

# *Winning the fight for female talent*

How to gain the diversity edge through inclusive recruitment

Executive summary

*Enter*



# Introduction

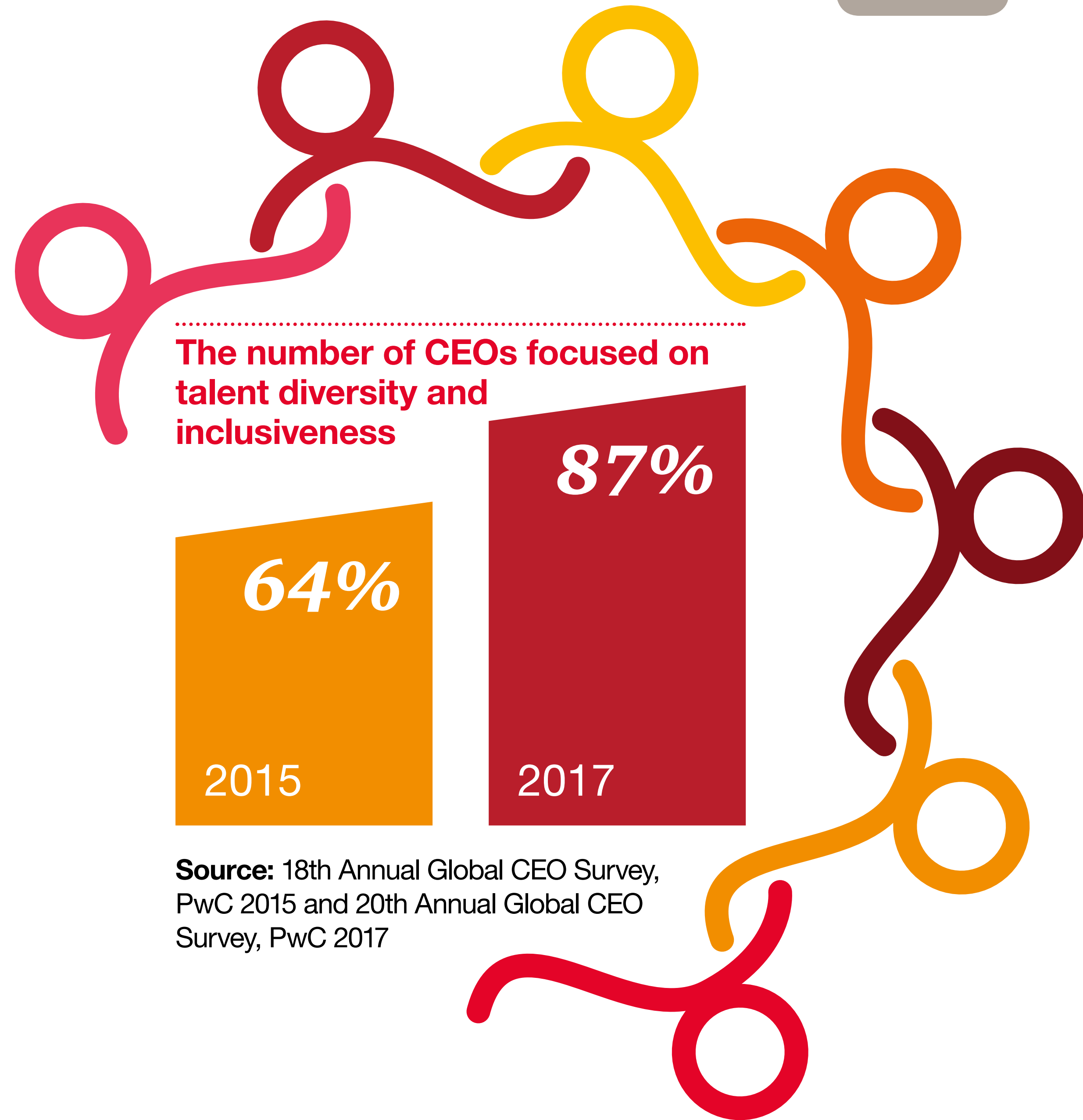
Did you know that more and more CEOs are focusing on talent diversity and inclusion to help drive innovation in their organisations and create competitive advantage? And that despite increasing numbers of female talent entering the workforce in recent decades, in almost every country in the world, women remain underrepresented at every level in the corporate pipeline.

Women clearly make up one of the most significant talent pools available to all organisations and CEOs have finally woken up to the fact that they've failed for far too long to leverage this immense talent pool as fully as possible. With exceptionally talented women in place in the workforce,

organisations are turning their efforts towards recruitment strategies that realise the full opportunities created by today's workforce demographics.

But to create and execute gender inclusive recruitment strategies organisations must first gain a better understanding of the career aspirations and diversity experiences and expectations of today's workforce, and the latest developments in diversity and talent attraction.

To investigate these challenges and help you respond to them, PwC has conducted research that brings together the view of 328 executives and 4,792 professionals from over 70 countries.

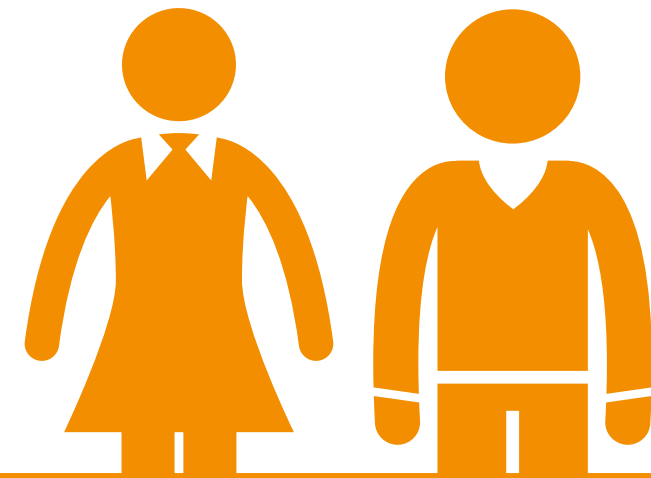


**Source:** 18th Annual Global CEO Survey, PwC 2015 and 20th Annual Global CEO Survey, PwC 2017

# Respondent overview

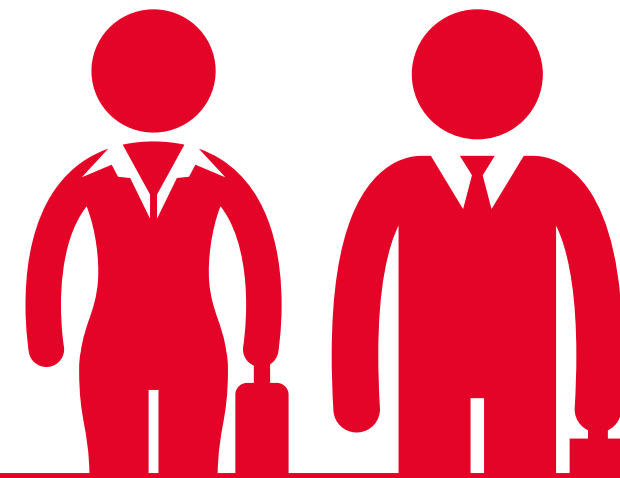
328 executive respondents with responsibility for diversity, HR or recruitment within their organisations.

4,792 employee respondents from over 70 countries with recent experience of the jobs market.



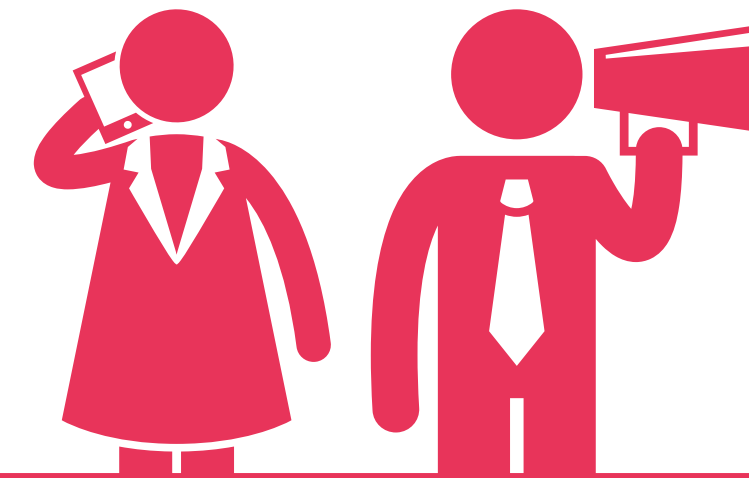
### The career starter

Recently started or about to start their first job, most likely as a graduate hire but could also be a school leaver



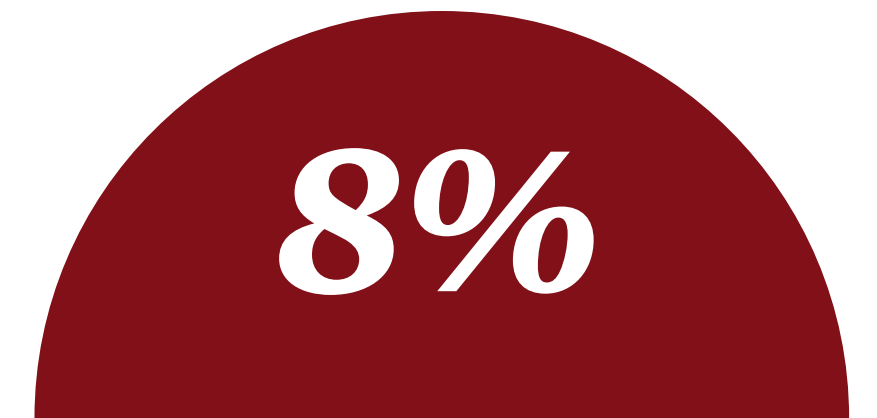
### The job mover

Experienced professionals who have recently changed or are about to change employers



### The job hunter

Experienced professionals currently active in the jobs market



### The career returner

Recently returned to work following a career break/ time away from work

# Picture these scenarios



Sue, a technology whizz with extensive experience in building and leading teams in many different countries, has been asked by a search firm to apply for a position for which she's ideally suited. But she decides not to apply – because she feels the tone of the job description is very aggressive and the organisation probably has too macho a culture.



Camille has just given the job interview of her life. She had 12 years' banking experience behind her before taking a two-year career break. Pierre's interview performance and experience were nowhere as good as Camille's, but he doesn't have a CV gap. So the recruiter decides to offer him the position.



Lena, an engineering student, is about to graduate top of her class – and has successfully secured interviews for the graduate programmes of all her top choice employers. She wants to work for a company where she can thrive and see people like herself working at all levels. But she finds that Grace and Leon are the only interviewers who talk about their company's commitment to diversity and share its progress in a convincing way. So theirs is the only job offer she really considers.



Michelle is a high-performing risk management expert with 12 years of industry experience. She's really interested in applying for a risk management role advertised in a professional services firm. In the end she decides not to apply because she doesn't have any selling experience. The job description listed selling skills as a requirement, despite it not being a fundamental skill for the role.



Elizabeth is very excited about a role she's applied for with a healthcare company – and feels the organisation can really help her achieve her career aspirations. During the final interview, she asks her prospective boss how the company can support her career as a woman. Tim assumes Elizabeth is a mother, and starts talking about the great flexibility programmes he has helped many mothers on his team to use over the years. Elizabeth is shocked that this is Tim's immediate response, and leaves the interview thinking this probably isn't the employer for her after all.

# Sound familiar?

**Do any of these scenarios sound familiar?**

**Is your organisation missing out on exceptional female talent because you're failing to deliver gender inclusive recruitment?**

**Are unconscious gender stereotypes impacting your organisation's hiring decisions?**

**Despite good intentions, could your organisation be letting attraction and selection processes that lack objectivity hamper its ability to attract the best and brightest talent?**

If your answer to any of these questions is yes, you need to act. To create a sustainable talent pipeline and be a talent magnet to the modern workforce, employers must actively focus on creating and delivering gender inclusive recruitment.

PwC's ground-breaking research throws a new light on this pressing business challenge and opportunity.

Our study highlights eight critical themes, each generating opportunities to improve the gender inclusiveness and overall effectiveness of employer attraction and selection activities.

➡ **Talent attraction: Not a level playing field**

➡ **Employer trends**

➡ **The fight for female talent**

➡ **Opportunities for career progression – yes please**

➡ **An inclusive talent brand: not an option – but an imperative**

➡ **The potential-plus opportunity**

➡ **Show me the – fair and equitable – money**

➡ **Diversity technology trends**

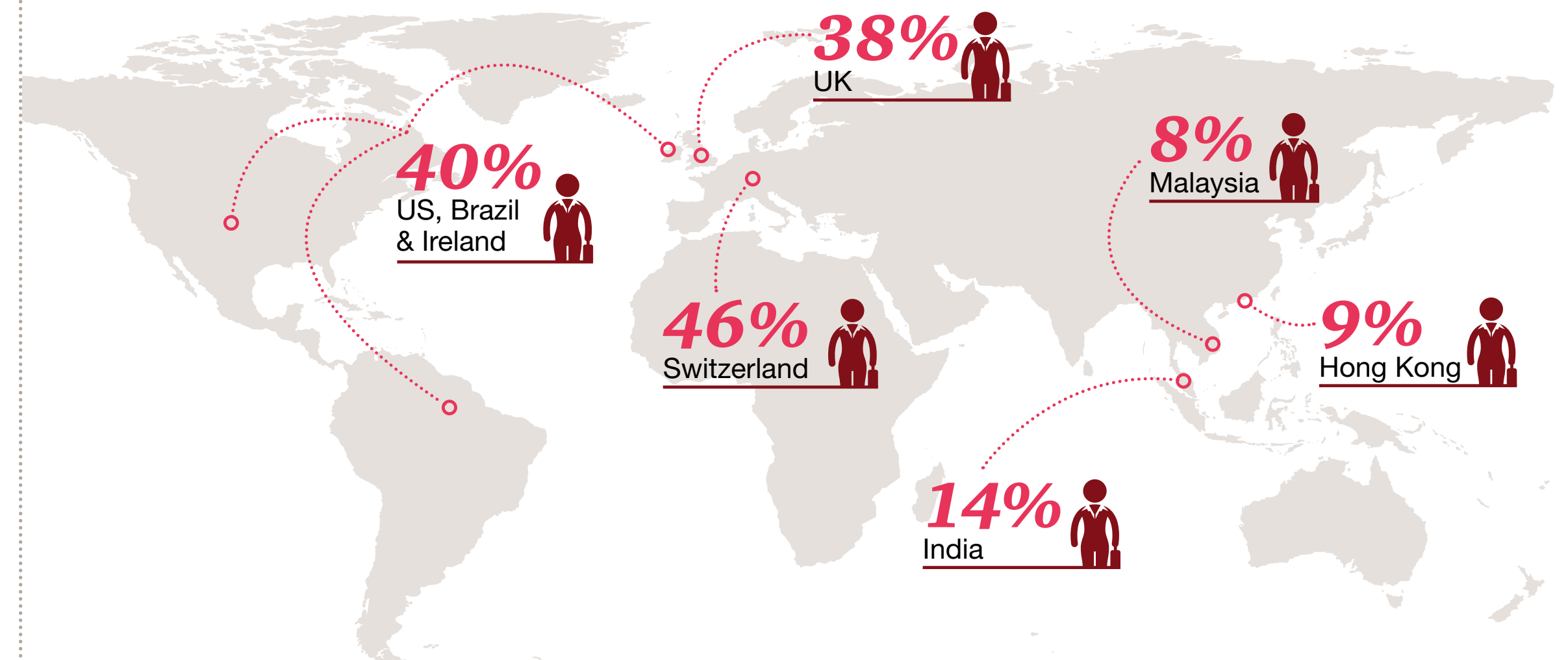
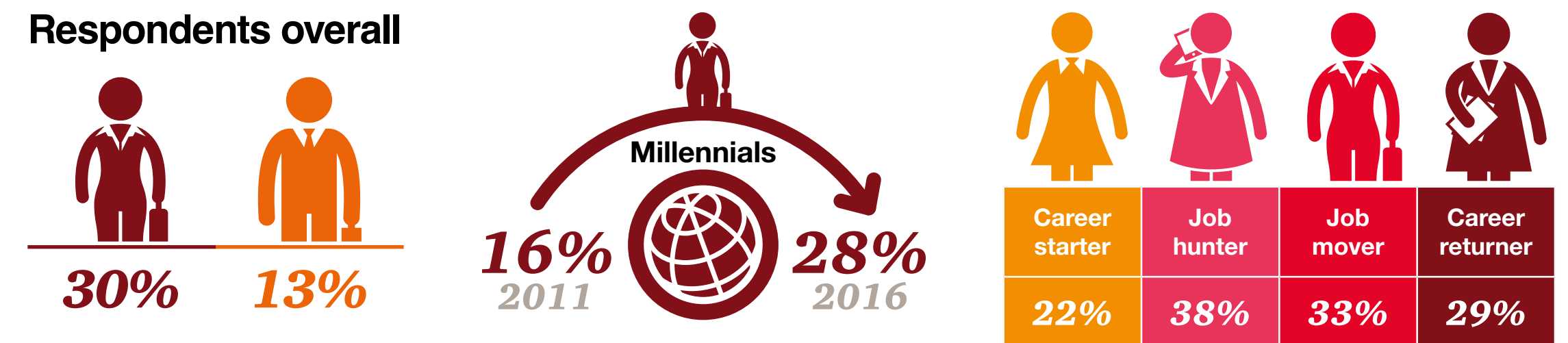
➡ **Gender inclusive recruitment – road map to success**

# Talent attraction: Not a level playing field

One of our most striking findings is that growing numbers of women feel employers are biased in favour of male candidates when attracting talent. Indeed, over one fifth of the women in our study said they have experienced gender discrimination personally when applying or interviewing for a job. And when asked to cite the factors preventing higher levels of female recruitment at experienced levels, women and employers suggest very different reasons.

One thing is clear: employers will need to do more than become better at looking outside when hiring female talent. They will also need to look inside, at their own processes, if they are to succeed in delivering gender inclusive recruitment.

**Do you think employers are doing enough to treat females equally to males in the workplace in terms of attracting employees** Respondents who disagree



# Employer trends: What's hot – and what's having a real impact

The good news is that 80% of employers said they've aligned their diversity and recruitment strategies. This is vital, as diversity efforts operated in a silo will not achieve diversity goals. Furthermore, of the employers who said they've adopted diversity practices, 71% said these were having an impact on their recruitment efforts.

However, while we're clearly seeing organisations make substantial efforts, it's also evident that sizeable strides are still required as in most cases, less than half of organisations have adopted many of the fundamental practices identified as critical to enabling inclusive recruitment.

Crucially, employers must identify the most significant pain points in their attraction and selection processes, intervene to address them, and then assess the impact of their interventions to ensure they're accelerating their progress through meaningful results.



# The fight for female talent

We're seeing a tidal wave of organisations across the world injecting greater urgency into their efforts to tackle gender imbalances, as they aim to create a more sustainable talent pipeline, gain competitive edge and be a magnet for talent. And explicit hiring targets have emerged as a core driver in fulfilling these ambitions. Some 78% of large organisations said they're actively seeking to hire more women – especially into more experienced and senior positions.

Meanwhile CEOs continue to struggle to find the skills they need,

and the skills they view as most important are uniquely human capabilities. We are witnessing a move away from high demand for what were traditionally masculine traits, and a shift towards leadership skills that are more intuitively female, such as collaboration, creativity and empathy.

As organisations fight for key skills and to attract female talent – particularly at levels and in sectors where they're currently underrepresented – we're now seeing competition for female talent escalate to a whole new level.

**78%** of large organisations are actively trying to recruit higher numbers of female hires\*



\* Employers with more than 10,000 employees



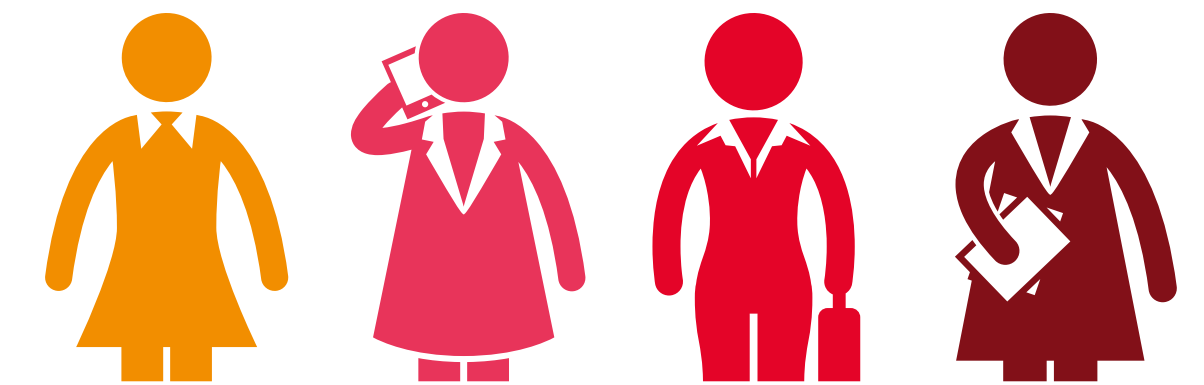
# Opportunities for career progression – yes please

Three shining stars emerge as the most attractive employer traits by which the modern workforce navigate their careers. These are 1) opportunities for career progression, 2) competitive wages, and 3) a culture of flexibility and work-life balance.

To attract the best and brightest male and female talent, employers need to make these traits integral to their employer brand. Female and male job-hunters and -movers also identified a lack of opportunities for career progression as the top reason for leaving their former employers.

Employers simply must recognise that traditional gender stereotypes that over associate career ambition with men and flexibility and work-life balance with women and life stage are well and truly out of date.

*Which of the following factors do you believe make an organisation an attractive employer?*



<b>Top 5 selected from 13 options</b>	<b>Career starter</b>	<b>Job hunter</b>	<b>Job mover</b>	<b>Career returner</b>
Opportunities for career progression	1	2	3	4
Competitive wages and other financial benefits	3	3	2	2
Flexible work arrangements and a culture of work-life balance	2	1	1	1
Excellent training & development programmes	4	5	5	5
Good benefits package. For example, pensions, healthcare & other benefits		4	4	3
Opportunities for international experience	5			

# An inclusive talent brand: not an option – but an imperative

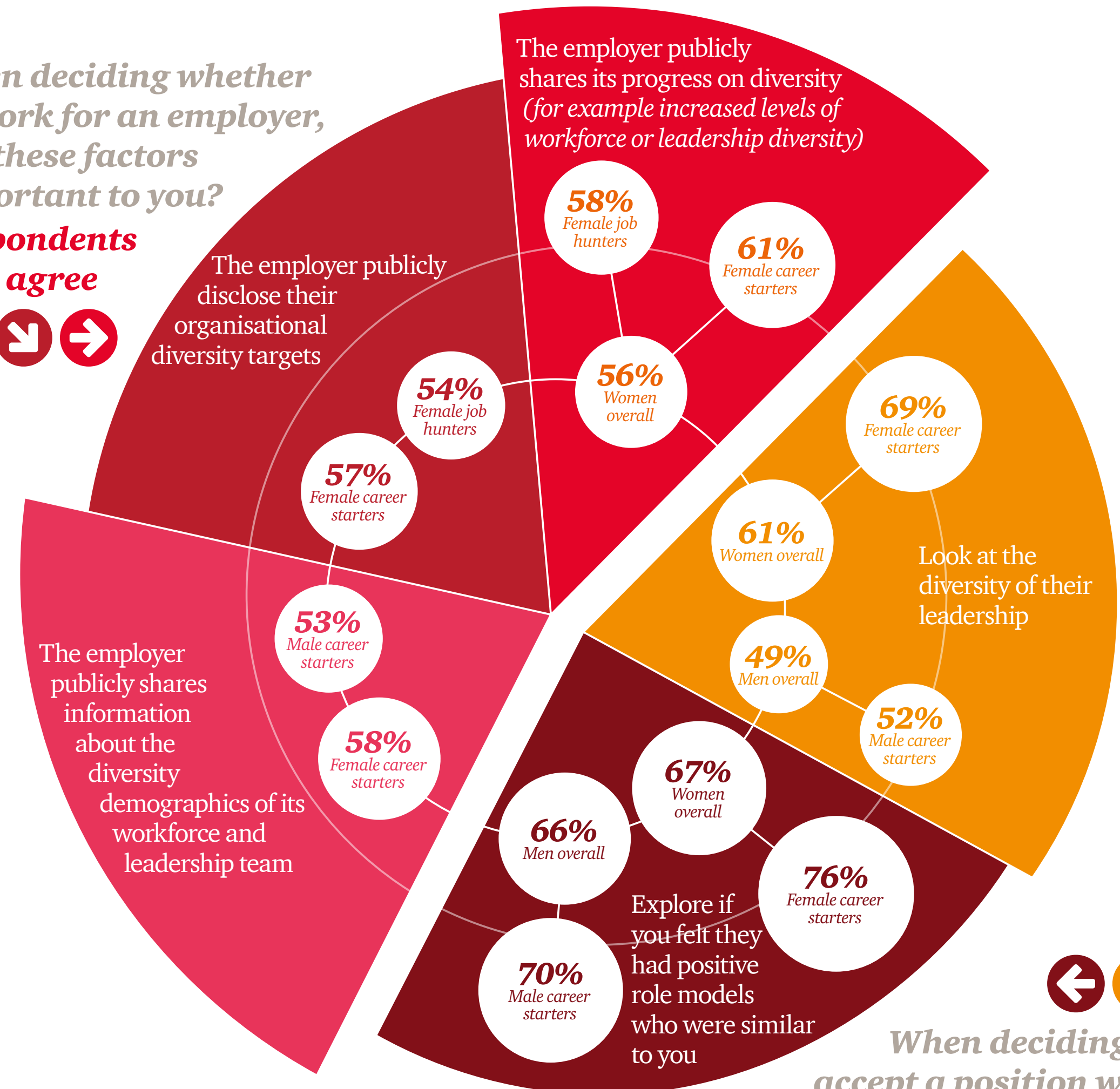
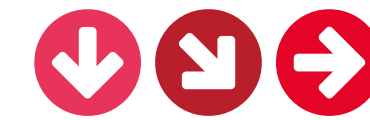
Female candidates increasingly want an accurate and honest impression of an employer’s workplace experience and culture before deciding whether to join them. And what they’re looking for is employers who WALK their diversity talk – including creating a workforce that reflects wider society and an inclusive talent environment where all employees can fulfil their potential.

When considering a potential employer, 61% of women look at the diversity of the employer’s leadership team, 67% at whether it has positive role models similar to them, and 56% at whether the organisation publicly shares its progress on diversity.

So to win the fight for female talent, it’s not enough for an employer to have an attractive talent brand: it’s also vital to have an inclusive talent brand.

When deciding whether to work for an employer, are these factors important to you?

**Respondents that agree**



When deciding to accept a position with your most recent employer did you do any of the following?

**Respondents that said yes**



# The potential-plus opportunity

With availability of key skills still a growing concern for CEOs worldwide, employers must explore new approaches for finding the skills they'll need for both today and tomorrow.

A shift from hiring for the complete and perfect skillset to hiring for potential, for example, learning agility, plus skills and experience could turn the talent threat into an opportunity. With most employers now actively focused on increasing their levels of experienced female hires, career returners are one avenue worth exploring.



Some **76%** of professional women on career breaks want to return to work.



Source: Women returners, PwC 2016

Yet **3 in 5** highly skilled and qualified returning professional women could end up in lower-skilled – and, as result, lower-paid jobs



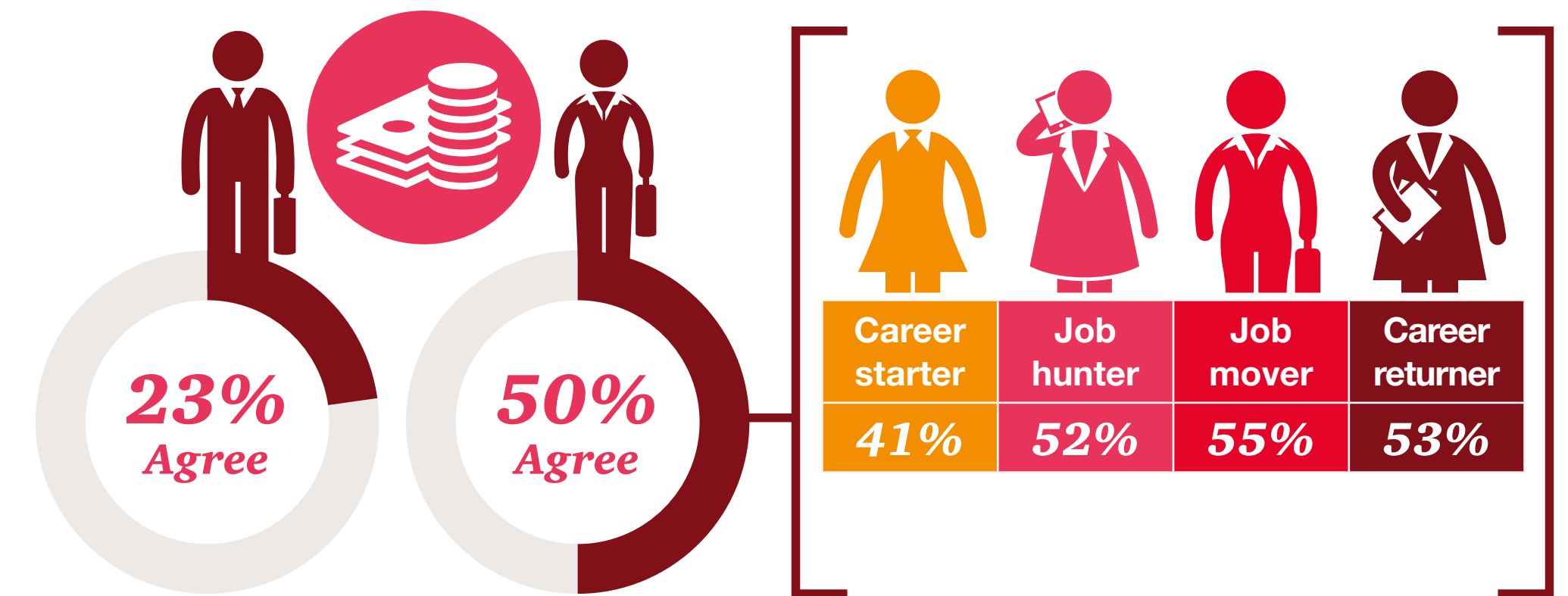
# Show me the – fair and equitable – money

With today’s talent voicing growing demands for disclosures on fair and equal pay, some 50% of women said they believe there’s a pay gap between equally qualified male and female experienced hires.

Employers need to embed measures to close this gap into their recruitment activities, ranging from monitoring for and fixing pay discrepancies to establishing processes that prevent them from occurring in the first place.

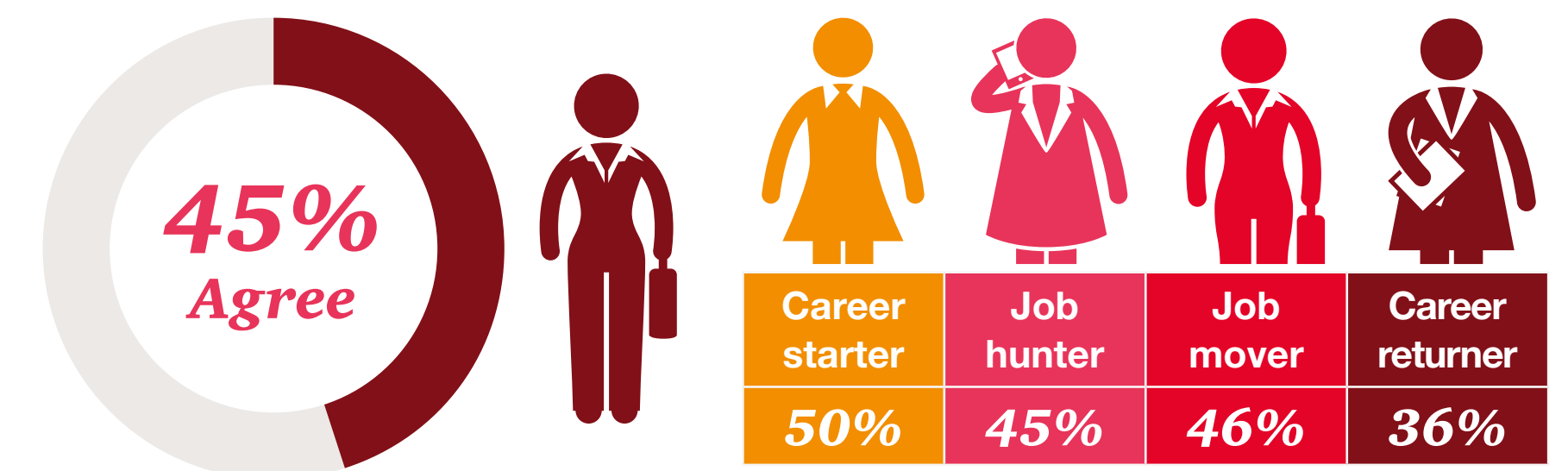
**Do you believe there is a gender pay gap between equally qualified experienced male and female hires?**

*Respondents that said: Yes in favour of men*



**When deciding whether or not to work for your most recent employer, was it important to you that they publically disclosed their organisational gender pay gap**

*Respondents that agree*

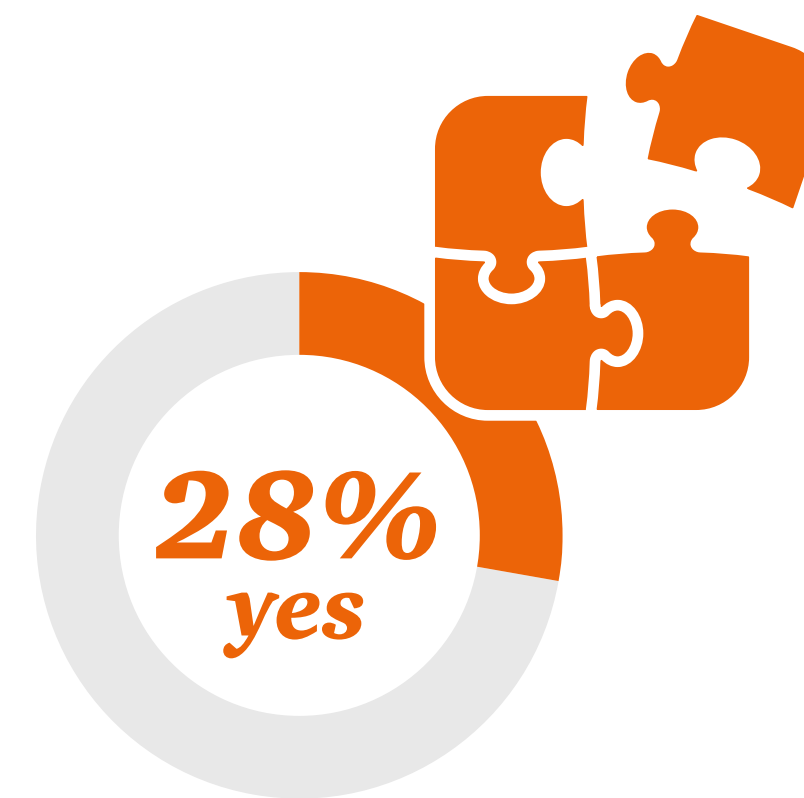


## Diversity technology trends

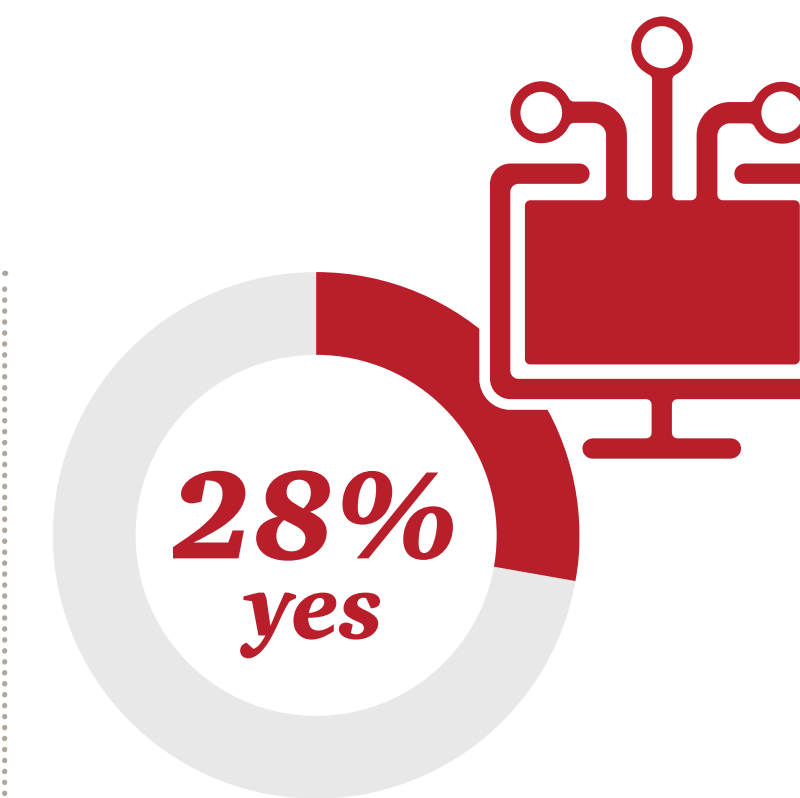
Opportunities to use digital technologies and data analytics to revolutionise inclusive recruitment are increasing rapidly. But while growing numbers of employers are adopting or exploring the use of such technologies, most are failing to keep pace.

What's clear is that the modern recruiter will need to be able to work alongside technology to enable recruitment processes – and not least for gender inclusive recruitment.

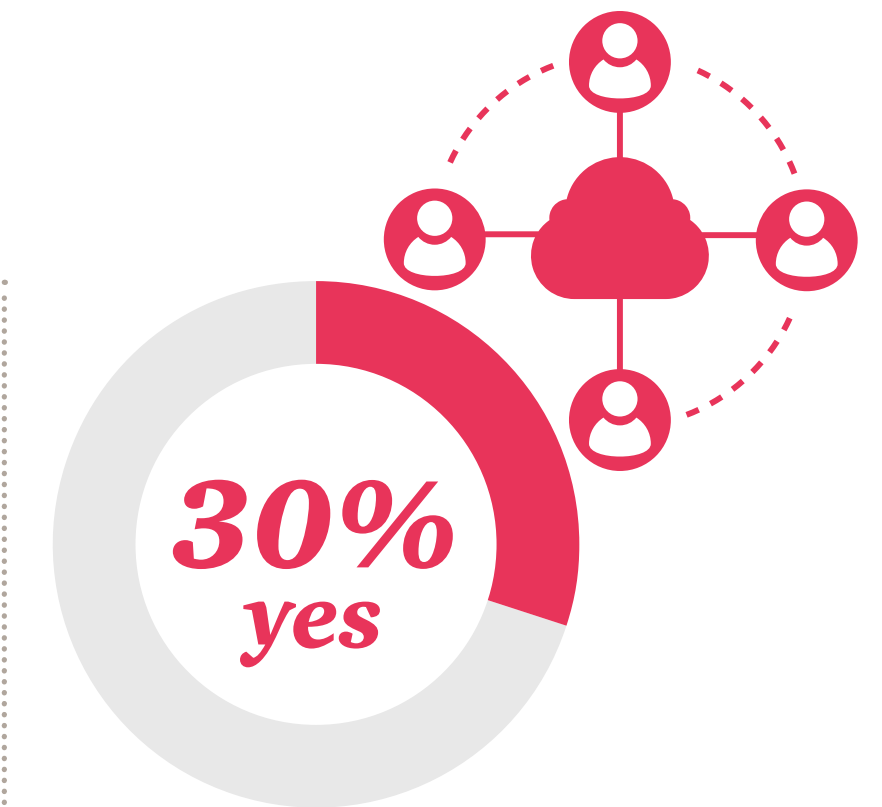
**Are you currently using any of these technology solutions in your efforts to draw more women and minority job candidates to your organisation?**



Utilising a performance audition platform whereby candidates participate in a challenge and selection is based solely on their performance

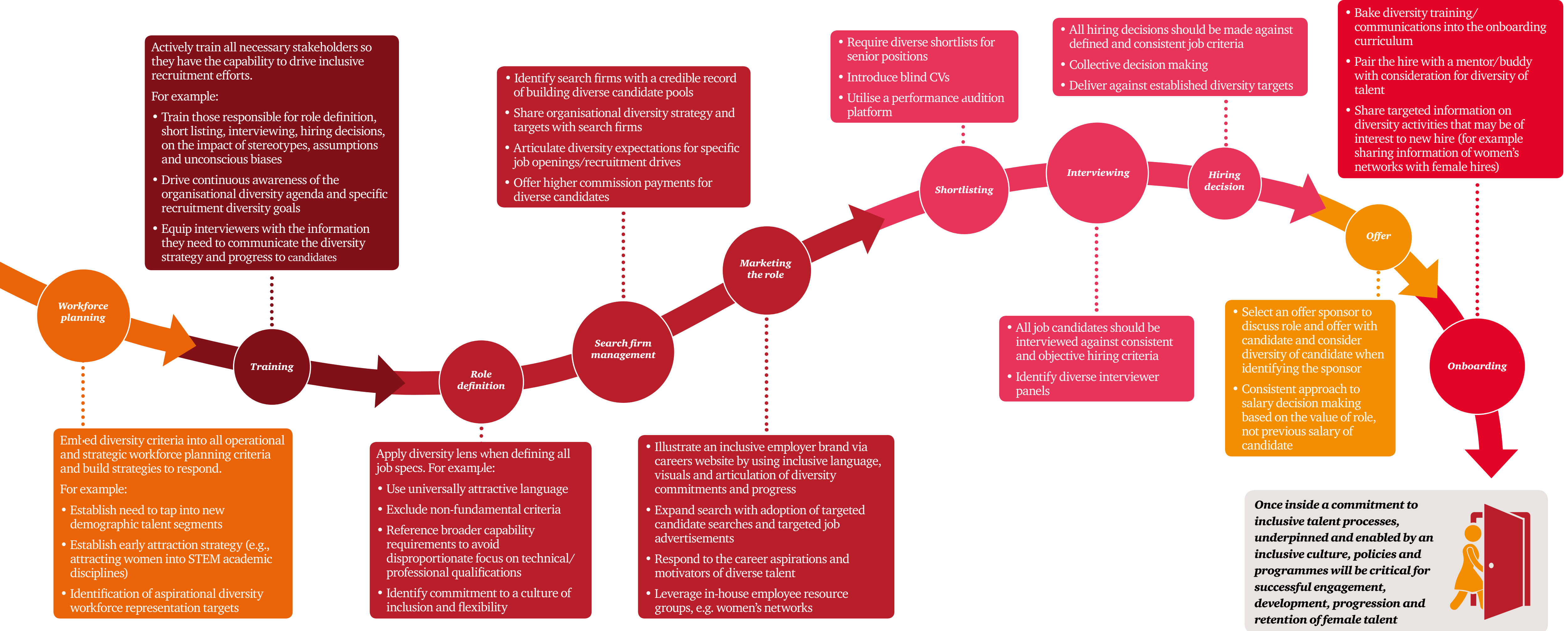


Utilising software to assess if job postings use biased language and/or to create job postings with neutral language



Recruitment via a 'diverse talent identification platform' to search for, identify and communicate with specific types of diverse talent

# Gender inclusive recruitment – Road map to success



## Monitor and Assess

Leverage clear and established data analytics to measure the real-time diversity realities and progress throughout the whole attraction and selection process

Establish KPIs to measure the effectiveness of each established intervention and where unsuccessful review

## Inside the research report

Explore our full *Winning the fight for female talent: How to gain the diversity edge through inclusive recruitment* report to learn more about the findings of this research and each of the critical areas that provide opportunities for your organisation to create and benefit from gender inclusive recruitment.

To find out more, visit: [pwc.com/femaletalent](https://pwc.com/femaletalent)



**The report provides research insights and PwC points of view on each of the following themes:**

1. Talent attraction: Not a level playing field
2. Employer trends
3. The fight for female talent
4. Opportunities for career progression – yes please
5. An inclusive talent brand: not an option – but an imperative
6. The potential-plus opportunity
7. Show me the – fair and equitable – money
8. Diversity technology trends



**Additionally, you can:**

- Explore the tough questions organisations need to be answering to drive gender inclusive recruitment, in response to each of the eight key themes
- Learn how employers are responding to these challenges and winning the fight for female talent, through case studies from DBS, Facebook, PwC, Royal Australian Air Force, and UBS
- Benchmark your organisation's inclusive recruitment practices against the insights from our 328 diversity, HR and recruitment executives
- Gain a greater understanding of the career aspirations of the modern workforce, in particular female talent, and their diversity experiences and expectations of employers

# Winning the fight for female talent

## Is your organisation prepared?

Find out more at [pwc.com/femaletalent](https://www.pwc.com/femaletalent) or to discuss the report in more detail please contact:



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