

Gender Equality in the Workplace Beyond COVID-19



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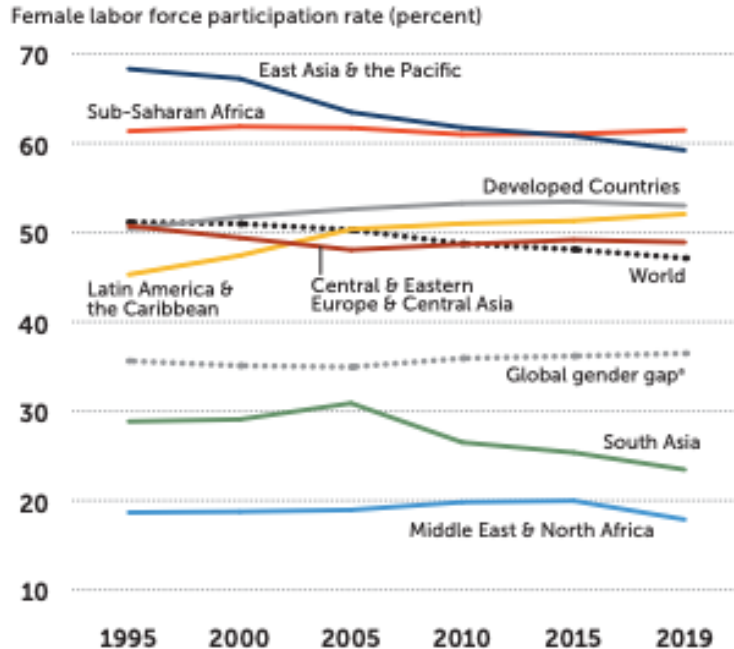
Presentation at Sydney Business School
March 9, 2021

Outline

1. Overview of existing gender gaps
2. Shifting workplaces and COVID
3. Advancing gender equality in the workplace

Trends over time

FIGURE 2 The global gender gap in labor force participation has hovered around 36 percent, 1995–2019



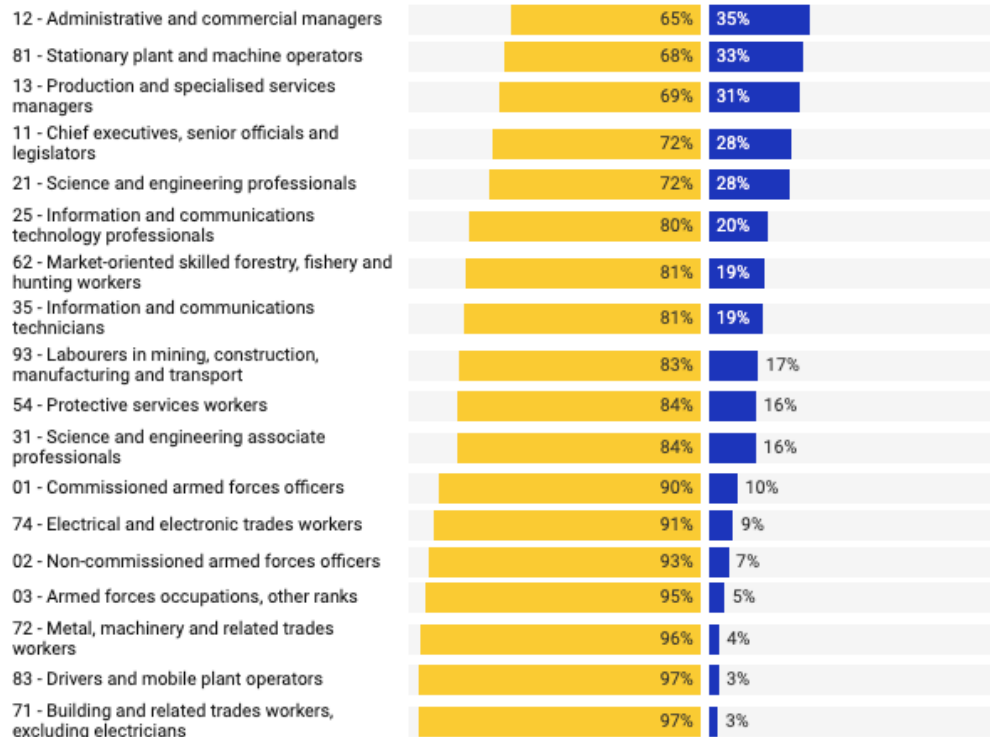
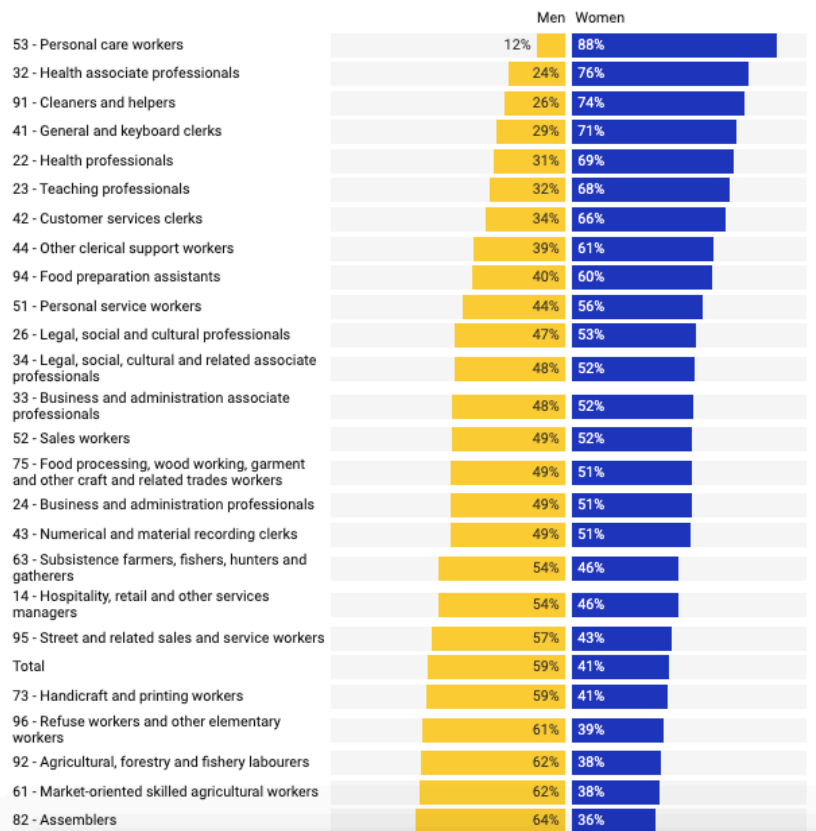
No closing of the global gender gap in labour force participation since 1995.

Falling participation in South Asia and East Asia; Latin America made the largest gains

Gendered occupational segregation: A global picture

Occupations by gender

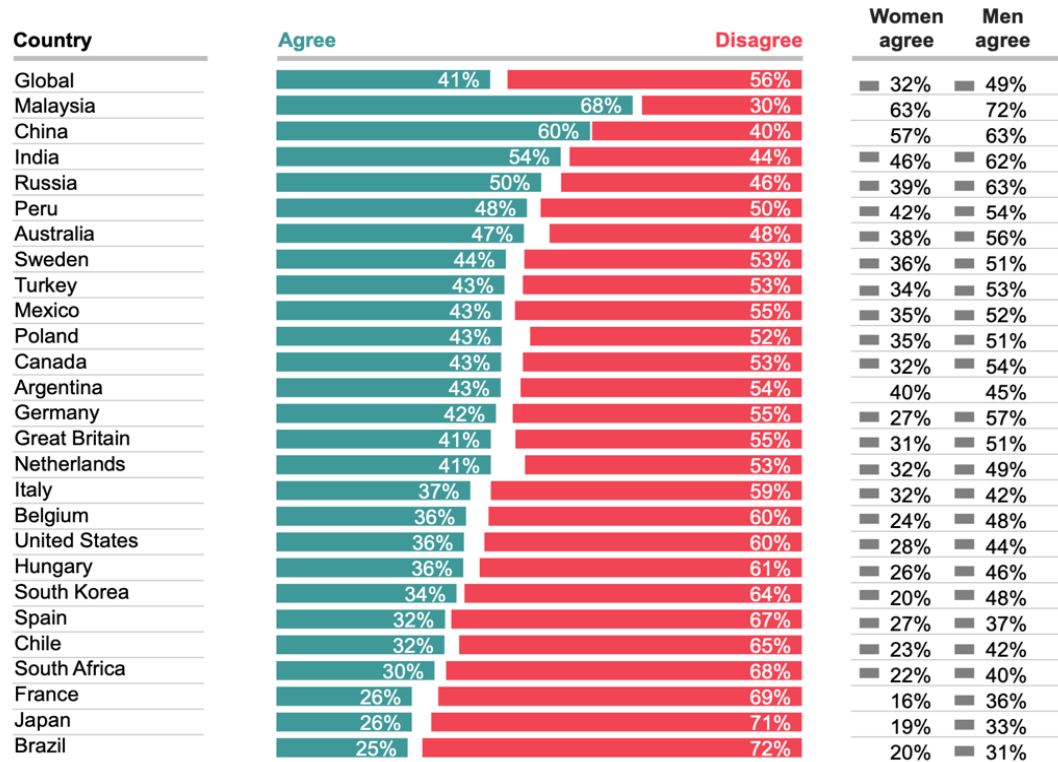
Percent of employment by sex and occupation (ISCO-08 at the 2-digit level), weighted average for 121 countries using the latest year available



The weighted average is not a global figure. It is based on available data for 121 countries, which represent 63% of global employment. Data for China and India were not available.

Source: [ILO 2020](#).

Views toward the following statement: Workplaces in [country] treat men and women equally



Base: 19,704 online adults aged 16-74 across 26 countries, 24 January – 7 February 2020

■ Indicates differences of 10%+



Challenges and opportunities facing women in the workforce vary by:

- Race/ethnicity
- Marital status/single parenthood
- Type of work– frontline vs non-frontline
- Education
- Income

Key barriers to career progression for women are well documented:

Greater caring responsibilities outside work

Applying less frequently for promotions

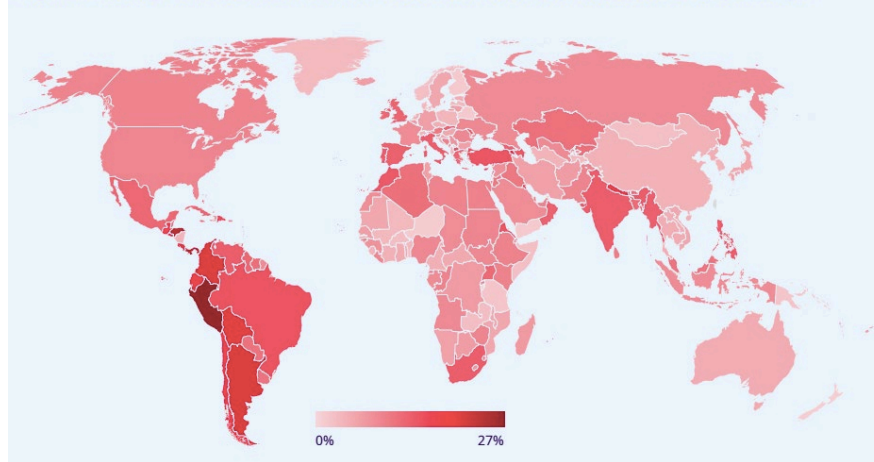
Discrimination against women

These types of barriers exist in the public and private sectors

COVID-19 employment shocks

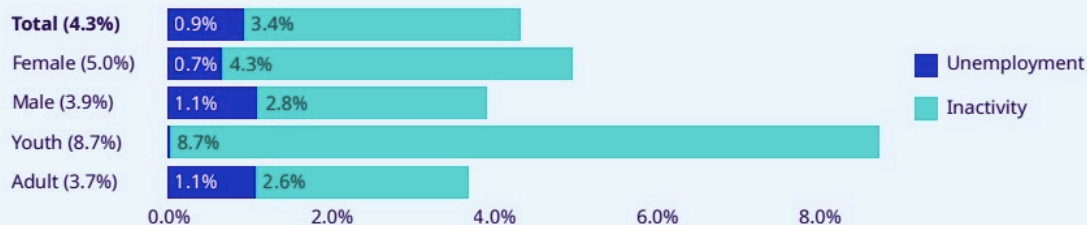
Almost 10 percent of global working hours lost, cf 2019 – reduction 4X the 2008/9 recession

► Figure 3. Working hours lost around the world in 2020 relative to the fourth quarter of 2019 (percentage)



Source: [ILO Monitor Seventh Edition 2021](#).

► Figure 8. Decomposition of employment losses into changes in unemployment and inactivity, by sex and age, world, 2020 (percentage)



Employment losses higher for women than for men (5 vs 3.9 percent) in 2020

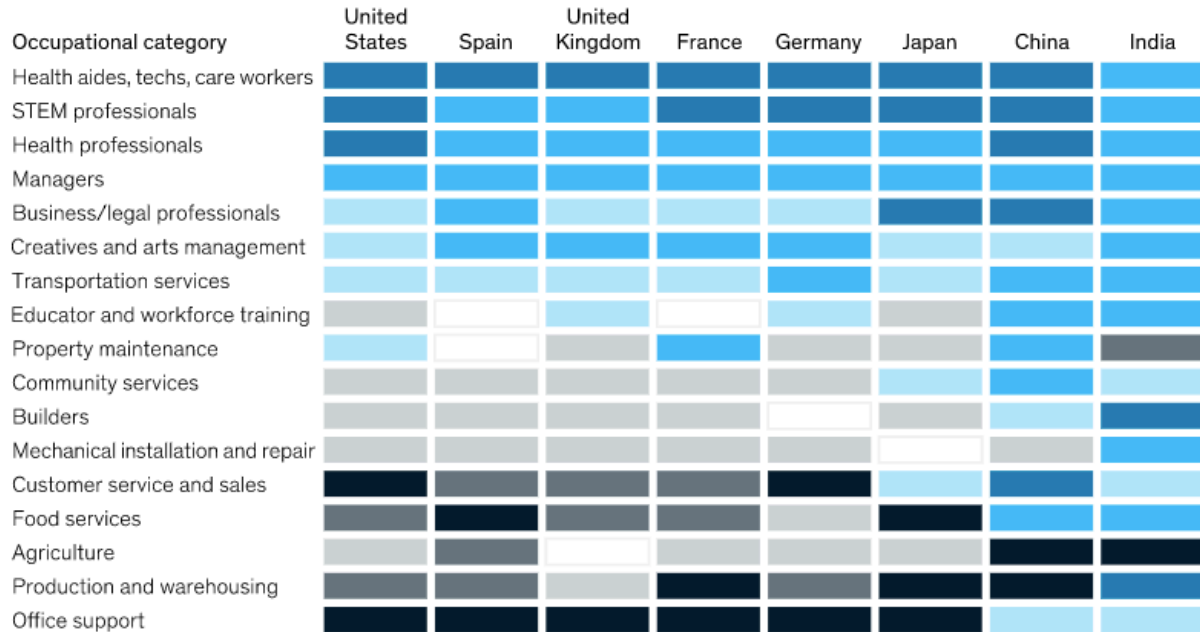
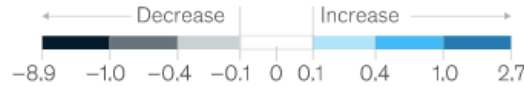
Women and youth largely moving into inactivity

Source: [ILO Monitor Seventh Edition 2021](#).

COVID impacts on the future of work

The mix of occupations may shift by 2030 in the post-COVID-19 scenario.

Estimated change in share of total employment, post-COVID-19 scenario, 2018 to 2030,¹ percentage points

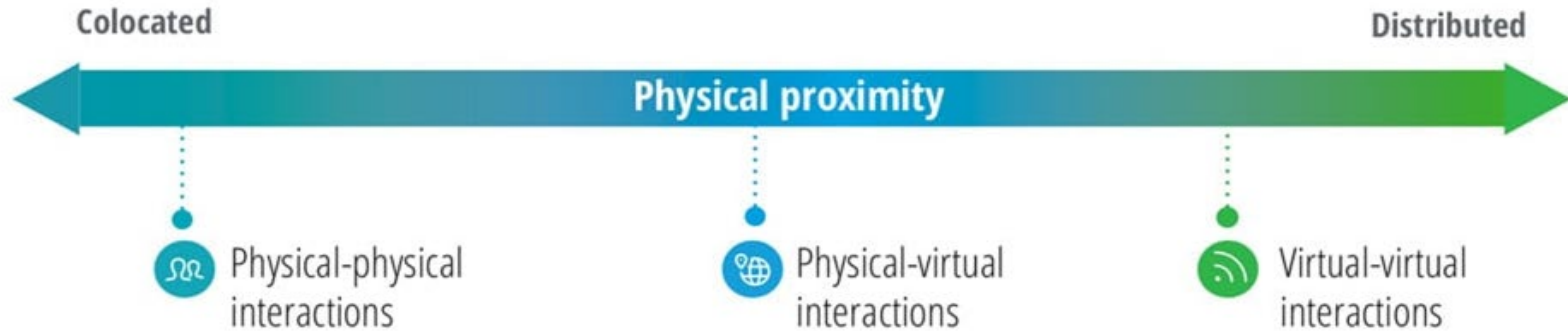


MGI now estimates that 25 percent more workers may need to switch occupations, compared to pre-pandemic projections

Ways to advance gender equality in the workplace

1. Flexible working arrangements
2. Use of digitalization and new technologies
3. Ensuring equal opportunities in career progression and pay
4. People management policies
5. Tackling harassment and violence in the workplace

1. Flexible Working Arrangements



Source: Deloitte analysis.

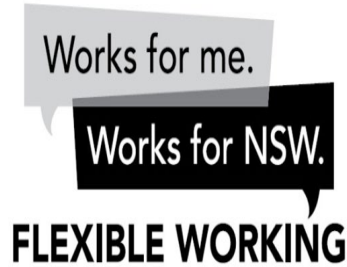
Deloitte Insights | deloitte.com/insights

A quarter of workers are now working from home in the US, compared to 5 percent in 2018 – Bureau of Labor Statistics

Enabling and encouraging flexible hours and part-time work, as well as telecommuting from home, have often been seen and promoted as ways to promote gender equity at work, but ...

Flexible working can be a two -edged sword for women

- Lack of visibility
- If hybrid, those not in the office disadvantaged.
- Risk that productivity is reduced by mothers' multi-tasking to handle care and homeschooling needs



2021 Study by Nicholas Bloom et al of 22,500 US adults found positive effects of teleworking during COVID:

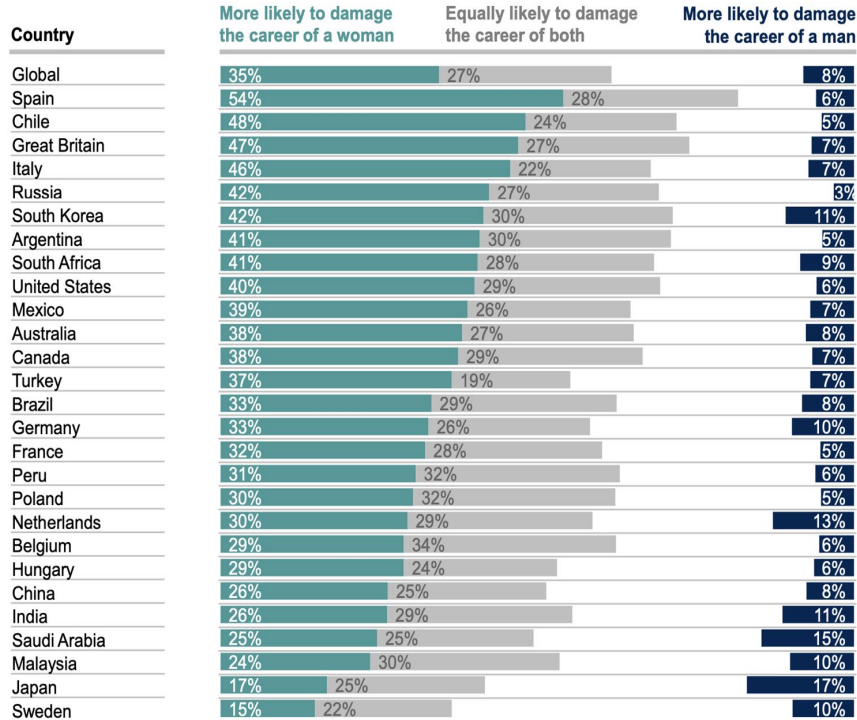
- Less stigma around working from home
- Higher self reported productivity

But if hybrid, those working at home likely disadvantaged

Key Lessons from NSW's Flexible Working Campaign:

- Leadership needs to role model flexible working
- IT systems need to adapt to support flexible work
- HR systems need to be more conducive to flex work

Whether having childcare responsibilities during the working day likely to damages the career of men and women



Base: 20,204 online adults aged 16-74 across 27 countries, 24 January – 7 February 2020



In the UK, “mothers combine paid work with other activities (almost always childcare) in 47% of their work hours, cf 30 % of fathers’ work hours”

-Institute for Fiscal Studies 2021

COVID impacts on employment by gender, US, 2020

Men and women's total nonfarm payroll employment, 2020

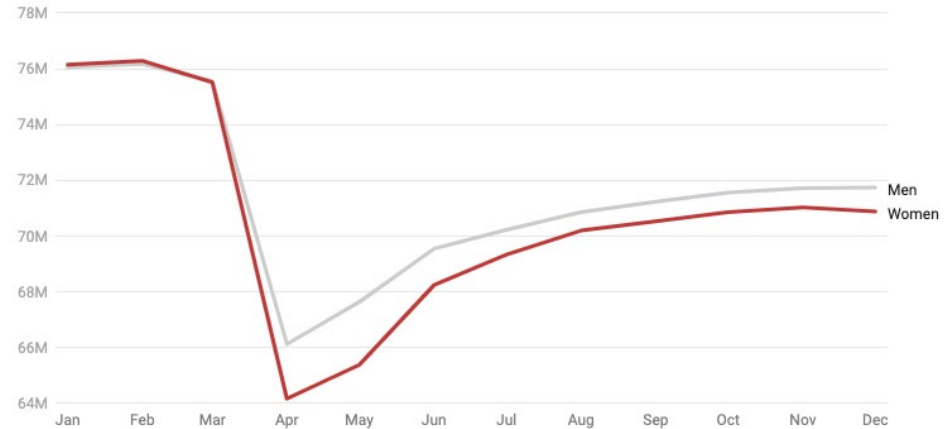


Chart: Center for American Progress -

Source: Authors' calculations based on U.S. Bureau of Labor Statistics, "Current Employment Statistics, Table B-5 and Table B-1, Series Codes: CES0000000001, CES0000000001," available at <https://www.bls.gov/webapps/legacy/cesstab5.htm> (last accessed January 2021).

Strong need for affordable care policy responses

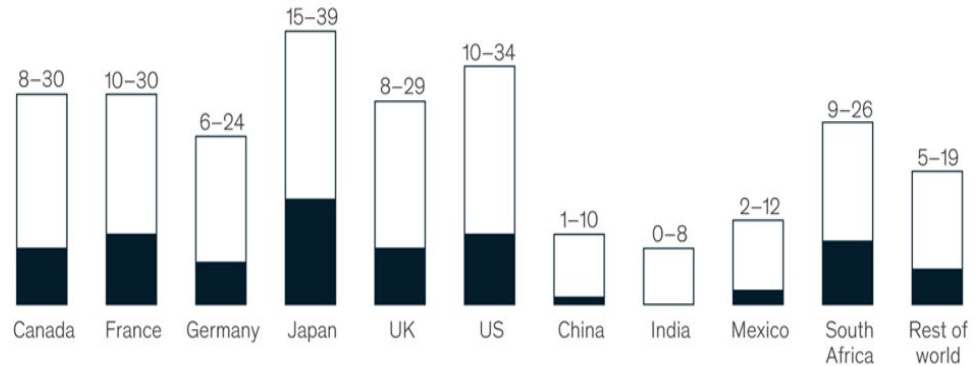
COVID responses include:

- **Extended family leave provisions.** **Chile's** protected parenting law extends postnatal family leave, and new provisions in the **USA** expand paid leave for families affected by school closures
- **Support for long term care services.** In **South Korea**, relatives living with disabled family members are now registered and paid as temporary care workers.
- **Cash for care to compensate for school closures** Such as free lunches in **Japan**.
- **Free childcare.** Available in **Australia** for the first three months of the crisis.

2. Use of Digitization and New Technologies

For women to remain employed over the next decade, major transitions were forecast across occupations and skill sets, estimated by McKinsey to number some 40-160 million women .

Forecast transitions across occupations and skill sets by 2030, share of employment



Note: Countries ordered based on mature and emerging economies, and alphabetically within each group.

*Demand for jobs in 2030, assuming constant female and male share of employment in sectors and occupations. Figures represent a trend-line scenario of job creation that is based upon current spending trends and excludes demand for entirely new occupations. In a forthcoming 2019 MGI report on the future of work in the United States, we will explore another scenario.

Source: China Population Census; CPS IPUMs; Eurostat, 2015; ILO, 2017; INEGI; Japan National Survey; NSS; ONS, 2017; South Africa Quarterly Labour Force Survey, 2018; Statistics Canada, 2016 Census; McKinsey Global Institute analysis

3. Ensuring Equal Opportunity in Career Progression and Addressing Pay Gaps

- Avoiding inadvertent bias in advertisements and job descriptions
- Including multiple women in shortlists for recruitment and promotions
- Using skill-based assessment tasks and structured interviews for recruitment and promotions.
- Encouraging salary negotiation by showing salary ranges
- Introducing transparency to promotion, pay and reward processes.
- Appointing diversity managers and/ or diversity task forces who are senior, informed and empowered.

4. People Management Policies

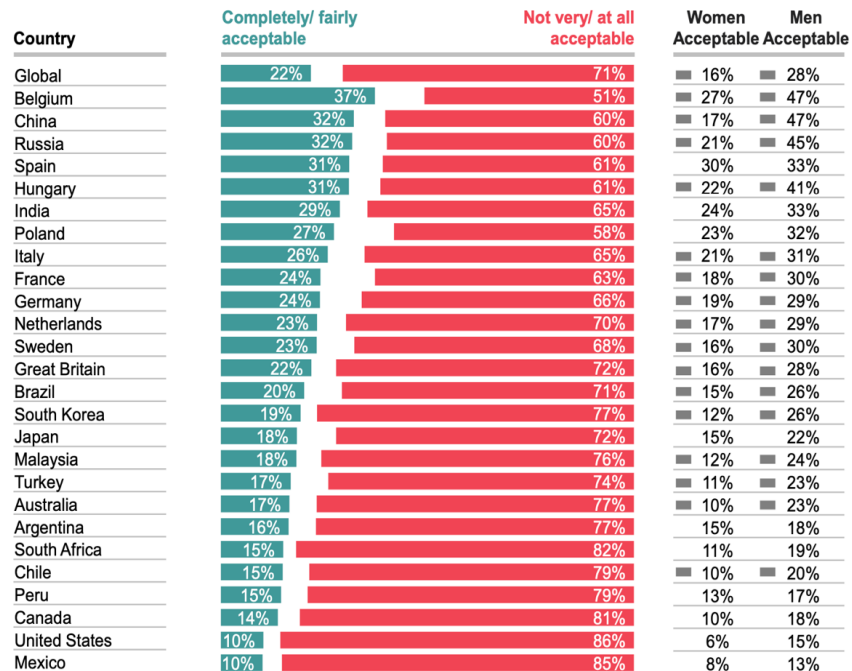
Mixed results from common management and human resources practices:

- **Diversity training** can help raise awareness but is unlikely to change behaviour recent meta-analysis by Forscher et al that synthesized evidence from 494 studies found even if such training reduces bias, attitude changes don't translate to behaviour
- **Leadership development programmes** aim to teach qualities including management skills and self confidence, and may work, but there is no significant evidence at present.
- **Performance self-assessments** may be detrimental because there is some evidence that women underestimate their abilities.
- **Diverse selection panels** appear to have mixed impacts—sometimes boosting, other times harming women's prospects.

Recruitment platforms, such as Applied, GapJumpers and Unitive, are designed to reduce scope for unconscious biases and hold promise

5. Tackling Harassment and Violence in the Workplace

In your view, how acceptable, if at all, is it tell stories or jokes of a sexual nature in the workplace?

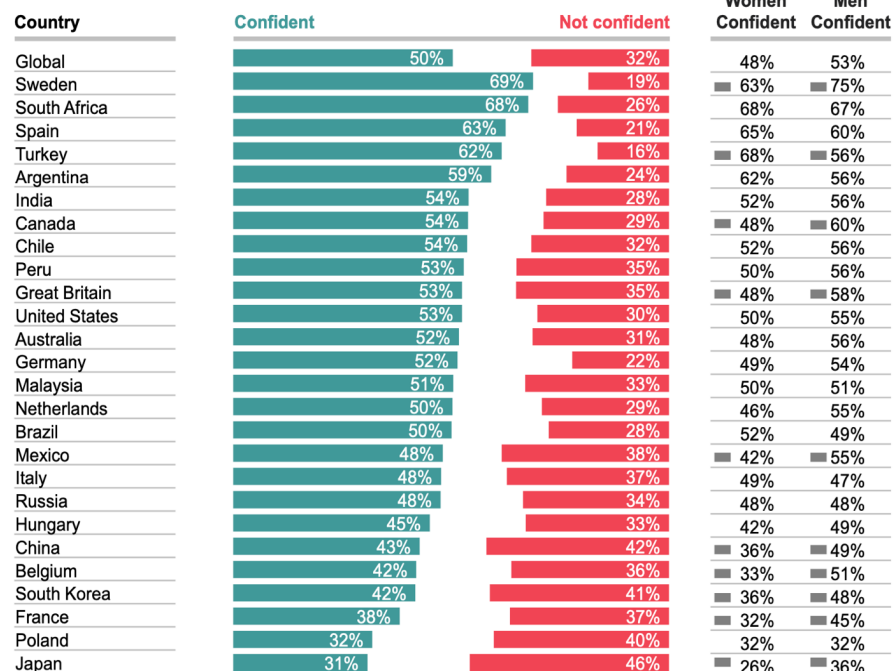


Base: 19,704 online adults aged 16-64 across 26 countries, 24 January – 7 February 2020

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How confident, if at all, would you feel tell off a senior colleague who makes a sexist comment?



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Conclusions and Missing Pieces of the Puzzle

Changing norms around work in the direction of greater equality will take deliberate consideration, and concerted efforts.

If business-as-usual persists, even if relocated to a home office, gender gaps will persist – and may indeed worsen.

Need to look beyond the workplace to increase gender equity more broadly, recognizing that certain opportunities are less accessible, and some environments are more hostile for women of color and other disadvantaged groups.

Missing pieces of the puzzle include:

- Addressing childcare needs in the context of home-based work
- Dealing with threats of cyber-misogyny in the workplace
- Implications for employment law and collective bargaining agreements.