

2022

Gender Equality in Workplace





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Introduction

The time is now! Gender Equality in the Workplace

In cooperation with PERYÖN, on 8 March, International Women's Day, we are publishing the results for the survey we conducted on **February 2022** on diversity and inclusion in terms of gender equality. The Gender Equality article in the UN's Global Goals for Sustainable Development commitments include actions to support assigning women to leadership positions and relieve economic inequalities. It is of the utmost importance, regardless of industry, that all institutions adopt diversity, inclusion and gender equality as main strategies and targets. Although considerable progress has been made, statistically the world and Turkey have a long way to go.

- According to the Global Gender Gap Report 2021 published by the World Economic Forum, **135.6 years** are needed to close the gender gap globally.¹
- Close inspection of the gender equality index reveals **Turkey is 133rd** of 156 countries.²
- According to TurkStat, **71%** of men participate in the work force in Turkey, while only **33%** of women participate in the work force.³
- According to ILO's global report, the average wage gap between men and women is **20.5%**.⁴ According to the study by ILO in 2020 focused on Turkey, the gender pay gap in Turkey is **15.6%**.⁵

The Gender Equality in the Workplace Survey aims to examine corporate diversity and inclusion policies in terms of gender equality and showcase corporate performance using information provided by employees. The survey also aspires to understand how today's and tomorrow's workplace is perceived in terms of diversity and inclusion. At PwC Turkey, we aspire to contribute to growing diversity, inclusion and gender equality in line with our vision to build trust and solve important problems. We hope that the results of the survey, prepared in line with the PwC Diversity and Inclusion model, provides an interesting read.

^{1,2} [WEF Global Gender Gap Report](#)

³ [TurkStat September 2021 Work Force Statistics](#)

⁴ [Global Wage Report, ILO](#)

⁵ [Measuring the Gender Pay Gap, ILO](#)

Diversity and Inclusion Maturity Model: 5 Dimensional Approach





We examine diversity and inclusion with a holistic perspective in five dimensions starting with strategy and vision and moving on to culture, measurement and reporting, and our survey has been designed to understand the participant perspective along these dimensions.

Strategy and Vision: Does the organisation consider diversity and inclusion in workforce planning in the scope of mid- and long-term strategy?

Process and Policy: Does the HR department of the organisation uphold diversity and inclusion in its processes and policies (recruitment, remuneration, flexible work, performance, learning and development, career management, resignation, physical work environment)?

Inclusive Culture: How well do the values reflected in the corporate culture align with diversity and inclusion?

Employee Engagement and Communication:

Does the company care about employee opinions and are there studies using open communication to understand these opinions?

Measurement and Reporting: Are diversity and inclusion and key performance indicators defined and measured on the scorecard?

Corporations need diversity and inclusion to ensure business success and a work place where employees feel free to express their opinions and be productive and happy. At PwC, we believe that the 5 dimensions we have defined are building blocks for achieving this target.

Participant Demographics



Of the 377 participants, 75% were women, 25% were men, and 1% chose not to share their gender.

36% of participants were 36-45 years old, 34% were 26-35 and 22% were 46-54.



96% of participants were employed full-time (52% in an international organisation, 22% in a local organisation and 15% in a family business).

56% of the participants have a bachelor's degree, 41% a master's degree and 3% an associate's degrees, high school or the equivalent.



Participants are from 20+ industries, primarily retail and consumer products, industrial manufacturing and automotive. As for departments, 33% work in HR, 25% in finance and accounting, and 13% in management, and employees of more than 11 departments participated in the survey.

82% of men and 66% of women say they are responsible for leading a team. 70% of all participants say they are team leaders.



Gender Equality in Workplace of Today





1 Strategy and Vision

Considering the future, the workforce has become and is expected to become even more diverse, in line with the trends that change our world. Accordingly, it is critical for organisations to consider the impact of work and market strategies on the workforce, the changes to the workforce and social expectations when evaluating short-, mid- and long-term strategies. Today, diversity and inclusion gain more and more importance in terms of the social dimensions of corporate sustainability strategies, and many organisations include gender equality in their sustainability vision. According to the global results of the 25th CEO Survey, companies with gender diversity objectives in senior management incentives are perceived to be 1.4 times more trustworthy than others.⁶

The most important step after including gender equality in corporate vision and strategies is communicating this strategy and vision to employees transparently. The first action to take might be for leaders to express their commitment to diversity and inclusion (in terms of gender and equality or from a wider perspective). The next step is to realize this commitment to ensure all corporate policies can be handled with gender equality in mind.

In the survey, we asked participants if gender equality is accepted to be an important value and strategic element in their company, and whether leadership teams express their commitment to gender equality.

Highlights

- Participants believe that while gender equality is accepted to be a strategic element, leaders do not support it adequately.
- **34%** of local family business employee participants think that their leaders are expressing commitment to gender equality.

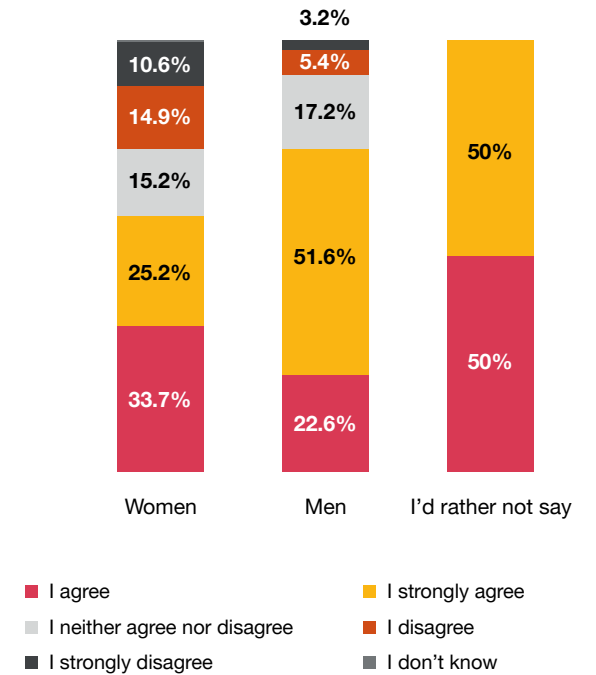
⁶ [25th CEO Survey, PwC](#)



Findings

68% of participants believe that gender equality is accepted to be an important value and strategic element in their company, and 63% believe leadership in their company embraces gender equality. When we break down the answers to this question by organisation type, the highest percentage of participants that state they strongly disagree is in local family businesses. 57% of international organisation workers state that gender equality is a part of values and strategy.

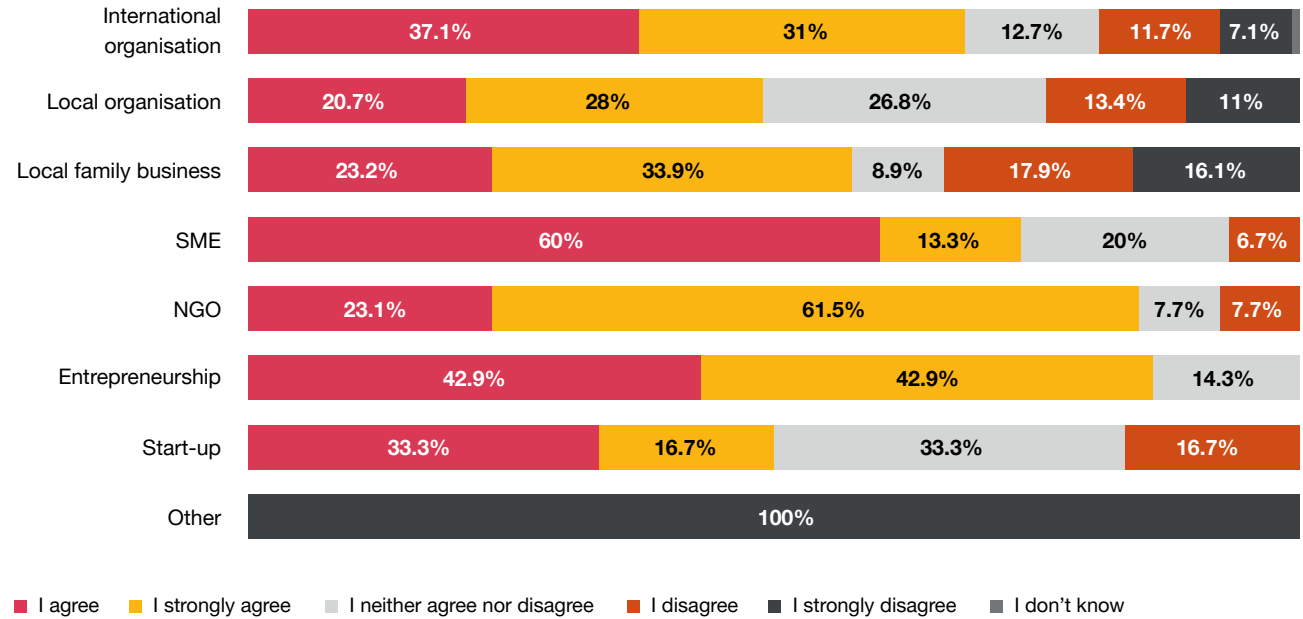
When we sort the answers to the same question by gender, 82% of men and 63% of women agree. Of those who do not agree, women are the largest group with 19%.



When we broke down the answers given to the question on leadership commitment by organisation type, 68% of global organisation employees say their company leaders embrace gender equality. Local family business employees, who have the lowest percentage (34%), think company leaders do not embrace this perspective. Broken down by gender, the data suggests that 74% of men and 59% of women think organisation leaders are committed to gender equality.

The results suggest that accepting gender equality as a strategic element and leadership acting on this are larger development areas in local family businesses than in other business scale. Also, lower percentages for women for both questions than men suggest that women do not think that gender equality is sufficiently reflected in corporate strategies.

The percentage of “agree” answers being higher for gender equality is accepted as a value and strategic element and leadership embraces gender equality than the percentage for leadership acting on gender equality suggests that there is a gap in the practice of diversity, inclusion and gender equality commitments, and that transparent leadership-employee communication is a development area.





2 Process and Policy

The most important impact of diversity and inclusion being a part of corporate strategy more fair and equal approaches in HR processes and policies; and adjustments to these processes and policies with a gender equality perspective.

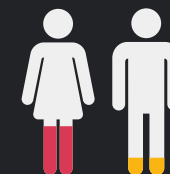
HR policies document corporate commitment in line with corporate strategy, and each HR process can be considered to be a critical touchpoint between the employee and the organisation in terms of diversity and inclusion.

The experiences of employees at these touchpoint are an important indicator of how corporate policies are reflected in the work place. Policies including diversity and inclusion principles may have a negative impact on the employee experience for many reasons, such as learned behavior in relation to gender roles and unconscious bias. In the following parts of this report (in sections on culture, measurement and reporting), we will elaborate on the importance of measuring the right performance indicators based on process and correctly interpreting deep culture elements that impact corporate culture.

We asked questions to understand how equal and fair the critical HR processes such as recruitment, career development, remuneration and performance management are perceived by our participants.

Highlights

- In terms of the overall answers on HR processes, **65% of female participants** agree that the processes are fair/equal, while **85% of male** agree. The average data suggests that male participants think the processes are more fair than women do.
- Participants say they have encountered unconscious bias and discrimination the most in “career”, “remuneration management” and “recruitment.”
- The participants shared that they have been say they have encountered bias and discrimination the most in “**career**”, “**remuneration, benefits and promotion**”, “**recruitment and interviews**”, “**performance**”, “**culture and behavior**”, “**parental leave**”, “**physical conditions**” and “**manager attitude**”.

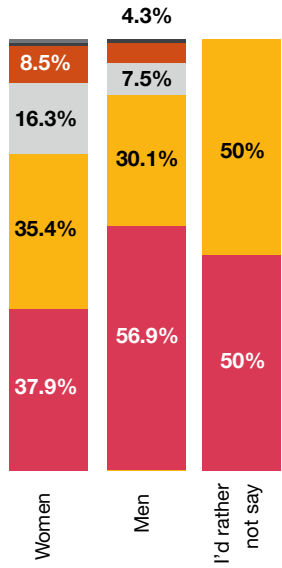


While **32% of women** don't agree that the physical work environment of their company meets needs such as lactation rooms or locker rooms, **10% of men** share this belief.

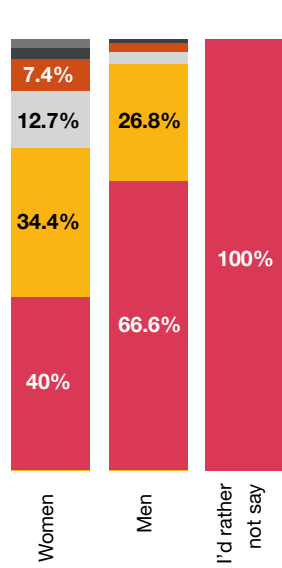
Findings

Gender Equality in Human Resources Processes

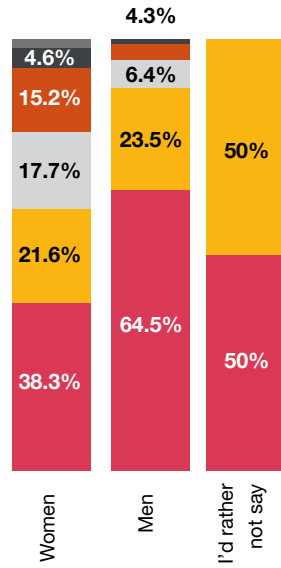
My company does not discriminate based on gender and acts equal/fair during recruitment.



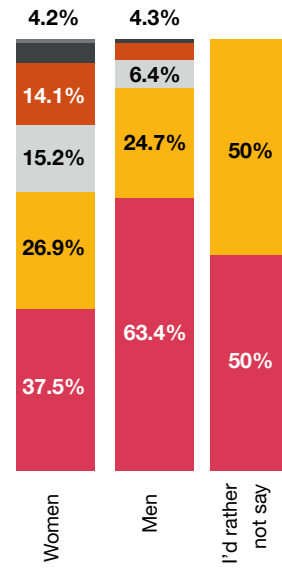
My company does not discriminate based on gender and acts equal/fair during performance evaluation.



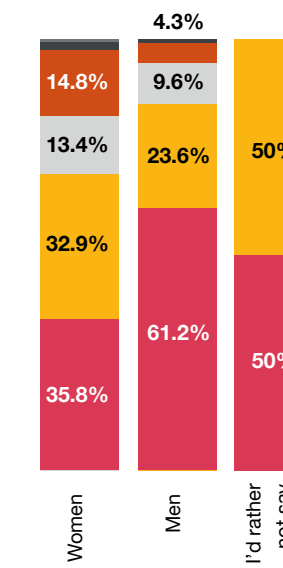
My company practices a transparent remuneration policy that embraces gender equality.



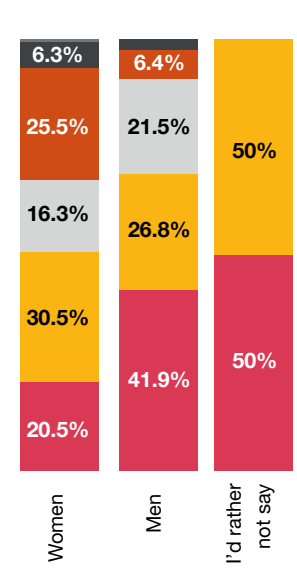
My company discriminates based on gender and does not act equal/fair with regard to promotions and raises.



My company provides fair/equal development opportunities that help me prepare for the future and ensure career progress, without discriminating based on gender.



My company adjusts the physical work place in line with my needs. (Lactation room, locker room, etc.)



■ I agree
 ■ I strongly agree
 ■ I neither agree nor disagree
 ■ I disagree
 ■ I strongly disagree
 ■ I don't know



73% of female participants think **the recruitment process** is fair/equal, while 87% of male participants agree with this statement.

74% of female participants think **the performance review process** is fair/equal, while 93% of male participants agree with this statement.



60% of female participants think **the remuneration policy is transparent and gender equality-aligned**, while 88% of male participants agree.

64% of female participants think **the promotion and raise process** is fair/equal, while 88% of male participants agree.



69% of female participants think their company provides fair/equal **development opportunities** that help prepare for **the future and ensure career progress**, while 87% of male participants agree.



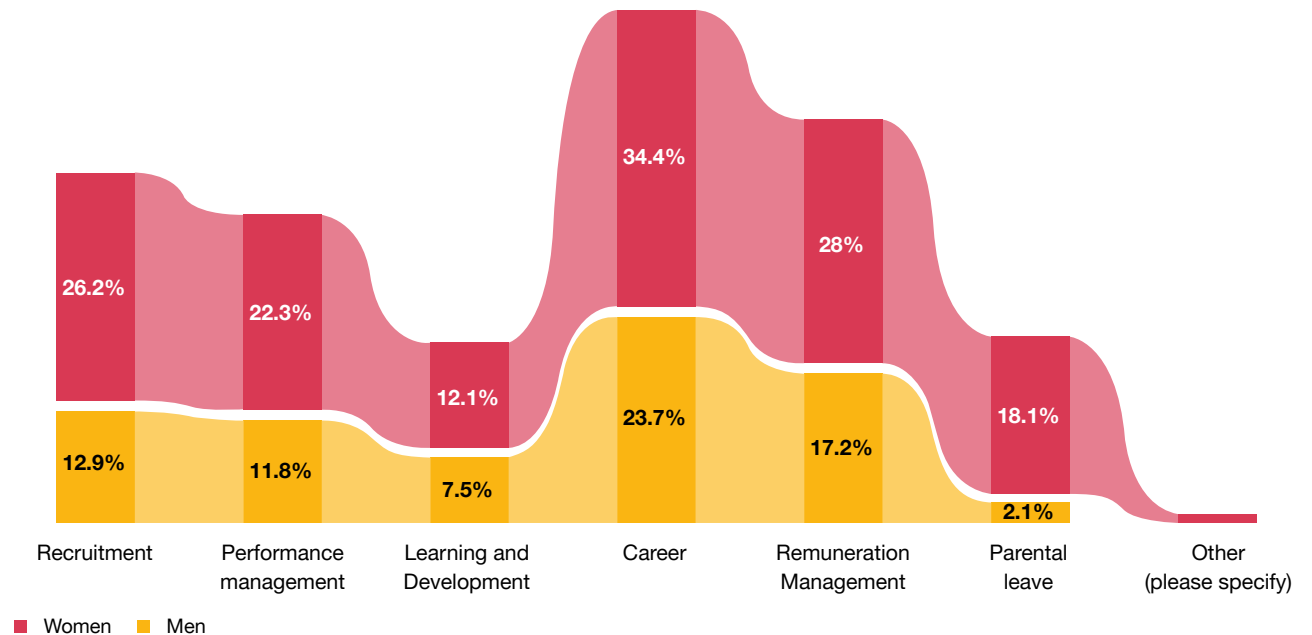
Prejudice and Discrimination in Human Resources Processes

Unconscious bias is the simplification of information processing in the brain through automatic and instinctive preferences and individual experience.⁷ While it is quite helpful when it comes to classifying data, it also has a negative impact on decision making mechanisms and the sense of equality. Unconscious prejudices in human resources processes are observed to impact critical decisions, especially regarding promotions, remuneration and performance management processes and to cause discrimination.

While corporations may adjust strategies, processes and policies to ensure diversity and inclusion, unconscious bias may cause practices to be quite different. Unconscious bias includes stereotypes and the inclination to prefer people like ourselves. To understand the impact of unconscious bias on human resources processes, we asked the participants if they have ever been subject to unconscious biases and in which HR processes they encounter unconscious biases the most.

56% of participants say they have been targeted by unconscious bias in at least one Human Resources process, and 60% of women participants and 42% of men participants report being targeted. When examined in detail, the data suggests that more women are targeted by unconscious bias than men.

We asked participants if they have been targeted by unconscious bias and discrimination in the workplace, and to share their experiences with us. 10% of participants shared their experiences, and 89% of those were women. The participants shared that they have been targeted by bias and discrimination in terms of “remuneration, benefits and promotion”, “recruitment and interviews”, “performance”, “culture and behavior”, “parental leave”, “physical conditions” and “manager attitude”.



⁷ [PwC_unconscious bias](#)



Female participants say they are subject to unconscious bias in HR processes such as remuneration, promotion and benefits. They say that there is a gender pay gap, and men receive **higher remuneration** because they are perceived as the main breadwinners.

They also report that women, due to the socially assigned responsibilities for childcare, are not promoted to management or senior management positions and that they have been actively demotivated and excluded. They say pregnancy and motherhood can be used as excuses to **refrain from promoting** women.

When asked about **the prejudices** they have been subject to during recruitment and interviews, they share that they are asked questions about their private lives, including their marital status and plans to have children.

Discriminatory comments the participants have received

Women lack flexibility

Men employees have to be breadwinners

Having to develop masculine behavior and thinking

Who looks after your child when you are working?

Our CEO is on that time of the month

Women, being obedient, should work in lower positions


Women provide additional income (as opposed to their spouses providing the main income)

Do you want kids?

You are being hysterical

The nature of the work isn't fit for a woman





3 Inclusive Culture

Deep culture, as one of the critical elements of organisational culture, consists of perception, behavior and values has more impact on inclusion than other elements of organisational culture defined as values, behaviour, processes and systems.

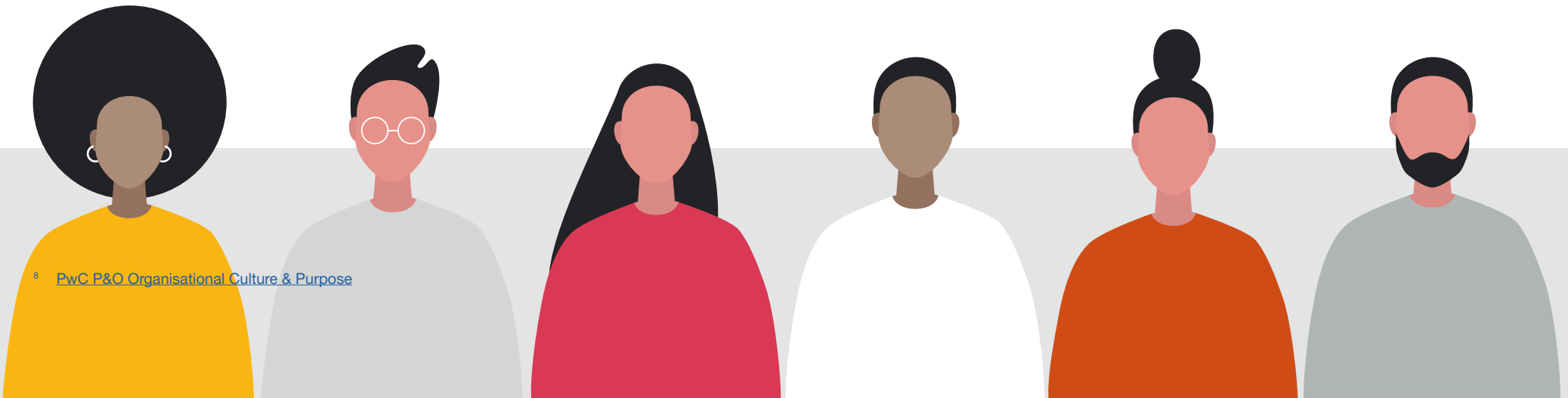
The deep culture elements that make up organisational cultures are nourished by social culture, beliefs and approaches and they may manifest in the workplace as behavior and unconscious bias.⁸ To transform the organisational culture and make it more inclusive, addressing deep culture items leads to more effective reactions in cultural transformation.

Important indicators of an inclusive culture are the employees being themselves, feeling comfortable expressing their opinions and promoting the establishment of trust.

Highlights

- Compared to men, a higher ratio of woman think that they are not taken seriously due to their gender
- Compared to men, a higher ratio of woman think that they are not able to express themselves well due to their gender

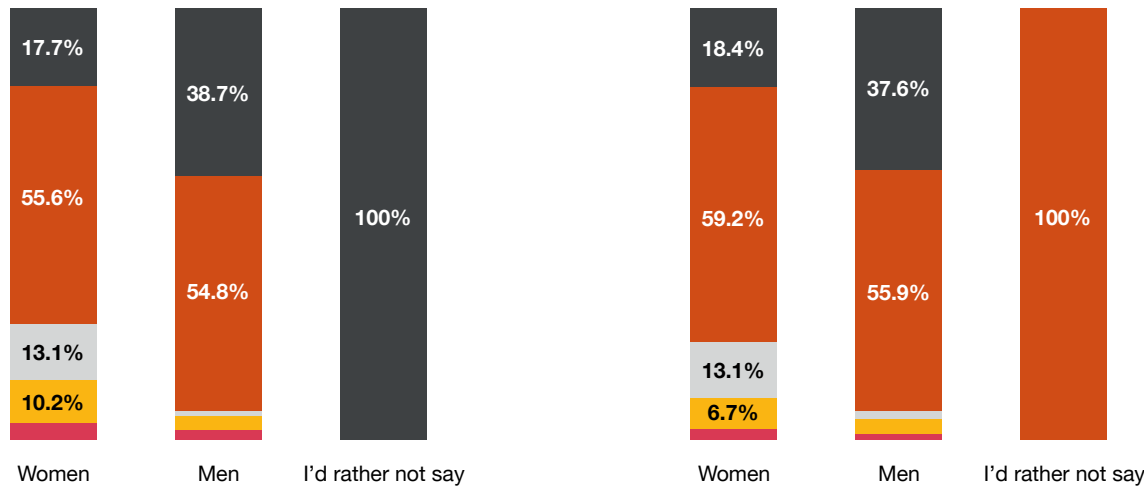
⁸ [PwC P&O Organisational Culture & Purpose](#)



Findings

We asked participants for their opinions on their organisational culture in terms of gender equality. 13% of female participants feel their opinions aren't taken seriously in the workplace because of their gender (men: 6%).

Also, 9% of female participants feel they cannot comfortably express themselves because of their gender (men: 4%). These results suggest that women feel more often than men that the culture they are part of isn't inclusive in terms of gender equality.



■ I strongly agree ■ I agree ■ I neither agree nor disagree ■ I disagree ■ I strongly disagree

In the experiences of discrimination and prejudice in the workplace shared with us (mentioned in terms of process and policy), we identified some elements that might be related to corporate culture and processes.



Women participants say they are instructed and warned by their managers, colleagues and senior management on how they should behave or speak, and that they deal with it by **“acting more manly.”**

Women participants also share that their criticisms or requests, even when they are expressing the same concerns as men colleagues, are brushed off as **“dramatic”** or **“emotional.”**

They say that managers/top management engage in explicit gender essentialist speech when it comes to a decision of hiring (e.g. men for heavy lifting).



Employee
Engagement and
Communication

4

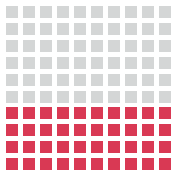
It is critical for the success of the strategy that the corporate commitment to diversity and inclusion be transparently explained to employees, that awareness efforts are made and that the corporate approach is guided by employee opinions. To that end, we asked questions about corporate communication with employees regarding gender equality, awareness efforts and training for leaders.

Highlights

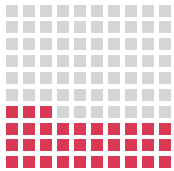
- Awareness training aimed at developing a gender equality perspective are organized for managers rather than employees, rather than employees.
- Two areas of development are organising activities to collect feedback/suggestions/opinions about gender equality and collecting employee opinions more effectively.
- While employees of international organisations are asked for their opinions via feedback/suggestions/surveys, this is less common in local institutions and local family businesses.



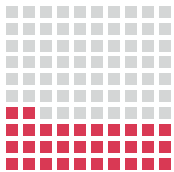
Findings



40% of participants state that their organisations carry out training and workshops and invite guest speakers to raise employee awareness on gender equality.



33% of participants say that their company prepares surveys, focus group studies, etc. to collect feedback/opinions/suggestions from employees.



32% of participants say that the managers in their company organise awareness training to increase gender equality awareness. The breakdown of this data shows the ranking for the organisations that provide training: international organisations (64%), local organisations (20%) and family businesses (7%).

The results suggest that gender equality awareness training is provided to management rather than employees, and organising activities to collect gender equality-related feedback/opinions/suggestions from employees is a development area. We find that such activities are important and should be prioritised to ensure employee adoption of gender equality strategy and corporate commitment.





5 Measurement and Reporting

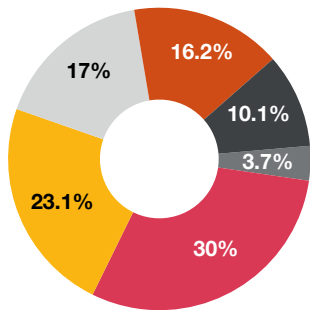
Measurement and reporting, the last dimension in the five-dimension diversity and inclusion model, includes regular measurement of basic data, measurement of process-based indicators of the basic data and measurement of not only diversity but also inclusion, using correct methods.

Highlights

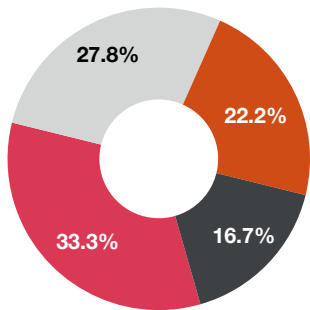
- 45% of participants say key performance indicators with gender breakdowns are shared with all employees.
- 55% of HR professionals say key performance indicators for gender equality are defined.
- International institutions take first place in defining key performance indicators for gender equality with 28% having done so, followed by local institutions and local family businesses in second and third places, respectively.
- It is estimated that women employees make up 40% of the company as a whole, while the number of women in top management is estimated to be 10% or less.



Findings



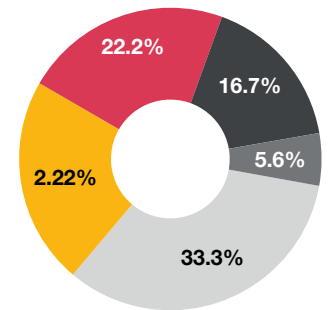
39% of participants say that in their company reports on key performance indicators (KPI) broken down by gender are transparently shared with all employees. The percentages of those who share these reports are international organisations (58%), local organisations (20%) and local family businesses (11%).



55% of HR professionals who participated in the survey say the key performance indicators for gender equality are defined in company objectives. Broken down by business scale, 68% of those who say they are defined are from international organisations and 21% from local organisations.

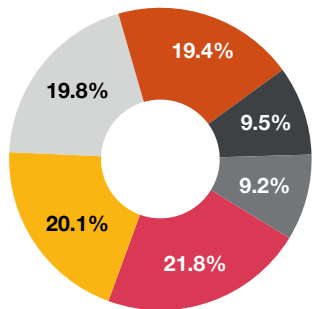
44% of HR professional participants state that KPIs such as resignation rates, recruitment rates and management rates are measured, reported and broken down by gender.

We asked the HR professional participants if KPIs broken down by gender are shared with employees. 47% answered yes, and 32% no. Data broken down by Business scale suggests this information isn't shared or known for NGOs and start-ups.

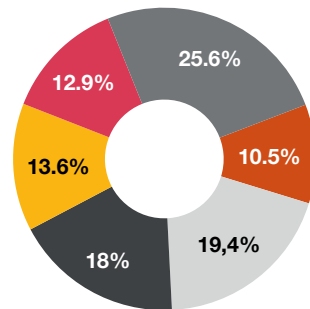


High numbers of participants (participants who answered I dont know or I neither agree or disagree) both questions suggest that gender equality KPI awareness may be low and relevant data may not be transparently shared with employees.

Total number of women employees



Women in top management



■ 40 - 50% ■ 30 - 40% ■ 20 - 30% ■ 50% or more ■ 10 - 20% ■ 10% or less

When asked to estimate total women employees and women in management, most participants (22%) estimated women make up 40%, and women in management 10% or less.

Participants who are working in industrial manufacturing and automotive sectors estimated the number of women employees to be 20% or more, while women employees in management were estimated to be 10% or less.

Participants in the retail and consumer products industry estimated the number of women employees to be 50% or more company-wide and in management.



Gender Equality in Workplace of the Future



1 Diversity and inclusion in long-term strategy

Diversity and inclusion have a critical role in the workplace of the future. Organisations put more weight on diversity and inclusion in their long-term strategies, in line with the changing world and trends. PwC's [25th Global CEO Survey](#) suggests that reliability scores are higher for companies that financially incentivise their CEOs based on non-financial targets such as gender diversity and employee engagement. The results of the 25th Global CEO Survey show that, globally, 38%⁹ of companies consider gender in their long-term corporate strategies, while in Turkey 68% so.¹⁰

In the scope of this survey, we asked if diversity and inclusion have an important place in their company's long-term strategic plans.

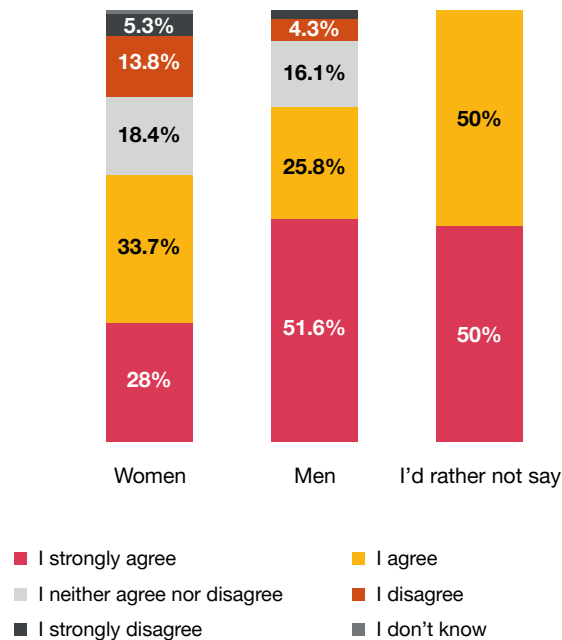
Highlights



The participants believe that diversity and inclusion are strategically important to their companies' targets.

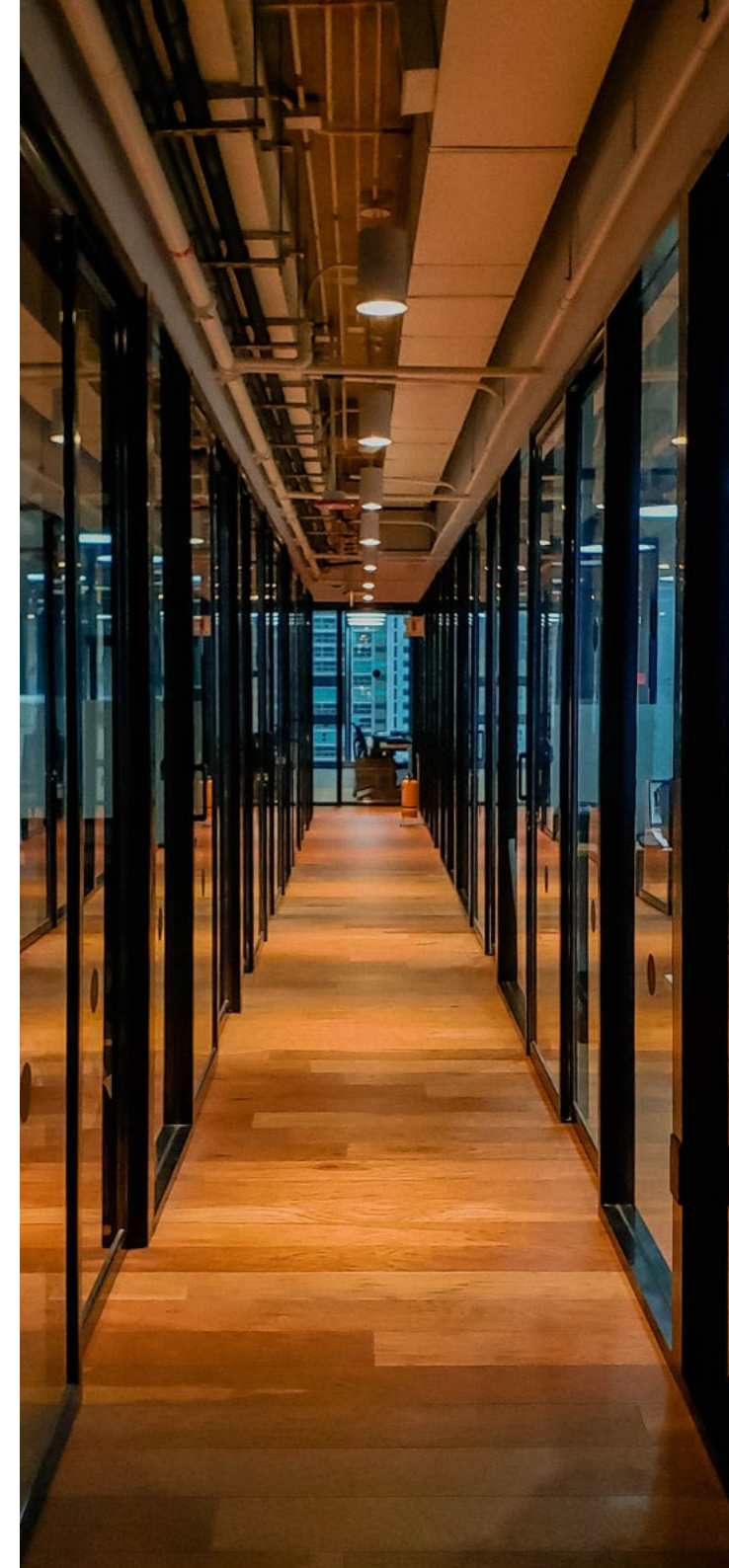
Findings

66% of participants state that diversity and inclusion have an important place in their company's long-term strategic plans.



⁹ [25th CEO Survey, PwC](#)

¹⁰ [CEO Survey, PwC](#)



2 Remote Work

The objective of the survey is to get a feel for employee awareness of diversity and inclusion in terms of gender equality in today's workplace as well as to evaluate the perception of gender equality in the changing work culture.

The [Women in Work](#) survey published in March 2021, suggests that unpaid care and domestic work, currently not divided evenly between men and women, became even heavier for women during the COVID-19 pandemic, and consequently women's participation in the workforce decreased. Additionally, COVID-19 extended the 22 years it was estimated was needed to close the gender gap in participation in the workforce.¹¹

Accordingly, we asked the participants about their perceptions of some critical Human Resources processes and the future in the remote/hybrid working model, which has increased with the impact of COVID-19.

Highlights

- Female participants agree more often than male participants that HR processes such as performance evaluation, promotions and training may not be applied fairly/equally in the remote/hybrid work model.
- Male participants scored the support they received from their companies to improve home studies higher than female participants.



¹¹ [Women in Work, PwC](#)



Findings

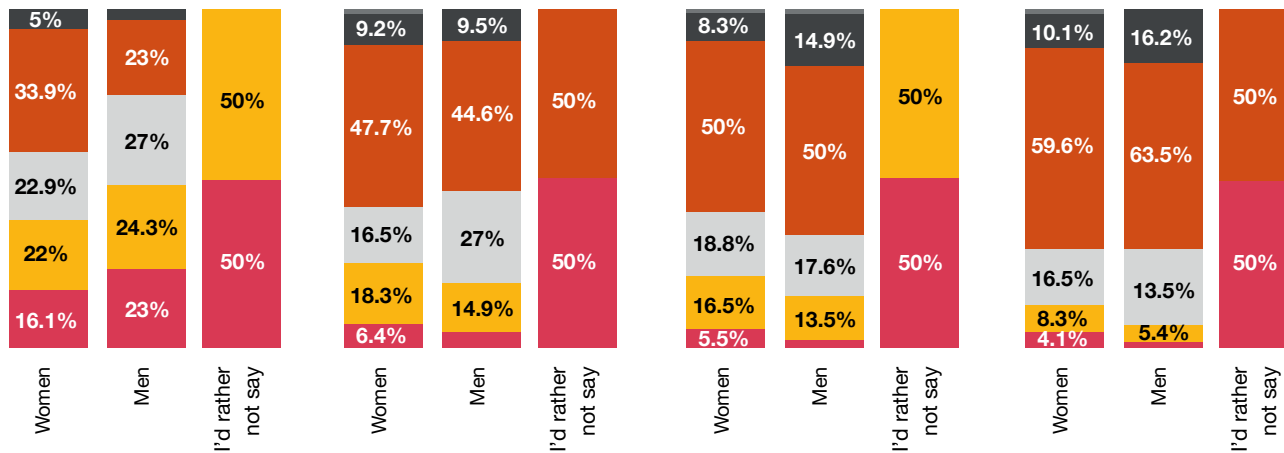
78% of participants say they work remotely/in a hybrid model while 22% say they don't.

47% of men say their companies developed policies to improve home studies (parental support, policies that improve physical environment) while 38% of women agree.

While 19% of men think the performance evaluation process between remote/hybrid workers and office workers may be unfair, 25% of women agree.

While 16% of men think the promotion process between remote/hybrid workers and office workers may be unfair, 22% of women agree.

While 12% of men think training opportunities between remote/hybrid workers and office workers may be provided unfairly, 7% of women agree.



■ I strongly agree
 ■ I agree
 ■ I neither agree nor disagree
 ■ I disagree
 ■ I strongly disagree
 ■ I don't know

Results suggest that women think the support they receive to improve their work from home environment in the remote/hybrid work model is lower than what men think. In terms of process, women think they might be subject to more discrimination during performance evaluation and promotion in remote/hybrid work. The reason for this opinion may be that women think they have a heavier housework load, which puts them in a disadvantaged position, or they are concerned that they may be evaluated by their managers with housework in mind.

According to the [Hopes and Fears About the Future of Work](#) Survey, published in January 2022, 40% of women prefer completely or mostly remote work, while 27% of men have this preference. This suggests that women want the remote/hybrid work more often than men do, but they also think HR processes such as performance, promotion and training may be unfair/practiced unequally.

3 Automation

The future workplace prospects show that by 2030, 30% of existing jobs will be automated.¹² Automation is an important element in CEO strategies.¹³ Accordingly, we asked participants what they think about the impact of automation on the workplace of the future.

Highlights



Female participants are more worried about the future of business and the impact of automation than male participants.

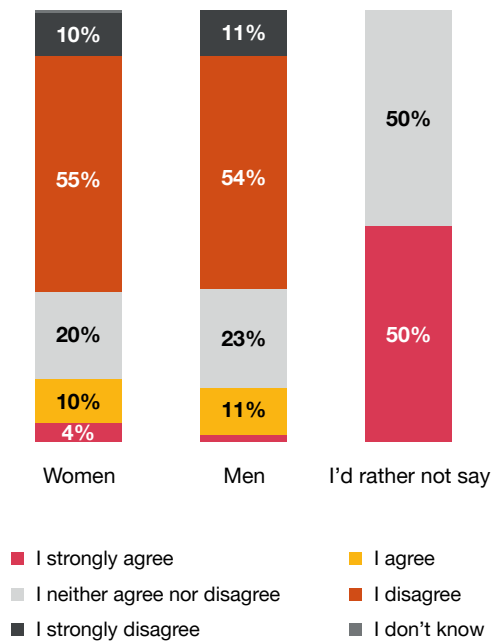


¹² [Will Robots Steal Our Jobs?, PwC](#)

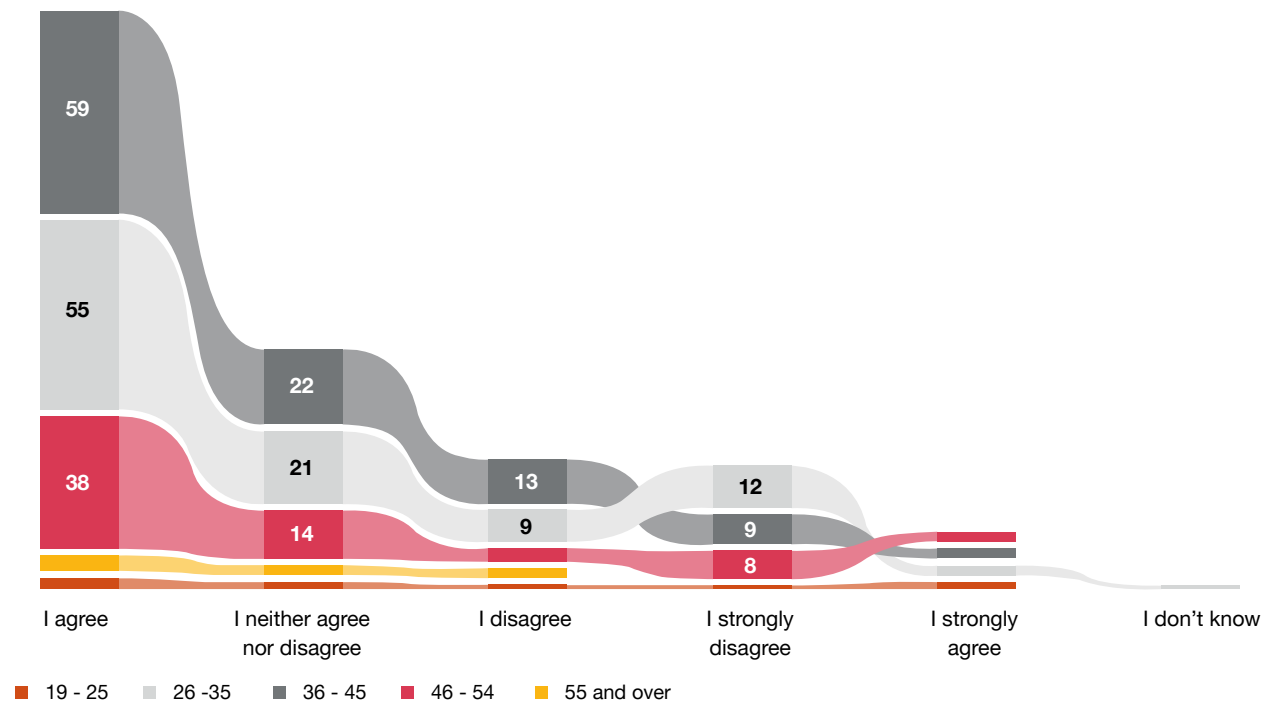
¹³ [25th CEO Survey, PwC Turkey](#)

Findings

12% of male participants are concerned that automation is putting their work at risk, while this ratio is 14% for female participants.



These results are in line with those of the [Hopes and Fears About the Future of the Work Survey](#), published in January 2022. For the question “When you think about the future world of work as it is likely to affect you, how do you feel?”, 26% of women replied “confident” and 49% “worried”, while both answers for men were at 36%. According to the same survey, 23% of participants were worried about the impact of automation on jobs in their line of work: 24% of women and 22% of men.¹⁴ The results show a parallel difference in both surveys: women feel more worried and less confident about the the workplace of the future and the impact of automation than men.



¹⁴ [Hopes and Fears About the Future of the Work Survey, 2021, PwC](#)

4 Skills of the Future

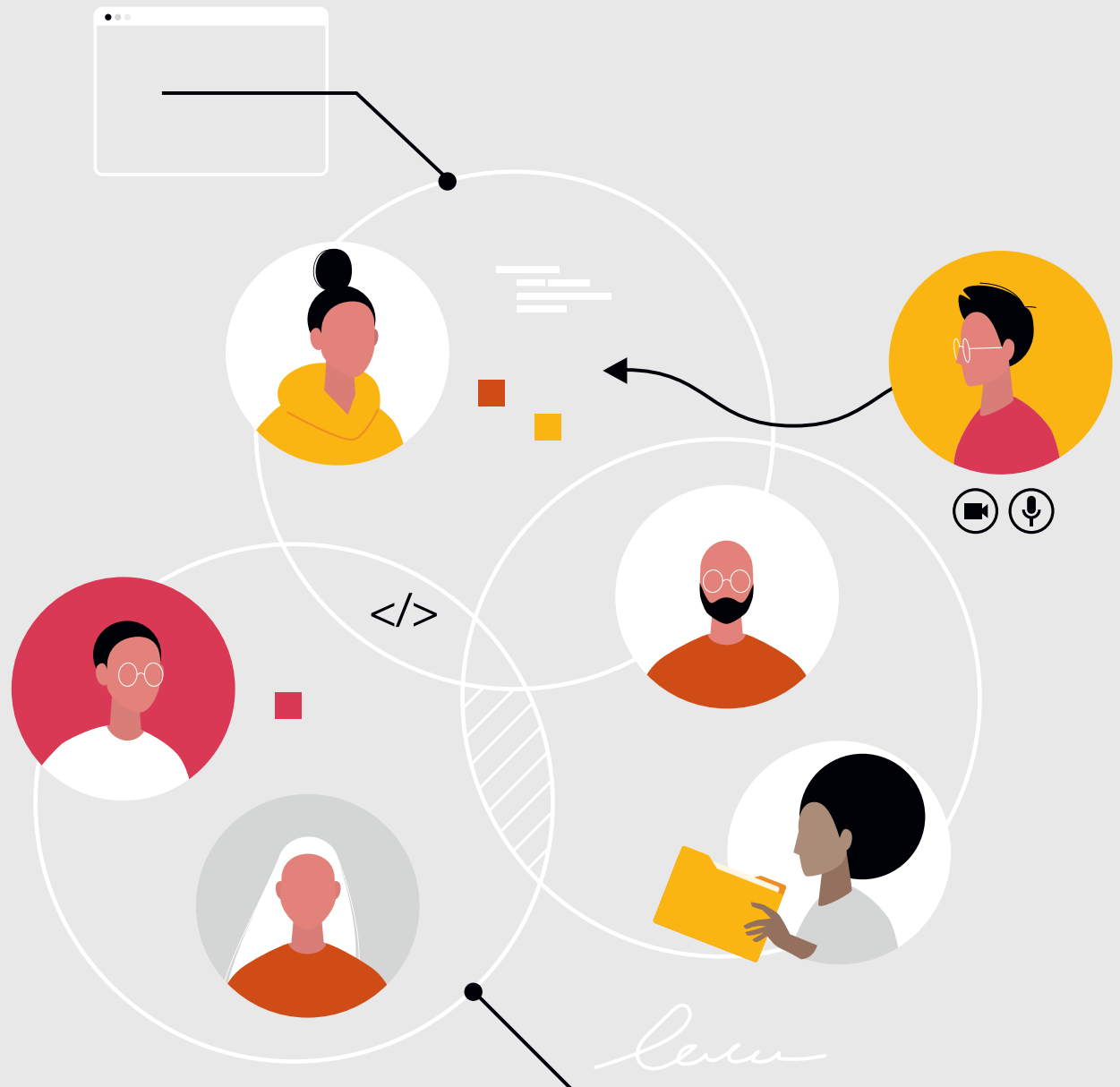
A prominent priority for the workplace of the future is preparing the workforce for the future with skills that will become more important in the future. The COVID-19 pandemic changed how organisations think about the skills of the future and how to access them.

Trainable skills that organisations need (creativity, problem solving, digital acumen, leadership, etc.) that help employees think, act and grow in an unpredictable and quickly digitalising world. Digital skills are only part of the story.¹⁵ To that end, we asked participants about the training they received for “future skills”.

Highlights



Leadership and digital skill training, critical for the future workplace, are provided less often to women than men.

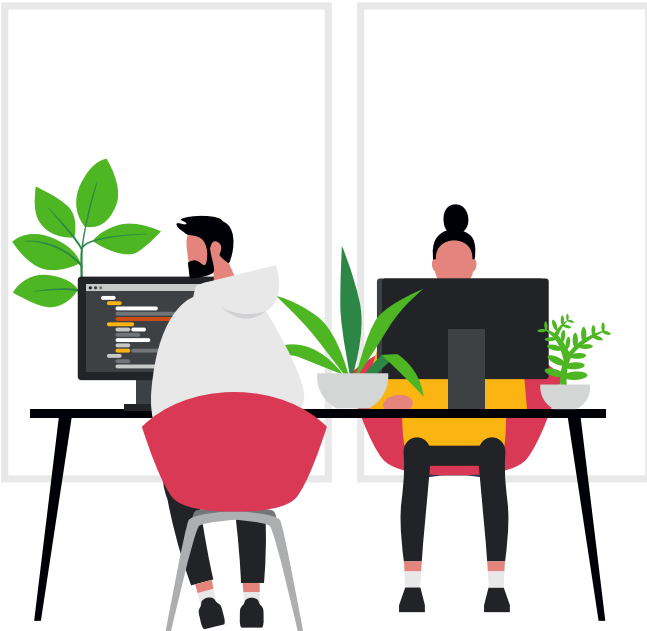


¹⁵ [New World, New Skills, PwC](#)

Findings

21% of men say they didn't receive any training to develop these skills, and 35% of women say the same.

Both genders hold similar opinions about skill development. 98% of women want to develop their skills in the future, and 94% of men say the same.



Breakdown by business scale:

- While 32% of women haven't received training to develop these skills in international organisations, the percentage is 10% for men.
- While 58% of women haven't received training to develop these skills in local family businesses, the percentage is 30% for men.
- While 26% of women haven't received training to develop these skills in local organisations, the percentage is 25% for men.
- In the industrial manufacturing industry, while 30% of women haven't received training to develop these skills, the percentage is 10% for men.
- In the retail and consumer products industry, while 29% of women haven't received training to develop these skills, the percentage is 9% for men.





		Women	
Today			Future
Leadership skills	36.5%	1	Digital skills 49.3%
Digital skills	23.8%	2	Leadership skills 48.9%
Problem solving	23%	3	Self-motivation (taking the initiative to start and maintain tasks) 38.7%
Self-motivation (taking the initiative to start and maintain tasks)	20.2%	4	Creativity and innovation 37.9%
Creativity and innovation	19.1%	5	Learning skills quickly 30.9%



When we asked what training they received to improve their skills in the last two years, **leadership and digital skill** trainings were **the top two** types for both women and men.

		Men	
Today			Future
Leadership skills	57.7%	1	Creativity and innovation 46.2%
Digital skills	36.6%	2	Leadership skills 38.7%
İşbirliği becerileri	26.9%	3	Digital skills 37.6%
Self-motivation (taking the initiative to start and maintain tasks)	26.9%	4	Self-motivation (taking the initiative to start and maintain tasks) 34.4%
Problem solving / Creativity and innovation	22.6%	5	Learning skills quickly 28%

While **36%** of women received leadership training, **53%** of men received such training.

While **24%** of women received leadership training, **37%** of men received such training.

During the Hopes and Fears About the Future of Work Survey, published in January 2022, we asked the participants which of these skills would be important in the future, and digital skills took first place. So, the fact that women participating in this survey receive fewer digital and leadership skill trainings than the men may be a factor contributing to inequality in development for future work.

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