a hiring process and this provides a significant opportunity for organizations to audit their process for bias and make both simple and complex changes to minimize bias and enable meritocratic hiring.

Re-engineering your recruitment process can deliver immediate results and improve the diversity of your talent pipeline at every stage in the hiring funnel.

#### 1. Pay transparency

Our research suggests that pay and reward is gendered. Gender pay differentiation is a global challenge but research indicates that genuine pay transparency has proven to be key in minimising the gender pay gap. Pay-transparency information may be provided on a company's website or in job postings, however, specific detail is often only provided once a candidate is far into the recruitment process. Whilst legislation exists in much of North America to mandate transparency, pay bandings detailed are often so broad they become meaningless. Ensure advertised salary bands are accurate, role specific and avoid huge pay brackets (one recent post included a \$90-900k banding).

#### 2. Annual gender pay gap review & adjustments

In an ideal world, gender pay gaps wouldn't exist but as our research shows, the current reality is that they do. One way to tackle this is to conduct an annual gender pay review – Salesforce use this approach with success. Salesforce created a cross-functional team and developed a methodology with external experts that analyzed the entire employee population to determine whether there were unexplained differences in pay. Salesforce found that 6% of employees, mostly women, would need their salaries adjusted upward. This approach doesn't tackle the source of the problem, but it does stem the impact.

#### 3. Career progression frameworks

Our research shows significant gender discrepancies in career progression and promotions. Getting promoted isn't an exact science – sometimes timing and external factors can play a disproportional part. However, many of the new ways of working such as remote working can introduce gender bias. Create and deploy structured progression frameworks and pathways to ensure consistent, meritocratic progression pathways and minimise presenteeism bias.

#### 4. Use A/B testing

One of the most shocking findings of our research is the gendered nature of career satisfaction. Employers spend billions of dollars on employee engagement and wellness initiatives yet the benefit of these appears to align with men more than women. Deploying A/B testing (a methodology for comparing two versions of an intervention against each other to determine which one performs better) can be valuable in ensuring your engagement interventions benefit everyone equally.

#### 5. Psychological safety

There are many different views on the rights employees have in the workforce yet one near universally held view is that employees have a right to feel safe at work. However, our research shows that almost 40% of gender queer/ fluid professionals don't feel safe at work. Embed mechanisms to ensure all employees can flag when feeling unsafe, or even better, avoid feeling unsafe in the first place. Anonymous chatbots to flag harassment or inappropriate behaviours are one example of how pioneering organizations are ensuring employee safety in the workplace.

www.resourcesolutions.com



### Concluding comments Mae Mendoza, Senior Manager Robert Walters Austin





This is the first year that Robert Walters North America has undertaken such a significant piece of research into ED&I in the workplace and allows us to look at the progress of North American workplaces from pre-pandemic right through to a post 'Me Too' world, where there has since been widespread recruitment of Heads of ED&I or 'Inclusion Champions' in businesses large and small.

Gender diversity is vital to any workplace – not just because it is a laudable goal; it simply makes bottom-line business sense. Several studies showcase the financial benefits of gender-diverse business units – with a highly engaged diverse team having a strong correlation with revenue and net profit.

Finances aside - a gender diverse team brings about different viewpoints, ideas and market insight; increases the wider teams access to resources. diversifies customer base, and helps to further attract and retain female employees.

It is not enough to look at the experiences of different genders face-on, this is an intersectional and complex matter, with the nuances being important to understand if we are to make true progress.

In our role as recruiters, we remain committed to providing valuable ED&I insight and advice to our clients. Just like every other employer across the US & Canada, we too are on a journey to getting Equity, Diversity & Inclusion right.

Mae Mendoza - Senior Manager **Robert Walters Austin** 

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### About the authors

### **ROBERT WALTERS**

Robert Walters is a specialist recruitment agency operating in 31 countries. We believe in the power of a diverse global workforce that champions the right for people to be their true, authentic selves.

Helping organizations build more diverse teams and professionals have successful careers is part of our purpose to power people and organizations to fulfil their unique potential.

**FEMALE** CONNECTING **EXECUTIVE** SEARCH FEMALE LEADERS

Female Executive Search is powered by CEO Worldwide, specialists in international executive recruitment, who place executives in senior roles throughout the world. Female Executive Search is dedicated to promoting the value of women in leadership roles and connecting businesses with our community of highly experienced female candidates.

US: www.robertwalters.us Canada: www.robert-walters.ca

www.female-executive-search.com

### **RESOURCE SOLUTIONS**

RS Consultancy is a recognised global leader in diverse hiring consultancy and minimising bias in recruitment. Our diverse hiring practitioners focus on actioning meaningful change by deploying data-led and research-based audits and interventions to help clients achieve their diverse hiring goals.

Analyzing 257 data points in an end-to-end recruitment journey, our D&I Inclusivity Audit assesses for bias through 8 diversity lenses: gender, ethnicity, LGBTQ+, disability and neurodiversity, age, faith, socio economic and veterans.

To find out more about our ED&I Audit & diverse hiring consultancy, contact our diverse Hiring Practice Director.

# Robert Walters & Resource Solutions D&I Inclusivity Audit



# Robert Walters & Resource Solutions - D&I Inclusivity Audit

#### **End-to-end Inclusivity Audit**

Your hiring process has likely evolved over time, with new processes, content and technology added and removed. Whilst this process may deliver a functional talent acquisition service and experience, bias is likely to be threaded through each stage of your process. Our research indicates that bias is introduced before candidates even visit your careers page and continues through selection, assessment, interviewing and onboarding.

Our end-to-end inclusivity audit is the most advanced diverse hiring audit available, analysing the impact of recruitment content and processes across eight different lenses:

- Gender
- LGBTQ+
- Socio economic
- Age

- Faith
- Disability and neurodiversity
- Ethnicity
- Veterans

Unlike many diversity initiatives, our fully remote Inclusivity Audit focuses on actionable, meaningful change, ensuring clients are provided with an immediate 'to do' list to help achieve diversity objectives and goals:



**100** Blending academic research

**257** Analysing 257 data points



**44** Producing a minimum of 44

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**30** Key findings playback within 30 working days

Blending academic research and best-in-class case studies from over 100 sources

Producing a minimum of 44 recommendations for quickly actioning meaningful change

Get your inclusivity audit

### **Contact us**

For more information around delivering diverse candidate pools, creating an inclusive recruitment process, or kickstarting an EDI initiative, please get in touch so we can provide information about our internal services, or direct you towards one of our partners: getintouch@robertwalters.com

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