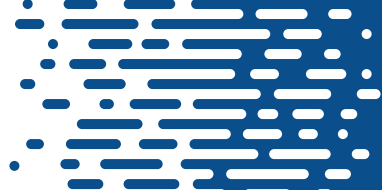


2019 HR Trends





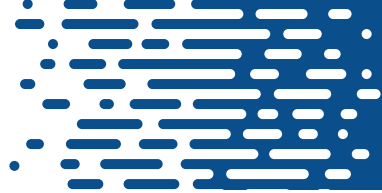
Looking ahead: 2019 HR Trends

For HR professionals, the start of a new year brings a welcome chance to reflect on the year that has passed, to assess what worked and what didn't, to course correct or make more drastic changes. It's also the prime opportunity to look ahead – possibly with a spate of resolutions, hopes and predictions for the coming 12 months.

Workplace predictions are particularly tricky. The pace of change is so rapid – and the world of work is so fickle – that what was once “hot” can become decidedly “cool” within months. Does anyone recall just a few years ago how Google Glass was going to transform how we utilise apps by providing access to information at our fingertips (or more correctly our nose-tips)? Or perhaps you recall predictions about the rise and rise of the so-called intrapreneur (the corporate equivalent of an entrepreneur). No?

Fortunately, the predictions that hit the mark frequently outnumber those that miss, and it's always a worthwhile exercise to try to anticipate where things are heading, if only to plan ahead and attempt to stay one step ahead of change. ELMO has gazed into the crystal ball to determine what's going to shape the workplace and the lives of HR professionals in the coming year...

1. HR in the flow of work
2. Reinvention of HR skillsets
3. On-demand learning
4. Gig economy talent management upheavals
5. Data and the employee experience (EX)
6. HR and technoethics
7. Diversity in leadership roles



1. HR in the flow of work

Anyone who's had to stop their work in one system or app and switch to another knows the frustration of technology being an addition to, but not part of, the work we must undertake. Work-related tech has often been cumbersome and not particularly user-friendly. In these circumstances it's not unusual to pause and ask ourselves: How do I work this software/app/platform again? Technology has rarely been seamlessly woven into the flow of work. This could be about to change.

We confess, this one is not our own. Tech guru Josh Bersin coined the phrase "HR in the flow of work" (or at least popularised it) in 2018¹. Bersin acknowledged that the HR technology marketplace is "fascinating" and diverse, with huge investments being made in cloud-based Human Capital Management (HCM) systems, and new tools being launched weekly for recruitment, performance management, engagement, training, analytics and well-being.

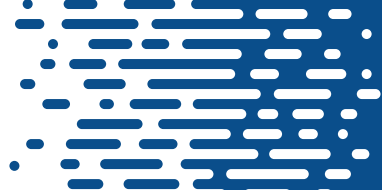
Bersin cited the rise of AI, video learning, intelligent chatbots and deeper, smarter analytics. He suggests this is leading to a new era where HR technology is no longer about having "systems of record", but rather "systems of productivity". It's part of HR's evolution from human capital management through to more sophisticated talent management and now HR in the flow of work, where the key focus areas are productivity, performance and networks of teams (see diagram on page 4).

Essentially what this means is any HR tech from this point onwards should be "natural, easy, and integrated into our work environment". Employees should be able to chat, click, or swipe and the HR tools we use should be integrated into our lives as smoothly as email, text messaging, or our favourite mobile apps have been over the last decade. In other words, it's the next level of consumerisation of HR technology; the tools and functionality we're accustomed to in our personal lives should be part of our working lives as well.

This means workplace tech must be:

- ✓ **Fast:** Users receive products and services almost as soon as they are asked for.
- ✓ **Transparent:** Users can easily access data about themselves and the products and services they purchase.
- ✓ **Connected:** The products and services used "talk" to one another.
- ✓ **Personalised:** Products and services that are purchased meet the user's specific needs.
- ✓ **Interactive:** Users can interact with service providers quickly and easily.

1. <https://joshbersin.com/2018/09/hr-in-the-flow-of-work-a-new-paradigm-has-arrived/>



“Technology has rarely been seamlessly woven into the flow of work. This could be about to change”

Instead of the scattergun approach of “on-demand” HR services, where employees can be confused about the limitless options available and unsure of what works best for them personally, research and advisory firm Gartner² says a more targeted approach is required. They suggest tomorrow’s leading employers will use behavioural economics and “a constrained set of options” from which employees can choose based on past behaviour, and specific guidance at designated points to nudge him or her to use the right tech for the right purpose at the right time. In doing so, technology can create an “effortless experience”.

Bersin explains his firm’s take on this significant trend:

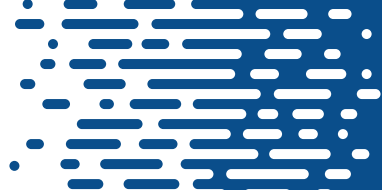
“Vendors have to build a more open architecture solution, spend more time integrating with platforms like Office, Workplace by Facebook, Slack, or G-Suite. AI and analytics needs to be invisible and intelligent, and the interfaces should talk to us in our own native language, so we can use the systems without wasting our time.”

From HCM to Talent Management to HR In The Flow of Work

Automated Talent Management	Integrated Talent Management	Engagement, Fit, Culture, Analytics	Productivity, Performance, Teams
Talent Management: Integrated processes and systems, Talent as core HR and business agenda		Team and Work Management: Optimising productivity, alignment, connection of the “network of teams”, tools to make work better	
Systems of Automation Practice-driven solutions		Systems of Productivity In the Flow of Work	
Systems of Engagement Empowerment solutions			
Automate	Integrate	Engage	Perform
1990s-2000s	2004-2012	2012-2017	2019+

Source: Josh Bersin, “Upside to Work” <https://joshbersin.com/2018/08/hr-technology-for-2019-hr-in-the-flow-of-work/>

2. <https://www.cebglobal.com/talentedaily/make-your-employees-digital-experience-effortless-not-limitless/>



Some employers have already embraced HR in the flow of work via their reward and recognition programs. This approach allows recognition to occur where and when the work gets done. For example, retailers might integrate their reward and recognition program with point of sale terminals (using APIs or application programming interfaces) so that customer feedback can also be captured in the flow of work. Alternatively, the reward and recognition platform might automatically recognise an employee's achievements – for example, if they successfully complete an online learning course delivered via a Learning Management System.

It is also about using any workplace application to automatically recognise an employee's achievements – perhaps when they hit a set KPI or reach a work landmark.

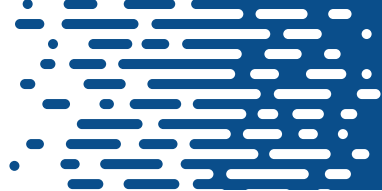
Ultimately, experts predict reward and recognition won't be delivered as a program; it will instead become an integral part of the way people work – a behaviour rather than a process. That philosophy effectively summarises the concept of "HR in the flow of work".

2. Reinvention of HR skillsets

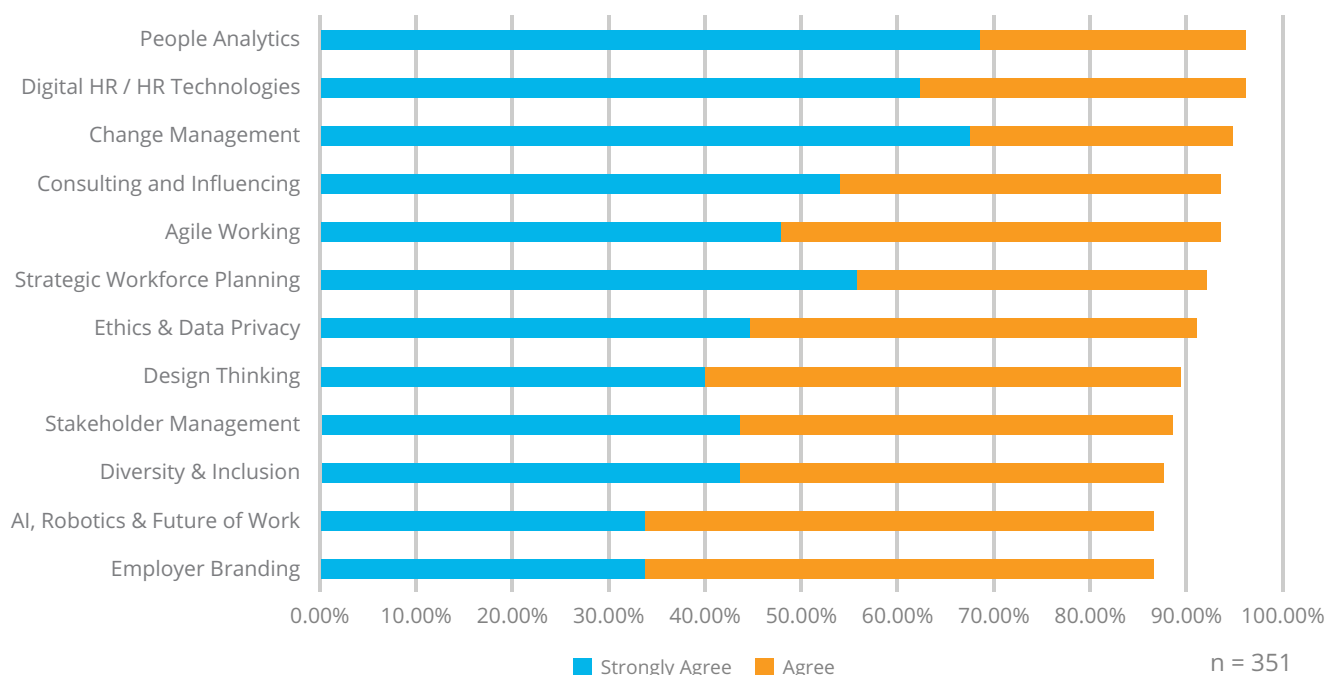
"The future of HR is no HR". You may have seen the alarmist headlines earlier in 2018, which were almost the climax of the hype around the impact that [automation](#) is having on jobs, and on HR roles in particular.

Rest assured, HR is still needed – perhaps more than ever before – but just like all professions, it must evolve to move with the times. In order to evolve, new additions must be made to HR's skillset.

So, what are these skills & capabilities? A 2018 survey by people analytics and HR thought leader David Green, in conjunction with Ian Bailie at myHRfuture, identified the key skills HR professionals need to develop.



Which HR skills & capabilities will be essential for future success?



As Green himself commented: "Interesting to see people analytics at #1 and also 'soft' skills like change management and consulting/influencing featuring so highly."

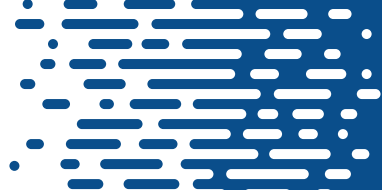
"HR professionals are falling behind with basic data literacy skills"

Perhaps less surprising is "digital HR/HR technologies" in third position – indeed, just about all of the 12 listed capabilities are either driven or impacted by technology. It's apparent that with the world changing at a rapid pace, HR has the unenviable task of not only getting employees and managers up to speed with digital capabilities but ensuring they themselves do not fall by the wayside.

If HR professionals were to choose just one area to upskill in during 2019, it must be people analytics. This area has emerged as perhaps the most essential skillset for those looking to improve individual performance, enhance employee experience and achieve business goals. However, there's a problem: HR professionals are falling behind with basic data literacy skills. Research³ shows that nearly 60% of surveyed companies do not have basic data literacy skills in place across the HR function. These foundational skills determine an organisation's overall people analytics maturity and may include:

- Knowledge of basic statistical concepts
- Understanding relevant data sources and formats
- Ability to interpret common data visualisations

3. The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP/Madhura Chakrabarti, PhD, 2017



With analytics capabilities being built into almost all software offerings today, it's becoming easier to build a manager-level dashboard that helps HR teams understand what they must do to make the work experience better. However, basic data literacy is still required.

Perhaps HR professionals might upskill using a fresh approach to professional development, which is also the next trend on our list: on-demand learning.

3. On-demand learning

Much like learning at school, traditional corporate learning has been driven (or come from) top-down. A manager identified an area for an employee to develop and – if budgets allowed – they would choose appropriate training interventions. There was limited scope for employees to pick and choose what they learned, or how they did it. There was also limited scope for personalised learning, with little consideration given to a learner's age, past experience, or personal goals.

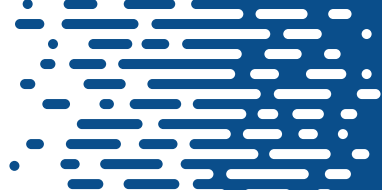
This approach to learning, with rigid, structured programs, is slowly giving way. We predict that as the concept of life-long learning takes hold, on-demand learning will take off in 2019.

The key to on-demand learning is flexibility. It's self-directed, social and informal. It's continuous, consumable, highly relevant and, of course, available on-demand. By its very nature it's "bottom-up", driven by employees themselves. Just as critically, it shares with just-in-time learning the ability to provide bite-sized chunks of knowledge at just the right time, when it's most needed. That means there's no more waiting for the relevant piece of information to be imparted in a longer, more general course.

"68% of employees prefer to learn at work; 58% prefer to learn at their own pace; 49% prefer to learn at the point of need"⁴

This trend is being driven by technology and the rise to prominence of Gen Y and Gen Z – "digital natives" who have grown up never having known life without the internet. They've also been branded "consumer learners" for good reason: they expect to instantly access and consume content online. Whether it's Snapchat, Netflix, or your LMS, engaging content should only be a few clicks away.

4. 2018 Workplace Learning Report, LinkedIn



Research⁴ backs this up: 68% of employees prefer to learn at work; 58% prefer to learn at their own pace; 49% prefer to learn at the point of need.

If you're looking to shake-up how professional development is delivered in your workplace in 2019, these on-demand learning benefits should get you over the line:

- **Industry-specific training:** Courses and content can be tailored to suit the needs of specific roles or industries.
- **Efficiency:** The content is designed to be digested in short, effective, focused bites, ensuring maximum knowledge retention in the shortest amount of time.
- **Multi-platform access:** Content can be accessed on any device, which means that learning can take place anywhere, at any time.
- **Optimised learning and retention:** The newly acquired knowledge is put into practice immediately, thereby improving learning transfer from theory into practice.
- **Tailored professional development plans:** Managers can ensure employees receive training that matches their specific needs and career plans, to help them upskill, cross-skill or remain compliant.

4. Gig economy talent management upheavals

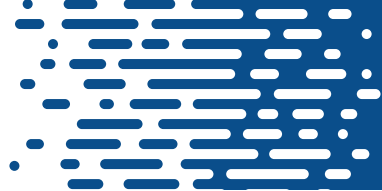
The gig economy consists of almost a million self-employed Australians, who work on a freelance or project basis, rather than in permanent jobs. In New Zealand, there are over 300,000 individuals who are, or have at some point been, in self-employment.

This new dimension to the labour market is being driven by a fall in full-time jobs and a preference by organisations and workers for more flexible and independent work arrangements.

However, the so-called "gig economy workforce" presents some challenges. For employers, one of the main challenges is correctly classifying workers, along with the risk that some workers who have been classified as independent contractors may argue that they are in fact employees in order to obtain access to benefits only available to employees.

Recent legal cases in the UK involving Uber, and more recently in Australia with Foodora, are seen as being part of the scramble by legal systems around the world to catch up.

4. 2018 Workplace Learning Report, LinkedIn



In mid-November, Australia's Fair Work Commission (FWC) added fuel to the fire when it found that a former Foodora delivery rider who was unfairly dismissed, was an employee and not an independent contractor⁵.

The FWC's judgment was deemed "a landmark decision" that will reshape work in the gig economy and the rights of workers in that economy. According to Labor senator Murray Watt, who chaired an inquiry into the gig economy in early 2018, "companies like Uber Eats and Deliveroo should be very worried by this decision".

It should be noted that Foodora has already paid the price: despite the legal uncertainties it faced, the company announced it would be "winding down services" in Australia from August 2018.

Watt said that many gig economy workers were in precarious employment that only offered below-award pay. "People often think about the Ubers, Foodoras and Deliveroos, but we are seeing this gig work spread to aged care, childcare and disability care," he said.

In this case, the line between contractor and employee was made hazier by the Foodora uniform and Foodora branded equipment, and the star-rating systems whereby workers could be dropped from service if they received a poor rating. This system gave the best workers (called "Batch 1"), time off work and pay rises, while those at the bottom ("Batch 4") had to wait days to book shifts and were often given more inconvenient deliveries. The FWC said these factors contributed to these contractors actually being classified as employees.

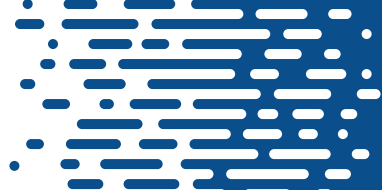
"As the gig economy continues to gain momentum, employers will need to embrace this growing labour trend in order to remain competitive"

While the decision's impact was said to be far-reaching, employment lawyers have warned that each subsequent case will depend on the specific arrangement between parties, as not even all Foodora workers were engaged under the same model.

In New Zealand, law firm Minter Ellison stated⁶: "As the gig economy gains momentum and local businesses start to employ individuals on short term contracts ('gigs'), the issue will undoubtedly arise in New Zealand. We already know it's on the Government's radar – in 2017 Labour proposed a third category of worker, the 'dependant contractor', to address the lack of minimum entitlements for certain categories of contractors."

5. <https://www.abc.net.au/news/2018-11-16/foodora-loses-unfair-dismissal-case-fair-work-commission/10506470>

6. <https://www.minterellison.co.nz/our-view/gig-economy-under-scrutiny>



The gig economy has also raised concerns about other aspects of the employer/employee relationship that have typically been taken for granted. For example:

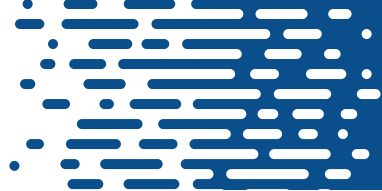
- **Learning & development.** Workers with permanent jobs often take for granted their on-the-job learning from supervisors and peers, or access to company-supplied training. If the gig economy continues to expand, experts have sounded warnings about how the millions of gig economy workers globally will have access to training.
- **Superannuation and tax.** Thought needs to be given to how a significant group of workers will pay their own superannuation as they move from one job to the next, as well as the impact of many more self-employed workers who must withhold tax each month.
- **Workplace health & safety.** Responsibilities traditionally associated with being an employer – such as workers’ compensation and workplace health & safety entitlements – may be jeopardised if workplace laws do not keep pace with rapid technological change. Many gig economy workers are governed by commercial contracts and laws that don’t stipulate many of the entitlements found in traditional employee contracts.

There are also repercussions for how talent is utilised by organisations. Workforce planning broadly describes the process an employer uses to align the organisation’s business needs and priorities with those of its workforce to make sure it can comply with legislative, regulatory, service and production requirements and organisational objectives. The gig economy has added complexity to this process. Not only do employers need to source, engage and manage individual contractors and freelancers, they need to ensure consistency across hiring practices, on and offboarding processes, payment and performance.

As stated in AI Group’s thought leadership paper, “The Emergence of the Gig Economy”⁷: “Employers will require new technology, tools and processes to maximise the benefits it carries. Independent contractor work streams are set to become a fundamental component of talent strategies, and will bring about disruption and innovation in the labour economy.”

However, it’s quite possible that 2019 will be more about playing “catch-up” as legislation turns from reactive to proactive to deal with rapid workforce changes.

7. http://cdn.aigroup.com.au/Reports/2016/Gig_Economy_August_2016.pdf



5. Data and the employee experience (EX)

If 2018 was the year of EX, it stands to reason that 2019 will likely expand upon this explosion – and more critically, HR teams will be called upon to assess their investment in anything relating to EX.

The EX covers every touchpoint an employee will have with an employer, from hire to retire. It's a mix of technology, purpose and the physical workplace itself, and it encapsulates what people encounter, observe or feel over the course of their journey at an organisation. It looks at more than engagement and culture and brings together all the workplace, HR, and management practices that impact people on the job.

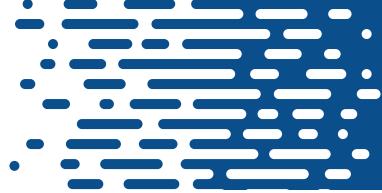
So how can the EX be assessed? One way is to measure the primary beneficiary of a positive EX: employee engagement. Traditionally, annual or bi-annual engagement surveys have been used to get a sense of how employees feel about their workplace. These “deep dive” surveys would particularly be used following major events like a merger or acquisition. Recently, pulse surveys have been used to gain more timely insights at regular intervals. These are particularly useful for assessing EX as they consider a continuous chain of events or interactions rather than a one-off, specific event. Pulse surveys can also be easily connected to the important “moments that matter” to assess the EX.

However, technology is once again shifting the dial. Today, real-time sentiment analysis is a rapidly growing area, which is increasingly being used to gauge the EX. Sentiment analysis uses a range of techniques, such as voice analysis, text analysis and data from body sensors to determine if employees are feeling stressed, disengaged or fulfilled in the workplace.

“Real-time sentiment analysis is a rapidly growing area, which is increasingly being used to gauge the EX”

Here are some examples.

- **Text analysis:** Analytics software will “read” survey responses, work emails or conversation transcripts to assess workplace sentiment and employee reactions to certain conditions, activities or situations. Thanks to AI, the software will assign a numerical value to the string of words to assess whether the sentiment expressed is positive, negative or neutral. The tool will then flag potential issues.

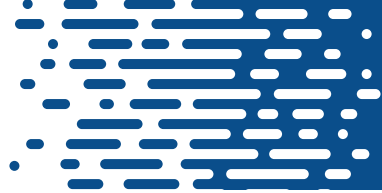


- **Emotion recognition:** Technology already exists to analyse a photograph and identify a person's facial expression and emotion, such as happiness, surprise, anger, or sadness. The next step will be analysing video/live streaming and voice sentiment – already used in call centres and related jobs – to provide insights to the EX.
- **Biosensors and wearables:** We're already using smart, wearable biosensors for our personal health and well-being – think of Fitbits and smartwatches. They measure physiological levels (heart rate, respiration rate, body and skin temperature, blood pressure, etc.), as well as various surrounding parameters (distance, light, etc.). These tools in the workplace are already being used to improve health & safety – for example, in high risk environments, caps can be worn by equipment drivers in mines to monitor micro sleeps. There are other examples of tech companies monitoring the mental state and stress levels of their coders to ensure they are operating to maximum potential.

With data everywhere, “analysis paralysis” is a real danger. Where to start? Keep in mind that improving the EX is not necessarily about large-scale sweeping changes. Pick one area of HR's mandate (onboarding, for example), obtain employee feedback, adopt a design thinking mindset, change the existing process, trial a fresh approach, obtain feedback, and keep going. As the EX is fluid, continuous improvement is critical.

Of course, the ability to track and use data is easier said than done. Not only must the right technology be in place to capture the data, but you may also encounter data silos, sceptical stakeholders, a lack of the right skill sets to analyse the data, and countless other hurdles. This is also delving into sensitive areas and there are legitimate concerns about data storage and usage. The handling of sensitive information based on an employee's correspondence or their health must be managed carefully. HR should develop a set of policies and communicate to employees what type of data is collected, for what purpose, for how long, and where it will be stored.

Which leads us to the next prediction on our list...



6. HR and technoethics

From smartwatches to mobile apps, there's no question we've all benefitted from tech breakthroughs. But is there a dark side? Is there a point at which tech innovation negatively impacts on areas like privacy or threatens job security? In a post Facebook/Cambridge Analytica⁸ world, where General Data Protection Regulation (GDPR)⁹ compliance has raised awareness of the issue, questions are being raised about whether it's time to introduce moral, ethical and legal codes to reign in the misuse of data produced by technology. Such codes could address issues ranging from data collection to workplace automation to robotic implants.

HR professionals are well-positioned to fill the role of "technoethicists".

It's not as far-fetched as one might think. HR departments play an increasingly strategic role in business. They develop means to improve workforce efficiency and productivity and, critically, they establish workplace standards and reinforce desired behaviours. They also uphold workers' rights while ensuring the interests of the employer are not jeopardised.

HR professionals could act as gatekeepers and enforcers, ensuring organisations and employees toe the line when it comes to ethical use of technology. They could act as a vital neutral voice when people-vs-technology decisions need to be made.

We know that the insights being sought from Big Data, the Internet of Things and artificial intelligence are becoming increasingly complex. As outlined earlier, the rise of injectable or wearable technology is a growing trend, which raises a series of questions: How is that data being collected and how is it being used? How far is too far?

To cite one example¹⁰, in January 2017, Swedish start-up hub Epicenter began implanting workers with microchips the size of a grain of rice. The implanted chips are used to open doors, operate printers or even buy smoothies in the office café with a wave of a hand. The program is entirely voluntary but over 150 of the company's 2,000 workers have opted to have the chips implanted.

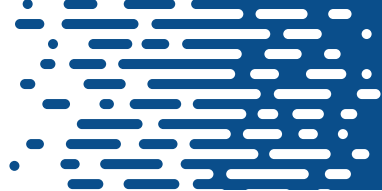
Aaron McEwan, Senior Director and Advisory Leader at Gartner, told *HRTechNews* that the trend raises security, privacy and trust issues.

"Employees want to know where the data will end up and what it will be used for," he said. "Despite the Facebook/Cambridge Analytica debacle, I believe consumers are still willing to provide their personal data if they trust the holder of that data and they believe that data will be used in their best interest and not for any other nefarious activity. The same principle applies to employees and their data."

8. <https://www.theguardian.com/news/2018/mar/18/what-is-cambridge-analytica-firm-at-centre-of-facebook-data-breach>

9. <https://www.forbes.com/sites/forbestechcouncil/2018/04/25/gdpr-and-what-it-means-for-your-business/#ab658cd2d2fc>

10. <https://www.hrtechnologynews.com/news/latest/are-tech-implants-a-step-too-far/98800>



“Employees want to know where the data will end up and what it will be used for”

On a positive note, one way to win that trust might be to assure employees that any insights gleaned from the data could be used to “personalise” the employee experience.

McEwan commented: “My firm belief is we’ll be happy to trade our data for greater flexibility and a more frictionless or effortless employee experience. The more we can remove the annoyances of multiple passwords and the need to log into different systems and all these approval steps, the higher the uptake of wearable tech will be.”

McEwan’s belief is backed by research. A global PwC Workforce of the Future¹¹ survey of 10,000 workers found that 70% would consider treatments to enhance their brains or bodies, all in the pursuit of greater work performance. The catch was that there had to be some clear benefit to themselves and not just to their employer.

A separate study¹² found:

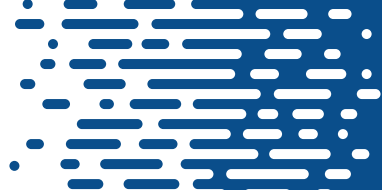
- **72%** of employees object to being monitored on social media, when interacting personally and while moving around the workplace
- **52%** of employees trusted their organisation to protect their data; **48%** did not
- **50%** said they would object to being tracked by a wearable device, **28%** said they wouldn’t mind and **16%** said they weren’t sure
- **85%** of surveyed employers have privacy and security guidelines on what data is collected, how it’s stored and whether it’s used appropriately; **15%** had no guidelines

If implants seem extreme, consider that smartphones can already track your whereabouts, your mood, your interactions and your daily habits. Would you and your employees be happy to hand that information to your employer?

This raises yet another dilemma: Can we be too far off employees demanding to take their work-related data to another employer, to demonstrate upfront, for example, how productive they can be?

2019 might just be the year that technoethics takes centre stage, with the spotlight falling on HR professionals to safeguard against “tech use and abuse”.

11. “The Workforce of the Future: The Competing Forces Shaping 2030”, PwC
12. Survey conducted by HR Metrics & Analytics Summit, June 2018



7. Diversity in leadership roles

It's difficult to identify common themes in the diversity & inclusion space, let alone predict what 2019 will bring.

In the midst of the #metoo movement and increasing public concern about sexual harassment and the willingness of people to say that, they too, have been affected, it's fair to say that one key shared component will be a push for more education in the workplace around what is and is not appropriate workplace behaviour. This may spread to "bystander training" – educating those who witness inappropriate behaviour and outlining the actions they can take. Zero tolerance approaches to sexual harassment in the workplace are likely to gain further traction.

Another common thread will be a push towards recognising that organisations must make more of an effort to reflect the make-up of society as a whole – whether that be based on age, ethnicity, sexuality, disability, mental health, gender or any other component of D&I.

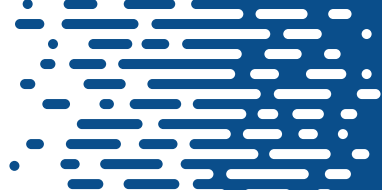
Diversity in leadership roles is sadly lacking in Australian and New Zealand organisations. When asked who the most senior person in their organisation is, respondents to a Hays survey¹³ said:

- **23%** were female
- **3%** were of BAME (black, Asian and minority ethnic) heritage
- **1%** were living with a disclosed disability
- **1%** were those who identified as LGBTIQ+
- **0.79%** were those who identified as Aboriginal or Torres Strait Islander
- **0.79%** were those who identified as Maori

Significantly, 50% of respondents said their organisation's leaders have a bias towards people who look, think or act like them.

As always, the focus for many organisations will remain on gender equality.

13. Diversifying Diversity: Hays ANZ Diversity & Inclusion Report 2018/19



“There are more “Andrews” leading ASX 200 organisations as CEOs, than there are women”

Sometimes it can be difficult to hear the conversation about the lack of female business leaders – it gets buried in the white noise of all the other challenges, concerns and uncertainties facing businesses today. However, just because it can't be heard as clearly doesn't mean it has gone away.

One stat that always gets cut-through is this: the number of people named “Peter”, “John” and “David” in CEO and chair positions of ASX 200 companies compared to the number of women. In 2018, there was little change – but this year the name “Andrew” was used as the barometer: there are more “Andrews” leading ASX 200 organisations as CEOs, than there are women. Similarly, there are more men named John and Peter than there are female chairs.

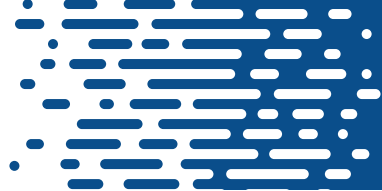
The Gender Equality at Work report for 2018,¹⁴ authored by corporate advisor on workplaces and risk, Conrad Liveris, provided a mixed view:

- 12 women are ASX 200 chief executives, the equal highest rate ever
- Women in executive management remains stagnant at 20%
- Women tend to run support functions – holding 70% of HR executive roles and 46% of general counsel positions
- Men hold 90% of business unit roles
- Female executives are least likely to be employed by resources, agriculture and property companies
- Most likely to be found in healthcare, energy, financial services and some infrastructure companies
- Women constitute 26.2% of ASX 200 board directors, which is the highest rate ever
- Female chief executives and companies with 50% or more women on their board have the highest rates of women in executive roles

In a separate study, research from Accenture found gender pay parity remains a distant dream. At the current pace, developed markets could close the gender pay gap by 2080, while developing markets could do so by 2168.

Accenture's poll of over 28,000 women and men across 29 different countries found that a woman earns an average US\$100 for every US\$140 a man earns.

14. Liveris, C, “Gender Equality at Work 2018: Opportunity, with Qualifications”, March 2018



In 2018, the Workplace Gender Equality Agency (WGEA) found Australia's full-time gender pay gap was 14.6%, a slight decrease of 0.7% since May 2017 (15.3%). Women earn on average \$244.80 per week less than men.

Figures from Statistics NZ indicate the gender pay gap in New Zealand was sitting at 9.2% in the June quarter of 2018 – the second-smallest gap recorded in around 20 years. They also indicated that since 1998, the gender pay gap has been trending down, with a significant fall of 40% over that time. However, on average, women are still paid less for an hour's work than men – earning 84 cents for every \$1 the average man gets paid.

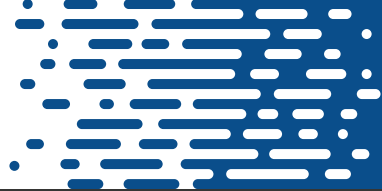
Accenture cited three “accelerators” that could significantly close the gender pay gap. With these, developed markets could close the gap by 2044, while developing markets could do so by 2066:

- **Digital fluency** – the extent to which people use digital technologies to connect, learn and work
- **Career strategy** – the need for women to aim high, make informed choices, and manage their careers proactively
- **Tech immersion** – the opportunity to acquire greater technology and stronger digital skills to advance as quickly as men

For employers looking to increase the diversity of leadership roles, Hays made 2 further recommendations:

- **Identify and promote diverse role models** – a lack of diverse role models makes it more difficult to picture the possibilities of your own success. Identify people who can and are willing to act as diverse role models; support them to be “seen”, such as by internally communicating their successes.
- **Support equal opportunities for progression for all** – certain policies can help ensure progression opportunities are inclusive to all employees. For example, diverse role models could mentor or establish networking programs for underrepresented groups to provide them with access to leadership development opportunities.

HR and other business leaders need to treat diversity & inclusion as the business priority it is. Perhaps 2019 will be the year this happens.



Whatever 2019 has in store, it's an exciting and challenging time to be in HR. Since 2002, ELMO Cloud HR & Payroll has been helping clients navigate an uncertain future by making smart use of HR technology. ELMO offers end-to-end, integrated HR and payroll software, enabling clients to automate people management processes so they can get back to providing strategic insights. For further information, [click here](#).