

CLOSING THE GENDER PAY GAP

EMPOWERING ORGANIZATIONS TOWARDS GENDER PARITY

Gender equality continues to elude organizations and society around the world. Bolder, transformative steps are required to bridge the gender pay gap and empower organizations towards greater diversity, inclusion and equality.

As the world moves from capitalism into the era of talentism, competitiveness on a national and on a business level will be decided more than ever before by the innovative capacity of a country or a company. In this new context, the *integration of women into the talent pool becomes a must.*"

- World Economic Forum

In recent years, women have made strides in business and society. For example, they outpaced their male counterparts in higher education attainment. Nearly 41% of the labor force with college degrees over 25 years old are women; men comprise 36%.² In the UK, women are over a third more likely to go to university than men.³ Women are more qualified than ever. And yet, the gender pay gap persists.

Nearly one-third of business have NO female leaders, and only 22% of senior leadership positions are held by women. Forbes' list of highest-earning jobs in business all go to men; the highest-paid CEOs are also all men.⁴ Clearly, a major chasm persists when it comes to gender equality. One that requires bolder, transformative steps to adequately begin to address.

In the US, the average gender pay gap is 20%. Or, for every dollar a man makes in the US, a woman makes 80 cents.⁵ Questback's independent research of business professionals returned similarly telling results. The pay gap exists. And it must be identified, measured and addressed in organizations.

CULTURE EATS STRATEGY FOR BREAKFAST

Culture holds the key, not quotas. In the UK, The Office of National Statistics concluded that only around a third of the pay gap could be justified by age, tenure, working pattern, occupation, work region, business size and sector.⁶ The remaining is often attributed to gender discrimination and bias, far harder to identify and remedy. Gender discrimination and bias are rooted in culture—whether that is society at large, your organization or your immediate social circle. While quotas can change the numbers at the end of the year, they don't address the root causes. Only a shift in culture, your organizational culture, can do that.

39% of men believe their organization already boasts gender parity⁷ when, in fact, it does not, highlighting this key point: **awareness is the first step.** As uncovered in Questback's study on the gap, organizations and their people lack awareness of the impact of culture. And without this collective self-awareness, informed and purposeful culture change is impossible.

THE SELF-AWARE ORGANIZATION

Culture influences the way in which people and organizations work. It bolsters or demeans your impact, reputation and outlook as individuals and organizations.

To begin closing the gender pay gap, organizations and individuals must first become self-aware. There are three initial steps to start your journey.

1) Identify the Gap. Measure the actual gender pay gap within your own organization.

2) Dive into Culture. Uncover the gender discrimination and biases lurking within your business and its people.

3) Empower people to power change. Create and embrace trust and transparency throughout the organization, working collectively to evolve your own organization's culture and its impact on gender equality.

With Questback, start bridging your gender pay gap. CultureQuest Parity provides hard evidence of what's really happening in your culture when it comes to gender equality. It's a unique measure which not only identifies your organization's gender pay gap but also scores behavioral and cultural factors influencing decisions and expectations from the perspective of the employee and organization. Discover your organization's unique behaviors, triggers and roadblocks. Gather the insight required for effective and meaningful action.



OUR SOLUTION

- > Identifies your organization's gender pay gap
- > Uncovers the cultural and behavioral biases and strengths within your organization
- > Measures the impact of changes over time delivering early indicators of progress or challenges
- > Delivers actionable strategic insight required to bridge the gender pay gap
- > Evolves with your organization leveraging easy-to-use dynamic dashboards and real-time reporting

A clear line of sight into your actual gender pay gap and the behaviors that allow it to exist empowers you to intervene and act towards greater equality and diversity in the workplace. Ensure you know what's really going on beneath the surface. Equip your organization, leaders and employees with the insights they need to proactively change.

It's time to make strides towards a future of work founded on equality, diversity, inclusion and innovation. It will require commitment, agility and tenacity on all sides. But the outcomes will be worth it.

WE'RE READY TO START THAT JOURNEY WITH YOU.

Contact us to arrange a live demo on 1-800-974-8784 or send us an email to info@questback.com

ABOUT CONFLUX

CultureQuest Parity was designed by Andrew Cocks, founder of Conflux and an established authority on employee engagement and organizational culture. Andrew has more than 20 years of experience advising some of the world's largest companies on how to derive the greatest benefits from their employee research and culture change programs.

ABOUT QUESTBACK

Questback is a complete feedback system that helps companies transform customer, employee and market research programs. Used by thousands of companies, including 1/3 of the Forbes list, Questback is the smarter, faster way to manage feedback. Get the software, services and human support you need to manage your feedback - all in one place.

¹ World Economic Forum, http://www3.weforum.org/docs/WEF_GGGR_2017.pdf

² Breaking Down the Gender Wage Gap, https://www.dol.gov/wb/media/gender_wage_gap.pdf

³ The Guardian, <https://www.theguardian.com/education/2017/aug/28/university-gender-gap-at-record-high-as-30000-more-women-accepted>

⁴ Forbes, <https://www.forbes.com/sites/kimelsesser/2018/08/27/8-unbelievable-gender-pay-gap-statistics-from-top-athletes-actors-and-ceos/#3598fca6559>

⁵ The Simple Truth about the Gender Pay Gap Report, https://www.aauw.org/aauw_check/pdf_download/show_pdf.php?file=The-Simple-Truth

⁶ HR Review, <http://www.hrreview.co.uk/hr-news/ons-cannot-explain-almost-64-national-gender-pay-gap/109855>

⁷ Money Is Power: The Elleveest 2018 Money Census, <https://www.ellevest.com/magazine/news/ellevest-launches-2018-money-census-report>