# WHEN SHE RISES, WE ALL RISE.

**Getting to Equal 2018: Creating a culture where everyone thrives**

**By Ellyn Shook and Julie Sweet**

# Accenture's new research brings encouraging and actionable news about equality in the workplace.

Leaders of businesses and organizations have the power to close the gender gap in career advancement and pay. The research shows that creating a culture of equality unlocks human potential and uncovers the key drivers of a workplace culture in which everyone can advance and thrive.

Culture is an accumulation of norms and customs that evolve over time, and leaders increasingly recognize that they need to be more proactive in shaping it. If they succeed, they will create a more diverse, engaged and highly skilled workforce, as well as contribute to improving the communities that they serve.
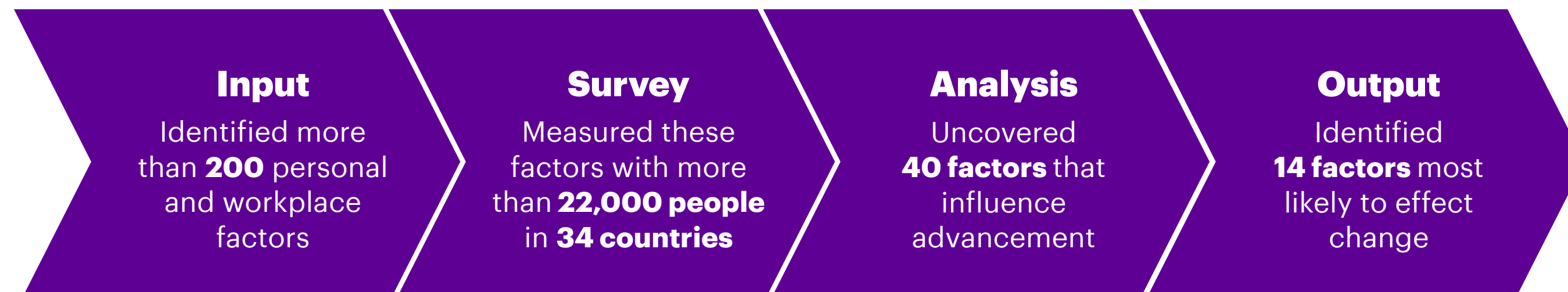
Workplace culture is complex and fluid, however, making it hard to define and influence. As organizations take steps to build conducive working environments, the key indicators of their success will not be the policies and practices that they implement, but the employee experiences that result.

Accenture is breaking new ground by measuring people's perceptions and experiences of their workplaces. This extensive research and analysis has allowed us to identify the factors that can foster a culture of equality. As a result, this report helps leaders define and implement strategies that can make a tangible difference.

Accenture's new research builds on our previous Getting to Equal studies about the positive impact of digital fluency and technology on advancement. We surveyed more than 22,000 working men and women with a university education in 34 countries to measure their perception of factors that contribute to the culture in which they work. Out of more than 200 personal and workplace factors — such as policies, behaviors and collective opinions of employees — we identified 40 that are statistically shown to influence advancement, including 14 that are most likely to effect change. (See Figure 1 below, and Methodology on page 20.)

**Creating a culture of equality unlocks human potential, and this report helps leaders define and implement strategies that can make a tangible difference.**

## Figure 1: Finding factors that make a difference.

| Input | Survey | Analysis | Output |
|-------|--------|----------|--------|
| Identified more than **200** personal and workplace factors | Measured these factors with more than **22,000 people** in **34 countries** | Uncovered **40 factors** that influence advancement | Identified **14 factors** most likely to effect change |

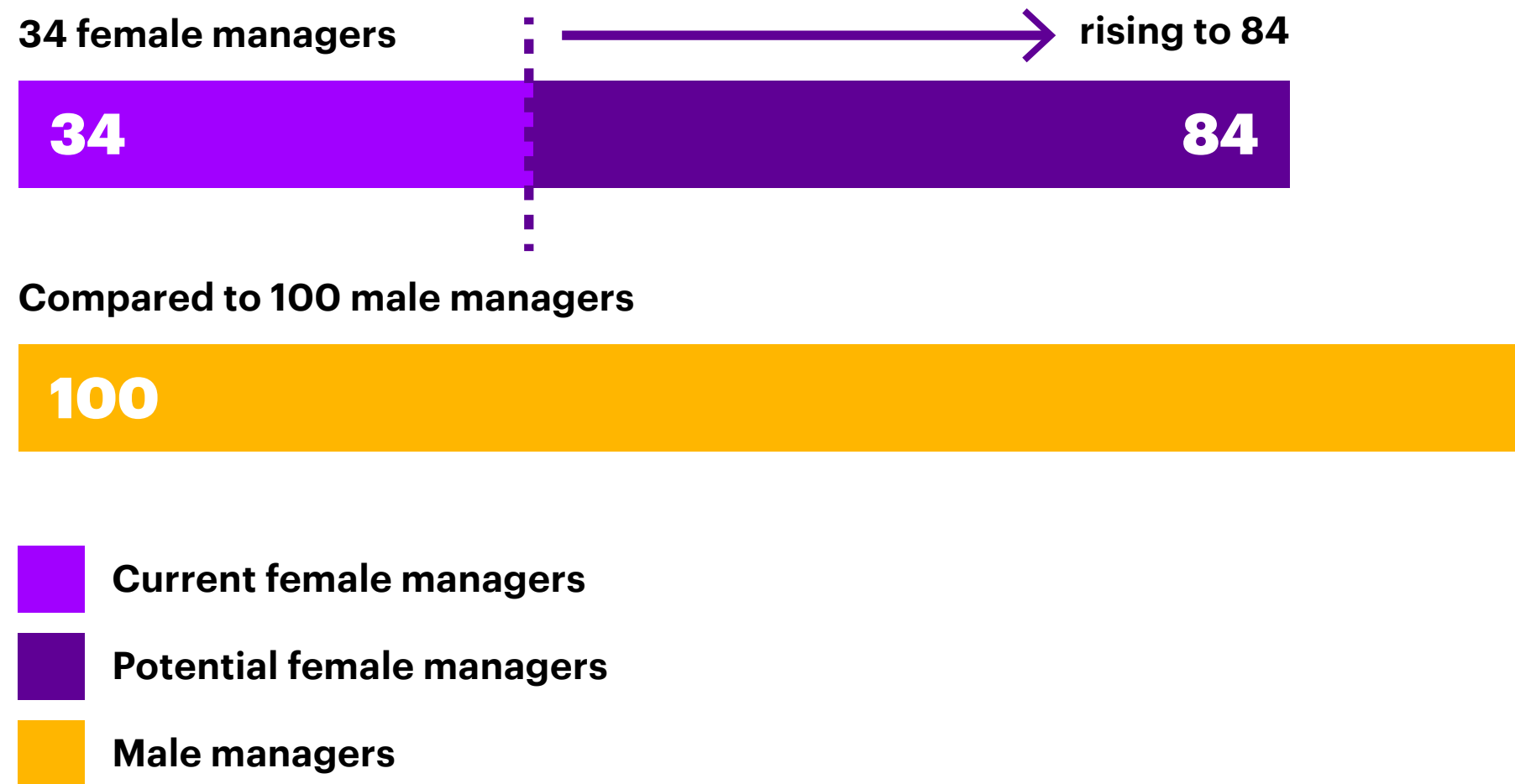Source: Getting to Equal 2018, Accenture.

## We modeled the potential impact of these 40 factors on gender balance in the workplace and on women's pay.

We found that when these factors are most common, women are four times more likely to reach senior manager and director levels. If all organizations were to create the environments in which these 40 factors are most common, the results could be astonishing (see Figure 2):

- Globally, for every 100 male managers, there could be up to 84 female managers, compared with the current ratio of 100 to 34.

- Women's pay could increase by 51 percent, or up to an additional US$30,000 per woman each year. Globally, that equates to a lift in women's earnings of US$2.9 trillion.

**Figure 2: Accelerating advancement and pay equality.**

If all women worked in environments in which the 40 factors are most common.

**34 female managers**     **rising to 84**

| 34 | 84 |

**Compared to 100 male managers**

| 100 |

■ **Current female managers**

■ **Potential female managers**

■ **Male managers**

Source: Getting to Equal 2018, Accenture.

# $30,000

**Amount average pay could increase per woman each year (USD).**

# $2.9 trillion

**Amount earnings could be raised for women globally each year (USD).**

# She is 4 times more likely to rise in a company that values equality.

Importantly, if organizations succeed in creating a workforce culture that fosters equality, they will not just accelerate career advancement and pay for women, they will also improve career progress for men.

Getting to Equal 2018 groups the 40 factors into three categories and shows how organizations can take action in each:

## BOLD LEADERSHIP

A diverse leadership team that sets, shares and measures equality targets openly.

## COMPREHENSIVE ACTION

Policies and practices that are family-friendly, support both genders and are bias-free in attracting and retaining people.

## AN EMPOWERING ENVIRONMENT

One that trusts employees, respects individuals and offers freedom to be creative and to train and work flexibly.

Our research found that achieving success in all three categories creates a virtuous circle, with each one enhancing the others so that, when combined, they deliver an even greater impact than they would in isolation. Together, they nurture a culture of purpose, accountability, belonging, trust and flexibility.
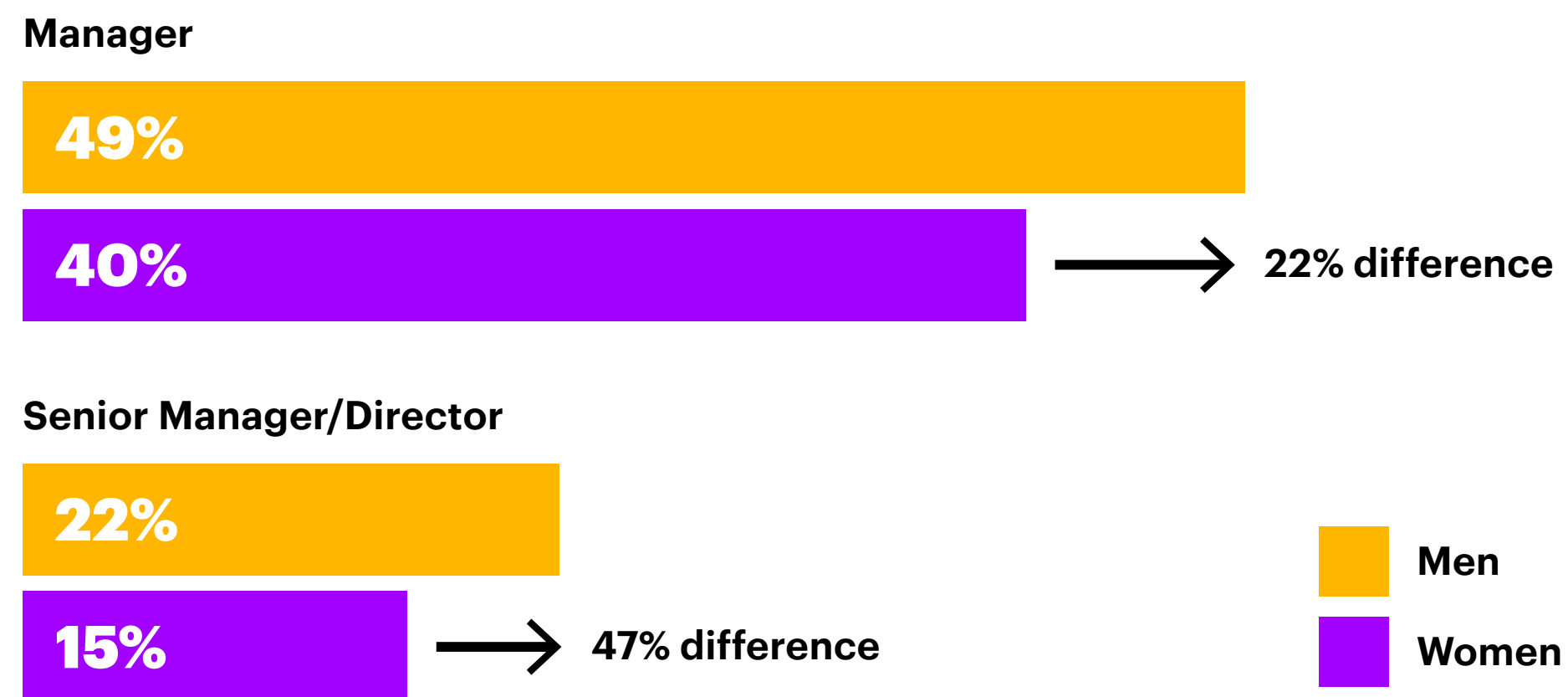
# HARNESSING KEY CULTURAL DRIVERS

**It is well documented that women advance less in the workplace than men. According to our worldwide survey, women are 22 percent less likely to reach manager level than their male peers.**

Conversely, men are 47 percent more likely to reach senior manager/director positions than their female peers (see Figure 3).

While there are a number of social and economic barriers to equality in the workplace, including educational disparities, childcare and domestic responsibilities and cultural biases, an organization's culture can hold women back, too.

**Figure 3: Men maintain an advancement advantage.**

Likelihood of those with a university education reaching leadership positions.

**Manager**

49%

40%  → 22% difference

**Senior Manager/Director**

22%

15%  → 47% difference

■ Men

■ Women

Source: Getting to Equal 2018, Accenture.

Workplace culture cannot be quantified, but it is possible — and essential — to measure the factors that can contribute to a more diverse and equitable work environment. Business leaders can accelerate the pace of change by pinpointing the factors that are most relevant to the workplace culture of their organizations. Accenture has identified 14 factors that are particularly strong and that can act as catalysts of positive cultural change. These 14 "cultural drivers," grouped in the three categories, are:

## BOLD LEADERSHIP

- Gender diversity is a priority for management.
- A diversity target or goal is shared outside the organization.
- The organization clearly states gender pay-gap goals and ambitions.

## COMPREHENSIVE ACTION

- Progress has been made in attracting, retaining and progressing women.
- The company has a women's network.
- The company's women's network is open to men.
- Men are encouraged to take parental leave.

## AN EMPOWERING ENVIRONMENT

- Employees have never been asked to change their appearance to conform to company culture.
- Employees have the freedom to be creative and innovative.
- Virtual/remote working is widely available and is common practice.
- The organization provides training to keep its employees' skills relevant.
- Employees can avoid overseas or long-distance travel via virtual meetings.
- Employees can work from home on a day when they have a personal commitment.
- Employees are comfortable reporting sex discrimination/sexual harassment incident(s) to the company.



## She is more likely to rise where there are women in leadership.

# THE IMPACT OF CULTURE ON ADVANCEMENT

**Accenture compared how people advance in working environments in which the 40 factors are more common with how they advance in organizations in which these factors are much less common. The difference was striking.**

**For instance, in environments in which the 40 factors are most common:**

- Approximately 95 percent of employees are satisfied with their career progression, love their job at least most of the time and aspire to be promoted and to be in a senior leadership position.

- Women are 35 percent more likely to advance to manager level and beyond and almost four times more likely to advance to senior manager/director level and beyond.

- Thirty-nine percent of women are on the "fast track," meaning they have moved further and faster through their organizations than their female peers. In workplaces where the factors are less common, only nine percent of women are on the fast track (see Figure 4).

**Figure 4: More fast-track women.**

**When the 40 factors are less common**

9%

**When the 40 factors are most common**

39%

Source: Getting to Equal 2018, Accenture.

When women rise, men rise, too. In environments in which the 40 factors are most common, men are 23 percent more likely to advance to manager level and beyond, and more than twice (118 percent) as likely to advance to senior manager/director level and beyond (see Figure 5) than are men in environments in which the factors are less common.

Though everyone advances in organizations in which the 40 factors are most common, women's odds of progress improve more than men's do, which helps to close the gender gap in advancement and pay.
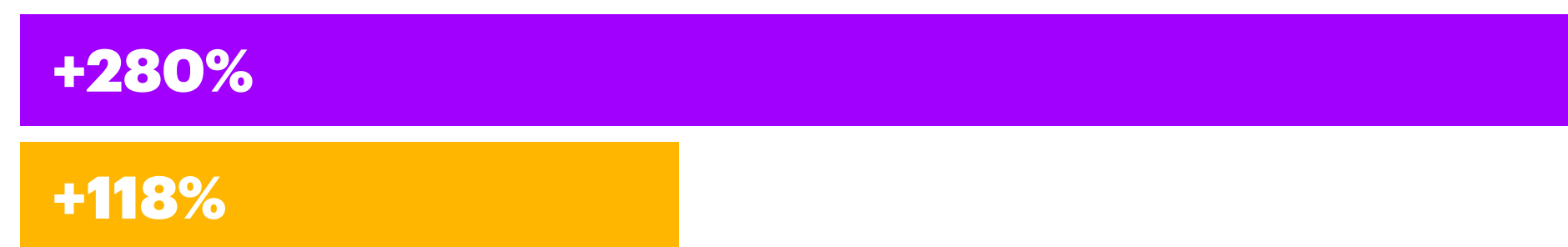
## Figure 5: When women rise, men rise, too.

Increased likelihood of advancing to leadership positions when the 40 factors are most common.

**Advance to Manager**

+35%

+23%

■ Women

■ Men

**Advance to Senior Manager/Director**

+280%

+118%

Source: Getting to Equal 2018, Accenture.

# She's more likely to rise where there's a women's network.

THE IMPACT OF CULTURE ON PAY

# THE IMPACT OF CULTURE ON PAY

**Accenture determined what would happen to gender-based pay differences if all women worked in environments in which the 40 factors are more common.**

## In those organizations, women are more likely to:

- trust that their organization adheres to "equal pay for equal work"; and
- have seen their own salary increase recently.

According to data collated from national and international statistical agencies, globally, on average, women currently earn US$73 for every US$100 a man earns. Our modeling estimates that if all people worked in environments in which these factors are most common, women could earn as much as US$92 for every US$100 a man earns (see Figure 6). This represents a 51 percent salary increase.

## Figure 6: Closing the pay gap.

When the 40 factors are most common, women's earnings are closer to men's.

**Women currently earn $73**     → **rising $19**

| $73 | $92 |

**For every $100 a man makes**

| $100 |

Source: Getting to Equal 2018, Accenture.

**9** Getting to Equal 2018 **When She Rises, We All Rise.**     #GettingToEqual

# TAKING ACTION TO CREATE A CULTURE OF EQUALITY

# BOLD LEADERSHIP

## Culture is set from the top, so if women are to rise, gender equality must be a strategic priority for the CEO and leadership team.

Accenture found that there are almost three times more women on the fast track in organizations with at least one female senior leader than in organizations in which all senior leaders are male (23 percent and eight percent, respectively — see Figure 7).

Increasing the percentage of women leaders from 0 to 35 percent leads to the biggest gain in women's advancement.

Our research shows that women on the fast track are more likely to work at organizations that have set diversity targets. Specifically, workplaces in which leadership teams are held accountable for improving gender diversity are 63 percent more likely to have seen the share of women in senior leadership roles increase over the past five years (see Figure 8).

Additionally, women advance where there is transparency around pay-gap goals; in turn, this helps ensure a better balance of men and women.

### Figure 7: More fast-track women where more women lead.

Proportion of women on the fast track* in organizations with at least one woman on the leadership team.

**All-male senior leadership**

8%  ←——— 3x ———→

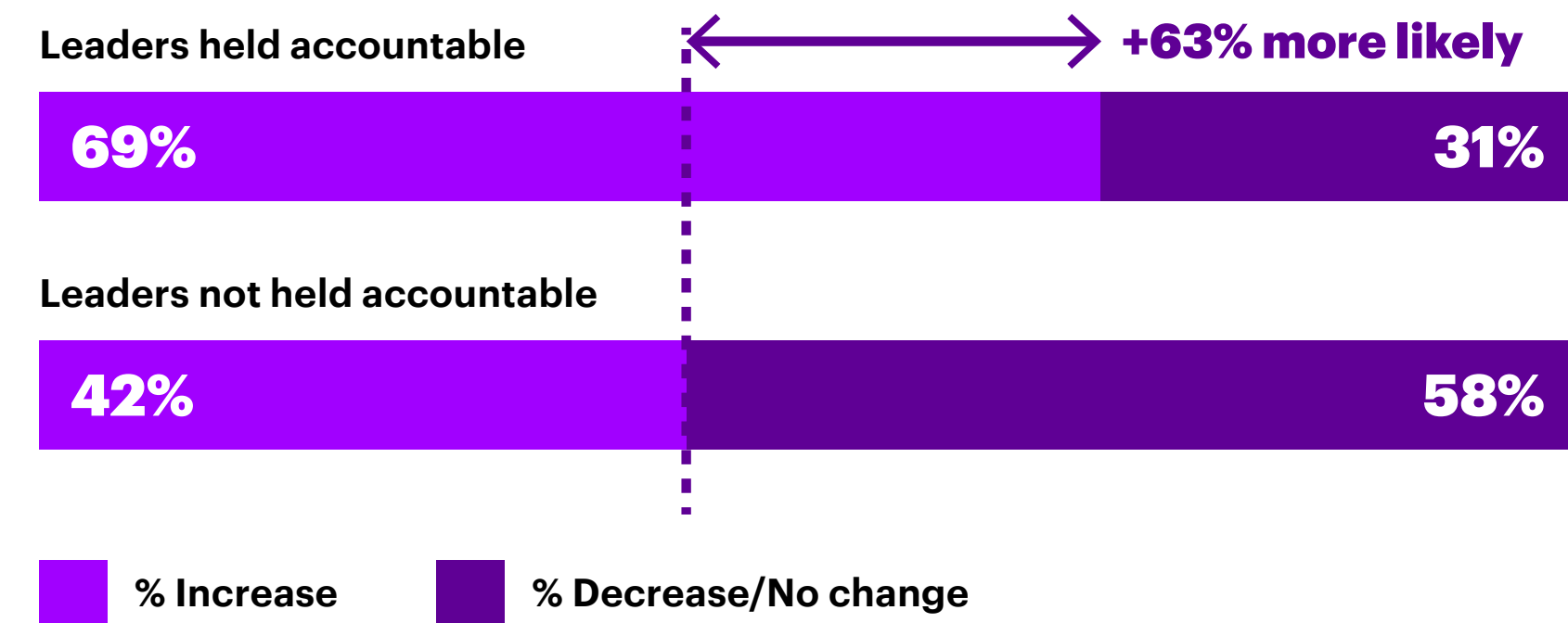**At least one woman in senior leadership**

23%
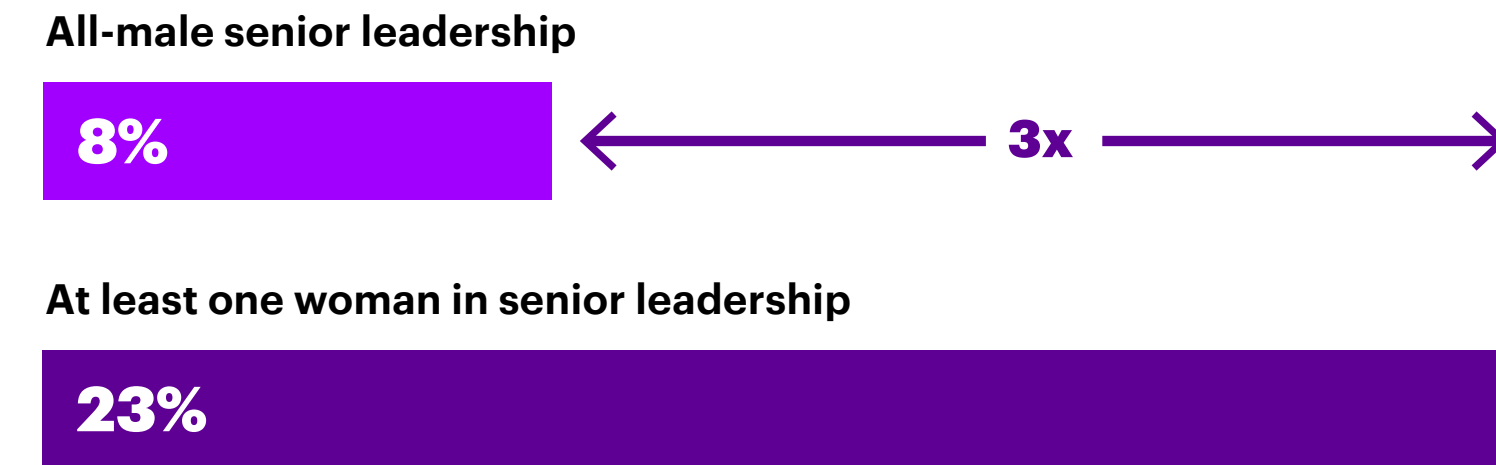
*Fast-track women comprise one-fifth of our study sample, typically reach manager level within five years and lead their peer group in terms of advancement in the workplace.

Source: Getting to Equal 2018, Accenture.

### Figure 8: Accountability improves gender diversity.

Change in the proportion of women in leadership roles in the past five years.

**Leaders held accountable**     ←————→ **+63% more likely**

69%                                          31%

**Leaders not held accountable**

42%                                          58%

■ % Increase     ■ % Decrease/No change

Source: Getting to Equal 2018, Accenture.

## Marriott International

Marriott International's Women's Leadership Development Initiative was launched nearly 20 years ago to focus on building a strong pipeline of women leaders, providing opportunities for women to network and build mentoring relationships, and promoting work–life balance. Marriott International was among the first in any industry to establish a board of directors committee dedicated to diversity and inclusion. It works closely with the company's Global Diversity and Inclusion Council, led by President and CEO Arne Sorenson, to establish goals and monitor progress with a Diversity Excellence Scorecard. In 2017, women comprised 59 percent of new hires and 55 percent of Marriott International's managers and executives.

## Alibaba Group

Alibaba Group's Executive Chairman, Jack Ma, has made recruiting women a priority and said that women are the "secret sauce" behind the rapid growth of the firm. He is a strong proponent of female entrepreneurs and an advocate for small, women-owned businesses. Of the 18 people who founded Alibaba in 1999, six (33 percent) were women; as of last year, approximately 40 percent of its more than 50,000 employees and a third (33 percent) of its executive leadership team were women.

An important part of our culture of inclusion is the leadership role that co-founder Alice "Allie" Marriott played and how it continues to inspire the people of Marriott International today.

From the company's inception in 1927, Allie was a pioneer who paved the way for women in business and in the community. Today, that legacy is best exemplified by the women who currently constitute 50 percent of our CEO's Direct Report Team.
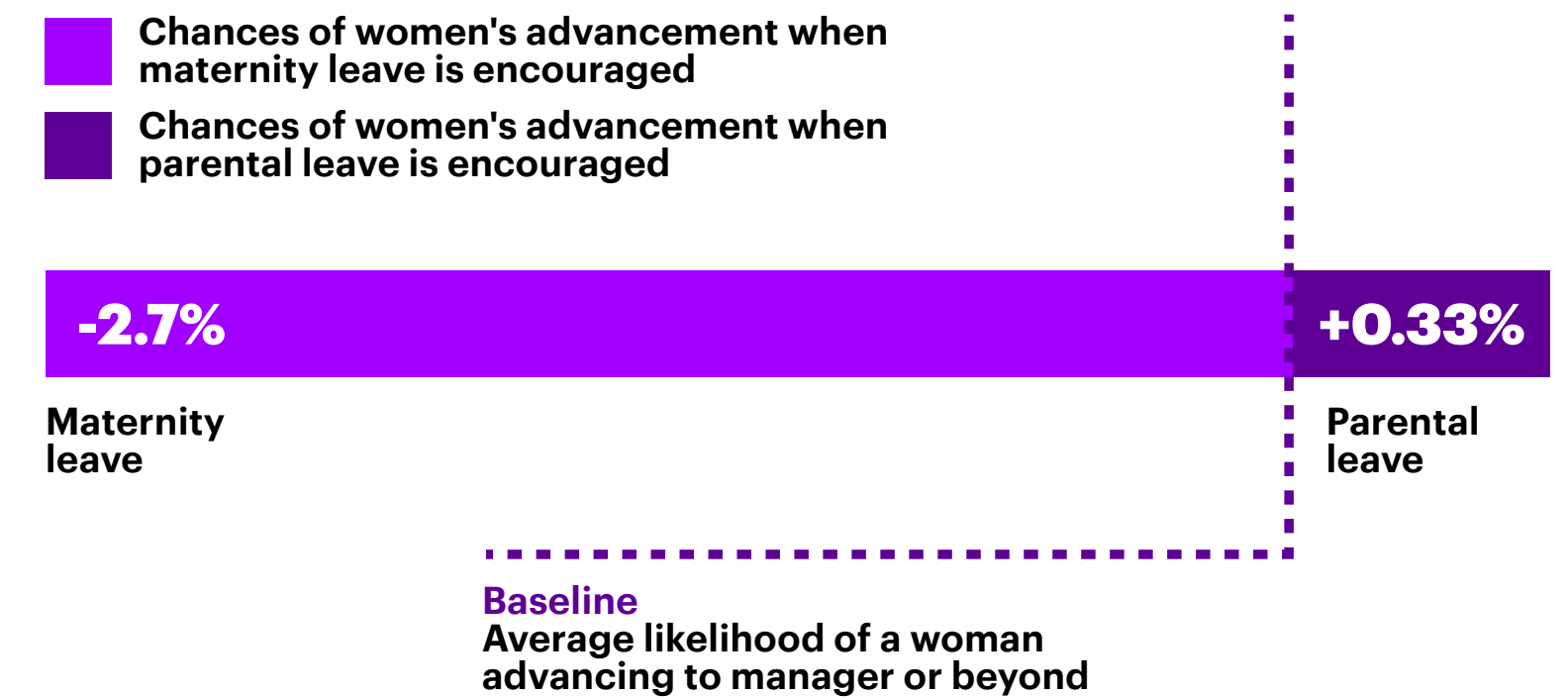
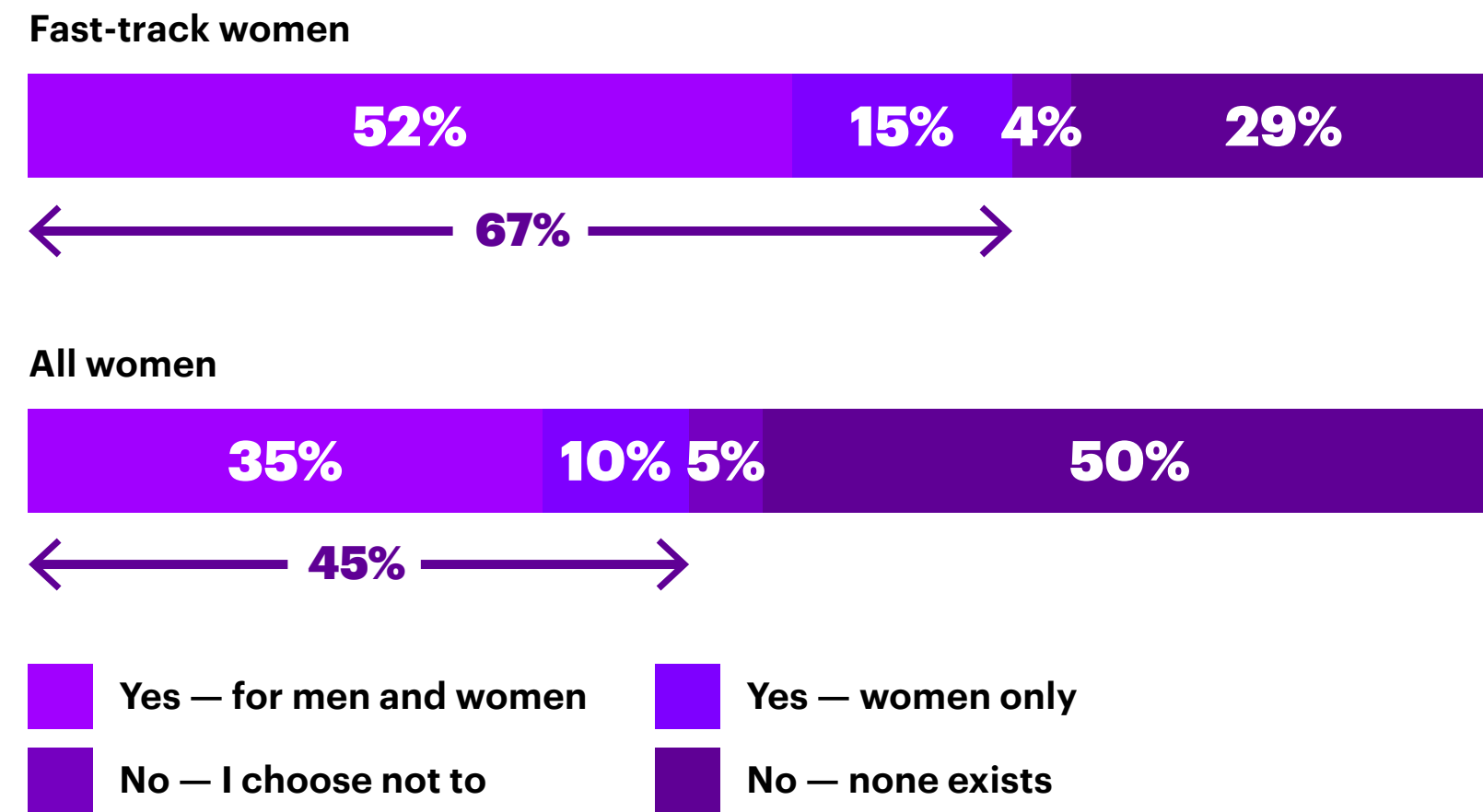**David Rodriguez**
Global Chief Human Resources Officer,
Marriott International

If she's not judged by her looks, if she has flexible hours, if her boundaries are respected, she is more likely to rise.

# COMPREHENSIVE ACTION

**A host of workplace policies, practices and programs must be created — and supported — to increase advancement for all.**

Accenture's research found that some policies targeted at women can actually be counterproductive. For example, implementing maternity leave alone is likely to hold women back from career progression. But when companies encourage parental leave — i.e., where men can also take leave — the negative impact on women's career advancement is eliminated completely (see Figure 9).

## Figure 9: Encouraging parental leave versus maternity leave alone.

■ Chances of women's advancement when maternity leave is encouraged
■ Chances of women's advancement when parental leave is encouraged

**-2.7%**                    **+0.33%**

Maternity leave                    Parental leave

**Baseline**
**Average likelihood of a woman advancing to manager or beyond**

Source: Getting to Equal 2018, Accenture.

#GettingToEqual

Additionally, involvement in a women's network correlates with women's advancement. Two-thirds of fast-track women participate in women's networks, compared with less than half of women overall. Our research shows that where networks do exist, 90 percent of women participate, and that the majority are open to men. It is noteworthy that half of the women in our study work for organizations that do not provide a network (see Figure 10).

Helping women and men achieve their leadership aspirations is also important. Almost three-quarters (73 percent) of women and 81 percent of men not already in senior leadership positions aspire to reach them. This rises to 93 percent of women and 94 percent of men at organizations where the 40 factors that foster a culture of equality are most common. The motivations for moving into an executive position are consistent: Both men and women are primarily looking for higher pay, new challenges and recognition for their abilities.

Taking comprehensive action to close the gender gap requires transparency when setting goals, establishing hiring processes that eliminate bias and reporting on the changing workforce mix.

**Figure 10: Do you participate in a women's network?**

**Fast-track women**

| 52% | 15% | 4% | 29% |

67%

**All women**

| 35% | 10% | 5% | 50% |

45%

■ Yes — for men and women     ■ Yes — women only

■ No — I choose not to     ■ No — none exists

Source: Getting to Equal 2018, Accenture.

# Where she is more likely to rise, men are more likely to rise, too.

# BHP

BHP has established a broad set of policies and practices to achieve its goal of a gender-balanced workforce by 2025. The company aims to build flexibility into the way its employees work; is enabling its supply chain partners to support its commitment to inclusion and diversity; has taken steps to mitigate potential bias in behaviors, systems and processes; and is working to ensure that its brand and industry are attractive to both women and men. BHP's multi-pronged approach is getting results: women now comprise more than 20 percent of the company's workforce. The company hired 1,000 more women in its 2017 fiscal year than in its 2016 fiscal year, and nearly cut in half its female turnover rate over that time, from 8.4 percent higher than men in FY16 to 4.7 percent higher than men in FY17.

# L'Oréal

L'Oréal, in recognition of its overwhelmingly female workforce — women account for 70 percent of employees — established a company-wide social benefit program that provides support for employees in the areas of health, welfare, parenthood and quality of life. In addition, starting in 2017, L'Oréal co-designed with the Harvard Kennedy School an inclusive leadership program to educate and expose female leaders to the concept of bias and its impact in the workplace. The company offers a robust portfolio of diversity and inclusion training for employees at all levels around the world. The program provided more than 20,000 L'Oréal leaders with cultural competency training and strategies for managing global diversity. L'Oréal's activities, dating back to 2006, earned the company the United Nations CEO Leadership Award for Gender Equality.
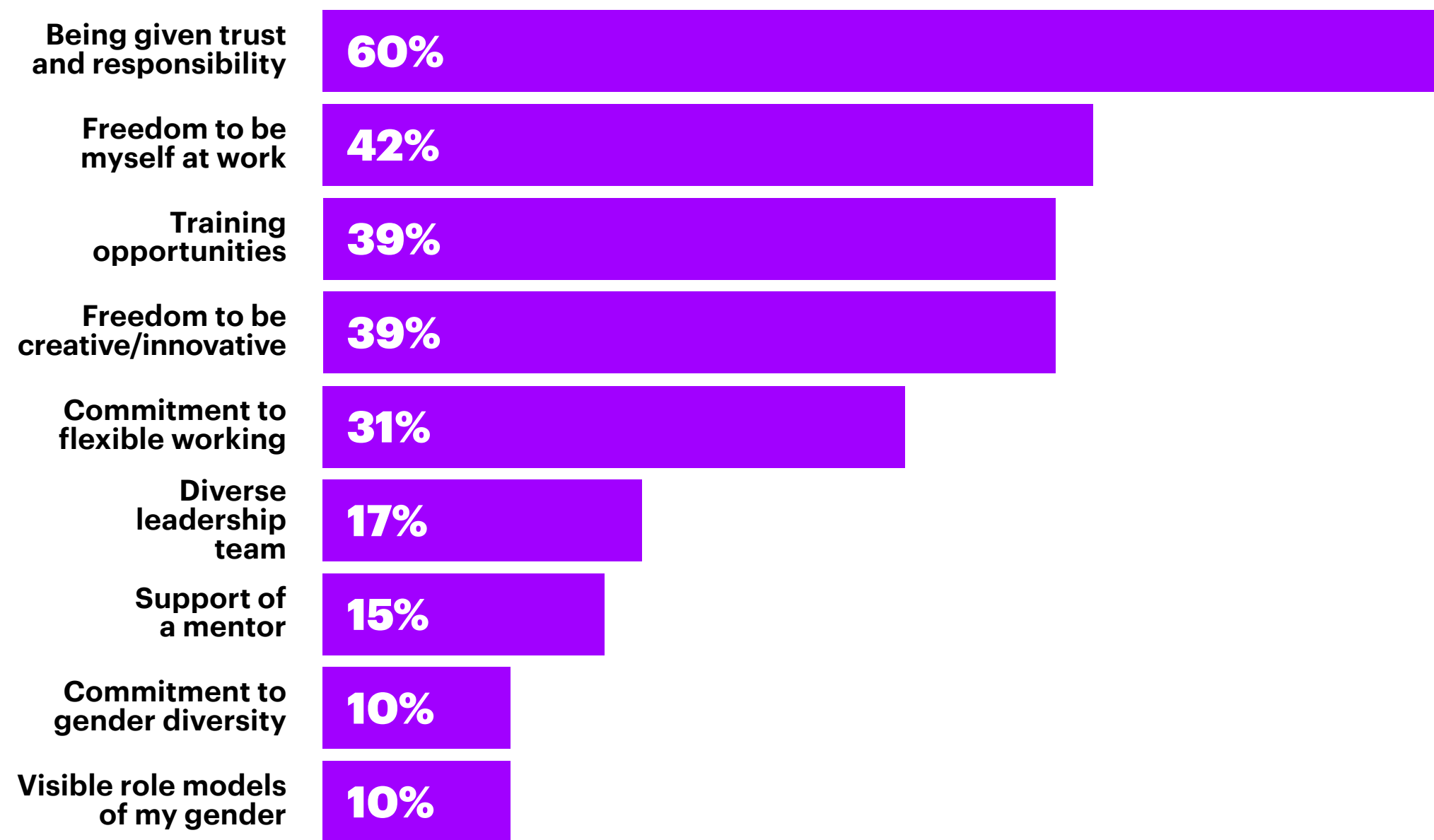
# Accenture

Accenture believes that the future workforce is an equal one, and gender diversity is essential for an innovation-led organization. That is why we set two clear goals: to achieve a gender-balanced workforce by 2025, and to increase the diversity of our leadership by growing the percentage of women managing directors to at least 25 percent by 2020. Today, we have approximately 170,000 women at Accenture — more than 40 percent of our global workforce. In 2017, women comprised 45 percent of new hires, 32 percent of promotions to managing director level and 21 percent of managing directors. Additionally, we publish our workforce demographics — including gender — across key geographies to measure our progress and hold ourselves accountable.

# AN EMPOWERING ENVIRONMENT

## Enabling employees to be themselves shows respect for individuals that fosters goodwill.

According to our research, not asking employees to conform to a dress or appearance code, as well as trusting and giving them the responsibility and freedom to be innovative and creative, are linked to advancement (see Figure 11).

**Figure 11: The factors that men and women say help them advance at work.**

| Factor | % |
|---|---|
| Being given trust and responsibility | 60% |
| Freedom to be myself at work | 42% |
| Training opportunities | 39% |
| Freedom to be creative/innovative | 39% |
| Commitment to flexible working | 31% |
| Diverse leadership team | 17% |
| Support of a mentor | 15% |
| Commitment to gender diversity | 10% |
| Visible role models of my gender | 10% |

Source: Getting to Equal 2018, Accenture.

Companies and organizations that empower their people through more relevant skills training build environments in which women advance more quickly. Just over half (56 percent) of non-fast-track women in the survey say their organizations provide relevant skills training, but that number rises to 70 percent among fast-track women (see Figure 12).
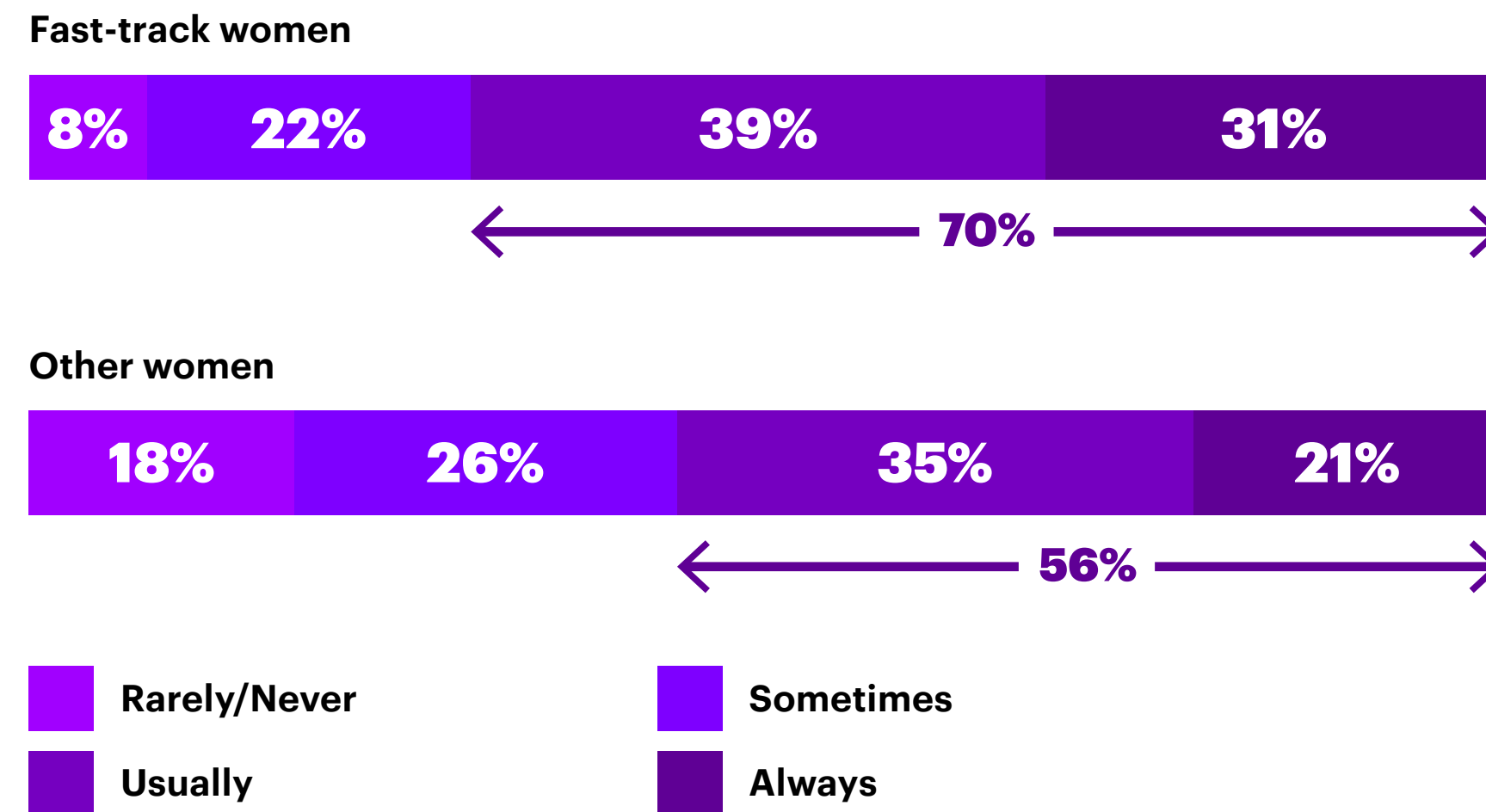
Respondents in organizations where the factors that foster a culture of equality are more common are almost 10 times more likely than those in organizations where the factors are less common to say that training tends to be available anytime, anywhere (77 percent versus eight percent).

Technology that helps employees work remotely also enables greater career progression for women. Sixty-five percent of fast-track women, versus 49 percent of all women and 55 percent of men, use technology to attend everyday meetings virtually rather than being there in person. Fast-track women take greater advantage of flexible working overall, with 83 percent working a flexible schedule, compared with 73 percent of all women.

While managers should grant employees flexibility and freedom, they also need to protect them from harm and mistreatment. Companies must implement robust processes to provide a channel for employees to raise concerns about harassment or discrimination in a safe environment, without fear of retaliation, and with confidence that the company will take action. The survey showed that women are nine times more likely to experience sex discrimination or sexual harassment in organizations where the 40 factors are less common than they are in organizations where the factors are more common.

## Figure 12: Providing relevant skills training helps empower women.

How often is the following true in your workplace?
My organization provides training that keeps my skills relevant.

**Fast-track women**

| 8% | 22% | 39% | 31% |
|---|---|---|---|

← 70% →

**Other women**

| 18% | 26% | 35% | 21% |
|---|---|---|---|

← 56% →

■ Rarely/Never    ■ Sometimes
■ Usually    ■ Always

Source: Getting to Equal 2018, Accenture.

**65%**

of fast-track women use technology to attend everyday meetings virtually rather than being there in person, compared to 49% of all women.

## Sexual harassment and sex discrimination

Sexual harassment and sex discrimination affect both men and women. According to our research, 35 percent of women and 26 percent of men have experienced such behavior or know a colleague who has.

Nearly one-third of men and women believe that the frequency of sexual harassment and sex discrimination in their work environment has remained the same or worsened since five years ago or when they first joined the organization. Unfortunately, almost half (46 percent) of women say their organization has either made no change in reducing tolerance of sex discrimination/ gender-biased language or has presided over a deterioration in reducing either such behavior or language.

In organizations where leaders do act to create the right culture, employees see the difference. For example, only three percent of women in workplaces where factors supporting equality are more common are likely to experience sexual harassment or sex discrimination, compared with 28 percent of women in workplaces where those factors are less common.

## Genentech

A leadership priority for Genentech is building a culture where diversity, inclusion, engagement and flexibility all increase the ability to innovate. The company has more than doubled the number of women in the executive ranks after a decade of determined focus on gender diversity. Today women represent 53 percent of employees, 48 percent of managers and 40 percent of officers at Genentech. The company provides a framework for working flexibly as well as on-site amenities to promote employee wellbeing, including childcare facilities and a campus health center.

## Nissan Motor Corporation

Nissan achieved its goal of having 10 percent of its management positions in Japan held by women in 2017, which is about seven times more than the automotive manufacturing industry average (1.3 percent). With its leaders' strong and continuing commitment, Nissan established a Diversity Development Office to foster female leaders and help them develop their careers. The company opened a daycare center in its headquarters and allows its employees to work from home up to 40 hours per month. These flexible working policies are in place not just to support women, but also to encourage men to actively engage in childcare and family responsibilities.

> Scientific innovation demands that we disrupt the status quo, question assumptions and approach challenges from multiple points of view. To do this we must strive for diversity — in every sense of the word. Creating an environment where everyone feels valued, included and able to contribute their best for the patients we serve is job number one.

**Bill Anderson**
Chief Executive Officer,
Genentech

# TAKE THE READINESS ASSESSMENT

**If organizations are to close the gender gap and enjoy the wider business benefits that follow, leaders must assess their readiness to make vital changes by answering the following questions:**

## BOLD LEADERSHIP

- Have you established diversity, equal pay and advancement goals, and do you communicate progress against those both internally and externally?

- Do you measure the impact of the policies and actions you put in place to ensure they are helping your organization achieve stated goals?

- Do you encourage leaders at all levels to proactively improve workplace culture through personal incentives and performance processes?

- Do you hold leaders accountable for reaching diversity targets?

## COMPREHENSIVE ACTION

- Have you established the right balance between women-only policy initiatives and broader policies that support both men and women to encourage greater participation and advancement?

- Have you put in place objective processes to create gender-neutral job descriptions? Do you have programs or incentives to encourage the hiring and retaining of underrepresented groups?

- Do you track how successful your actions are, using metrics and analytics? Are you agile in adjusting actions to ensure that they deliver the right results?

## AN EMPOWERING ENVIRONMENT

- Have you reviewed the content and delivery of training programs to make it easier for all people to learn according to their working and lifestyle needs?

- Are you investing in technology to support work–life balance and to encourage greater participation by those with significant non-work commitments?

- Do you have discrimination and harassment policies that combine clear zero-tolerance communications, reporting and disciplinary processes, and continual training for all people?

- Does the workplace culture encourage people to be themselves, be creative and innovative, and take responsibility?

# METHODOLOGY

**The Accenture research behind Getting to Equal 2018 was conducted using a proprietary econometric model that involved collating published data, conducting a global worker survey and conducting in-depth interviews with fast-track women:**

**A worker survey** was fielded among more than 22,000 working men and women with a university education in 34 countries. The survey, conducted in November and December 2017, used quotas for organization size, for employees above and below manager level and for women on the fast track (who typically reach manager level within five years and lead their female peer group in terms of advancement in the workplace). The questionnaire was constructed after extensive research (academic papers, literature search and drawing on Accenture's experience with clients) into the personal and workplace factors that are believed to influence the likelihood of women advancing at work. Through the questionnaire, we identified and measured more than 200 factors.

The survey was conducted in Argentina, Australia, Austria, Brazil, Canada, Denmark, Finland, France, Germany, Greater China (China, Hong Kong, Taiwan), India, Indonesia, Ireland, Italy, Japan, Malaysia, Mexico, the Netherlands, New Zealand, Norway, the Philippines, Poland, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, the U.K. and the U.S.

**Published data** on employment and pay for working men and women above and below manager level were collated for the 34 countries in our study. The definition of "manager and above" was taken from the International Standard Classification of Occupations (ISCO-08) developed by the International Labor Organization (ILO). Data were sourced from the ILO, World Bank, national labor statistics and the Eurostat Labor Force Survey.

**In-depth interviews** with fast-track women in the U.K. and the U.S. were conducted to deepen our understanding of what high-potential women experience as they advance.

**An econometric model** to estimate the potential impact of our factors on women's advancement and pay was built by combining the published data on pay and employment with our survey data. Using both Principal Components and Cronbach's Alpha on our survey data, we identified 40 factors (from the more than 200) that were influencing advancement and grouped them into three categories. Next, we applied regression models to reveal the strength of the relationship between our factors and the advancement of men and women, and to establish which factors (our 14 cultural drivers) have the most positive effect. We used our model to measure how advancement and pay among women — and men — who are exposed to more (in the top 10 percent of the distribution) and fewer (bottom 10 percent) of these factors differed. We then used scenarios to estimate the potential impact of a workplace where everyone enjoyed the same conditions as today's top 10 percent.

# FULL LIST OF THE 40 FACTORS
## THAT INFLUENCE ADVANCEMENT

### BOLD LEADERSHIP

- **Gender diversity is a priority for management***
- **A diversity target or goal is shared outside the organization***
- **The organization clearly states gender pay-gap goals and ambitions***
- Progress on gender diversity is measured and shared with employees
- Leaders are held accountable for improving gender diversity
- A diversity target or goal is shared inside the organization
- The leadership team is diverse

### COMPREHENSIVE ACTION

- **Progress has been made in attracting, retaining and progressing women***
- **The company has a women's network***
- **The company's women's network is open to men***
- **Men are encouraged to take parental leave***
- Employees trust that the organization pays women and men equally for the same work
- The proportion of women in senior leadership has increased over the last five years
- The organization is fully committed to hiring, progressing and retaining women
- Progress has been made in improving gender equality in senior leadership
- There is a clear maternity policy in place
- Women are encouraged to take maternity leave
- There is a clear parental policy in place
- The organization hires people from a variety of backgrounds
- Leaders take action to get more women into senior roles

**\*Cultural Drivers**

**When
she rises,
we all rise.**

## AN EMPOWERING ENVIRONMENT

- **Employees have never been asked to change their appearance to conform to company culture\***
- **Employees have the freedom to be creative and innovative\***
- **Virtual/remote working is widely available and is common practice\***
- **The organization provides training to keep its employees' skills relevant\***
- **Employees can avoid overseas or long-distance travel via virtual meetings\***
- **Employees can work from home on a day when they have a personal commitment\***
- **Employees are comfortable reporting sex discrimination/sexual harassment incident(s) to the company\***
- Employees feel trusted and are given responsibility
- Employees have the freedom to be themselves at work
- Leadership has a positive attitude toward failure
- Leaders set a positive example around work–life balance
- Networking events with company leaders take place during office hours
- Employees can decline a request to work later without negative consequences
- Employees can decline a request to attend early-morning/late-evening meetings without negative consequences
- Sex discrimination/sexual harassment is not tolerated at work
- The company has made progress in reducing tolerance of sex discrimination or gender-biased language
- Company training times and formats are flexible
- Supervisors respond favorably to flexible working requests
- The organization respects employees' needs to balance work with other commitments
- The organization has made progress on building a workplace where no one feels excluded

**\*Cultural Drivers**

## About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions — underpinned by the world's largest delivery network — Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 435,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

## About Accenture Research

Accenture Research shapes trends and creates data-driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients' industries, our team of 250 researchers and analysts spans 23 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research — supported by proprietary data and partnerships with leading organizations, such as MIT and Singularity — guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.
For more information, visit www.accenture.com/research.

# Learn more at www.accenture.com/gettingtoequal.