

gender equality

in the  
workplace 2022

# foreword.

“ The events of the past few years have encouraged us all to place a greater focus than ever before on what we want from life and our careers. The growing feeling that ‘life is too short’, and that people should prioritise health and happiness above all things has led to not only the Great Resignation, but a serious labour shortage too. Employees around the world are leaving companies to pursue their own passions, make drastic career changes, or to put family first. In fact, many have made the decision to leave employers who failed to support them through the hardships of the pandemic – evidencing the power and importance of employee well-being.

Our **2022 annual employer brand research** survey revealed that around a quarter of Brits intended to, or have changed their job in the first half of 2022, and that 29% would take a backward career step for greater flexibility. And, as our own data will show in this report, those numbers are not set to change any time soon. It’s therefore concerning to see that skills shortages are rife and some sectors are still falling short when it comes to employee well-being and equal opportunities.



**Victoria Short**  
Randstad UK CEO



Regardless of gender identification, it goes without saying that any form of discrimination shouldn’t be tolerated. Unfortunately, it is still evident that some employers have outdated ideas about what work is ‘appropriate’ for women, what work is appropriate for men, and how that work should be rewarded.

In this report, we’ll outline the concerns felt by employees within the construction, education, healthcare and technology sectors, highlight where gender discrimination persists, and shine a light on the factors currently impacting careers within these sectors. We will also share what female employees believe could encourage more women to join, or remain, within their respective industries, when a significant proportion are looking to change jobs within the next three months.

While there is significant room for improvement when it comes to gender inequality and employee satisfaction, there has been notable progress – particularly in the construction and technology sectors.

As we are now in a post-pandemic era, the onus is on business leaders to nurture the talent within, create a level playing field between the genders, and to encourage more people into their respective sectors by listening to the needs of the employees already on their payroll. Only then do we stand a chance of plugging the skills gap that is already threatening to overwhelm organisations around the country. ”

# about the report.

In May 2022, we surveyed 6,000 workers across the construction, education, healthcare and technology sectors to gain detailed insight into the status quo of UK workplaces, and to assess the persistence of gender discrimination. We also focused on what employers are doing to support their employees in these sectors, and what workers would like to see on the table this year.



# gender inequality

still exists.

From our research, it's clear that gender discrimination is still present in many industries – but it's not only women who are affected. In sectors such as care and education, men remain in the minority, and can be subjected to many of the detrimental barriers a minority gender can experience in the workplace.

When questioned about the factors that stand to have the greatest impact upon their careers, 60% of the women we surveyed cited work-life balance as having a notable impact, compared to a significantly smaller 48% of men. Not far behind work-life balance, a lack of mentorship was cited as a negative career impact by 55% of women, followed by the absence of female role models (41%), and the possibility of sexual harassment within the workplace (32%).

72%

of women have encountered inappropriate behaviour from male colleagues

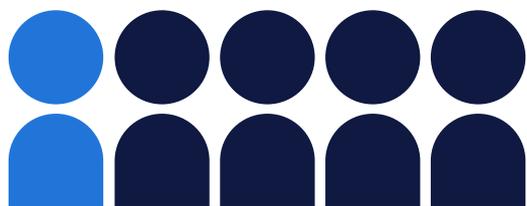
While just over a quarter of female workers report never having experienced any form of gender discrimination in the workplace, 72% have either encountered inappropriate behaviour from male colleagues, or have witnessed comments or inappropriate behaviour. Just 18% of women across all industries report never having experienced gender discrimination.

When it comes to career advancement, 7% of women across all industries report having been passed over for promotion due to perceived gender discrimination, while just under one in ten say they have been offered a less important role because of their gender. It doesn't come as a surprise that when looking at the same data filtered by male only responses, the percentages are lower.

Some of the discrimination comments specifically cited by the women in our survey include:

- ✗ men taking over tasks because they believed themselves to be **more suitable**
- ✗ a male counterpart receiving a greater pay rise despite a **worse performing quarter**
- ✗ **inappropriate** nicknames
- ✗ being asked to meet potential male clients to **increase the likelihood** of winning business
- ✗ being side-lined in favour of a **'boys' club culture'** when major decisions were being made
- ✗ having **negative comments** passed off as banter
- ✗ having ideas and contributions **overlooked** then attributed to male colleagues
- ✗ being asked to perform tasks that **fell under the remit of male juniors**
- ✗ **not being offered** work due to pregnancy
- ✗ direct discrimination from a manager who said **"women shouldn't work in construction"**

# aside from being able to do their jobs without fear of harassment or discrimination, what do women want?



Around **one in five** of our female respondents stated that flexible working hours would encourage more women to join their industry.

And 15% said that the lack of flexible working was a cause of women leaving their industry. Validating this claim, [Randstad's 2022 employer brand research report \(REBR\)](#) – a representative survey of around 10,000 UK working adults – revealed that for the second year in a row, work-life balance is of greater importance than salary or any other consideration, when choosing a new job.

## 96%

of men and women surveyed said that having a female manager would either improve their working day, or would maintain it at the same level (a one percentage point increase on our 2021 survey findings).

With around a third (32%) of employees looking to change jobs in the next three months and, a continuation of skills shortages in many industries, the power is now in the hands of candidates. Employers who are looking to attract top talent and expertise need to be more in tune with the needs of the whole workforce and active in making the necessary changes to improve the well-being of their existing employees.

**68%** not looking to change jobs in the next three months

**32%** looking to change jobs in the next three months

## a call for change.

Around three-quarters (73%) of the women surveyed stated that employers in their industry were not doing enough to support female employees during the menopause. And the majority of women respondents did not believe that after having a baby, they could return to work in a senior role on a part-time basis. It's time for employers to fully recognise that the UK workplace is out of step with the broad needs and expectations of half of its potential workforce, and existing female employees. Employers need to get on board if they hope to get the very best out of their teams.

## 73%

of women say that employers in their industry are not doing enough to support female employees at work during the menopause

construction.



## within the construction industry, of the women surveyed:

89%	have experienced perceived gender discrimination
58%	cited a lack of work-life balance as the biggest impact upon a woman's career
52%	highlighted the absence of training for women
48%	commented on a lack of female role models
41%	say the fear of sexual harassment has an impact upon their career

## women working in the construction industry in 2022.

Firstly, female managers are not the norm: in fact, 38% of female construction workers told us that they have never had a female manager. This is, however, an improvement on our 2018 figures, where 52% of female construction workers reported that they had never had a female manager.

With the importance of female role models cited as an influential factor in a woman's career, it is vital that women working in construction have someone relatable to look up to, learn from, and aspire to be like. This is particularly important when we consider that 28% of all respondents - men and women, believed that having a female manager would improve their working day.

A quarter of women surveyed report having experienced inappropriate comments or behaviour from male colleagues. While this remains unacceptable, the figure is down by 16% since our 2020 survey, and so some progress has been made. Being excluded from social events where, on occasion, work decisions were made or discussed was experienced by 12% of our female survey respondents. This could lead to female colleagues feeling isolated and actively less engaged and fulfilled, with a risk that they are more likely to seek job satisfaction in another role, with another organisation or sector.

## women remain under-represented within construction.

We'd be delighted to announce that since the publication of [Randstad's 2020 Women in Construction Report](#) the perceived 'gender imbalances' have been addressed. However, the findings from our latest survey suggest that women continue to be under-represented within the construction industry.

In terms of age, women aged between 36 and 45 make up the largest segment of our respondents – just slightly ahead of 26 to 35 year-olds (26%). According to our data, most women in construction have been working in the industry for 5 to 10 years, with just under a quarter (23%) having joined in the last two years.



the pull and push

of construction.

## the pull and push of construction.

When asked why women are leaving the construction industry, 13% cited high childcare costs, closely followed by a 'male-dominated' culture (12%), lack of flexible working arrangements (11%), long hours culture (10%) and stress (9%). If employers want to keep hold of their female construction workers – and encourage new talent to join their ranks – examining and addressing company culture is essential. This is particularly pertinent given that 21% plan to change jobs within the next three months, and 27% are undecided on whether to stay with their current employer.

- 21% of women we surveyed in construction plan to change jobs within the next three months
- 27% are undecided on whether to stay with their current employer

### what women in construction want.

1. flexible working hours
2. better childcare options
3. equal growth opportunities between men and women

## what would persuade more women to join or remain in construction?

When asked what could persuade more women to join the construction sector, the biggest call is for flexible working hours (13%), better childcare options (12%), and equal growth opportunities between men and women (11%). Rather tellingly, 49% of the women we surveyed from currently working in the construction industry are unaware of any initiatives offered by their company to transition female employees into senior or leadership positions. And 20% of these women report that after having a baby, it would be impossible to return to a senior role in a part-time capacity. This, they stated, is partly due to other directors working full-time (20%), and partly down to prohibitive childcare costs (15%).

These issues are well within an employer's power to address – as is the lack of support during menopause reported by 80% of our female survey respondents.



# women do not need to rule themselves out of a career in construction.

Senior Quantity Surveyor, Christina Wilkinson joined Barratt Homes 11 years ago, and progressed to her current role three years ago. She was first attracted to the construction industry as a sales graduate, but through the rotation process was swayed by the appeal of a commercially focused role. This offered her a variety of office and site-based work, along with opportunities to use her relationship-building strengths and put her analytical thinking to good use.

“I enjoy being part of the build process and working as part of a team to deliver new homes. I get a buzz from seeing a piece of land being transformed into a new community.”

But is the wider industry moving in the right direction to better accommodate women in construction? Christina has seen first-hand how the industry is changing: when she first joined the company, she was one of only two females across the surveying and buying teams; this has since increased to eight. But even more significant than the number of women in her team is the change in attitude.

“In the early days of my career I felt like the minority, and a lot of men on-site would make comments to accommodate having a female present – such as apologising for swearing. Personally, I didn’t like this as I felt singled out, and that I was viewed differently. However, this has definitely started to change in the last few years, as more women enter the industry with a spectrum of personas.”



Despite not wanting to be treated differently to her male peers in the workplace, Christina explains that there is still a need for sites to become more ‘female-friendly’ – such as, providing sanitary bins in female toilets as standard. Her employer, Barratt Homes, is extremely proactive in supporting female inclusivity: all promotional literature, internally and externally, features female imagery to show visible support for women in the business. The company also offers a female only training programme called Catalyst, which focuses on empowering women to progress in their careers.

Overall, Christina is proud of the progress that she’s witnessed, and been part of, within the construction industry over the last decade:

“ The construction industry has moved forward in leaps and bounds in the last 10 years – becoming a lot more diverse in every aspect. As more women enter the industry and show that we come with different personalities and strengths, construction itself becomes more accepting and evolves into a more progressive industry. There are a huge number of roles within construction that are interesting and dynamic, and women do not need to rule themselves out of a career in construction on the basis of gender. ”

Christina Wilkinson BSc (Hons)  
Senior Quantity Surveyor

education.



## greater training opportunities needed for those in education.

Interestingly, just 27% of survey respondents from the education sector were male. The largest age demographic was 26 to 35 year-olds (23%), and the north west was the most represented region (35%), with London only returning 17% of responses. A quarter of respondents had been working in the education sector for more than 15 years (24%).

In contrast to construction, female managers in education are the norm; 30% of respondents have had more than five female managers, while only 5% have only ever worked for male managers. But in a similar story to the construction industry, a lack of work-life balance is reported as having the biggest impact on women's careers (66%), followed by a lack of training resources (61%).

Recognising the need for greater training within the education industry, Randstad offers training courses to education candidates. We believe that high standards of education begin with highly skilled teachers. With employees valuing training and development opportunities so highly, this is something that employers in the education sector may need to address.

## the gender divide in education.

Government [data from 2021](#) shows that 75.5% of teachers in the UK are female, and that in every ethnic group, there were more female teachers than male. Furthermore, [Gender Trust](#) suggests that just 15% of primary school teachers are male, and that while men make up around 38% of state secondary school teachers, there's a real gender divide in the subjects taught by men and women.

“ Male teachers are more likely to specialise in STEM (science, technology, engineering and mathematics) and PE, whereas women are more likely to teach humanities and languages. ”

[Gender Trust](#)

With an evident lack of female role models in the 'classroom / lecture hall, it's no surprise that we still see fewer young women pursuing careers in STEM areas.

A quarter (25%) of our survey respondents within the education industry stated that they have never experienced gender discrimination. But, in spite of the sector being weighted towards female employees, when these results are filtered by gender, the number of men who state they have not experienced gender discrimination rises to 39%. This suggests that women are still more likely to experience discrimination.

There were, however, fewer employees (14%) who state they have experienced inappropriate comments or behaviour from a male colleague than in the male-dominated construction industry.

# education, attrition and attraction.

What reasons do female employees in education attribute to women leaving the industry?

1+2=3

With an increased call for flexible working since the pandemic and well-reported challenges around childcare, employers have a golden opportunity to embrace supply, temporary or part-time teaching roles to enable greater work-life balance, and an increase flexible working options for those in the profession.

With 27% of workers saying they plan to change jobs within the next three months, anything employers can do to meet workers' needs now is crucial to avoiding further skills shortages. This Consideration should also be given to the views of **80% of female employees in this sector who say their employer does not do enough to support women during the menopause.** And to the 68% who don't believe it's possible to return from having a baby to a part-time senior role.

Employers would also be wise to increase the provision and promotion of initiatives to help transition women into senior and leadership positions as 52% of respondents are unaware of these.

Practical examples of these initiatives encompass mentoring programs, training resources, engaged groups and communities, case studies, development programs and free childcare.

Investing more in your people now, could save you considerable time and money in the not-too-distant future.

80%

of female employees in the education sector say their employer doesn't do enough to support women during the menopause.

Reasons cited by female employees in education suggesting why women are leaving the industry include:

- 19% stress
- 17% the lack of childcare provision
- 16% a lack of flexible working options
- 12% long / extended working hours
- 10% Lack of equal opportunities for career development / growth between men and women

healthcare.



## healthcare sector remains female dominated.

Only 37% of healthcare employees in our survey were male, suggesting that the gender imbalance can, as in the education sector, most certainly go both ways.

In terms of demographics, 42% of our healthcare respondents were under the age of 35, but the largest single segment (22%) were aged between 46 - 55. The north west region had the highest number of respondents (16%), followed by the east of England (13%). And most female employees (58%) had been in the healthcare sector for less than two years. In a similar story to the education sector, female managers appear to be the norm, with 20% of healthcare employees stating they have had more than five female managers, and only 11% never having had a female manager. This is in stark contrast to the construction industry, where almost 4 in 10 (38%) of workers had never been managed by a woman.

## lack of work-life balance proving problematic.

Having lived through a global pandemic, it is perhaps unsurprising that 60% of those in the healthcare sector reported a lack of work-life balance, and that this was placing the single biggest strain on their professional lives.

With more people living longer, and the repercussions of Brexit making healthcare talent scarce, demand is greatly outstripping supply. The need for employers to properly care for their employees is paramount. Without effective leadership, today's healthcare workers could find themselves suffering from physical and mental ill health due to low morale and high stress levels. This, in turn, will lead to even greater levels of attrition, and a steadily worsening healthcare labour shortage.



## In addition to the work-life imbalance, we discovered that:

52%	of (all) healthcare workers believe a lack of training resources are having a real impact upon their careers
36%	cite a lack of female role models as having a potentially negative impact on their progression
23%	of healthcare respondents stated that they have never experienced gender discrimination in any form
17%	of healthcare workers who responded have experienced inappropriate comments or behaviour from a male colleague

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## why are women leaving healthcare?

The female healthcare workers in our survey state it is due to stress (17%), a lack of flexible working options (16%), and the long working hours culture (12%). To persuade more women to join or remain within healthcare, flexible hours (19%) and improved childcare options (15%) are needed. This sits alongside a lack of equal pay and equal career growth opportunities when compared to male colleagues, with 13% and 11% respectively stating that these were contributory issues.

A sizeable 46% of women in healthcare were unaware of initiatives offered by their employer to help them transition into more senior or leadership positions, and only 38% believed it possible to return to a senior, part-time position after having a baby.

But with a third of respondents planning to change jobs within the next three months, and a further 29% undecided, now is the time to nurture healthcare employees. Employers need to address these possible pain points, and focus on specific concerns such as the support on offer to women experiencing the menopause (75% of employees cite that enough is currently not done in this area).

technology.



# technology remains male-dominated, but there is movement.

The results of our survey showed that while the tech industry is still very much male-dominated, women could be catching up. More than a quarter (26%) of our respondents in technology were female, and a number of recent case studies created by Randstad in the technology sector suggest that the tide could be turning.

In terms of demographics, 65% of technology employees surveyed were aged 26-35, and 54% work in London. Of the women in tech, 37% had been part of the industry for less than two years.

We also found that female managers are becoming more commonplace: only 21% of tech professionals had never been managed by a woman, and 37% report having had two female managers during their careers to date. [But work-life balance is still having the biggest career impact for the majority of women \(68%\) in tech.](#)

“

Some teams have been running too hot for too long. And the pandemic has changed how some people think about life, work, and what they want out of both. It's made people step back and rethink their lives. Covid has reminded them that life is too short — and the number of vacancies means that not only do they want to change one of the key aspects of their life - their job - they can.

”



**Adrian Smith**  
senior director of  
operations  
Randstad UK

# women in tech need more mentors.

Far surpassing education, healthcare, and even construction, an overwhelming 72% of women in the tech sector said that a lack of female role models was having an impact on their careers, while 77% would like to see more mentors in the workplace.

There's also the 71% who decry the absence of training resources, and the 42% who say the possibility of sexual harassment is affecting their careers. This perceived fear is even higher than in the heavily male-dominated construction industry.

Worryingly, 26% of survey respondents in the technology industry had experienced inappropriate comments or behaviour from a male colleague, while only 7% had never experienced forms of perceived gender discrimination in the workplace. Of those who had, 11% were passed over for promotion, 11% were excluded from male conversations or social events, and 8% were passed over for a project.

Somewhat unsurprisingly then, the male-dominated culture of the technology industry emerged as the single biggest reason for women leaving the sector (12%), followed by stress (11%), unconscious bias (10%), a lack of flexible working options (10%), the high cost of childcare (10%), and the absence of female role models in senior positions. In fact, almost half (44%) of women in tech say that having a female manager would improve their working day.

In terms of workplace concerns or issues:



So what might persuade more women to join or remain in tech?

The women in our survey listed flexible working hours (15%), pay in line with male peers (14%), improved childcare options (12%) and equal growth opportunities between men and women (11%).

It should therefore concern employers that 42% are unaware of any initiatives offered by their company to help women transition into senior or leadership positions. Particularly as 40% plan to change jobs in the next three months, with a further 30% undecided. This means only 30% of the female tech respondents have stated that they intend to stay with their current employer.





tips to improve

workplace  
equality.

Throughout this report, we've seen repeated themes in the responses of workers from the construction, education, healthcare and technology sectors. In spite of the differences in sectors they state the same / similar fundamental needs:

- greater work-life balance help with childcare costs more manageable working hours perceived parity of pay
- equal opportunities for career progression support during menopause
- more female role models and mentors

We see the gender imbalance remains embedded in most areas, requiring urgent attention if employers want to plug their skills' gaps, improve performance and set themselves up as an employer of choice.

We know that increasing diversity and inclusion within an organisation is more commonly recognised as being of strategic importance for future success and innovation. And we know that employees are frequently found to be happier and more engaged in diverse and inclusive workplaces; all of which leads to increased performance, improved profits, and lower levels of attrition.

## how can employers improve diversity and inclusion?

It's important to remember that when embedding inclusive practices into your workplace, you must be mindful of the particular needs of the different groups of people who make up your workforce. For example, the majority of workers across all of the sectors that we surveyed reported that not enough was being done by their employer to support women going through the menopause. It was also clear that the idea of returning to a senior position in a part-time capacity after having a baby was not seen as a viable option in some cases, and employers could be costing themselves a significant range of talent, skill and experience by failing to lead mindfully.

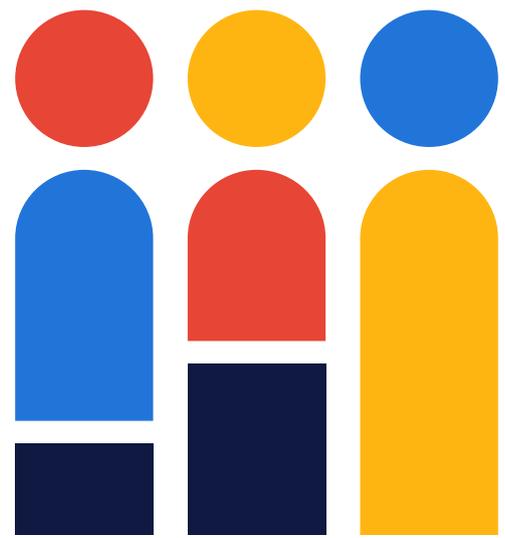
But diversity isn't about gender alone. The following steps can help you to improve D&I in your organisation overall.

## ensure your recruitment process is inclusive:

- 1. Reword job ads.** Removing unconscious bias from job adverts and job descriptions can help to attract a more even split between genders. Research suggests that men are more likely to apply for roles where they have less than 60% of the required skills; this is in contrast to women who only apply if their skills are 80% aligned. A note in your job ad about the opportunity for training and development could help to alleviate concerns around not fulfilling your wish-list in its entirety. Adding in a diversity and inclusion statement also allows you to showcase your commitment. For example, you may want to include detail on flexible working styles, parental leave and location options to cater for reasonable adjustments.
- 2. Adopt blind applications.** What's the best way to remove unconscious bias from the hiring process? Introduce 'blind' applications! Removing names, gender, age, educational institution and disabilities allows for more objective decision-making.
- 3. Diversify your interview panel.** Minority groups should be represented at interviews, wherever possible, and interviewers should be trained to ask the same questions of every candidate to prevent unconscious bias from creeping in.
- 4. Consider all disabilities.** If a candidate arrived for an interview in a wheelchair, you wouldn't expect them to climb a flight of stairs. But have you considered how accessible and inclusive your online assessments are? From dyslexia to visual impairment, disabilities of all kinds can impact how people access your means of assessment.
- 5. Expand your reach.** Instead of only advertising job roles in major publications, the UK boasts a number of specialist publications, along with numerous websites aimed at minority groups. This is a great way to tap into a more expansive array of talent pools.

## ensure you are working towards fostering an inclusive culture:

**6. Assess your culture.** In order to foster inclusion in a workplace, there must be a sense of psychological safety, where people feel safe and comfortable to be their true selves. The results of our survey show some industries persist in maintaining a male-dominated culture, which is not conducive to diversity and inclusion. Carefully examine your company culture – this should include gathering anonymous feedback to identify any areas for improvement. Then act on your findings. Workplace behaviours should be examined. If there isn't already a zero-tolerance approach for bullying and harassment in place, it should be implemented immediately. This should be a real priority given the number of women who listed the possibility of sexual harassment as a roadblock to their careers.



**7. Provide role models, mentors and Employee Network Groups.** A lack of female role models, along with the absence of mentors within the workplace, was cited by women as having a negative impact on their career progression. Promoting women into senior leadership roles can work to inspire other women in your workforce; while the provision of mentors can address areas of concern and low confidence. Employee Network Groups also provide a safe space for conversations and shared experiences, allowing women to network and come together on common topics. Employee Network Groups have proven to promote and create psychological safety and a sense of belonging. It's important, however, to not exclude men or anyone that doesn't hold the characteristic of the network group, as these conversations should be open and inclusive of all.

**8. Celebrate diverse cultures.** Understanding other cultures and their unique challenges is essential in any diverse organisation. Celebrating festivals from within every culture offers a great opportunity for education – as does the formation of employee forums and mentoring programs. This can increase feelings of belonging, and nurture understanding in your teams.

## ensure inclusion is weaved into the employee lifecycle:

**9. Promote the benefits of diversity and inclusion.** Achieving company-wide buy-in for any initiative is going to help you deliver results. Through seminars, workshops and internal communications, you can raise awareness of the benefits of a diverse workforce, and help your employees to make small adjustments to better accommodate everyone's differences.

**10. Help with childcare costs.** Women across the construction, education, technology and healthcare sectors listed high childcare costs as having an impact on their careers, as well as being a factor in why returning to a senior position part-time felt unachievable. If employers helped to shoulder the burden of childcare costs, working mothers could return to the workplace in a way that best suited them.

**11. Showcase diversity through case studies.** It's all well and good saying you're inclusive, but prospective employees want to see it evidenced. Including a diverse range of case studies on your website and careers page – from recent graduates to members of the senior management team – can help to solidify your position as an inclusive employer.

**12. Consider job coaches.** This might be a relatively new concept, but bringing in job coaches can help employers, line managers, and HR teams to effectively support workers who may struggle with anything from noise and light sensitivity to social interactions. Getting expert advice on supporting workers with autism or sensory challenges will help to reduce talent lost through stress.

# there's no room for gender imbalance in a modern, talent-short job market.

Research from Korn Ferry on the Future of Work found that by 2030, the UK can expect a talent deficit of three million workers. Employers from all industries, sizes and sectors are already reporting major challenges in attracting and retaining the workers they need – particularly since the dawn of the Great Resignation, and the challenges of the pandemic throwing people's priorities into sharper focus.

A global health scare, multiple lockdowns, mass isolation, and severe economic uncertainty has led to great swathes of employees realigning their focus and reassessing what matters to them. For the most part – as the results of our survey have overwhelmingly shown – that's a far healthier balance between life and work.

The view of today's workforce is that they don't want to 'live to work' like previous generations. They simply want to live, and they want work to be a positive and complimentary part of that. A high salary is no longer enough to excuse excessively long hours and too much time spent away from home.

Today's workforce wants flexible working options, control over their hours, a concerted effort from employers to reduce stress, and the level of care that all humans deserve to be shown from managers and colleagues alike.

Women want more training opportunities and career progression platforms from their employers: that has been shown again and again in the results of our survey, across every sector. Leaders that encourage their female employees to grow in confidence, build their skills, and push for career advancement will benefit from happy, engaged, more productive employees. Women, like their male colleagues, simply want to realise their potential.

Today's workforce doesn't want to be passed over for promotion, projects, or career progression because of their gender; women don't want to receive less pay, or to be on the receiving end of inappropriate behaviour, and they certainly don't want to feel as though their value in the workplace has plummeted because they've had a baby, or they're experiencing the menopause.

Today's employers need to focus on expanding their reach, tapping into diverse talent pools and reinvigorating hiring processes. They need to support the unique needs of their workforce, and ultimately eliminate any remnants of discriminatory culture that may remain – and that have no part in a modern workplace.

