

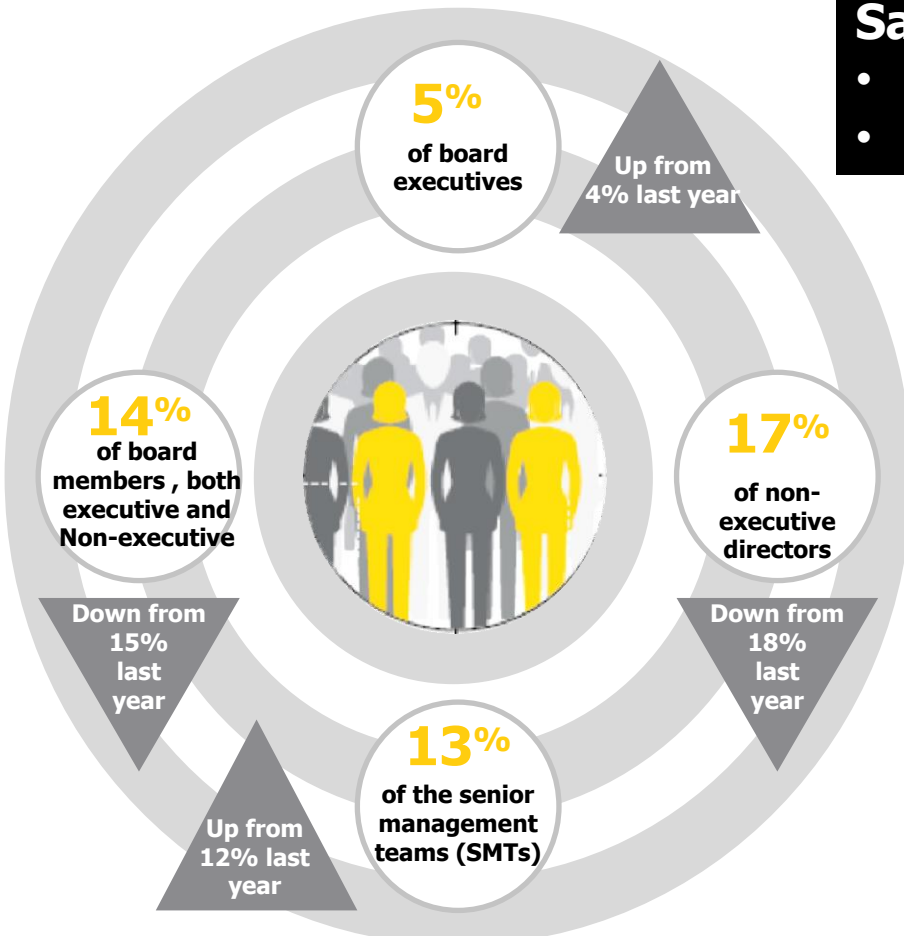
Gender issues: Bias Blockers & Resilience Builders

Santos
We have the energy.



The Wicked Problem

Lots of talk, we needed action that would get results



Santos 2011

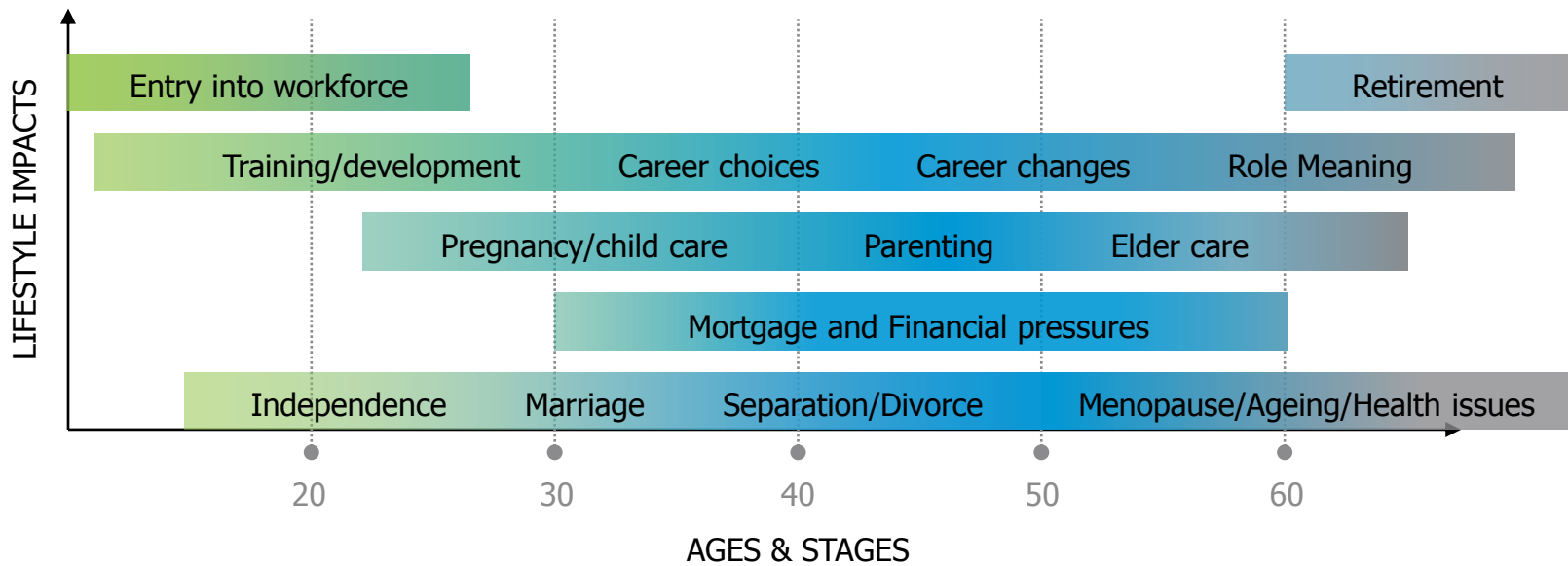
- + 10% female = 325 hires
- Women leaving > rates than men



GLOBAL. BUSINESS. LEADERS.



More In/More Up/Keep More One size does not fit all



- Policies are in Place
- Acceptance levels are low
- Barriers to policy acceptance?
- Tackling two levels: Organization and Individual

Hardware and Software

Be Bold...Don't follow

- › 50/50 quota for Graduates
- › Contract management renegotiation - multiplier effect/leverage scale
- › Address rem and Superannuation gaps
- › Remove system asbestos in recruitment, succession, branding, company vernacular
- › Improve reporting
- › Flex policies for age/ stage

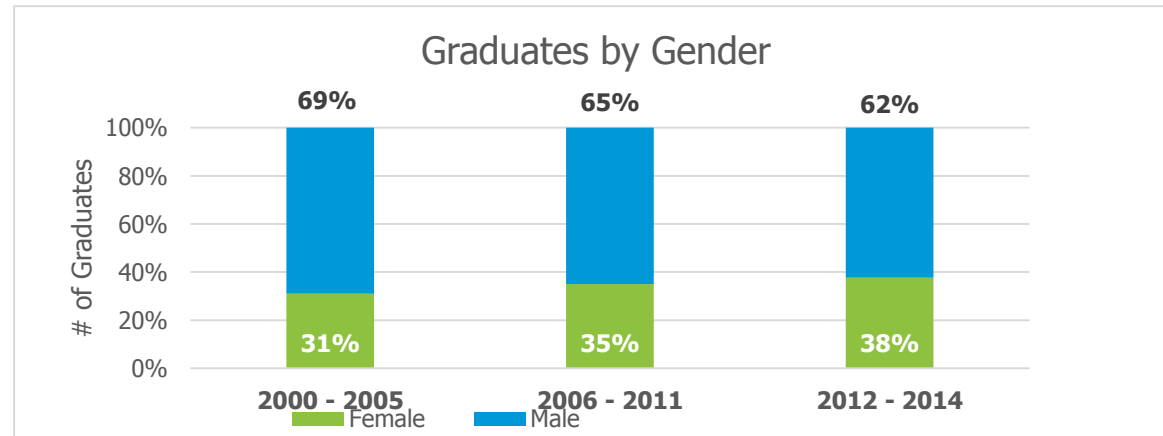
Organization Interventions- Tip of the Iceberg

Set Compensatory Strategies

- › 50:50 quota set in 2009 for graduates
- › Steady increase in numbers
- › Consistent program experience

Yet...

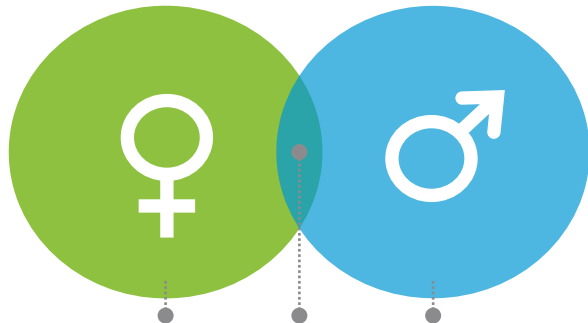
- › Performance ratings and Salary differentials still evident
- › Female attrition rates increased (1.6% 2102, 3.9% 2014)



Below the Iceberg

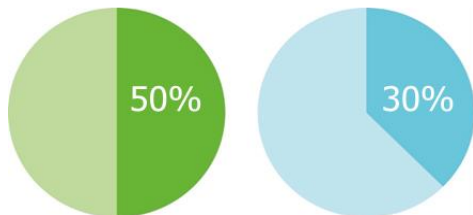
Individual Interventions - Behaviors and Paradigms

Factors affect gender attrition



Career Related Barriers
Job Satisfaction
Perceived Stress

Expressed self doubt about job performance and careers



Females 20% less confident

Self worth?



The cost of self confidence?
\$16k or 25% gap

Babcock, Carnegie Mellon University.
Davidson, Manchester Business School

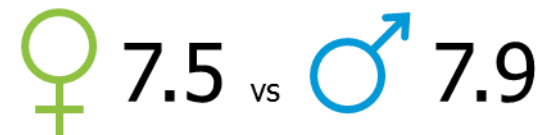
Women rate themselves more negatively than men on ability



On ability, pre-testing, score out of 10



On assessment of their performance.



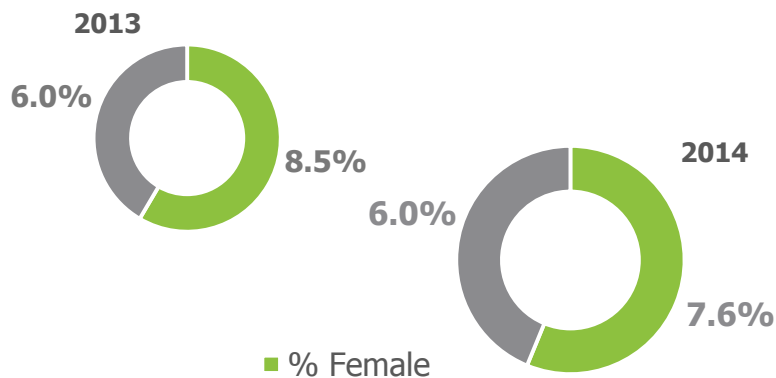
Actual results

Results

A long way to go.. We still aspire for More IN, More UP and Keep More

+4% Female representation over five years – but still only at 25%

Female attrition has decreased



Resilience levels increasing (+15%)

