



accenture

GETTING TO
EQUAL 2018:
A R319 BILLION
INCENTIVE FOR
SOUTH AFRICAN
BUSINESS
TO LEAD THE
CHANGE



WHEN SHE
RISES, WE ALL
RISE



CONTENTS

| | |
|---|----|
| FOREWORD | 3 |
| EXECUTIVE SUMMARY | 4 |
| WHEN SHE RISES, WE ALL RISE—THE R319 BILLION PRIZE FOR SOUTH AFRICA | 5 |
| CLOSING THE GENDER GAP—WHAT HOLDS SOUTH AFRICA BACK? | 6 |
| SHAPING A CULTURE OF EQUALITY—40 FACTORS, MEASURABLE IMPACT | 8 |
| BUILDING A CULTURE OF EQUALITY—THREE ACTIONS: LEAD, ACT, EMPOWER | 14 |
| CONCLUSION: READY, STEADY ... CHANGE! | 20 |

FOREWORD

This year is my first as leader of Accenture South Africa's Women's Forum and I have been delighted to find myself surrounded by strong, innovative, passionate and capable women—business leaders, powerful individuals and mothers who are not just delivering exemplary work in their business roles but adding their voices to policy issues that impact women, our economy and our society.



These women have risen despite the wide and growing gender gap in South Africa. There are many more whose voices are silenced; their potential unrealised. **It's a situation we need to address urgently.**

Despite progressive legislation, almost a third of organisations in South Africa have no women in senior management positions. Mired in antiquated cultural and societal norms, South Africa is slipping behind much of the developed world in terms of achieving gender parity.

There's an attractive prize if South Africa can turn this around.

Global research shows that gender parity drives economic prosperity. In South Africa, our research indicates R319 billion can be added to gross domestic product (GDP) if businesses can upskill just 13 percent of women currently in employment.

It can be done.

Accenture's annual Getting to Equal research shows that implementing a culture of equality in the workplace puts this goal within reach.

In 2016, Accenture's annual Getting to Equal research showed how digital fluency could help women achieve gender equality and level the playing field. In 2017, we showed how women could leverage digital skills, career strategies and technology to accelerate their advancement. Now, in 2018, we are calling upon organisations to take collective action: change your business culture—make gender equality everyone's business.

Our 2018 research shows that a culture of equality can help everybody in the organisation, but especially women, rise.

Our extensive global survey identifies 40 factors statistically shown to influence women's advancement. In this report, we unpack these factors to provide a framework for South African business leaders to begin to craft a sustainable culture of equality.

Business leaders have an extraordinary opportunity to lead the change needed to enable women to get to equal. The payback? Their businesses prosper and the economy rises—when she rises, we all rise.

**Ntombi Mhangwani
Lead—Accenture Women's Forum**

EXECUTIVE SUMMARY

Creating a culture of equality unlocks human potential.

This report helps leaders define and implement strategies that can make a tangible difference.

Gender parity is good for business and good for the economy. In South Africa, there are significant gender disparities but also a massive incentive to help women get to equal—a 13 percent shift in the distribution of jobs held by women in the workplace could add R319 billion to the economy. That’s equal to a six percent additional GDP growth.

How can South Africa achieve this? Business can catalyse and lead the change.

Accenture’s Getting to Equal 2018 research shows that creating a culture of equality unlocks women’s potential and allows everyone in the organisation to thrive—women are four times more likely to rise to senior management and beyond. This report outlines the challenges South Africa faces in terms of achieving gender parity and leverages Accenture global and local Getting to Equal 2018 research to point the way forward.

We have identified 40 factors across three key areas which—when combined—create a sustainable culture of gender equality, helping women advance.

As South Africa continues to struggle to grow its economy, and slips behind developing countries in terms of gender parity, empowering women in the workplace—and in society—cannot wait.

This report contains actionable guidelines that will help business leaders define and implement strategies that can make a tangible difference.

WHEN SHE RISES, WE ALL RISE

THE R319 BILLION PRIZE FOR SOUTH AFRICA

Improving gender parity could add R319 billion to GDP—an additional six percent rise.

Gender parity is about men and women becoming equal—being treated equitably, being given the same opportunities, privileges and pay. It's not just the right thing to do, global research, including research done by Accenture, shows that it's good for business—and the economy.

Studies by the International Labour Organisation (ILO) show that gender parity leads to economic prosperity. It can add US\$5.3 trillion to the world's GDP by 2025.¹ For South Africa, Accenture's research indicates that a startling R319 billion can be added to the GDP today by achieving gender parity in the workplace alone!

How did we get to this number? Accenture looked at the distribution of skills in the workplace and asked a simple question:

What would the impact on South Africa's economy be if we could equalise job distribution?

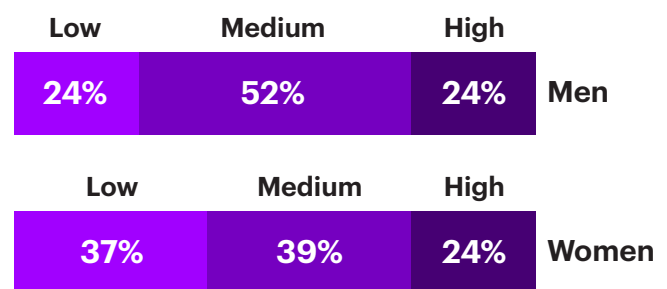
The ILO breaks down skills into three segments:

- **High skills**—managers, professionals and technicians
- **Medium skills**—clerical, service and sales workers; skilled agricultural and trades workers; plant and machine operators, and assemblers
- **Low skills**—elementary occupations

In South Africa, only 24 percent of women are employed in high-skill roles, which are also high paying roles. The majority—76 percent—fill low-to medium-skill roles (see Figure 1). By uplifting just 13 percent of women in the workplace to fill medium—rather than low-skill roles—i.e., growing the share of medium-skill roles that women fill to match that of men at 52 percent—South Africa can add R319 billion to its GDP.

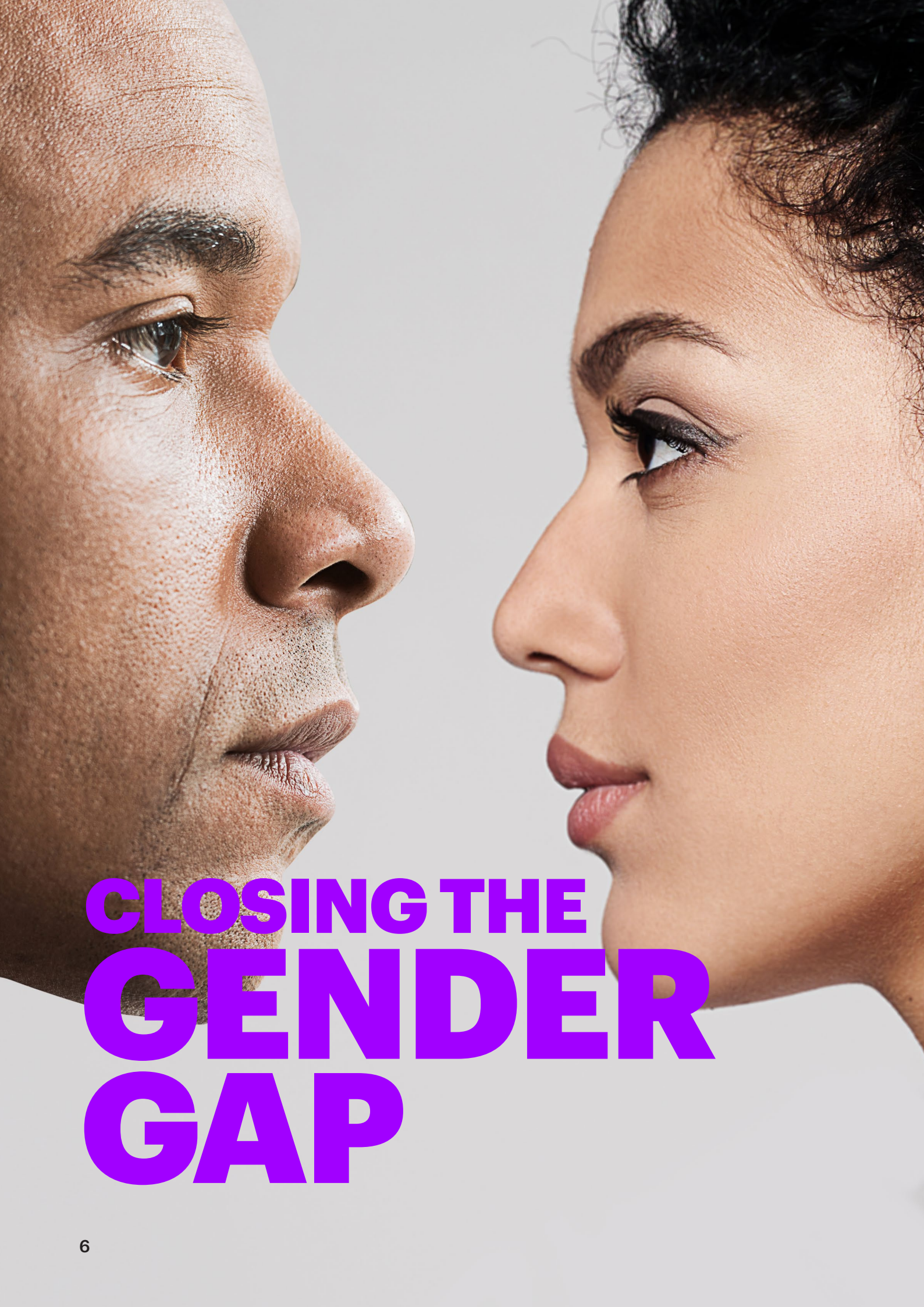
That's an incredible six percent additional growth in GDP, above the current 1.3 percent growth.

Figure 1: Distribution of skilled roles by gender



Source: Accenture analysis

There are significant but not insurmountable challenges that need to be addressed to achieve this. Lawmakers and policymakers cannot succeed alone. Business can catalyse and lead the change.



**CLOSING THE
GENDER
GAP**

WHAT HOLDS SOUTH AFRICA BACK?

Despite progress in key areas, South Africa is dropping in global equality rankings. In 2017, it ranked 19th out of 144 countries globally, slipping down from 15th position in 2016.ⁱⁱ On the continent, South Africa now ranks third after Rwanda (placed 4th) and Namibia (13th).

In addition, female unemployment is rising. The latest data as at June 2018 shows that the unemployment rate for women rose 70 basis points to 29.5 percent in the second quarter of the year. Men's unemployment rate rose by 20 basis points in the same period to 25.3 percent.ⁱⁱⁱ

WHAT IS GOING WRONG?

The challenge starts at fundamental levels with less access to education for women and repressive cultural norms, and extends to the workplace where unequal pay and privileges, as well as continued under-representation in senior positions limit the progress of women and the achievement of gender equity.

THE REALITY

Low digital fluency—use of digital technologies to connect, earn and work—hinders the progress of women in South Africa, but learning and access to learning is a struggle that begins early for many. In South Africa, young women have fewer educational opportunities. In rural areas, tradition and customary laws impede their advancement—they are perceived as future housewives, so their education is not considered a priority. Their ability to participate in the formal labour market is also impacted by expectations that they fulfil most of the household and care duties.

This patriarchal view extends to the workplace where corporate structures are dominated by men and legislation is failing to close the gap.

While South Africa ranks 9th in the world in terms of women in parliament and in ministerial positions,^{iv} almost a third of organisations in South Africa have no women in senior management positions and less than five percent of organisations have women CEOs.

Pay also remains unequal. According to the World Economic Forum (WEF) Global Gender Gap Report, 56 percent of women's work in South Africa is unpaid, compared with 25 percent for men. The average monthly earnings of a woman in South Africa is 77 percent that of a man's.^v

BUSINESS CAN LEAD THE CHANGE

Leaders of businesses and organisations have the power to close the gender gap in career advancement and pay. Accenture's Getting to Equal 2018 research shows that a workplace culture of equality unlocks human potential, creating an environment in which everyone can advance and thrive.

This can have a far-reaching impact.

In South Africa, as elsewhere in the world, business occupies an influential place in society. The norms set and culture experienced in the workplace can help recalibrate the status quo.

What will it take to create such a culture and what value can it create? Our research provides concrete answers.

SHAPING A CULTURE OF EQUALITY—THREE ACTIONS WITH MEASURABLE IMPACT

Culture is an accumulation of norms and customs that evolve over time. To create a diverse, engaged, skilled and equal workforce, executives must take an active role in shaping business culture. But workplace culture is complex and fluid, making it hard to define and influence. It is, however, possible—and essential—to measure the factors that can contribute to a more diverse and equitable work environment.

Accenture's extensive research and analysis measures people's perceptions and experiences of their workplaces. This has allowed us to identify the factors that can foster a culture of equality.

Building on our previous Getting to Equal studies, we surveyed more than 22,000 working men and women with a university education in 34 countries—including 723 working men and women with a university education in South Africa—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, behaviours and collective opinions of employees, we identified 40 that are statistically shown to influence advancement and are most likely to effect change. We grouped these 40 factors into three categories to show how companies can take action in each.

THESE THREE CATEGORIES ARE:

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—each enhances the others so that, combined, they deliver immense impact. Together, they nurture a culture of purpose, accountability, belonging, trust and flexibility.

The impact is measurable.

A woman with voluminous, dark, curly hair is shown from the chest up. She is wearing a white, long-sleeved button-down shirt. Her arms are crossed over her chest, and she is looking upwards and to the right with a slight smile. The background is a plain, light gray.

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



THE TOP 40 FACTORS THAT INFLUENCE ADVANCEMENT

| | | | |
|----------------------------------|---|---|---|
| BOLD LEADERSHIP | <ul style="list-style-type: none"> • Gender diversity is a priority for management* • A diversity target or goal is shared outside the organisation* • The organisation clearly states gender pay-gap goals and ambitions* | <ul style="list-style-type: none"> • Progress on gender diversity is measured and shared with employees • Leaders are held accountable for improving gender diversity | <ul style="list-style-type: none"> • A diversity target or goal is shared inside the organisation • The leadership team is diverse |
| COMPREHENSIVE ACTION | <ul style="list-style-type: none"> • 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 organisation pays women and men equally for the same work | <ul style="list-style-type: none"> • The proportion of women in senior leadership has increased over the last five years • The organisation 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 | <ul style="list-style-type: none"> • Women are encouraged to take maternity leave • There is a clear parental policy in place • The organisation hires people from a variety of backgrounds • Leaders take action to get more women into senior roles |
| AN EMPOWERING ENVIRONMENT | <ul style="list-style-type: none"> • 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 organisation 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 | <p>harassment incident(s) to the company*</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 favourably to flexible working requests • The organisation respects employees' needs to balance work with other commitments • The organisation has made progress on building a workplace where no one feels excluded |

*Cultural drivers



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

THE IMPACT OF CULTURE ON ADVANCEMENT

In South African environments in which the 40 factors are most common:

- Over 90 percent of employees are satisfied with their career progression. They love their job (at least most of the time), aspire to be promoted and to be in a senior leadership position.
- Women are 43 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.
- A quarter of women are on the fast-track, meaning they have moved further and faster through their organisations than their female peers. In workplaces where the factors are less common, only 15 percent of women are on the fast-track (see Figure 2).

Figure 2: More fast-track women

When the 40 factors are less common

15%

When the 40 factors are most common

25%

Source: Getting to Equal 2018, Accenture

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 South Africa, women currently earn R59 for every R100 that a man earns. Our modelling estimates that if all people worked in environments in which the 40 factors are most common, women could earn as much as R87 for every R100 a man earns (see Figure 3). This represents a 47 percent salary increase.

WHEN SHE RISES, EVERYONE RISES

Accenture's global research shows that 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 as likely to advance to senior manager/director level and beyond than men in environments in which the factors are less common. Though everyone advances in organisations 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 3: Closing the pay gap

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

Women currently earn R59



For every R100 a man makes



Source: Getting to Equal 2018, Accenture

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

BUILDING A CULTURE OF EQUALITY—LEAD, ACT, EMPOWER

How can South African companies move forward rapidly to embed a culture of equality? Our research identifies effective actions under each of the three main advancement factor groupings—namely bold leadership, comprehensive action and creating an empowering environment.

BOLD LEADERSHIP

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

Our research found that women are more likely to advance in organisations where:

- **Leadership is held accountable for improving gender diversity.**
These organisations are 63 percent more likely to have seen the share of women in senior leadership roles increase over the past five years.

- **The leadership team is diverse.**
There are almost three times more women on the fast-track in organisations with at least one female senior leader than in organisations in which all senior leaders are male. In fact, our research indicates that increasing the percentage of women leaders from 0 to 35 percent leads to the biggest gain in women’s advancement.
- **There is a gender diversity target.**
A gender diversity target that is shared externally drives leadership accountability and is a significant driver of advancement for women in South Africa and globally. However, also sharing a diversity target internally within the organisation is critically important in South Africa. Our research shows that a higher number of fast-tracked women are commonly found in organisations where diversity targets are shared internally and externally (see Figure 4).

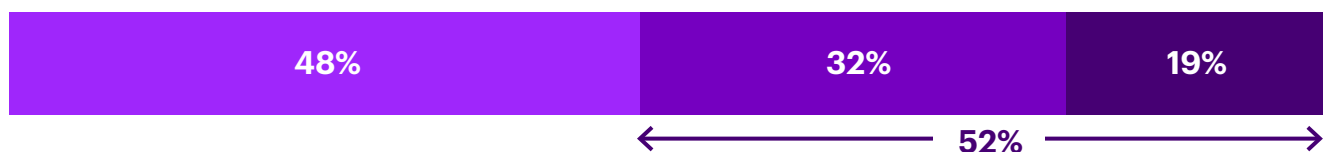
Figure 4: Fast-track women in organisations with diversity targets.

Has your organisation set a target/goal to increase diversity in the workforce?

Fast-track women



All women



■ No - Don't know ■ Yes - announced internally only ■ Yes - announced externally

Source: Getting to Equal 2018, Accenture

TAKE THE LEAD, MAKE 'EQUAL' YOUR CULTURE

Have leaders in your business taken effective action to create a culture of equality?

- Establish diversity, equal pay and advancement goals. Communicate progress against these goals both internally and externally.
- Measure the impact of the policies and actions you put in place to ensure they are helping your organisation achieve stated goals.
- Encourage leaders at all levels to proactively improve workplace culture through personal incentives and performance processes.
- Hold leaders accountable for reaching diversity targets.

ACCENTURE AIMS TO BE GENDER BALANCED BY 2025.

Accenture believes that the future workforce is an equal one and that gender diversity is essential for an innovation-led organisation. To achieve this, we set two clear goals:

- Build a gender-balanced workforce by 2025; and
- Increase the diversity of our leadership by growing the percentage of women managing directors to at least 25 percent by 2020.

In South Africa, our plan was to achieve 25 percent female representation at managing director (MD) level by 2020, and 30 percent by 2030. Accenture South Africa has already exceeded its target!

While female representation at Accenture South Africa is at 48 percent across all business roles, we have made great progress in increasing female representation at management roles—currently 37 percent of our MDs are female and 41 percent of executives below MD level are female.

COMPREHENSIVE ACTION

To ensure the success of gender equality workplace policies, practices and programmes, these policies must be carefully recalibrated and fully supported.

Our research indicates that comprehensive action will drive success. These include:

Eliminating bias from policies.

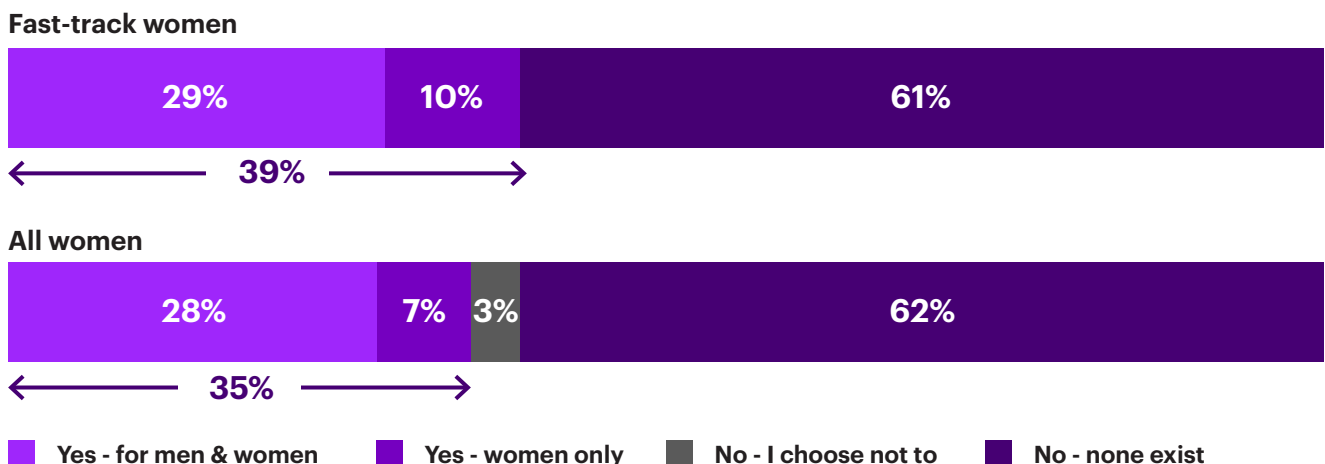
Taking comprehensive action to close the gender gap requires transparency when setting goals, and eliminating bias in processes, policies and reporting. For example, implementing maternity leave on its own can be counterproductive, limiting women’s career progression. But when companies encourage parental leave, ie where men also take leave, the negative impact on women’s career advancement is eliminated.

Establishing and encouraging participation in women’s networks.

Involvement in a women’s network correlates with women’s advancement. In South Africa and globally, more fast-track women participate in women’s networks (see Figure 5). However, over half of the women surveyed work for organisations that do not provide a network.

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

Figure 5: Do you participate in a women’s network at your organisation?



Source: Getting to Equal 2018, Accenture

TAKE ACTION—BE INCLUSIVE

How can you ensure your gender equality efforts are delivering the intended benefits?

- Establish the right balance between women-only policy initiatives and broader policies that support both men and women to encourage greater participation and advancement.
- Put in place objective processes to create gender-neutral job descriptions. Establish programmes or incentives to encourage hiring and retaining underrepresented groups.
- Track how successful your actions are, using metrics and analytics. Be agile in adjusting actions to ensure that they deliver the right results.

A LARGE TELCO EMBRACES DIVERSITY

Gender diversity at a large telecommunications company is, in part, driven through policies and women's networks. The company gives women an option of six months fully paid leave or four months paid leave with reduced working hours (30 hours per week) for six months. Men are entitled to 10 days of paternity leave.

Launched in 2014, its women's network forum meets every second month to explore ways to maximise the potential of women for both individual and business success.

In 2017, women comprised 30 percent of its senior management, up from 18 percent in 2016. Promotion of female employees also rose in 2017.

AN EMPOWERING ENVIRONMENT

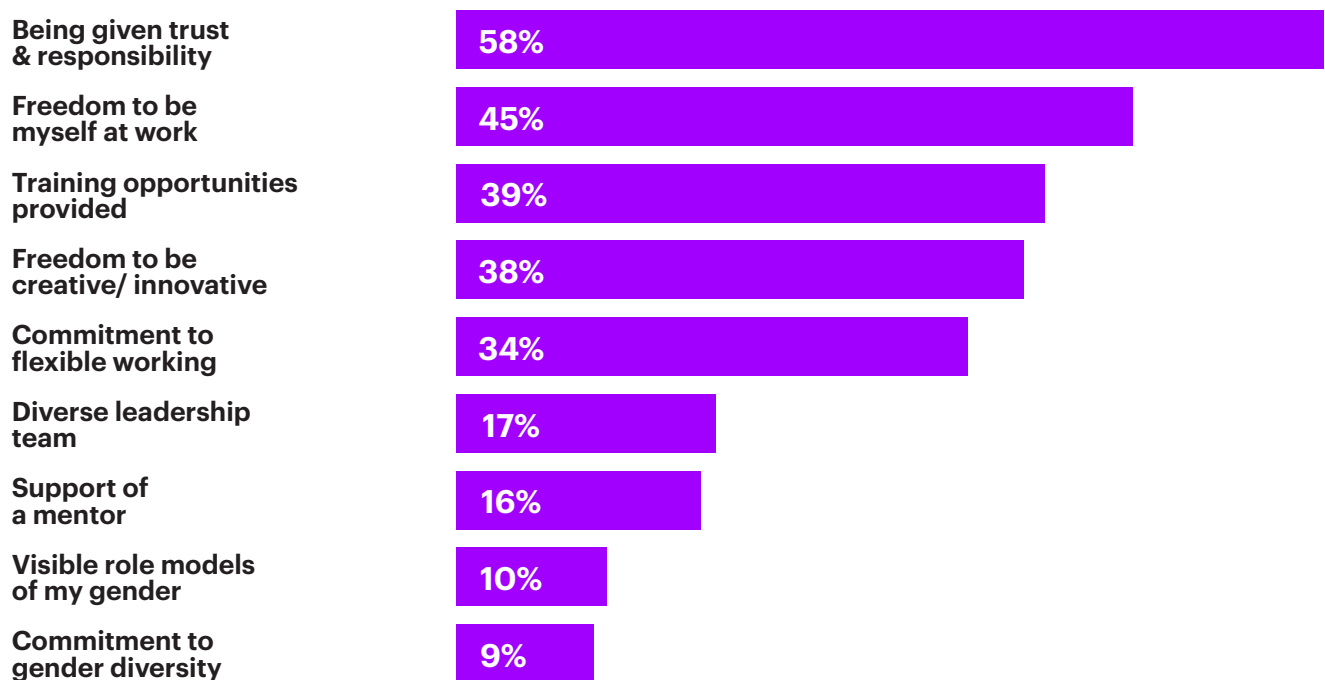
Enabling employees to be themselves shows respect for individuals, helps them advance.

Our research shows that trusting employees, giving them responsibility and the freedom to be themselves at work helps them advance (see Figure 6). Access to the right learning, technology and tools can provide the growth, flexibility and freedom that supports work/life balance, drives performance and advancement for women.

- **Policies that protect.** Robust processes let employees raise concerns about harassment or discrimination in a safe environment without fear of retaliation, and with confidence that the company will take action.

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

Figure 6: The factors that men and women say help them advance at work.



Source: Getting to Equal 2018, Accenture

- **Technology:** Technology that helps employees work remotely also enables greater career progression for women. Our global research shows that more fast-track women take advantage of flexible working. While low levels of digital fluency hinder women's progress, 76 percent of fast-track South African women say they also work flexible schedules. Raising women's digital fluency will help improve outcomes in education and the workplace.
- **Modern learning.** Companies and organisations that empower their people through more relevant anywhere, anytime skills training, build environments in which women advance more quickly.

CREATE AN EMPOWERING ENVIRONMENT

Have you created an empowering environment for all your staff?

- Review training programme content and delivery to make it easier for all staff to learn in a way that suits their work and lifestyle needs.
- Invest in technology to support work/life balance and to encourage greater participation by those with significant non-work commitments.
- Put in place discrimination and harassment policies that combine clear zero-tolerance communications, reporting and disciplinary processes, and ongoing diversity training for all people.
- Support a workplace culture that encourages people to be themselves, be creative, innovative, and take responsibility.

A LARGE INSURER FOSTERS DIVERSITY

As of December 2017, one of South Africa's large insurance company's board comprised 42 percent females, with women filling 33 percent of its executive leadership positions by the end of 2016. This surpassed its 2018 target for female representation of more than 30 percent at senior levels.

The company cultivates a work environment that embraces and explores diversity. Its women's network is a platform for empowerment, education, awareness and mentorship. It's women in leadership forums that create opportunities for women in management to network on personal and career development matters.



CONCLUSION

**READY,
STEADY...
CHANGE!**

The future workforce is an equal one. New thinking and approaches, supported by new technologies, will help South African organisations to establish a culture of equality in which women can advance. However, to put the R319 billion prize within reach, South Africa must also emphasise skills growth for women.

Skills development starts early—education for girls is as important as it is for boys and this needs to be underscored and supported. To help women get to equal in the workplace, South Africa needs to improve women’s digital fluency to the level of men’s, increase women’s access to the Internet, and open up new work and skills acquisition opportunities for women.

Our Getting to Equal 2018 research offers clear guidelines for the creation of a culture of equality in the workplace. However, as South Africa’s failure to progress on this issue despite progressive legislation shows, it is important for organisations to go beyond lip service and begin to implement, support and enforce key changes if they truly want to get to equal and enjoy the wider business benefits that follow.

There is also a more subtle challenge to address.

The success of a culture of equality will depend not only on the programmes and policies that are put in place, but the experience that they deliver. A culture is a living and growing thing and companies need to continually nurture, refine and grow it to achieve their objectives. This will take strong leadership and a consistent approach. It will also be important to continue to adapt the culture to meet evolving needs and changing contexts.

Companies that invest now in all their people will reap the rewards that a diverse, creative, innovative and engaged workforce can deliver.

SURVEY 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 organisation 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 UK and the US.

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 Labour Organization (ILO). Data were sourced from the ILO, World Bank, national labour statistics and the Eurostat Labour Force Survey.

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 influenced 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.

SKILLS METHODOLOGY

SCENARIO MODEL of moving the larger proportion of low-skilled women into medium-skilled jobs thus getting to a situation where the gender-specific labour forces mirror each other (getting to equal) was achieved utilising a cross-section econometric regression model. We calculated the proportion (multiplier) of GDP each occupation within an industry contributed to the economy, keeping capital stock fixed (*ceteris paribus*). We then applied the men's distribution to the total number of women in the workforce and then recalculated the GDP women that are already in the workforce would create if they were distributed in more skilled (and thus productive) occupations.



CONTACT THE AUTHORS

Ntombi Mhangwani

Lead—Accenture Women’s Forum
n.n.mhangwani@accenture.com

Elizabeth Hakutangwi

Africa Lead
Accenture Research
elizabeth.hakutangwi@accenture.com

Michelle Ganchinho

Africa Survey Lead
Accenture Research
michelle.ganchinho@accenture.com

Contributors to this report

Yusof Seedat, Geoffrey Nolting,
Jhaharha Lackram, Haralds Robeznieks,
Paul Barbagallo

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 specialised 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 organisations 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 organisations, 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.

SOURCES

- i International Labour Organisation (ILO), [Economic Impacts of Reducing The Gender Gap](#), Research Brief N°10
- ii World Economic Forum, [The Global Gender Gap Report, 2017](#)
- iii Stats SA, Quarterly Labour Force Survey, Quarter 2: 2018
- iv United Nations Women, Inter-Parliamentary Union, [Women in Politics, 2017](#)
- v World Economic Forum. Op. cit.

JOIN THE CONVERSATION

 [Facebook](#)

 [LinkedIn](#)

 [Twitter](#)

Copyright © 2017 Accenture. All rights reserved. Accenture, its logo, and High Performance Delivered are trademarks of Accenture. This document is produced by consultants at Accenture as general guidance. It is not intended to provide specific advice on your circumstances. If you require advice or further details on any matters referred to, please contact your Accenture representative.