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LIST OF RECOMMENDATIONS

#PathToDiversity



9. List of Recommendations

1. Companies and the industry must seek to address the system failure leading to the gender gap.
2. Companies should seek to implement balanced recruitment and promotion measures for all functions, intentionally making all functions more diverse and therefore more attractive to women and men.
3. Women should be counselled and sponsored to progress their careers in functions which provide clear pathways to the C-suite and board.
4. Companies must more effectively retain all women around career breaks, and routinely give support to continue their professional engagement and development where they so choose.
5. In order to reduce disruption of women's careers due to childcare breaks, companies should introduce shared parental leave and advocate that men participate.
6. Companies must develop and implement new processes and best practices which reduce bias in the recruitment process.
7. Job descriptions must be drafted in a more measured and considered way, with attention paid to language and specified requirements, clearly setting out the role and responsibilities as required by the job.
8. Candidate long-lists and short-lists should aspire to be gender-balanced, with at least 30% participation of the minority gender.
9. Companies need to request from candidates and employees voluntary information that will help them align with the preferences of all candidates, but in particular women and minorities.
10. Introducing more varied factors to engage women would increase the appeal of companies and recruitment messages should be tailored accordingly.
11. Companies should be clear about what they can offer women by way of learning and development opportunities, flexible working and pay equality in order to attract them.
12. Companies will benefit in the recruitment of women if they can cultivate an inclusive culture where women feel they belong.
13. Companies should reduce their reliance on professional networks to recruit and pursue broader and more meritocratic approaches.
14. Individuals need to desegregate their networks in recognition of the dominant effect of professional networks as a pathway to career opportunities.
15. Where companies employ headhunters to recruit, they should set mandatory service levels which stipulate gender diversity requirements.
16. To attract candidates, companies need to pay attention to how their leadership and management is viewed, including its diversity. The board of directors should be diverse to more effectively recruit women. The board of directors, senior management, and leadership should make clear commitments to gender diversity in their organizations.
17. Publicly listed companies should make commitments to addressing gender diversity at the board, but also throughout the company, and in doing so write the commitment into the board's relevant charters as to achieve the full focus and energy of the board of directors.
18. All company employees (including executive management) involved in interviews should be given regular and advanced interview training, as well as unconscious bias training.
19. Interview teams drawn from company management and staff should be gender balanced.
20. Companies should collect diversity recruitment data and metrics, undertaking regular reviews to evaluate performance relative to company goals and industry peers.
21. As an integral part of their retention program, companies must develop more sophisticated means for collecting employee feedback and insight which would help tailor retention strategies.

22. Companies should set out clearer C-suite requirements and conduct frequent and structured reviews with Function Leaders to assess their suitability according to the criteria.
 23. Companies, especially SMEs and Start-ups, should be moving towards more diverse structures throughout all employment levels, ensuring the presence of more female managers.
 24. Performance and evaluation procedures need to be assessed, and where necessary changed, to bring improved levels of consistency across all employees at all levels, removing any potential for bias.
 25. Companies should introduce objective and neutral panels of diversity champions who could assess and review internal promotion procedures for diversity.
 26. Employees should be given explicit guidance regarding how to progress along their career path and what each stage of development requires in terms of experience, skills and competence.
 27. Companies should carefully monitor the opportunities they offer to both genders and measure the actual level of equality.
 28. Policies and procedures around pay need to be more transparent and process must be implemented to check for unequal pay between genders. Individual employees must be given rights to challenge unequal or unfair pay where evidence exists. Public companies should publish annual data on gender-related pay as part of their annual filings.
 29. Companies could consider introducing a more variable menu-style option for pay and rewards, meaning individual preferences can be accommodated.
 30. Companies should publish internally, and preferably externally, the data relating to gender representation by level and function, showing progress over time.
 31. An inclusive culture must be well defined and actively pursued by companies.
 32. Companies should actively promote mentorship and sponsorship, either as a formalized program, or more generally. Such programs should be accompanied by clear goals and metrics to assess their effectiveness.
 33. Positions of leadership, and all relevant talent sources leading to these appointments, must actively target the appointment of women at all levels.
 34. Companies need to better define what they mean by 'equal opportunities for women' and more accurately assess how they're doing against this.
 35. Companies, alongside their employees, should work to improve their definitions of what diversity and inclusion look like, what behaviors would lead to a more inclusive culture, and what the organization could do (which it presently isn't) that would be more effective in bringing about diversity and an inclusive culture.
 36. The board of directors and executive management should exhibit best practice in succession planning, including diversity, thereby setting the tone for the entire organization.
 37. All companies should incorporate talent development and succession planning in the performance goals of managers throughout the company and ensure that diversity is part of the related goals. Each position should include equal number of women and men candidates for each position.
 38. Companies should offer employees clear guidance and full transparency on how the organization is structured, along with how to progress and extend an employee's career throughout the structure.
 39. The curation of content and themes aimed at recruiting should consider the different preferences of people unemployed.
 40. Companies need to design suitable processes, absent of pressure or influence, to accurately establish the reason employees are leaving. These must be routinely applied, ensuring feedback is used to identify the effects on nominated talent groups such as women.
 41. As part of the metrics companies measure should be data on people leaving, including the proportion of women to men and at what levels.
 42. Companies should set out clear process by which all employees can self-nominate for promotion and decisions for/against promotion should be openly and constructively communicated. A failsafe process free from bias and political contention should be implemented to deal with contestable decisions.
 43. Employee referral schemes should offer greater reward to employees who refer women to the company for jobs/employment.
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44. Functions with disproportionately high numbers of women working in them should implement many of the recommendations in this report to balance these functions with more male employees.
 45. Human Resource, Talent Acquisition and external Recruitment Partners must seek to attain feedback from women who withdraw from a recruitment process.
 46. Company CEOs should make a clear statement of diversity commitment which is publicly shared.
 47. Company CEOs should write an annual letter to all employees which clearly sets out the company's diversity data, charts progress against targets and defines areas of progress and priorities.
 48. Women returning to work following breaks of longer than 6 months for parental leave should be given access to a range of 'reintroduction measures' aimed at reintegrating them into work, enhancing their skills, setting career plans, and provided a dedicated senior mentor.
 49. Companies should discourage their employees from participating on panel discussions at events, conferences and symposia unless women and men are participating on the panel.
 50. Diversity 'Champions' should be sought throughout the company and in particular, men should be engaged as agents of change.
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