

let's get real about
equality

Global and regional survey results

When Women Thrive offers an evidence-based approach to improving diversity and inclusion. For our 2020 global report, we surveyed more than 1,150 companies in 54 countries, representing over seven million employees worldwide.

About the When Women Thrive survey

Our 2020 research is notable for its remarkable size and geographic scope, placing it as one of the most comprehensive workforce gender equality studies in the world. We observed a substantial increase in participation from regions where the focus on diversity and inclusion (D&I) is still emerging, but emerging rapidly based on our findings.

The *Let's Get Real About Equality: When Women Thrive 2020 Global Report* synthesizes and contextualizes the results contained in this document. It is available for download at www.mercer.com/wwt-research.

Our 2020 global survey was conducted between September 23 and November 22, 2019. Respondents were surveyed on topics relating to:

- Engagement, accountability and leadership
- Organization design and governance
- Pay equity commitments and analysis
- Talent practices and career development
- Financial wellness, health and caregiving
- Organizational flexibility
- Policies and programs

This document provides global and regional results by survey question.

Size

1,157
organizations

Scope

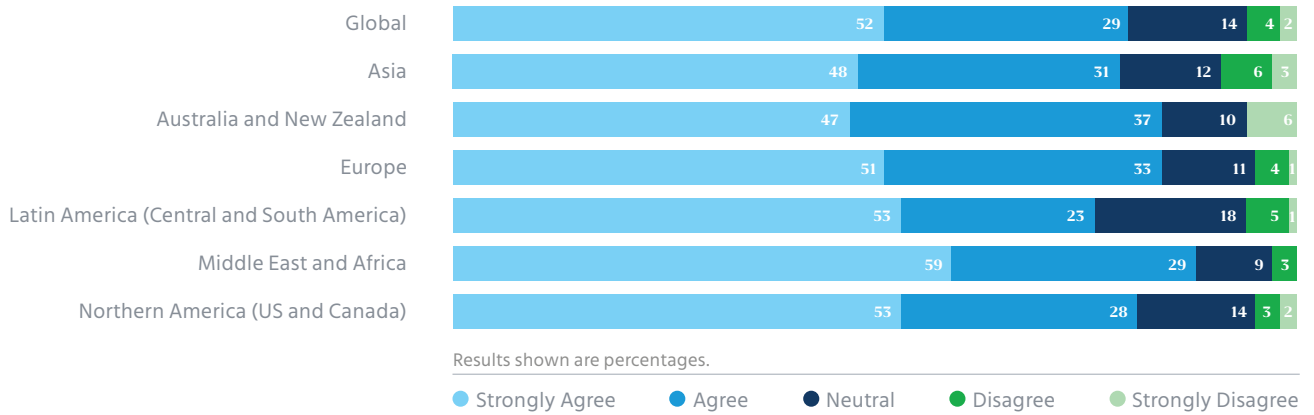
2.8 million
women represented globally

Geographic scope

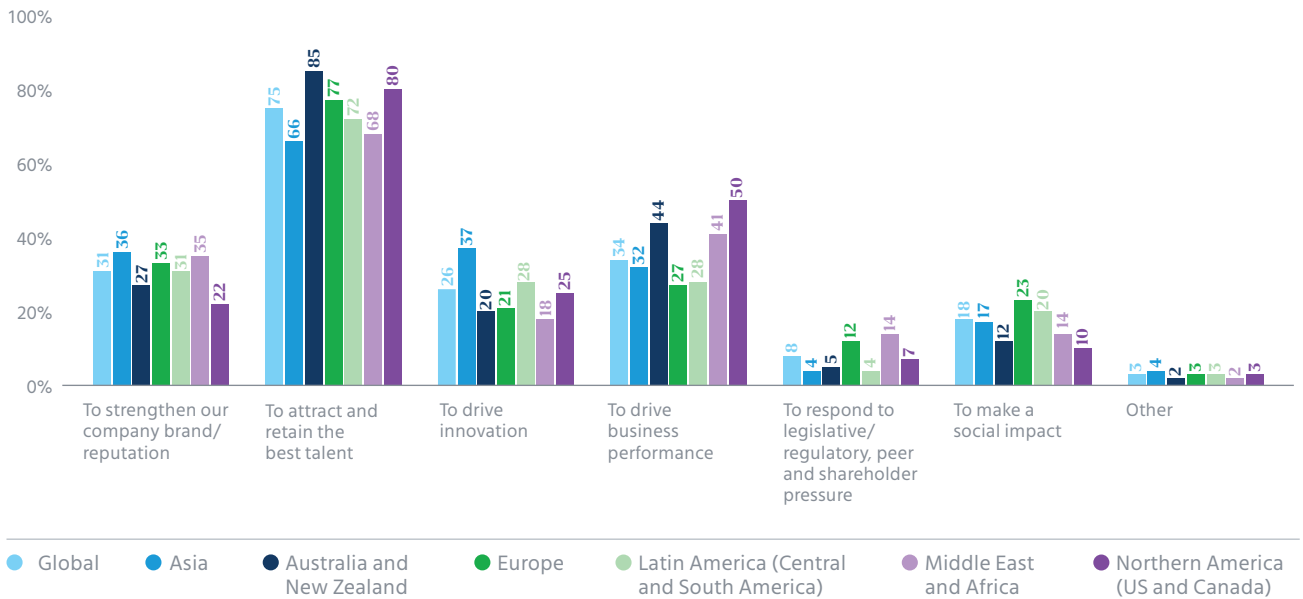
54 countries
in Asia, Australia and New Zealand,
Europe, Latin America, Middle East
and Africa, North America

Section 1: Engagement, accountability and leadership

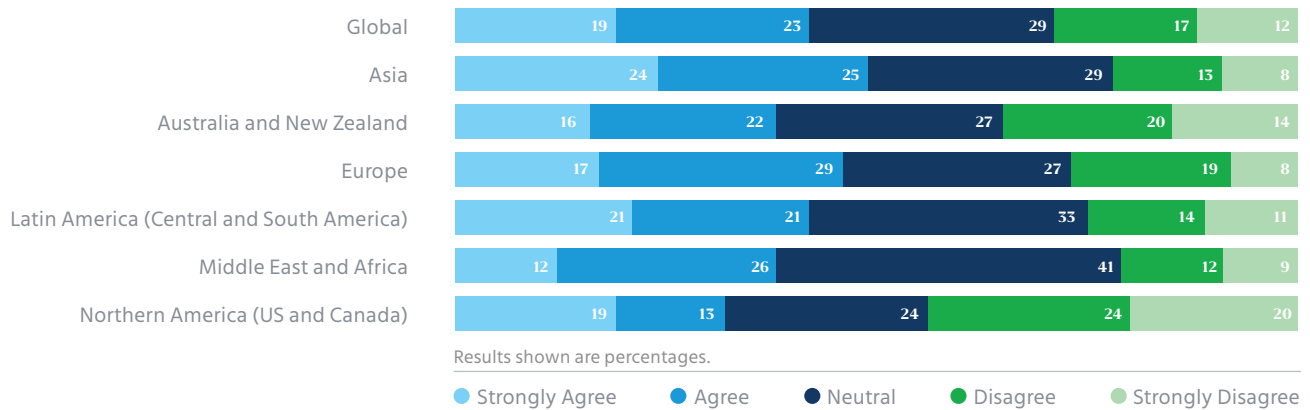
1. My organization is focused on improving diversity and inclusion (D&I).



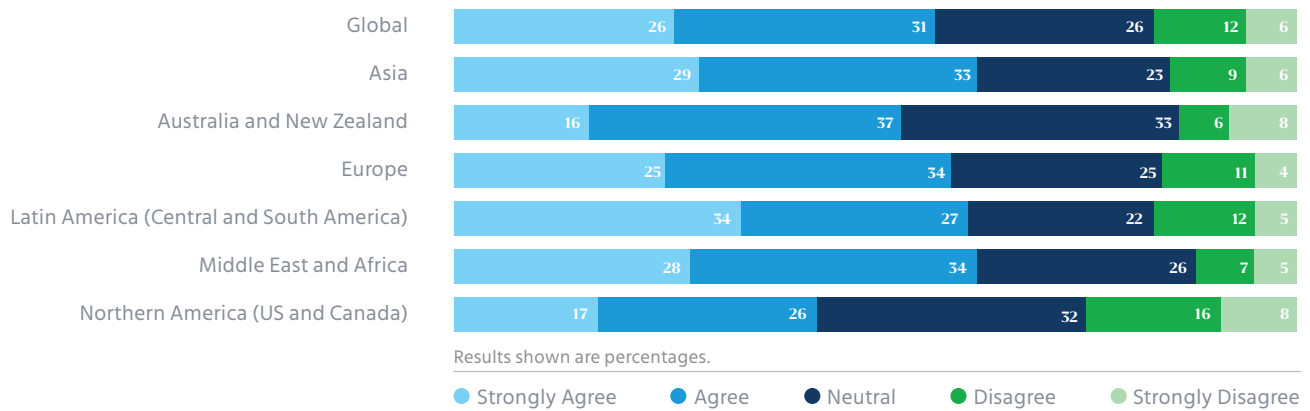
2. The primary reasons my organization is focused on improving D&I are:



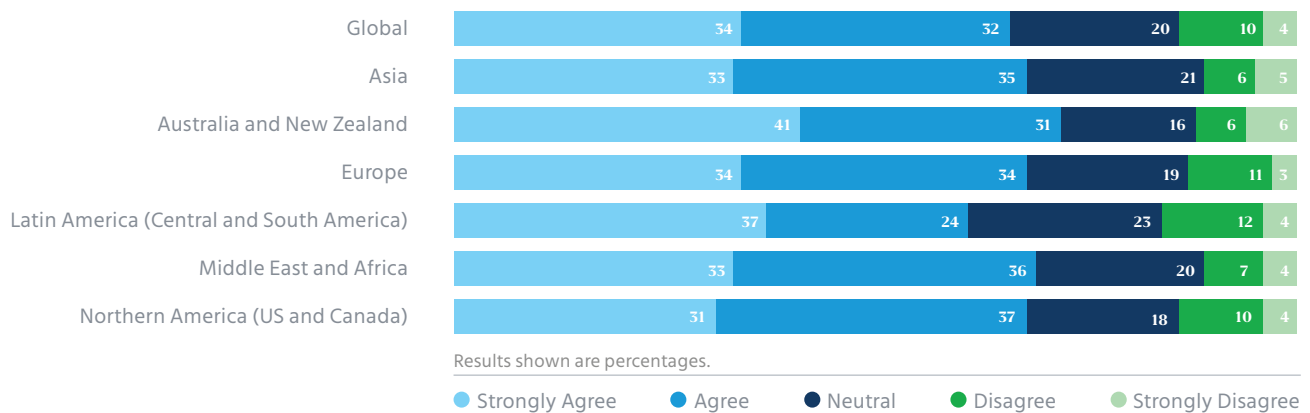
3. My organization actively seeks external recognition for our D&I efforts (e.g., inclusion in indices, awards, EDGE certification).



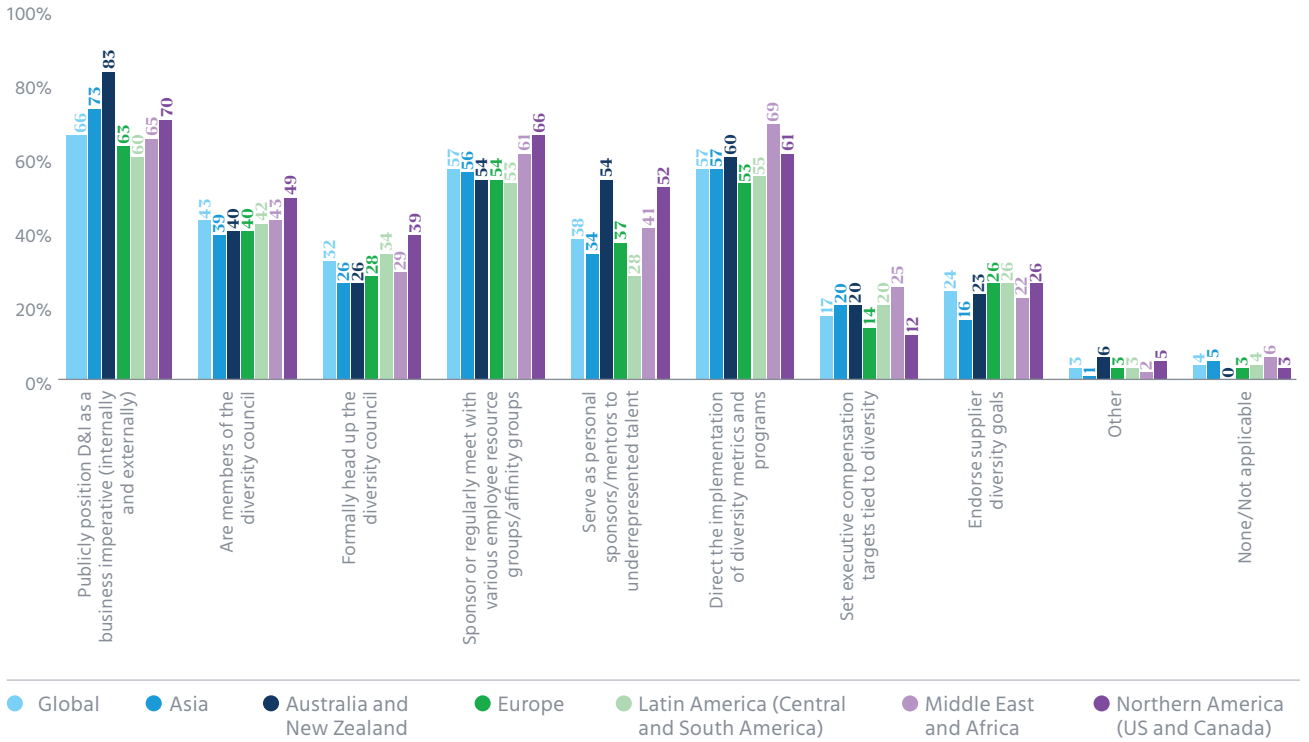
4. Board members are actively involved/engaged in D&I programs/initiatives.



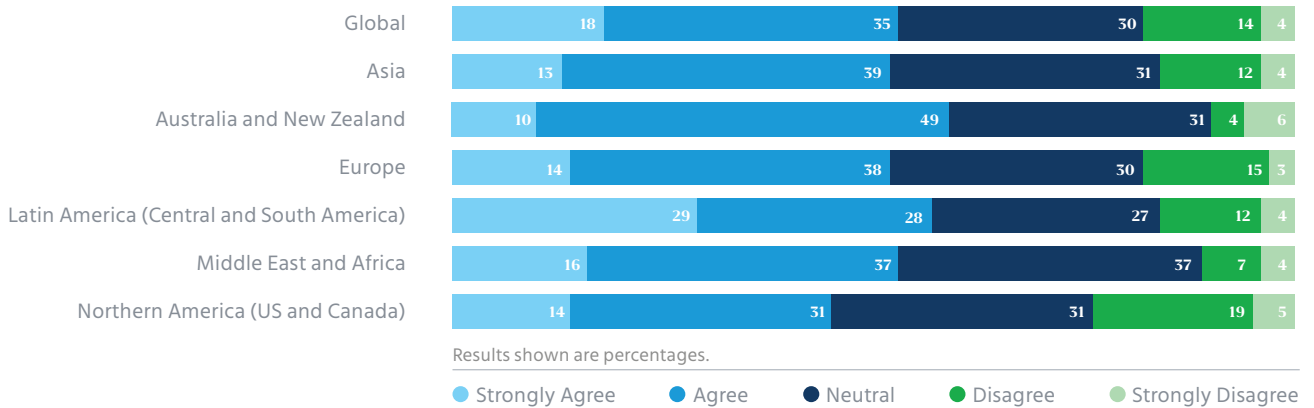
5. Senior executives (i.e., CEO plus direct reports) are actively involved/engaged in D&I programs/initiatives.



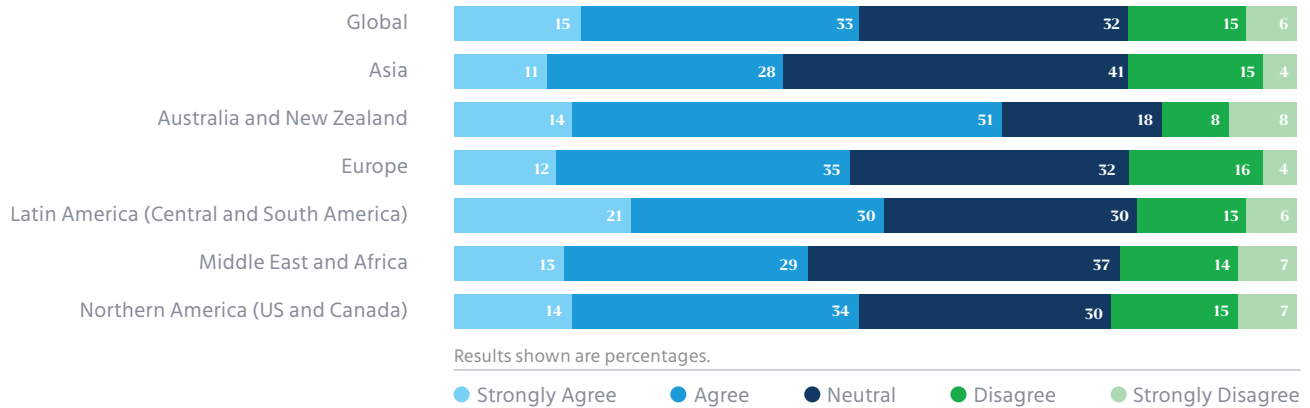
6. Senior executives:



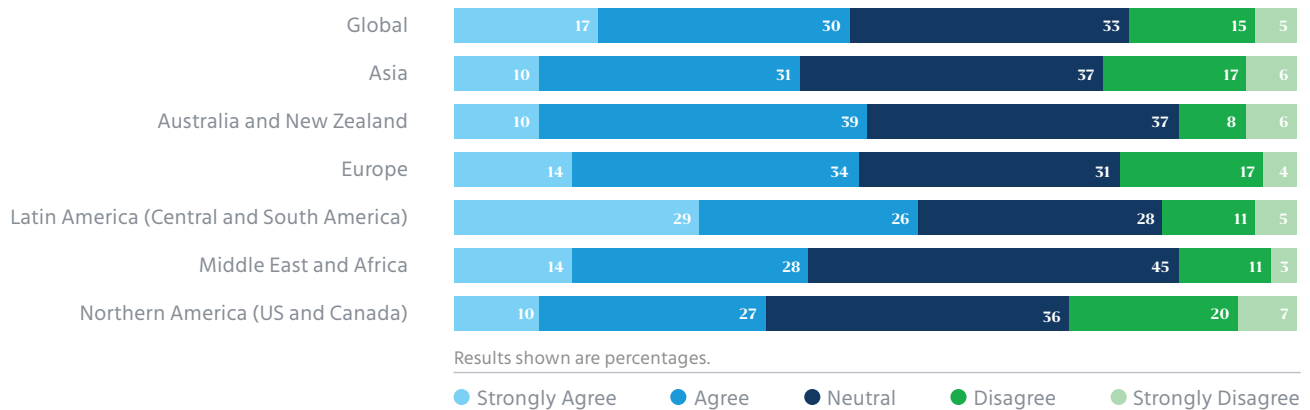
7. Middle management is actively involved/engaged in D&I programs/initiatives.



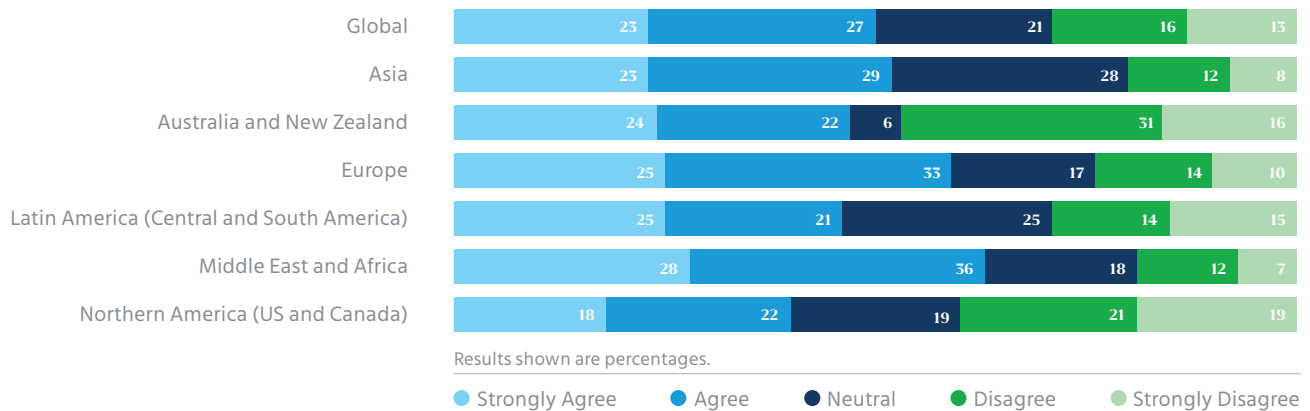
8. Men are actively involved/engaged in D&I programs/initiatives.



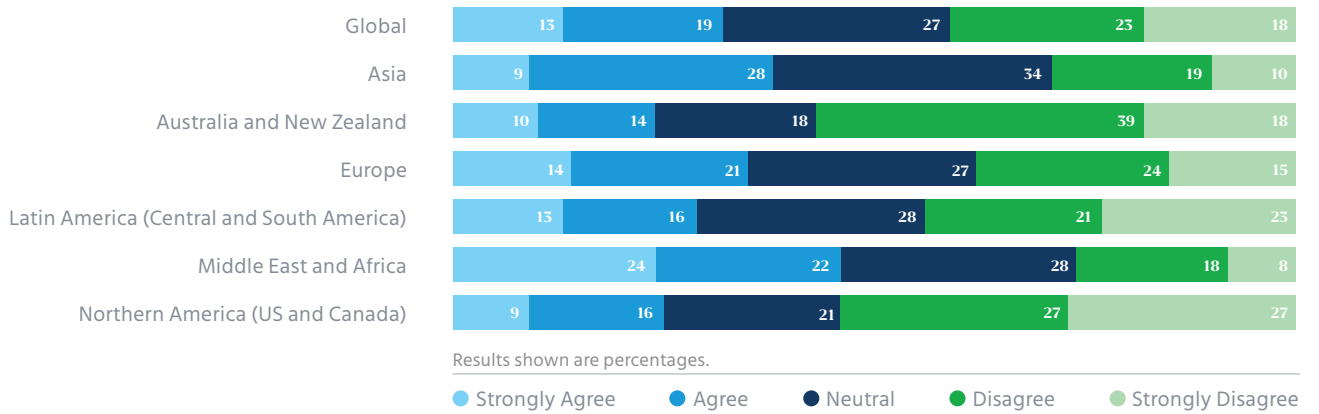
9. Front line managers are actively involved/engaged in D&I programs/initiatives.



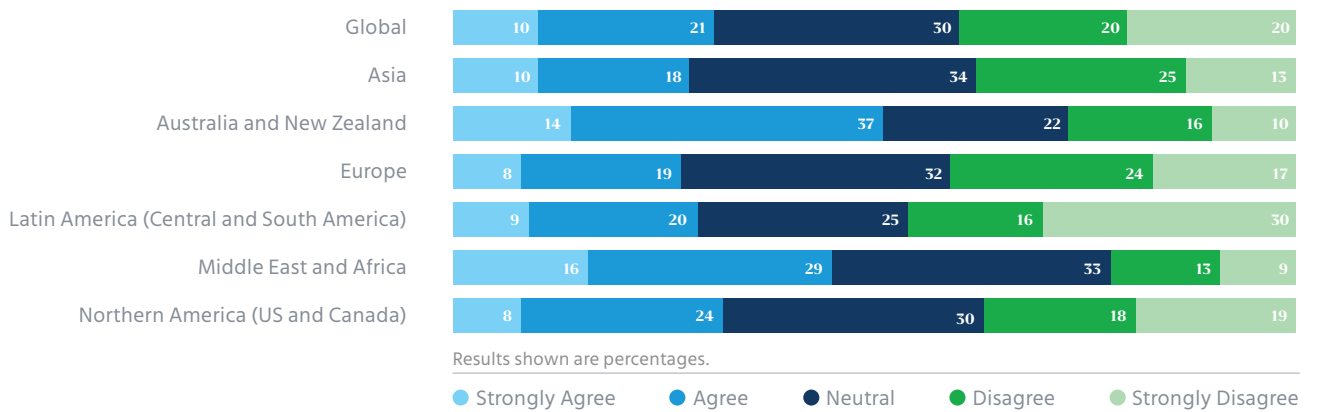
10. My organization sets formal quantitative goals or targets for D&I outcomes (e.g., representation, engagement, pay equity).



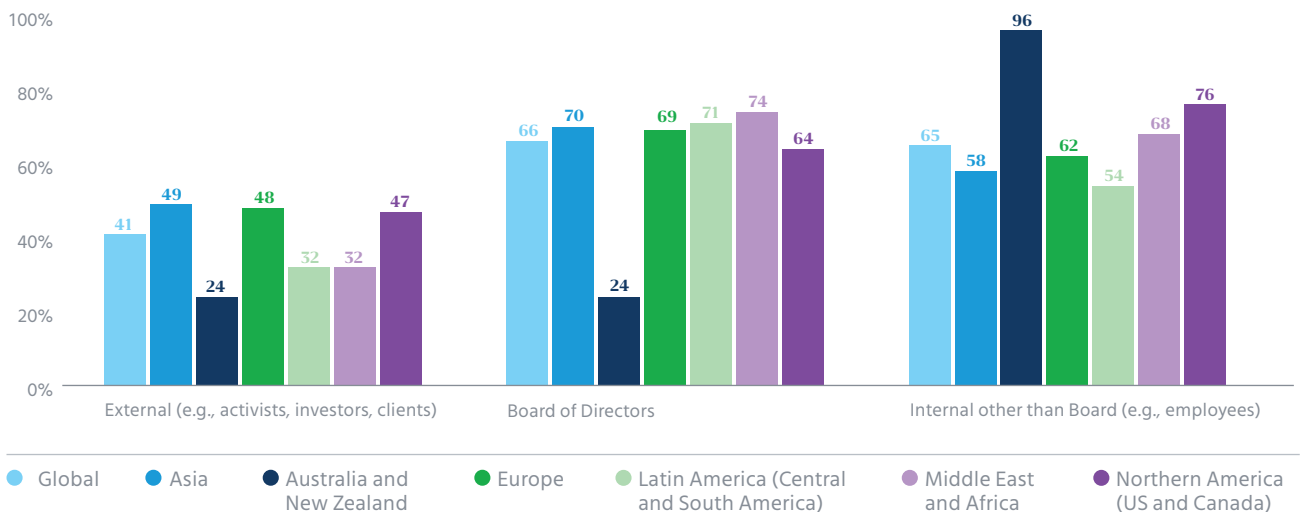
11. Individual leaders in my organization have formal quantitative goals or targets for D&I outcomes (e.g., engagement, diverse candidate slates, equitable promotion rates).



12. My organization has received pressure to improve D&I outcomes.

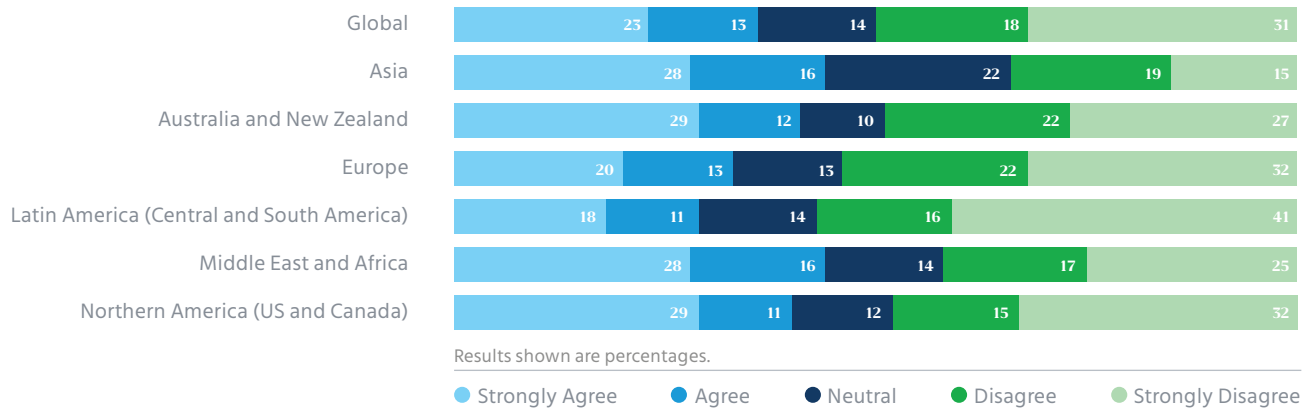


13. The pressure has come from:

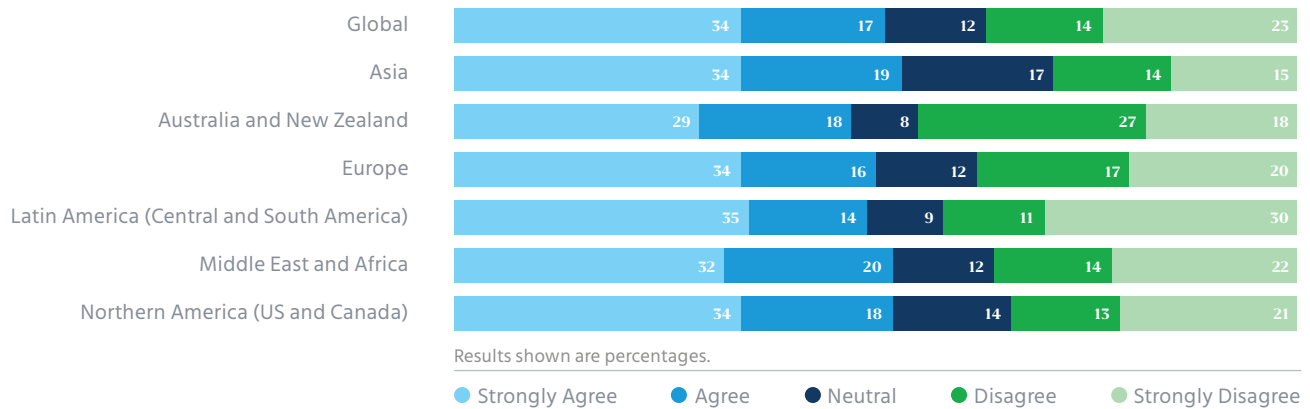


Section 2: Organization design and governance

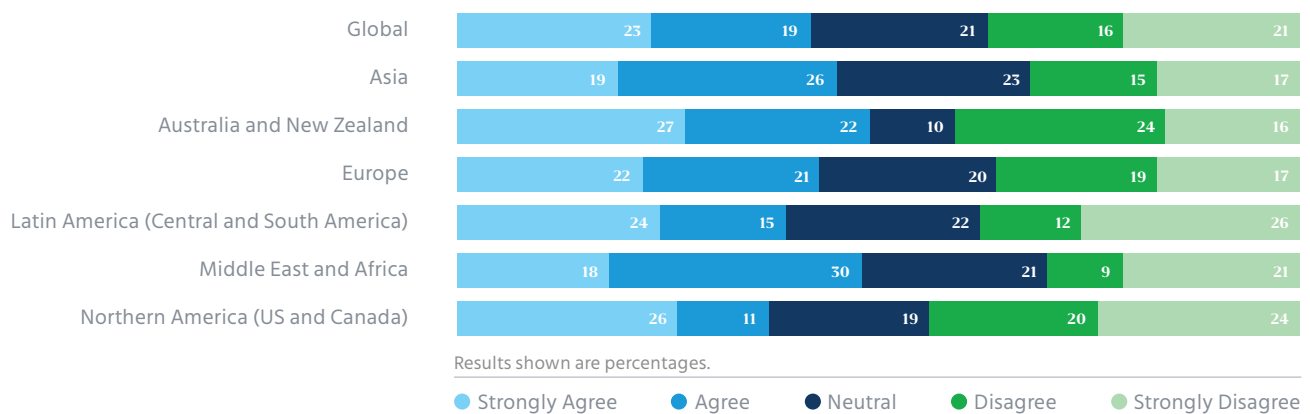
1. My organization has staff dedicated exclusively to D&I.



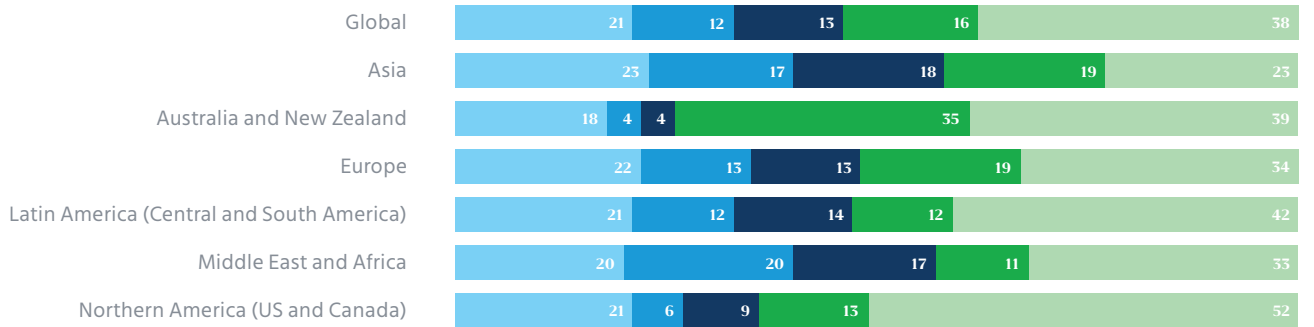
2. My organization has an internal group (e.g., diversity committee, diversity council, diversity advisory board) that is accountable for our D&I strategy.



3. My organization has a documented, multi-year D&I strategy.



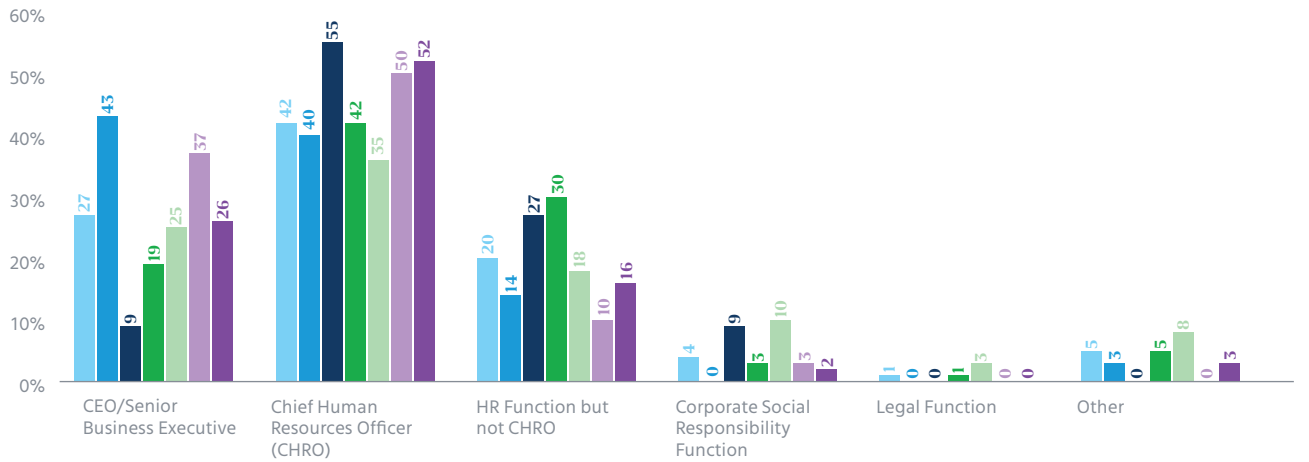
4. My organization has a Chief Diversity Officer or Chief Inclusion Officer (or comparable).



Results shown are percentages.

● Strongly Agree ● Agree ● Neutral ● Disagree ● Strongly Disagree

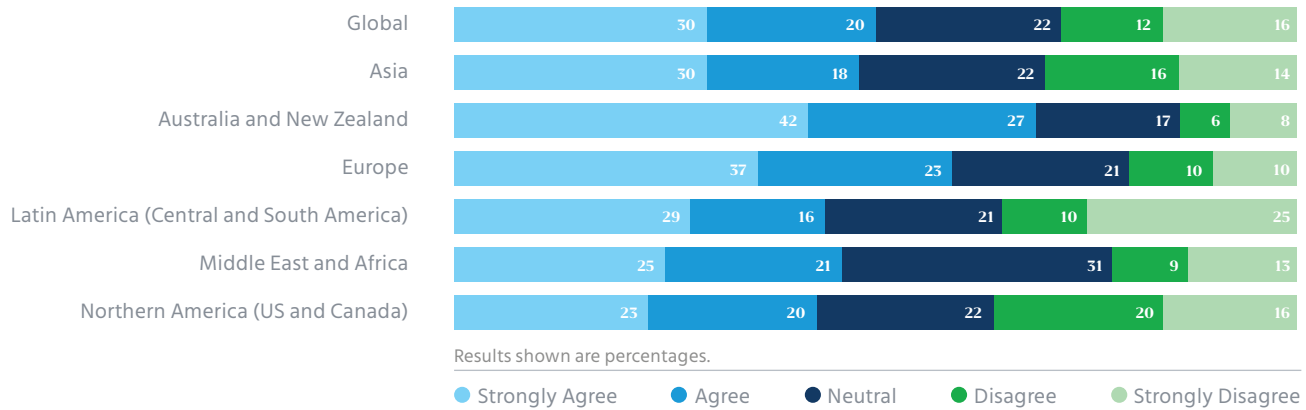
5. Our Chief Diversity Officer/Chief Inclusion Officer reports to:



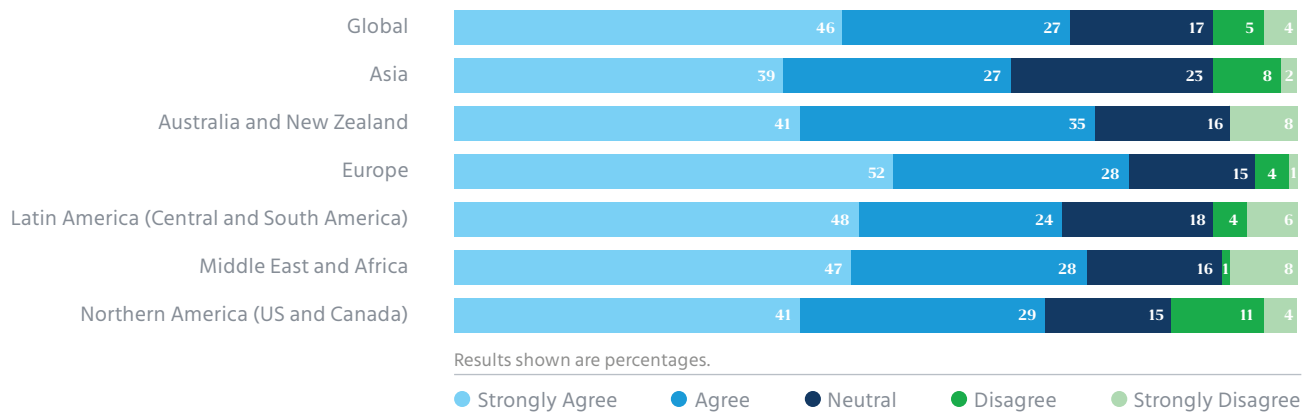
● Global ● Asia ● Australia and New Zealand ● Europe ● Latin America (Central and South America) ● Middle East and Africa ● Northern America (US and Canada)

Section 3: Equality and pay equity commitments

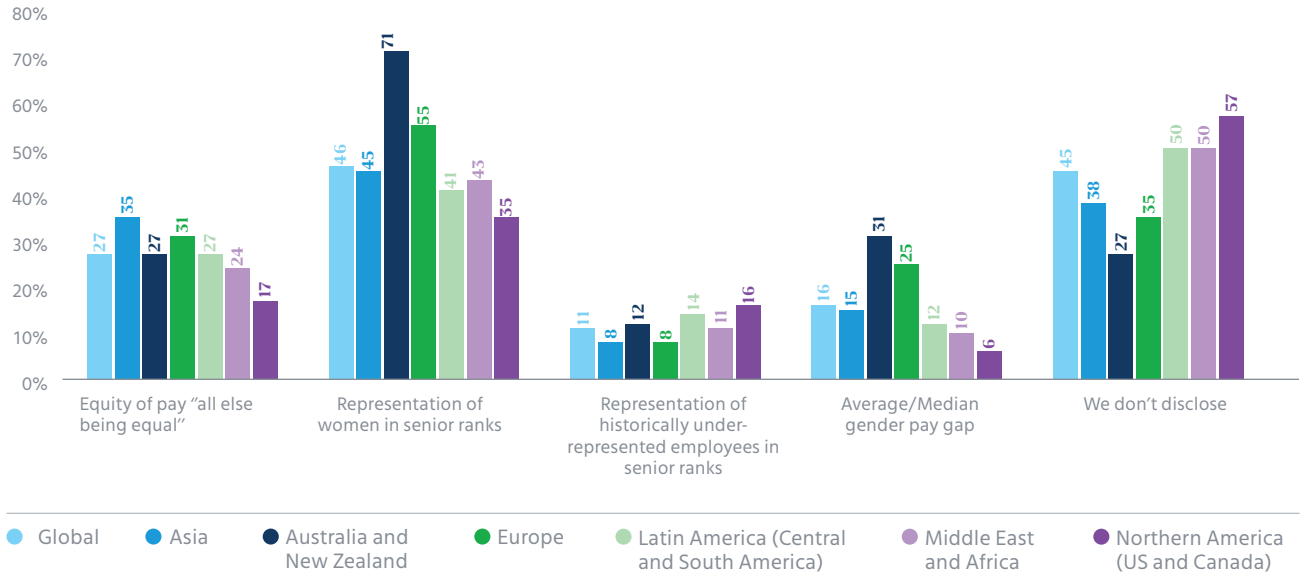
1. My organization's commitments to gender equality are publicly documented (e.g., in annual reports, on websites, etc.).



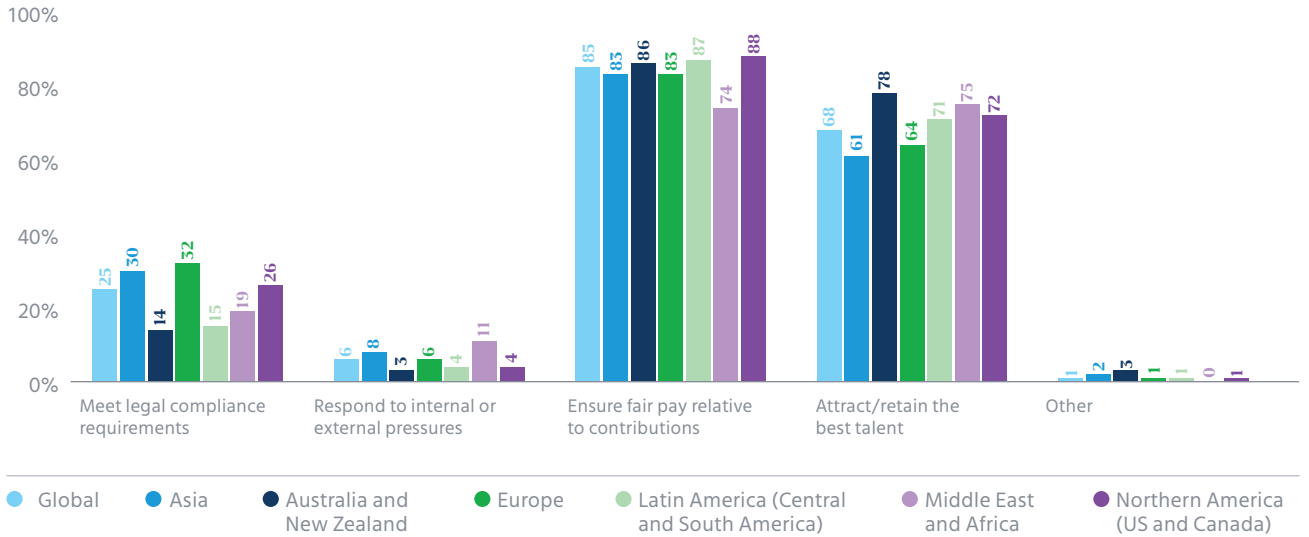
2. Pay equity is part of my organization's compensation philosophy/strategy.



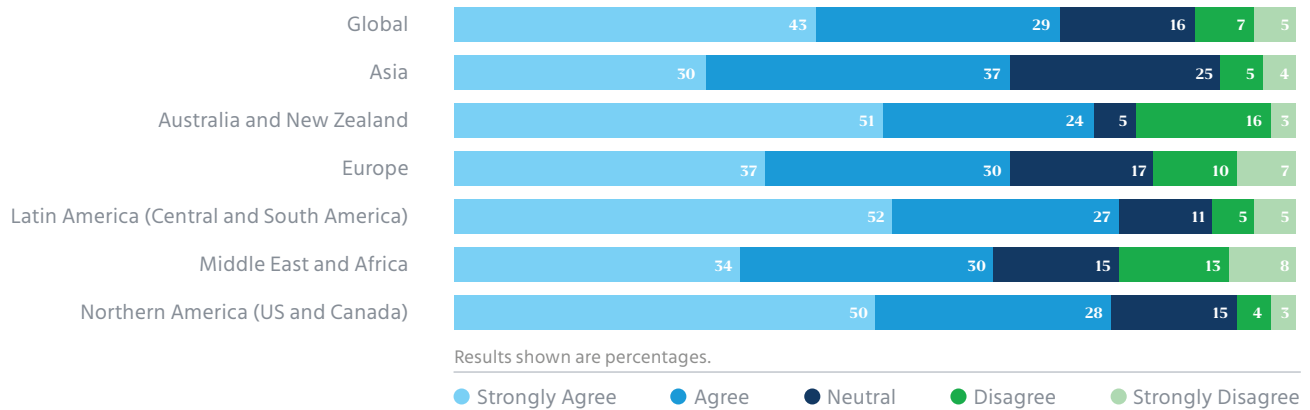
3. The information my organization discloses to the public includes:



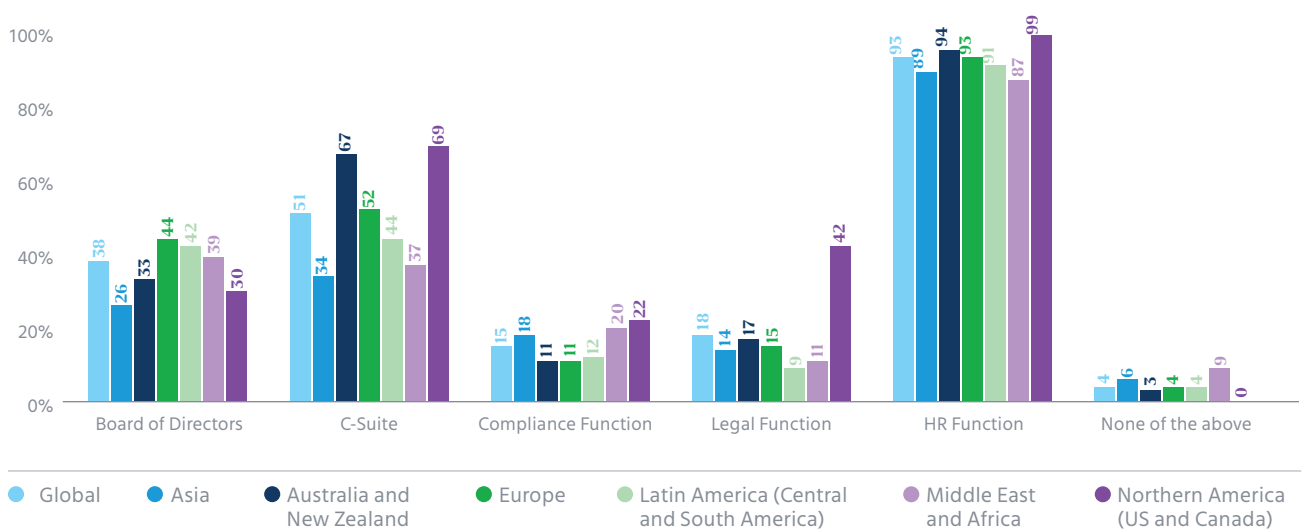
4. My organization's primary objectives for analyzing pay equity are to:



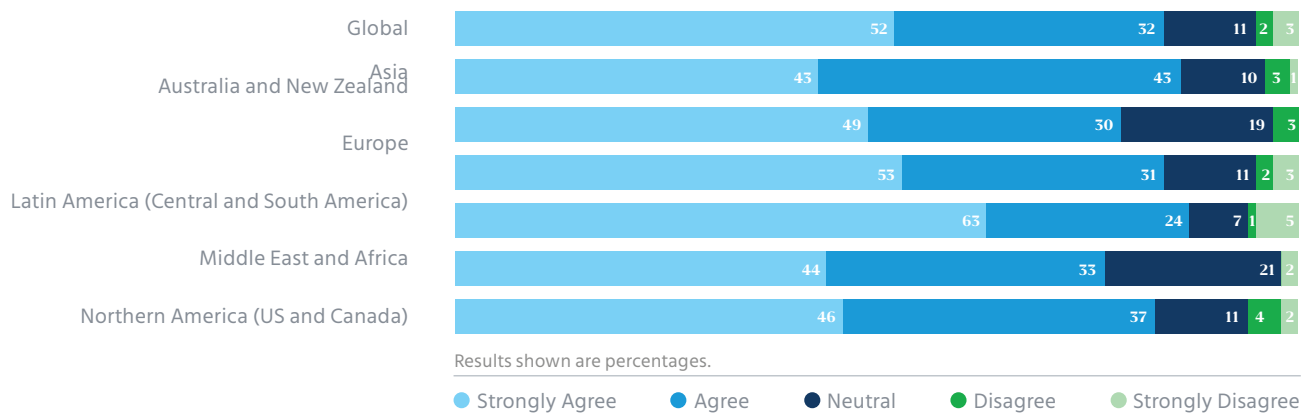
5. My organization has a team that is formally responsible for conducting pay equity analysis.



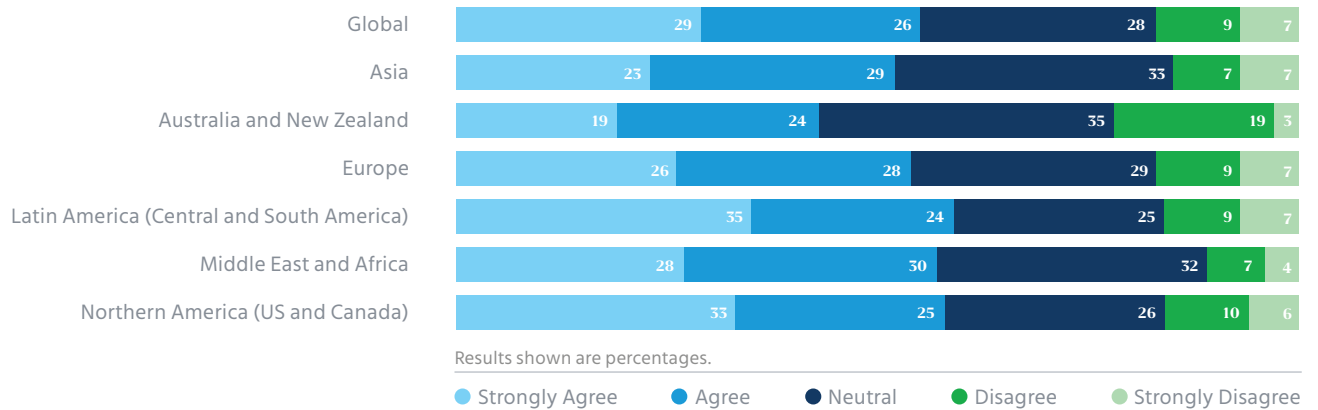
6. In my organization, the pay equity process actively engages the following groups or functions:



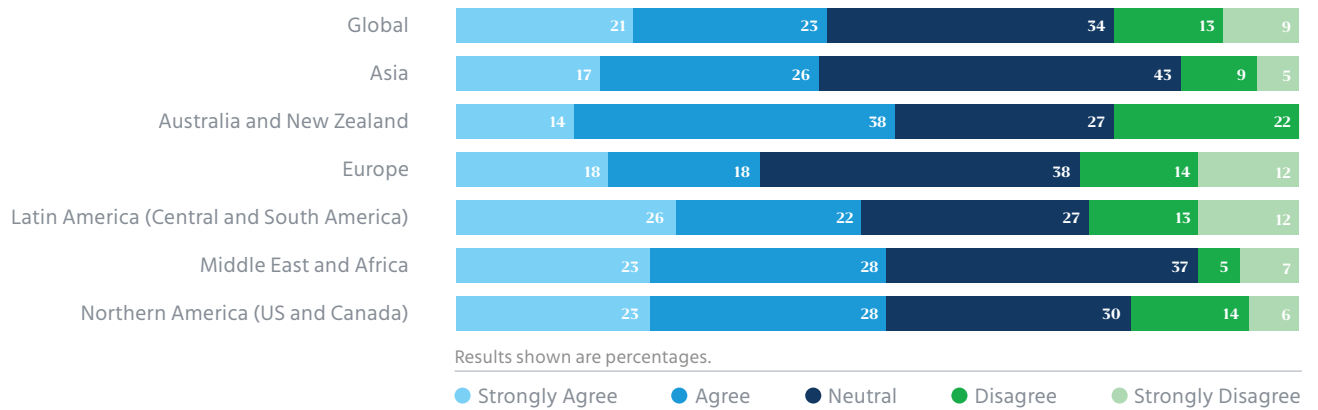
7. My organization's pay equity analysis addresses both base pay and incentives.



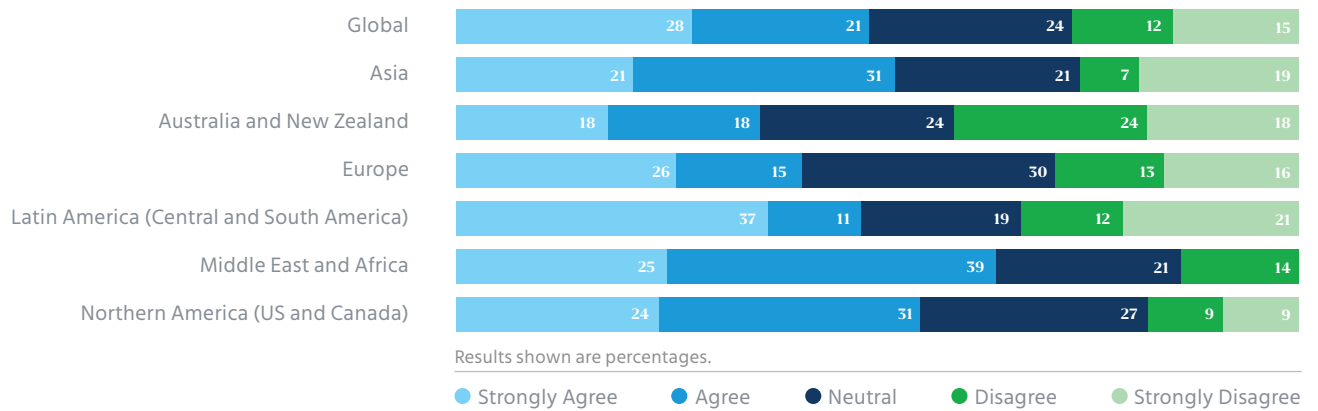
8. My organization’s pay equity analysis relies upon a robust statistical approach (e.g., multiple regression).



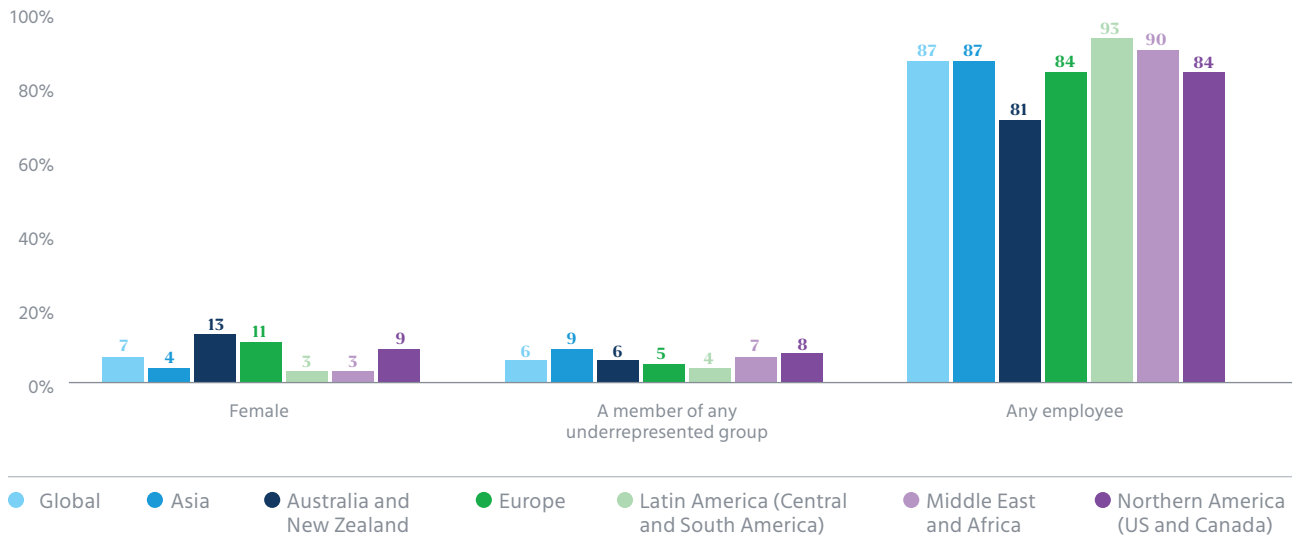
9. My organization has a formalized remediation process to address any pay equity risks identified.



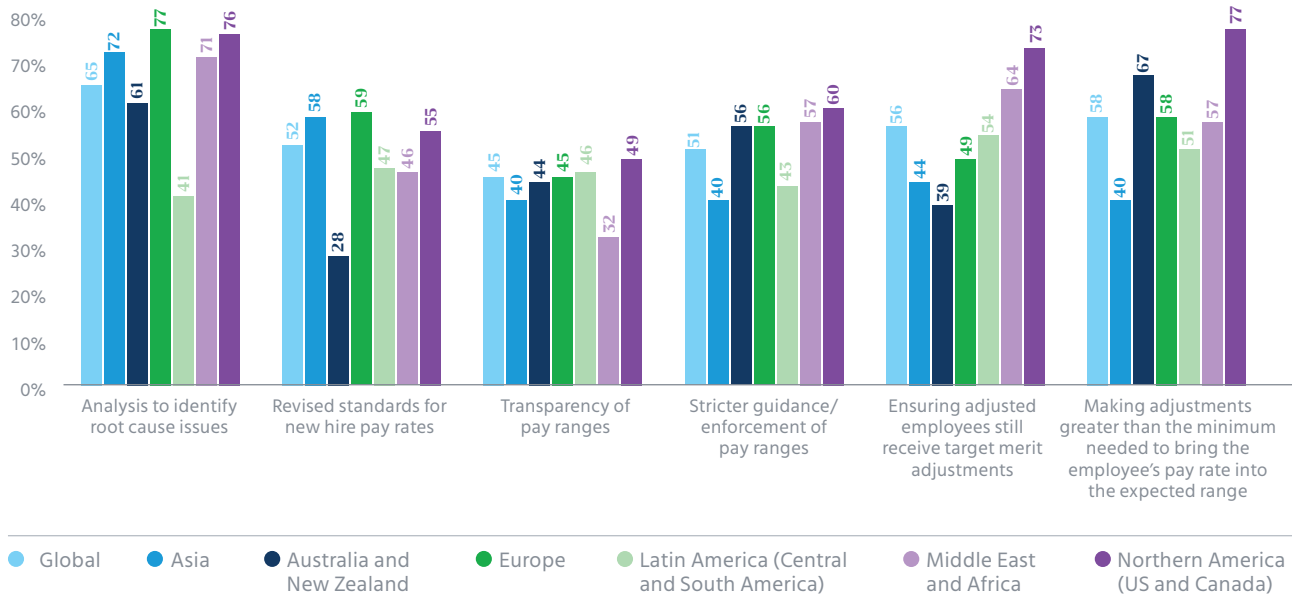
10. My organization has a budget for pay equity adjustments that is separate from (in addition to) the budget for merit pay increases.



11. To be eligible for a pay equity adjustment in my organization, an employee must be:

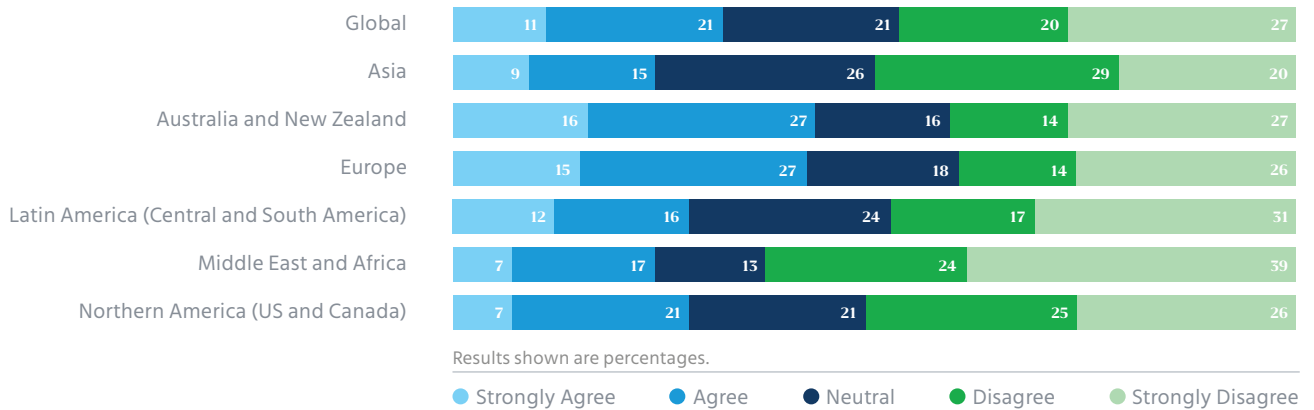


12. My organization is taking the following actions to ensure pay equity gaps don't recur:

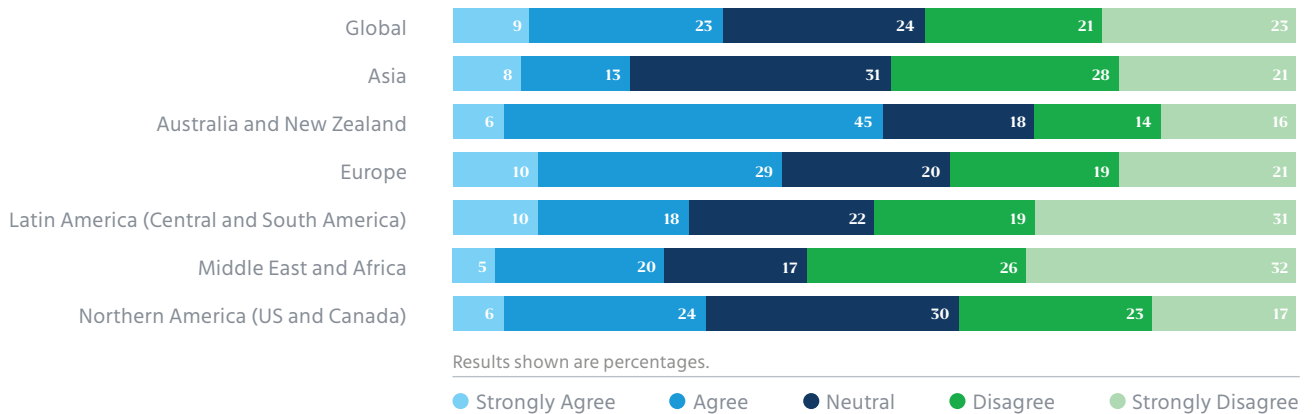


Section 4: Talent practices and career development

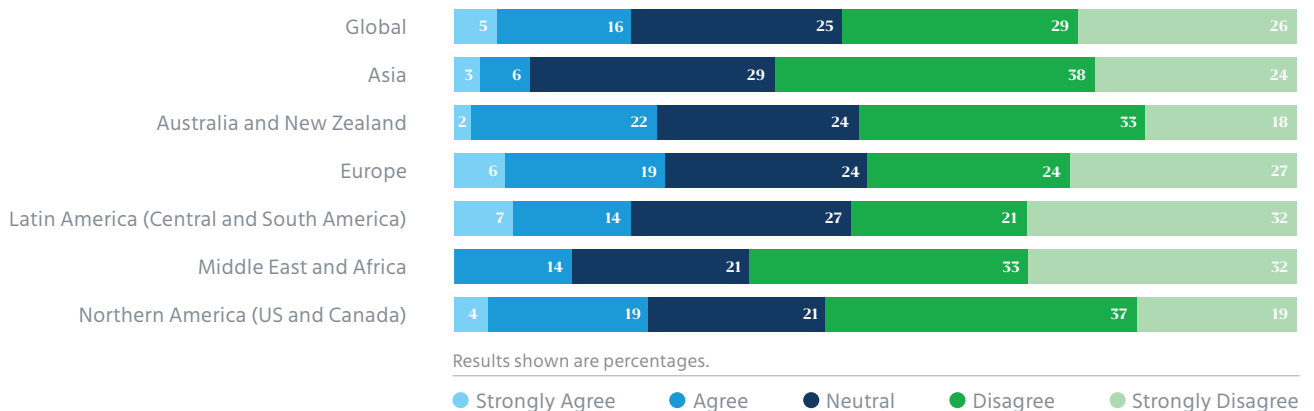
◆ 1. Attracting women is a challenge for my organization.



◆ 2. Advancing women is a challenge for my organization.

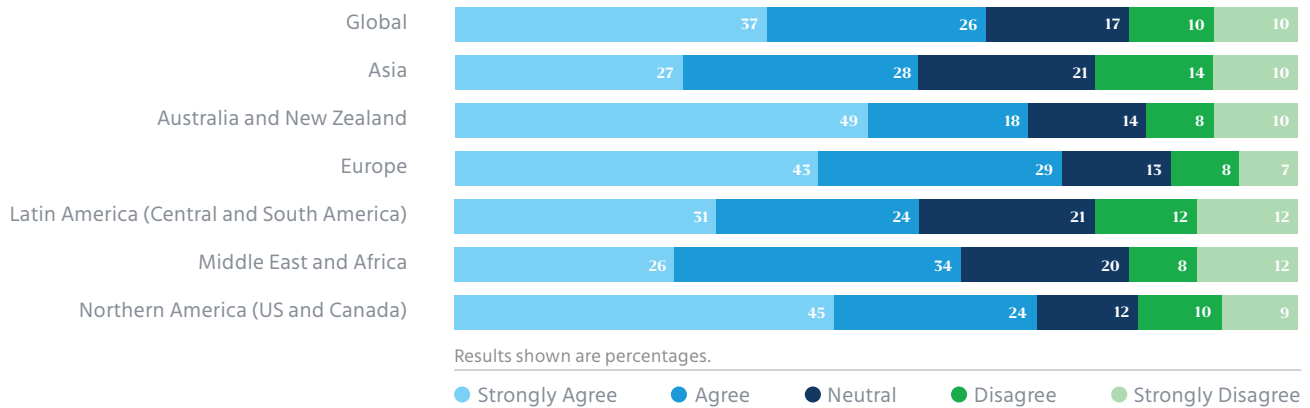


◆ 3. Retaining women is a challenge for my organization.

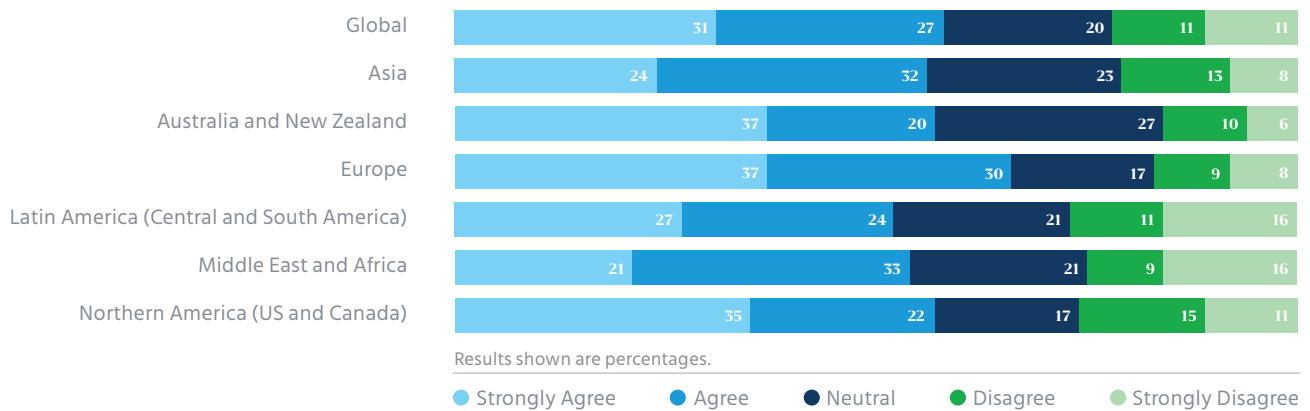


◆ Please note: Low percentages in the “Strongly Agree” and “Agree” response categories are a positive result; it means a high percentage of organizations do not see this as a challenge.

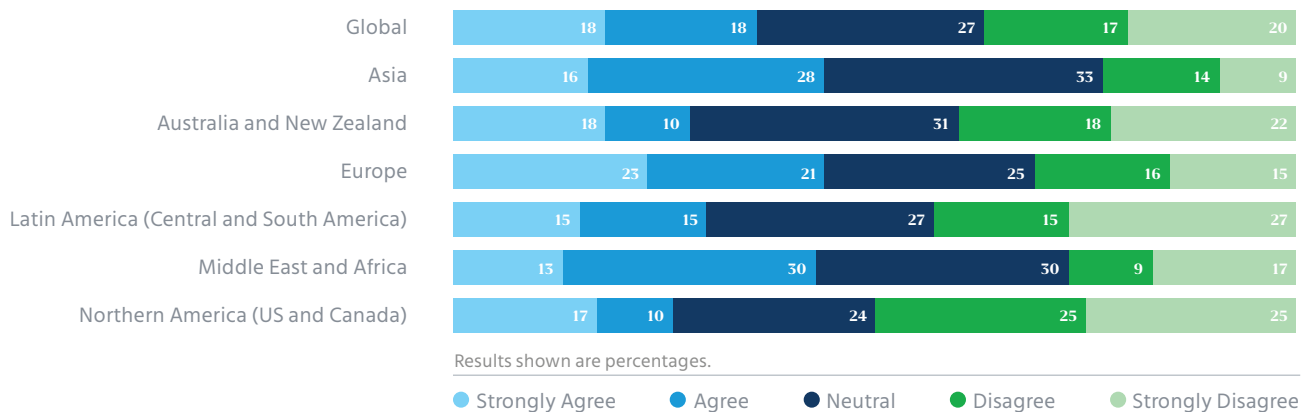
4. My organization tracks gender representation by career level.



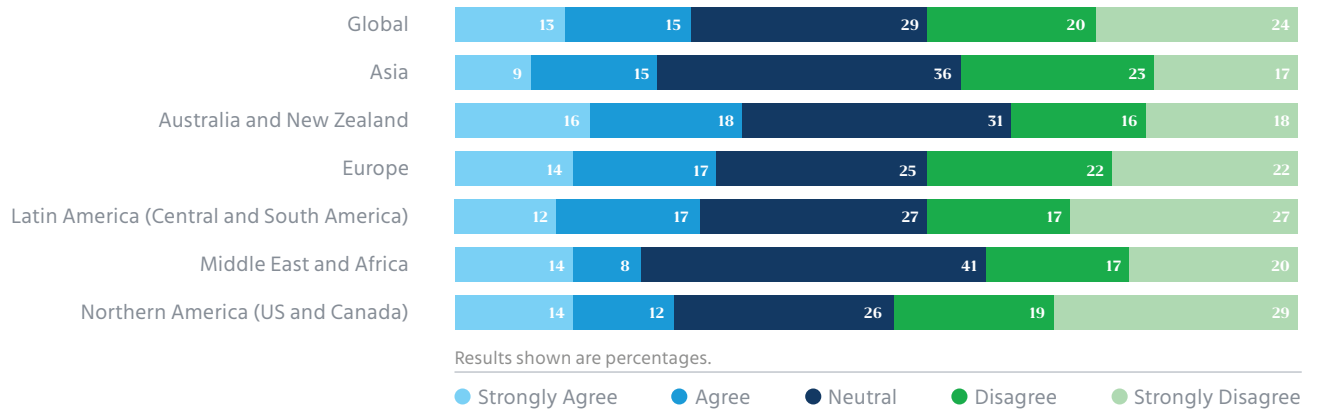
5. My organization tracks rates of hiring, promotion and exits by gender and career level.



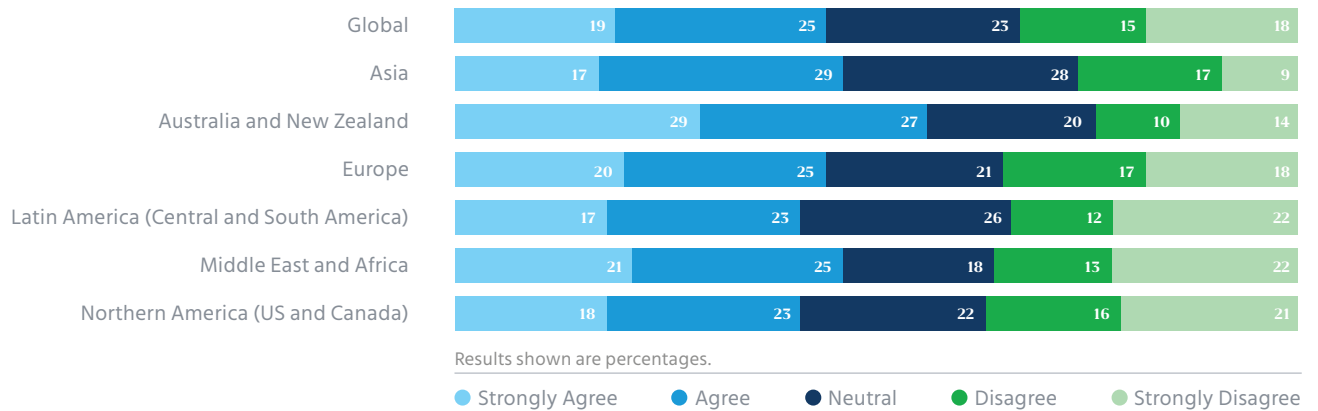
6. My organization tracks rates of hiring, promotion and exits among late-career employees.



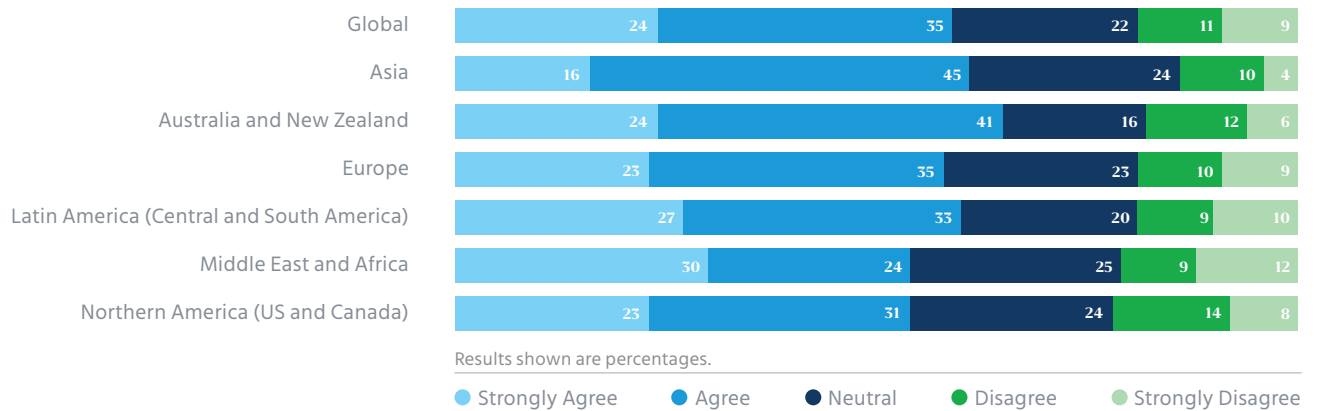
7. My organization routinely reviews performance ratings by gender to ensure against any adverse impact.



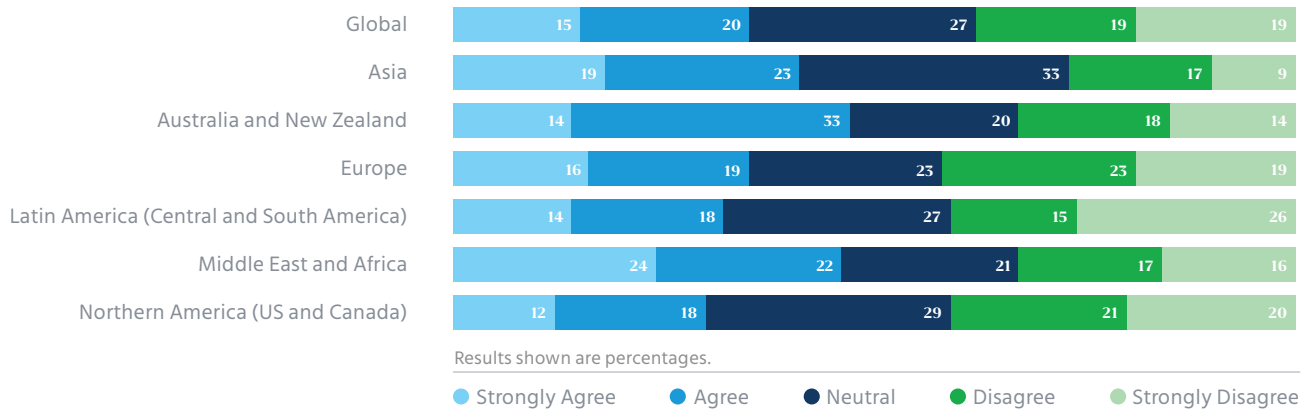
8. My organization routinely reviews engagement survey responses by gender and acts to close any gaps.



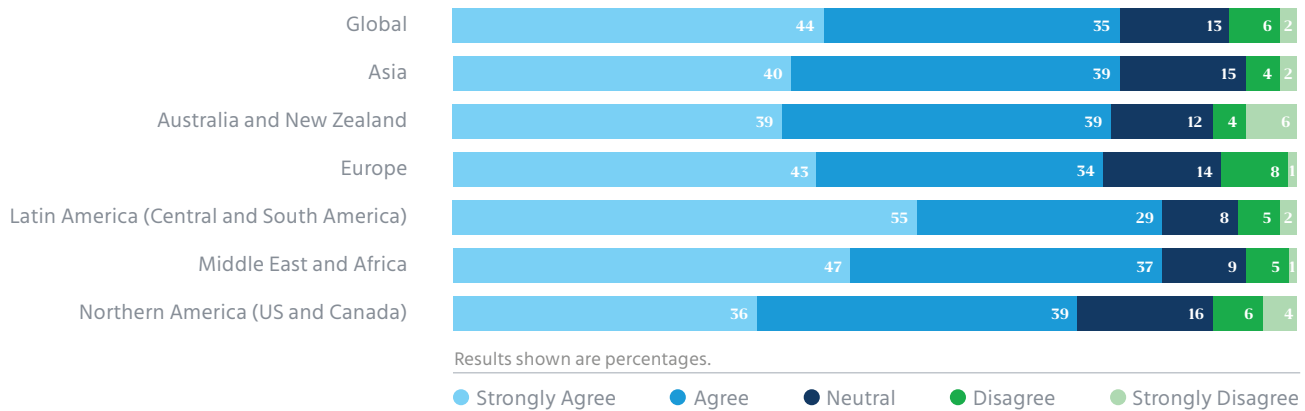
9. My organization regularly reviews talent management processes (i.e., hiring, performance management, succession planning) to identify and mitigate potential biases.



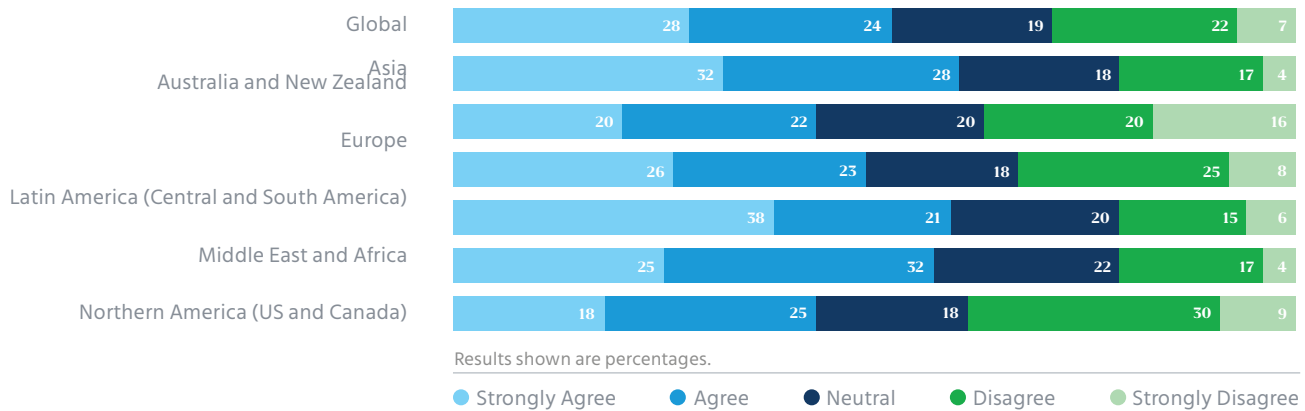
10. My organization has specific talent management practices for high-potential women.



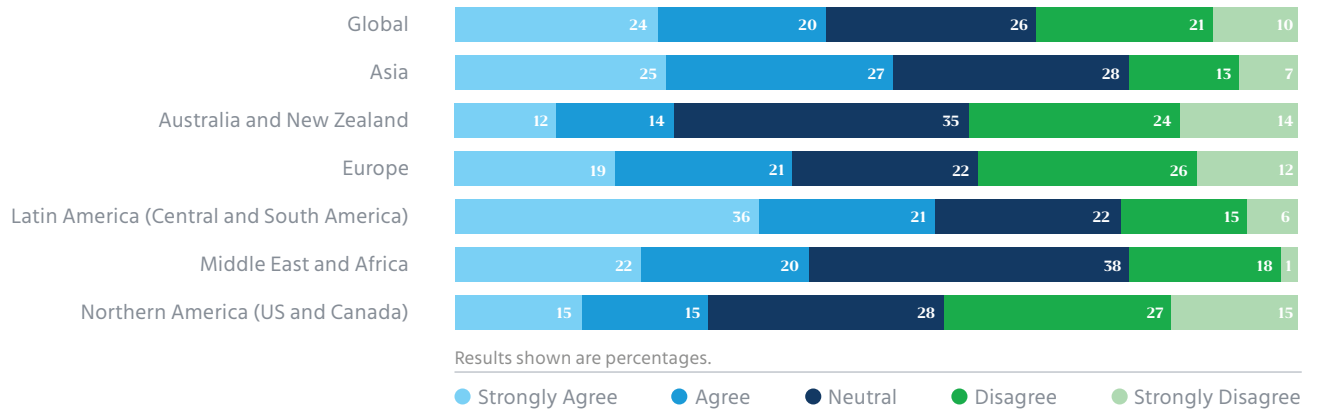
11. Women have equal access to the specific roles or positions that are more likely to lead to advancement into senior management or leadership.



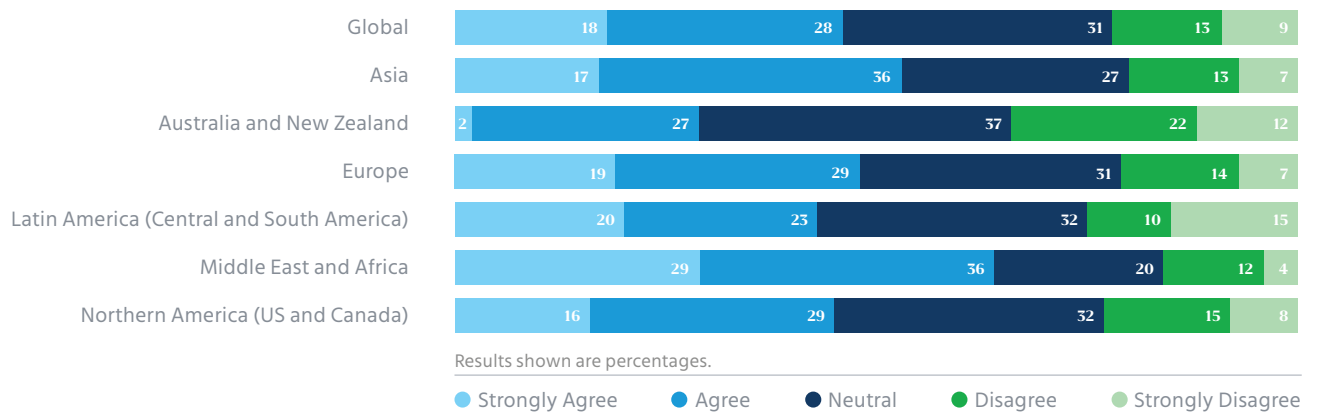
12. Women are equally represented in people manager roles.



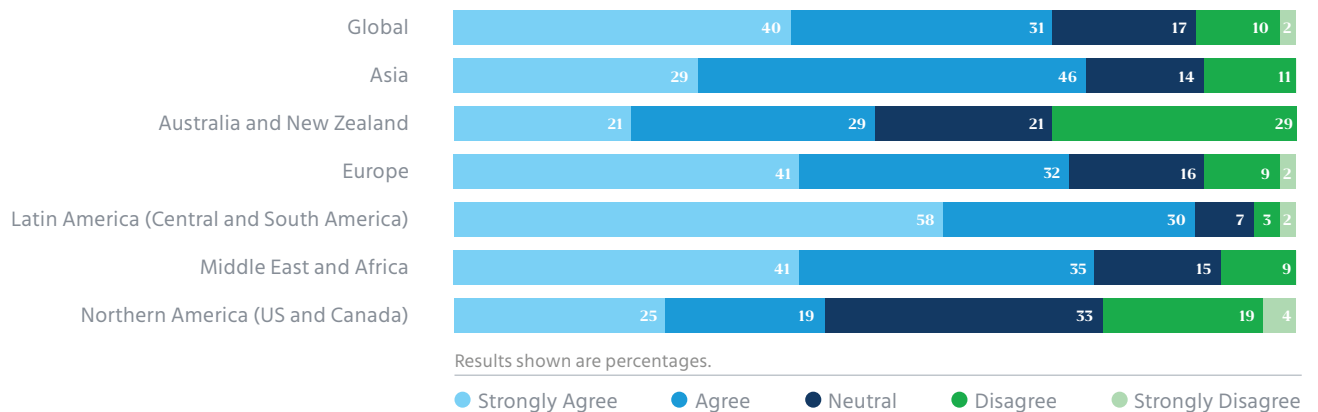
13. Women are equally represented in profit and loss (P&L) roles.



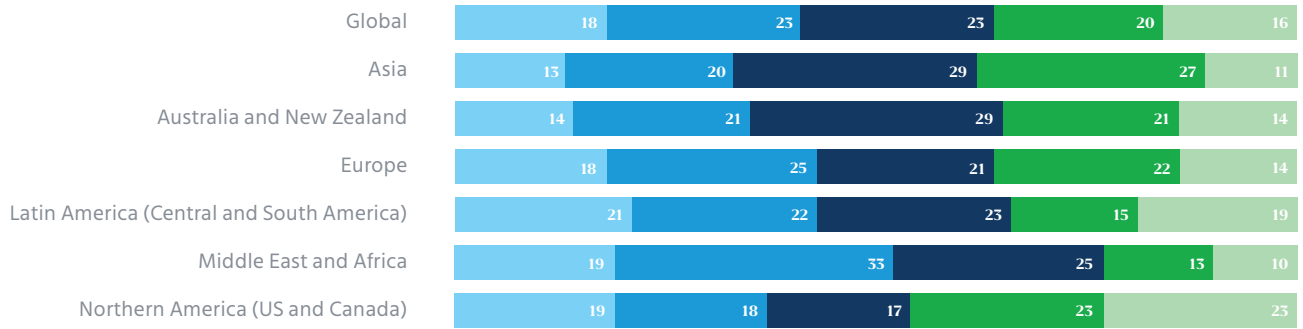
14. Mobility across business units and/or geographies is important for advancement in my organization.



15. Women are equally likely as men to move across business units and/or geographies.



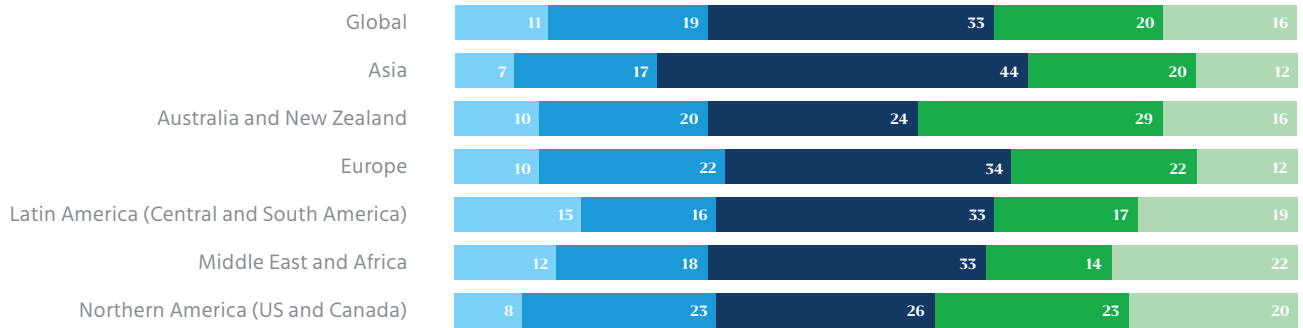
16. My organization tracks internal mobility by gender.



Results shown are percentages.

● Strongly Agree ● Agree ● Neutral ● Disagree ● Strongly Disagree

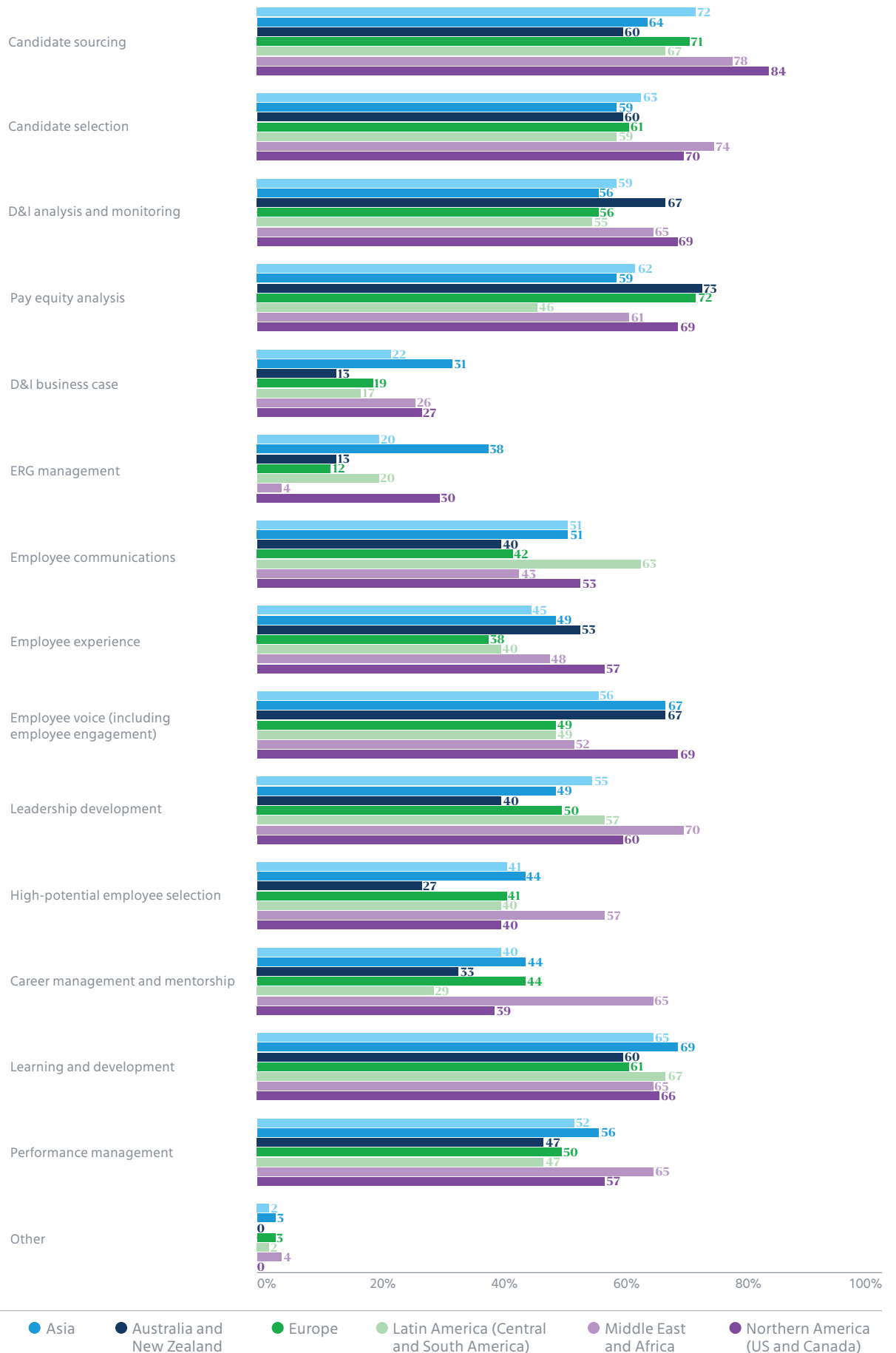
17. My organization uses technology to address D&I challenges.



Results shown are percentages.

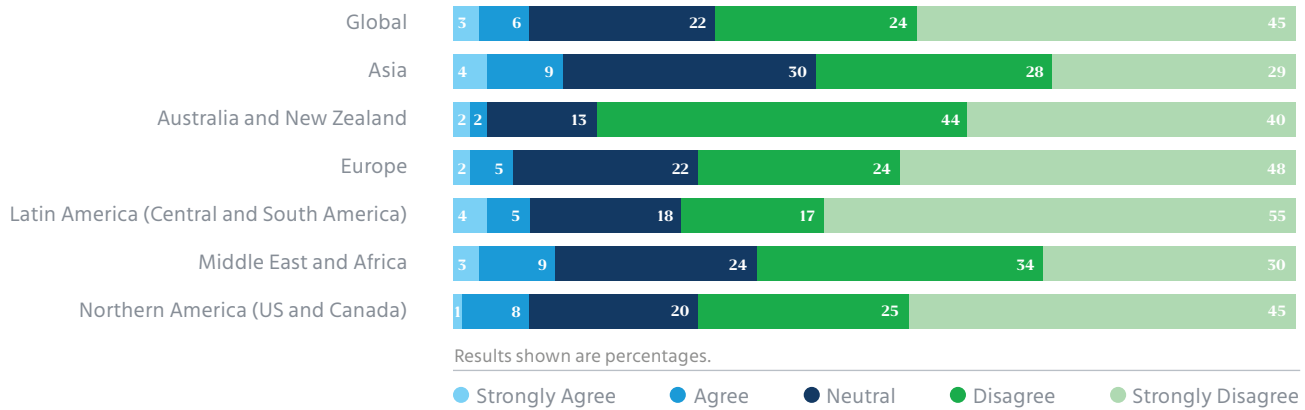
● Strongly Agree ● Agree ● Neutral ● Disagree ● Strongly Disagree

18. What talent management activities are you applying D&I technology to?

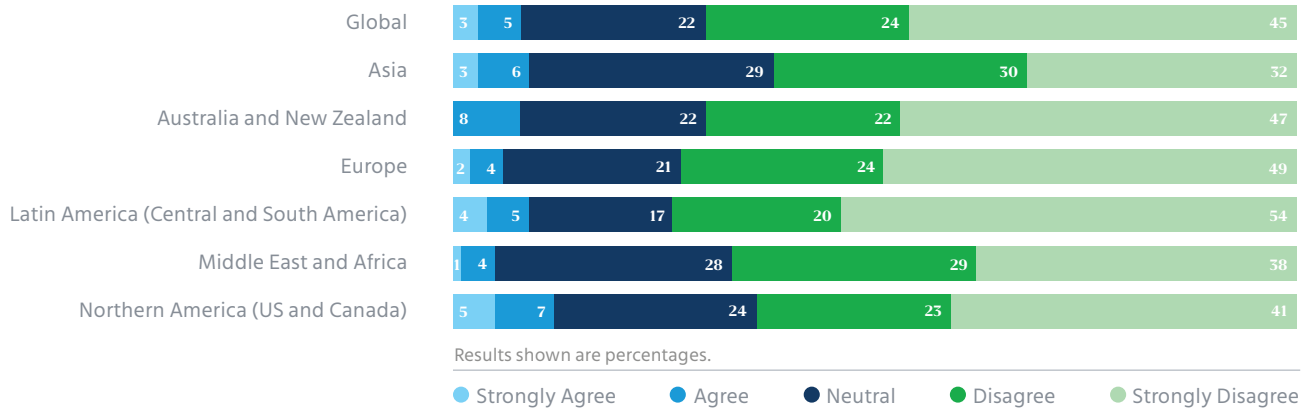


Section 5: Financial wellness, health and caregiving

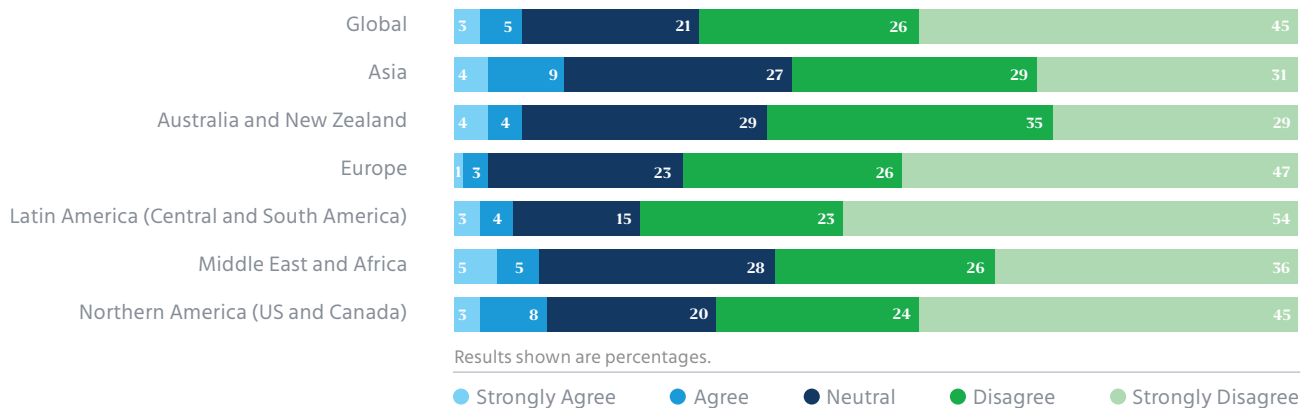
1. My organization measures the financial wellness of employees by gender.



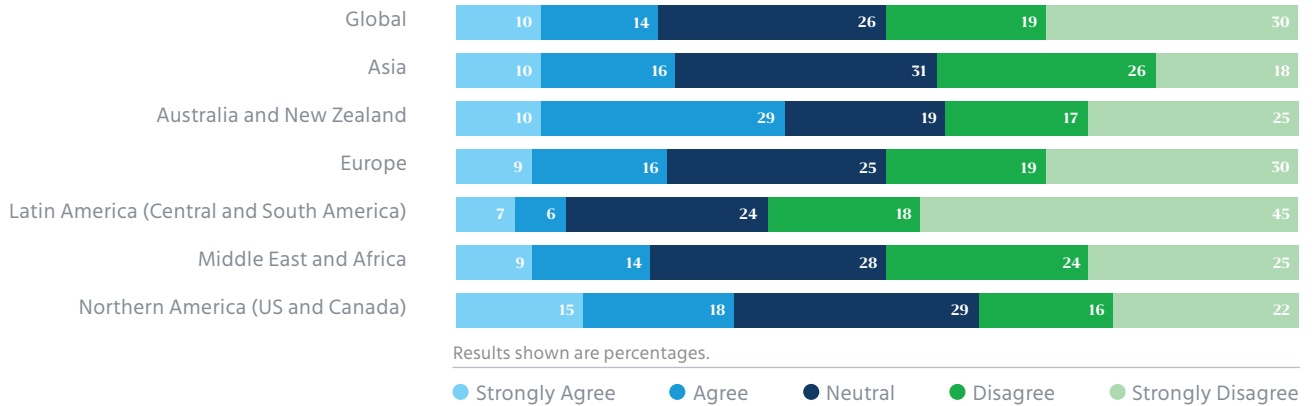
2. My organization monitors savings/deferral rates or investment choices by gender, via our main retirement/savings program.



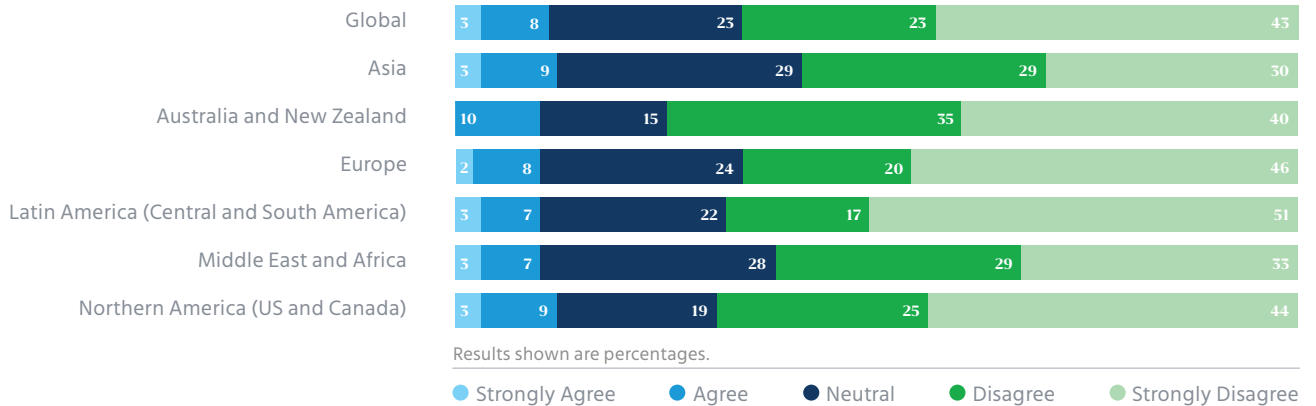
3. My organization's main retirement/savings education/training programs are customized to different gender behaviors.



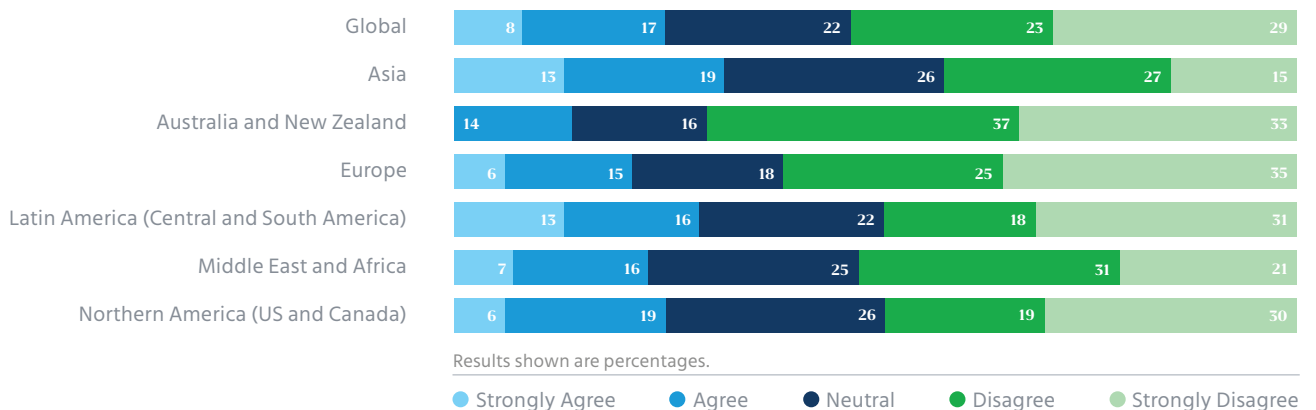
4. My organization’s main retirement/savings program addresses different work arrangements (e.g., adapted to part-timers, service breaks).



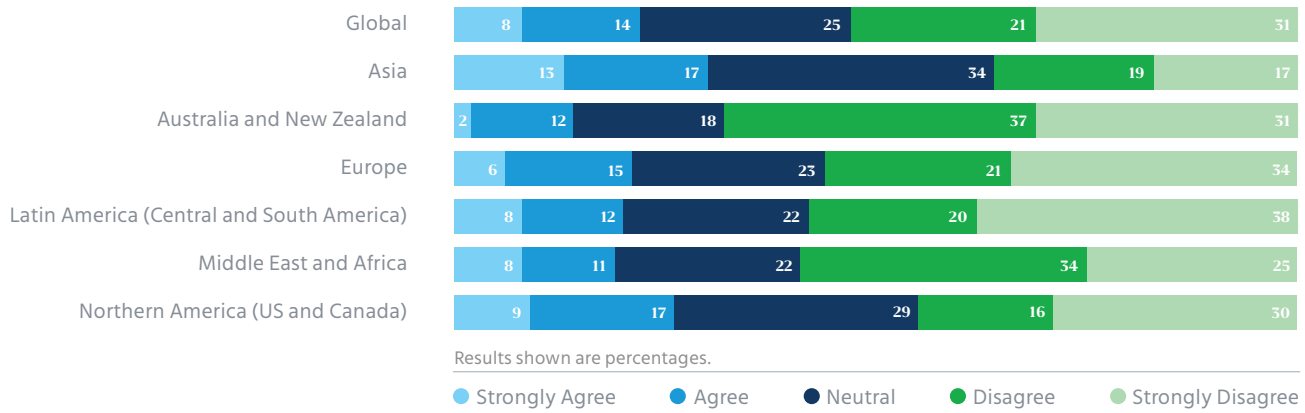
5. My organization tracks the utilization of employer-sponsored budgeting, credit management, financial counseling or other such tools by gender.



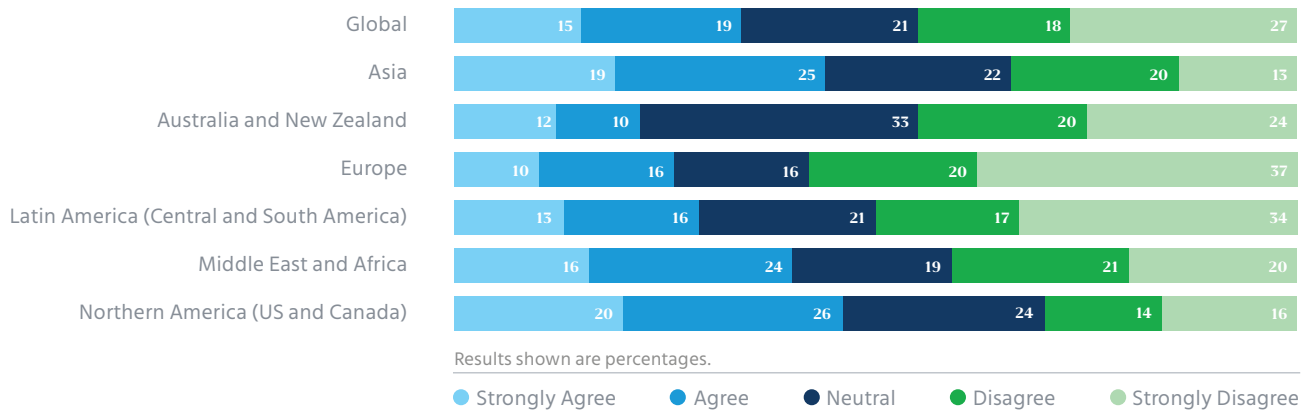
6. My organization has conducted analyses to identify gender-specific health needs in our workforce.



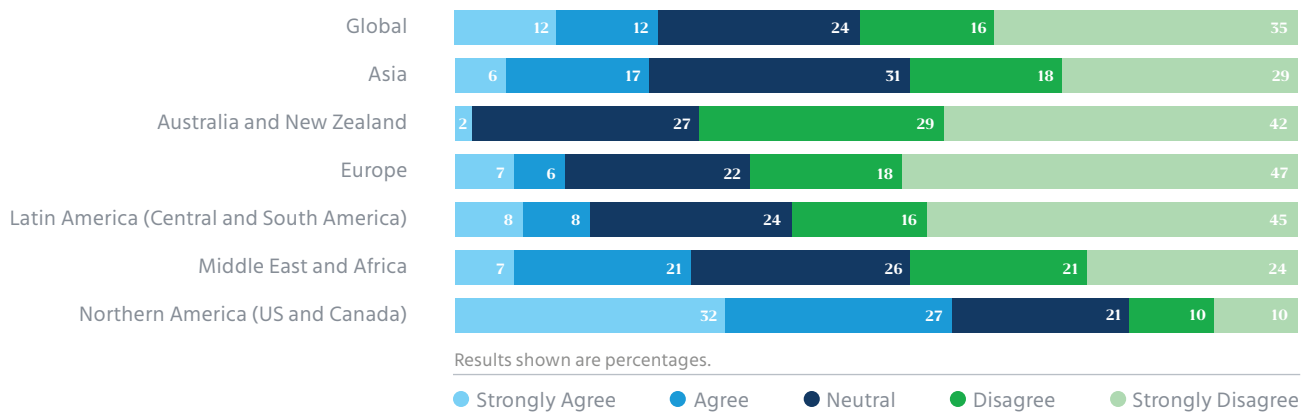
7. My organization has conducted analyses to identify the healthcare needs of our late-career workers.



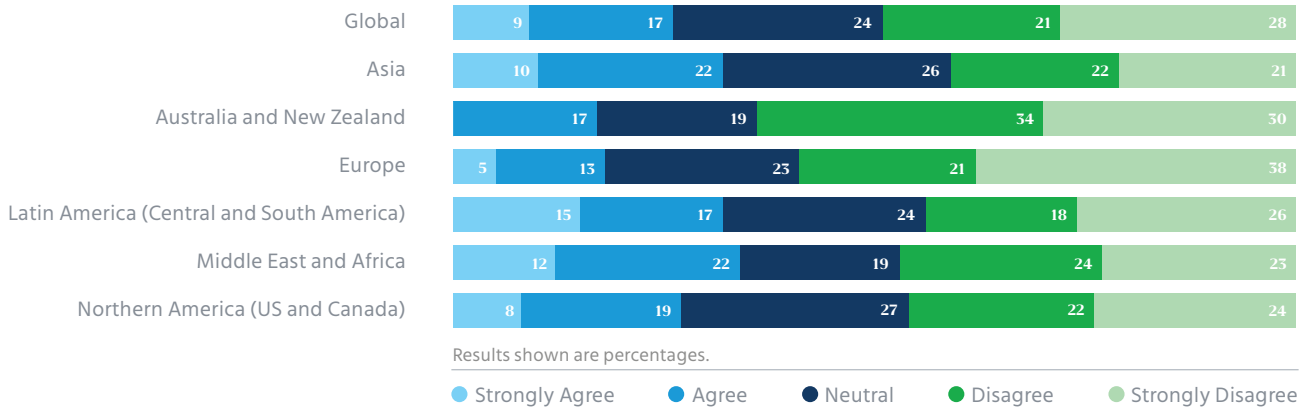
8. My organization offers health programs, in addition to the core health plan, specific to women’s needs, including, but not limited to, infertility coverage, domestic violence support, breast cancer diagnosis/treatment and menopause.



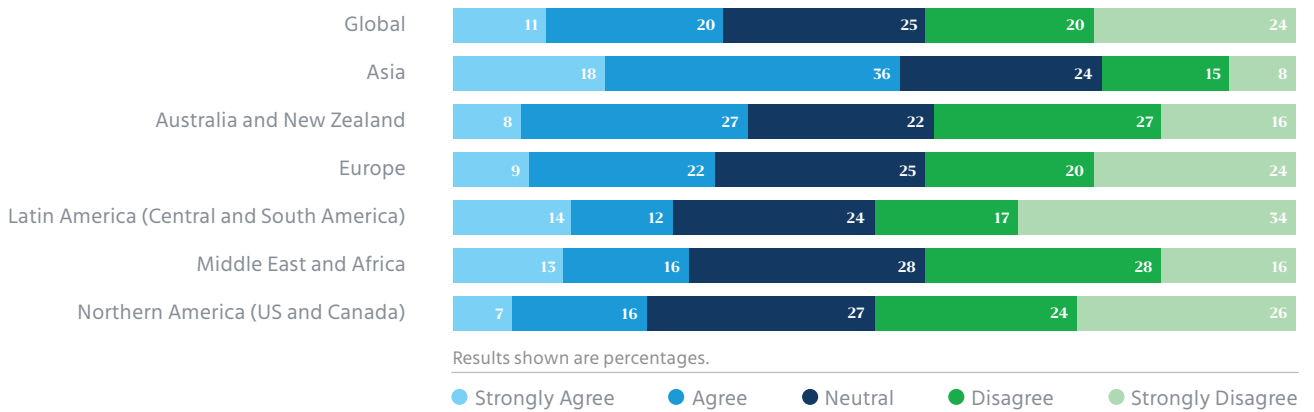
9. My organization assures women have access to affordable contraception and reproductive care in all geographies.



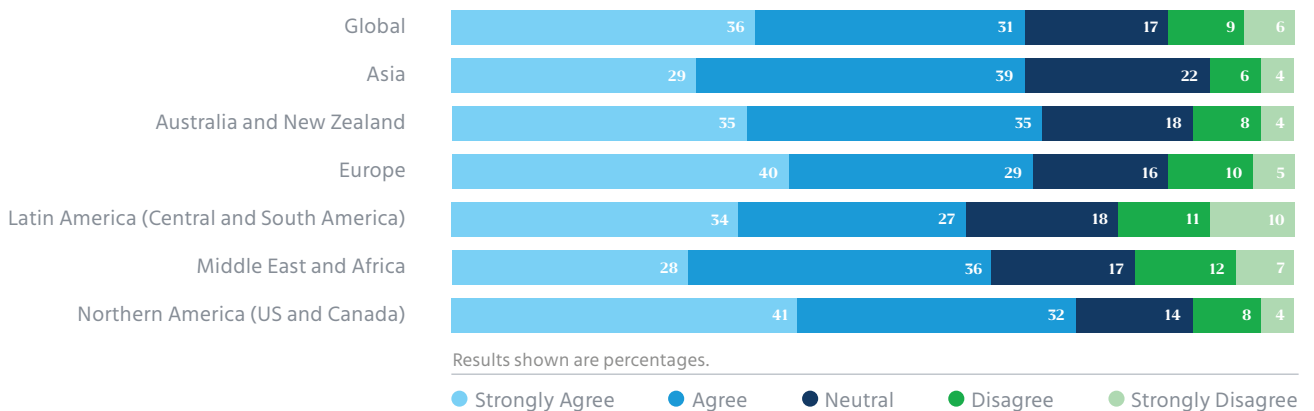
10. My organization provides health education/communication/engagement campaigns aimed at supporting women to understand gender differences in chronic conditions, including cardiovascular disease.



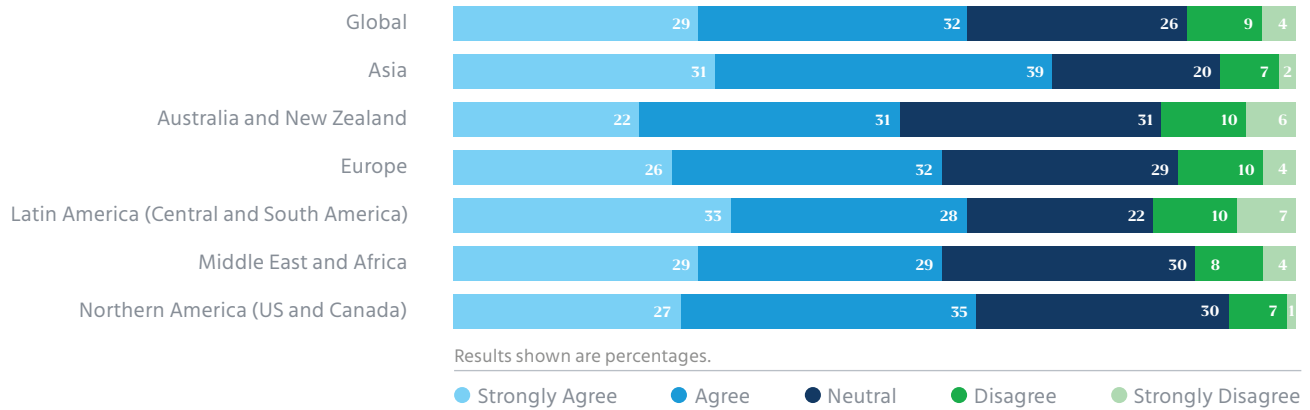
11. My organization gathers information from employees regarding their needs and obligations related to caregiving (e.g., child care, elder care).



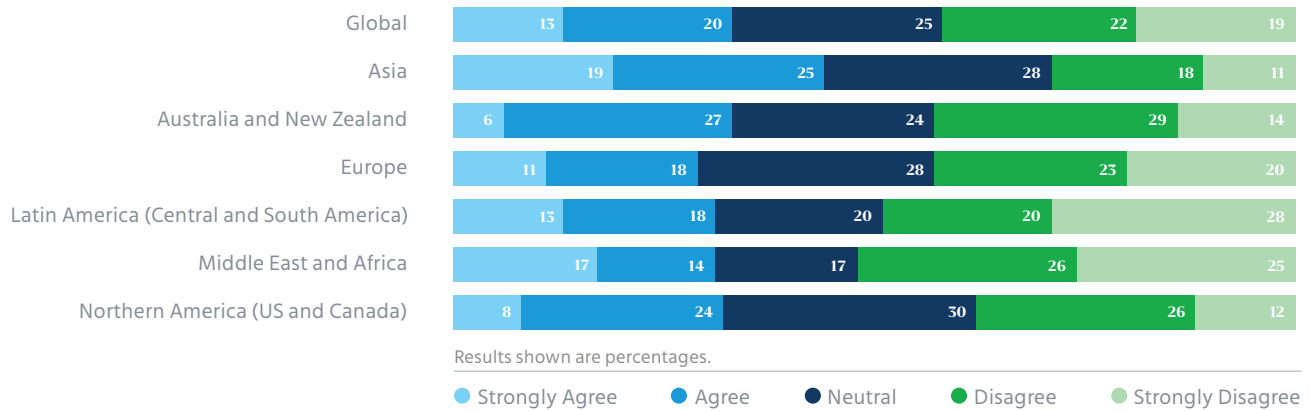
12. My organization’s culture is equally supportive of men utilizing family leave, time off and flexible working options as it is of women.



13. Employees who take family leave, time off or flexible working options advance at the same rate as their peers.

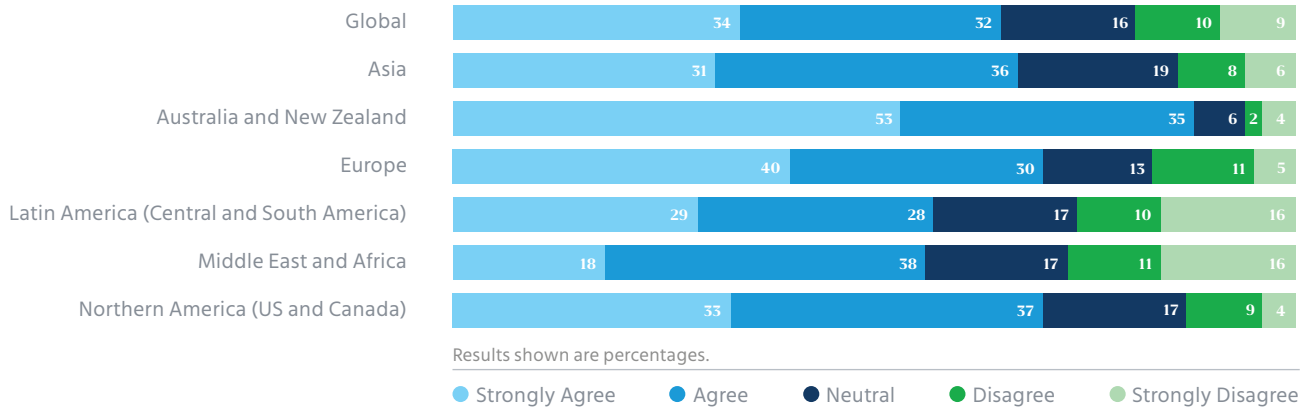


14. Managers in my company receive training to effectively support employees through the maternity/paternity leave and return-to-work processes.

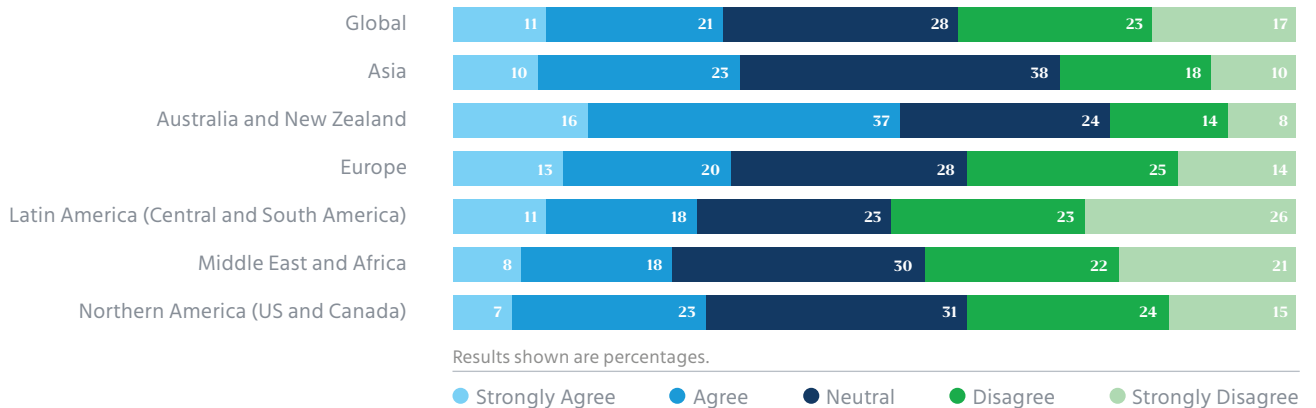


Section 6: Organizational flexibility

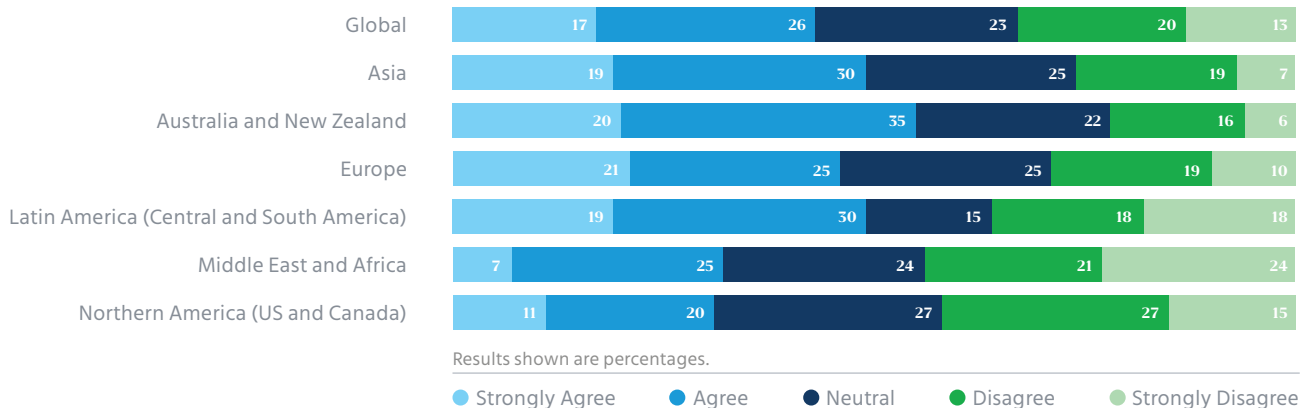
1: My organization offers a variety of flexible work options (e.g., remote working, compressed work weeks, part-time schedules).



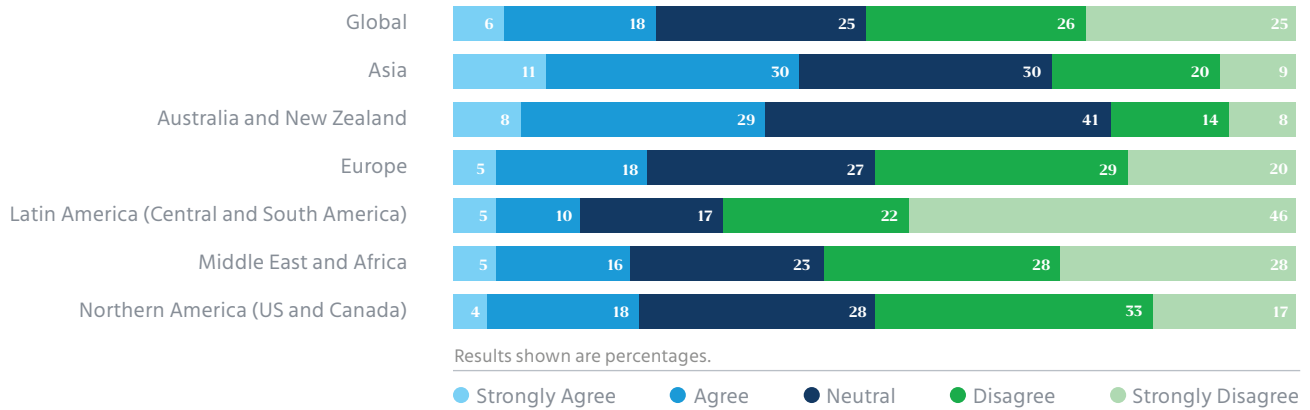
2: In my organization people have the freedom to work where they want.



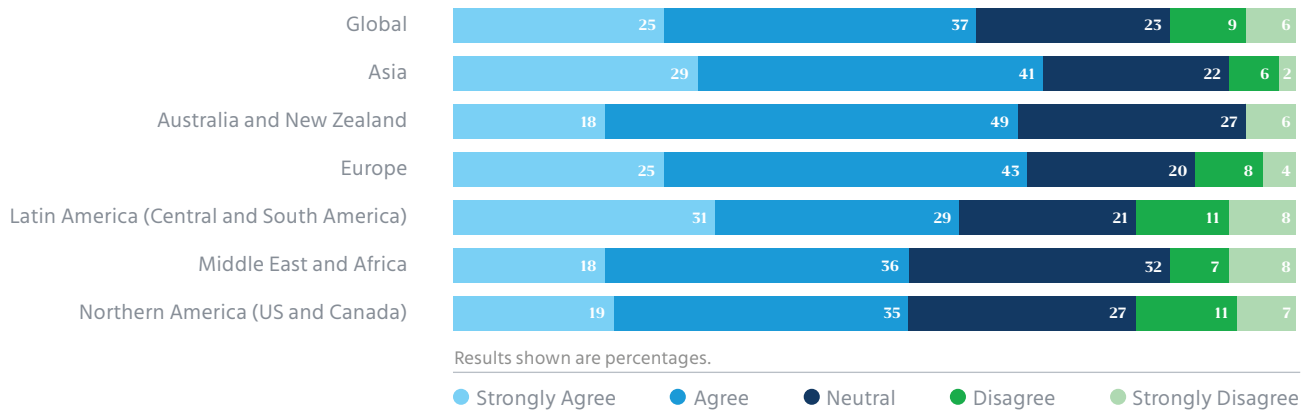
3: In my organization we value remote working as much as in-person working.



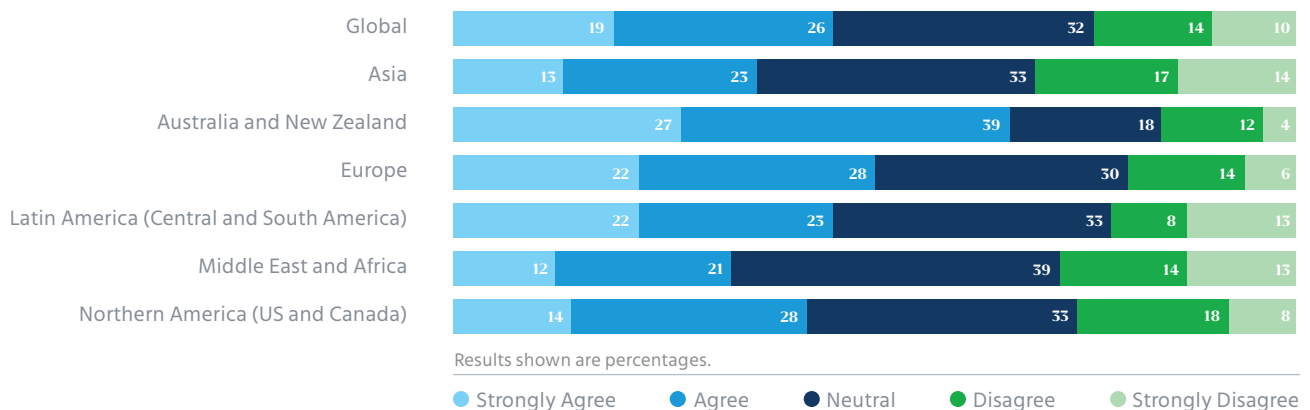
4. In my organization people have the freedom to determine when they work.



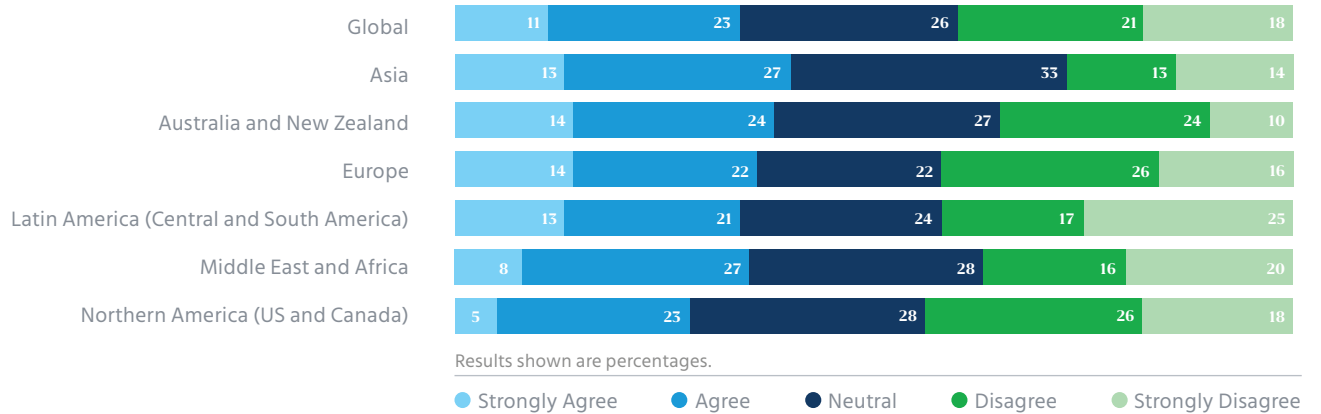
5. We value people's contribution according to results, not number of hours worked.



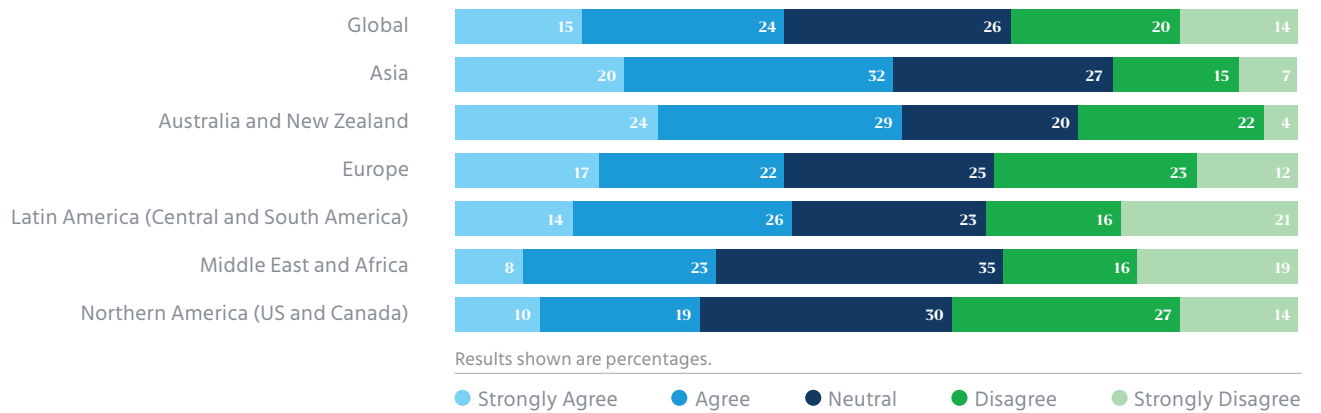
6. Part-time employees have the same opportunities to advance as full-time employees.



7. My organization provides training to managers to help them understand the benefits of flexible work options and support their employees' use of the options.

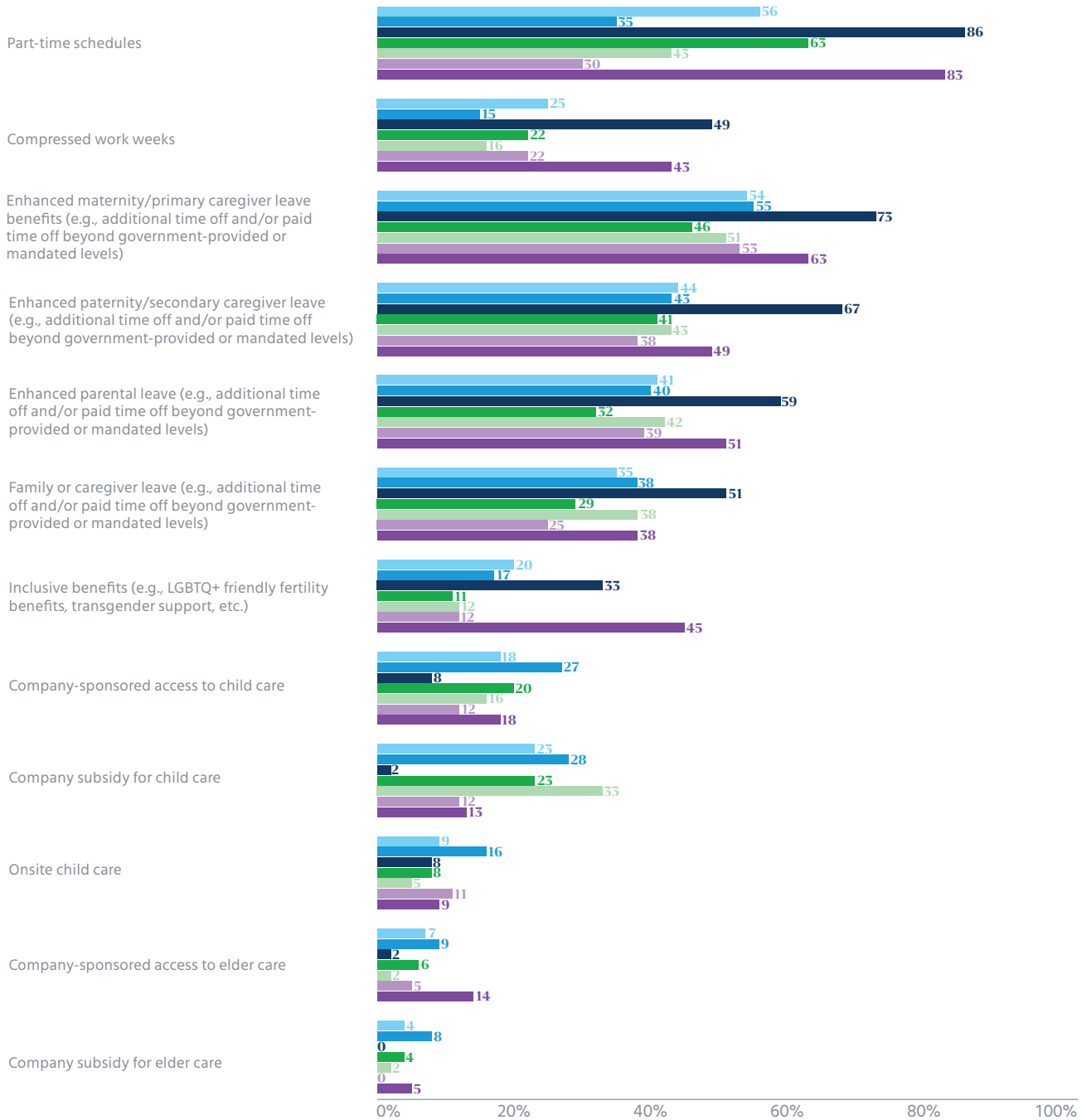


8. My organization's leadership actively promotes the uptake of flexible work options for all employees.

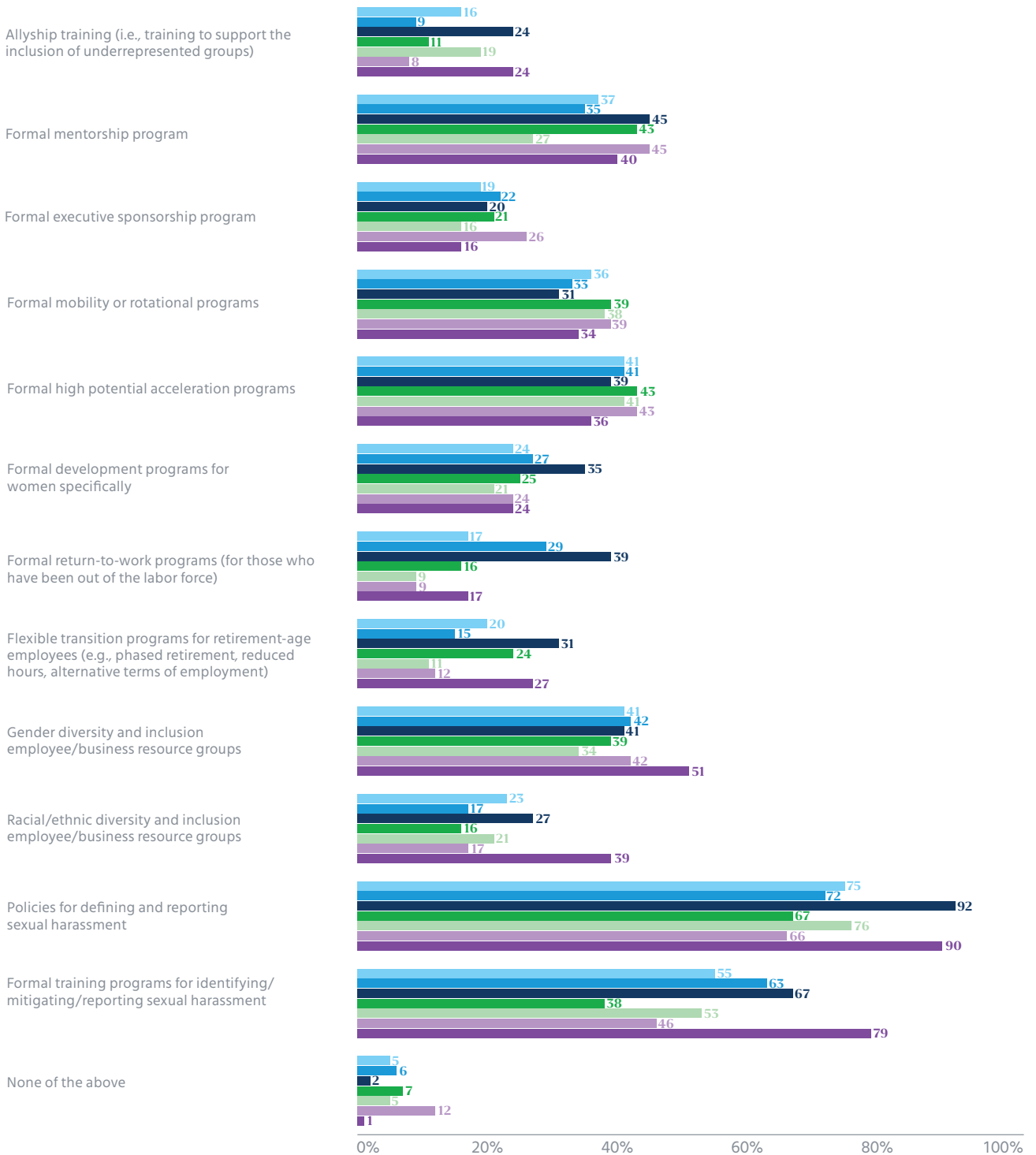


Section 7: Policies and programs

Select all policies and programs your organization offers:

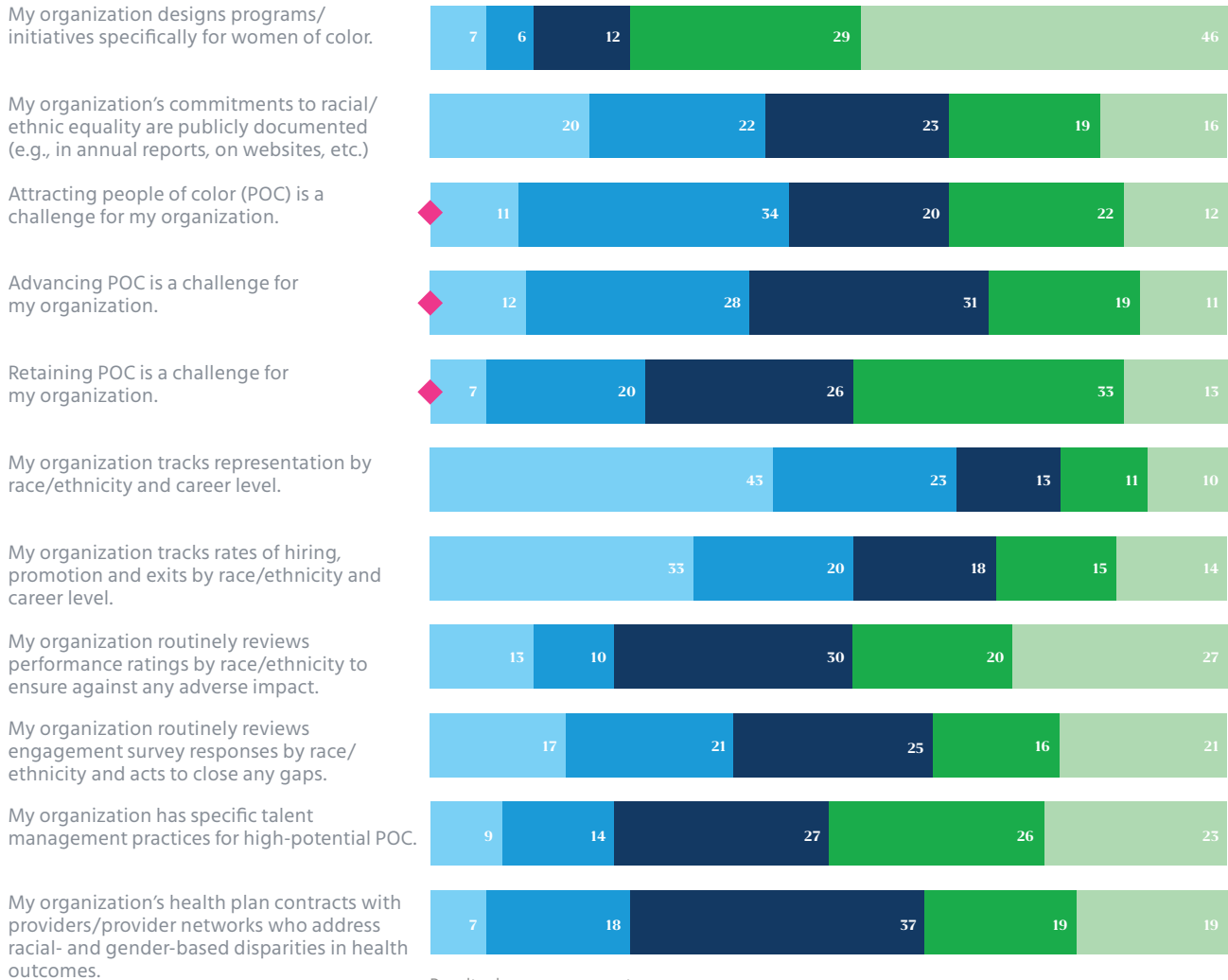


(continued):



● Global
 ● Asia
 ● Australia and New Zealand
 ● Europe
 ● Latin America (Central and South America)
 ● Middle East and Africa
 ● Northern America (US and Canada)

Race and ethnicity data (US only)



Results shown are percentages.

● Strongly Agree ● Agree ● Neutral ● Disagree ● Strongly Disagree

◆ Please note: Low percentages in the "Strongly Agree" and "Agree" response categories are a positive result; it means a high percentage of organizations do not see this as a challenge.

