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Australian Women at Work

Research and Outcomes

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Introduction

Evidence is mounting that women are feeling the impacts of COVID-19 more than men. Mothers are hardest hit. They've borne the brunt of increases in the volume of domestic labour, unequal labour in the home and, in particular, periods of homeschooling during various lockdowns and school closures.

Industry leaders Diane Smith-Gander and Libby Lyons were interviewed on the Equality Talks podcast during 2020. They both expressed their fears COVID-19 will set back our efforts to achieve gender balance in corporate Australia by a decade. When the pace is already glacially slow, events that further slow progress need immediate attention and positive action to prevent regression.

Samantha Sutherland Consulting surveyed 1,296 people about the impacts of COVID-19 on their domestic load, their work hours and pay, and the relationship between home and work. We asked what respondents' experience has been so far, and what Australian women need and want to increase their workforce participation.

Key findings – COVID-19 exposes a broken system for women

The research and outcomes expose a system that was already broken for women, with inequalities exacerbated by COVID-19. With a focus on what women want, and a view to the future, the research outcomes show the following key findings.

Women enjoyed the increase in flexibility, but many had increased hours and a blurring of lines between work and home as a result of the flexibility. Many women reported being completely at capacity and at risk of burning out.

COVID-19 also exposed entrenched gender stereotypes both at work and in the home. Women shoulder more responsibility for parenting, domestic and mental loads than men. Many employers assumed fathers had a partner at home to care for children, and within many families the assumption was that women would pick up the additional load.

Widespread flex for all genders had a positive impact on many women, with some reporting they were able to increase hours or return to the workforce as a result.

Going forward, the key changes women want are ongoing broad flexibility and work from home options, alongside an increase in men taking flexible work. Women want to see more part time and job share opportunities, as well as career development and leadership opportunities. They pointed out a lack of visible leadership around flexibility and managing families.

COVID-19 has exposed a broken system for women. Women questioned the role of work and the misalignment between work and school. Wage theft persists among part time workers, who often take on a full time load to protect their flexibility. Critically, there is a lack of equity between men and women that is entrenched in workplaces and homes.

Women want to participate in the paid workforce for a variety of reasons. Raw and honest testimonials were provided by research participants highlighting what's working and what is not. Practical suggestions for progress are provided at the end of the paper.

Research participants

The bulk of research participants are partnered working mothers in their 30s and 40s from major cities.

Demographics

1,287 women, 1 non-binary person and 8 men responded to the research. Men were excluded, and 1,288 responses were included in results.

Of these 1,288 participants:

- 80% are from urban areas
- 82% are aged 30-49 years
- 84% have a male partner
- 89% are in some form of employment – full time, part time, casual, business owners

85% of respondents are parents. Of them:

- 37% have pre-school age children
- 67% have primary aged children
- 23% have high school age children
- 15% have adult children

Note, parents can have children in more than one age range, so the total percentage is greater than 100%.

- 47% of respondents have 2 children
- 17% have one child
- 16% have three children
- 15% have no children

Employment status and changes to hours driven by COVID-19

89% of research participants were employed in some capacity before COVID-19 hit. Of these:

- 41.7% participants worked full time pre-COVID-19, with one third of them working flexibly with regards to hours or location.
- 38.5% worked part-time or contract, with just over one quarter working with flexible location or hours.
- 24% of the total research participants worked flexibly pre-pandemic.
- 9% were business owners or self-employed.

Respondents work across a range of industries, with 32% in professional, technical and other services, 13% in healthcare, 13% in education and 9% in financial services.

During and beyond the peak of the pandemic, some people faced changes to employment hours and pay.

1 in 5 women reported reduced hours due to COVID-19. These changes did not impact mothers more than non-mothers. Of the women who reported changes to their working hours:

- 34% had no influence, changes were announced by the employer.
- 31% had a decreased volume of work due to COVID-19 impacts.
- 21% needed to take time off work to care for their children.
- 12% were self-employed and their work dried up.

Importantly, 44% of the women with reduced hours remain on lower hours, even as face-to-face schooling returned and restrictions eased.

Additionally, there were reports of reduced pay and increased hours.

- 22% of research participants had reduced pay due to COVID-19.
 - 71% of them had a corresponding reduction in hours, leaving 29% of women with reduced pay working the same or more hours.
- 30% of respondents had increased hours due to COVID-19.
 - 66% of them said their increased hours have remained higher after initial lockdowns ceased and restrictions eased.
 - Of the 30% with increased hours, 71% of them were working the increased hours for the same or less money.

Reasons for changed paid work hours were varied:

- 39% reported increased flexibility and a reduction in commuting time. Paradoxically, this often resulted in longer working hours as people worked during their previous commute time and into the evenings (increase).
- 35% had an increased volume of work due to COVID-19 impacts (increase).
- 10% had smaller teams to produce the same volume of work (increase).
- 12% took time off to care for children and homeschool (decrease).

What the pandemic exposed about women in the workplace

When asked about opportunities and expectations from employers, 36% of women reported employers don't understand the pressures working mothers face, and that there are fewer opportunities for working mothers.

- 25% agree or strongly agree that their employer expects them to prioritise work above home/family life.
- 39% agree or strongly agree that working mothers are given FEWER opportunities in their workplace than working fathers or employees without children. Only 17% agree or strongly agree that working mothers are given equal opportunities for career progression.

- 27% agree or strongly agree that COVID-19 has had a NEGATIVE impact on their ability to progress their career, while 18% agree or strongly agree that COVID-19 has had a POSITIVE impact on career progression.

In open questions women provided detailed information and feedback on their circumstances and experiences. Qualitative responses provided depth and specificity on the reality of the COVID-19 impact.

Broad introduction of flexibility

Many women enjoyed the increase in flexibility but worry things will revert to 'normal' when teams return to the office post-COVID-19. There were some comments about lack of trust and/or understanding from bosses.

- “The ability to work from home has provided a better work life balance, more time with family and less commuting. The unexpected events of this year have increased the ability to do things differently in the workplace. I am concerned that things may revert as soon as we return to the office as there does not appear to have been a change in the policy/willingness to work from home in a non COVID-19 situation.”
- “My male boss has been untrusting and questioning during COVID-19 which has left me feeling unappreciated and guilty about working from home — even though it’s a government requirement.”
- “My employer has finally embraced flexible hours and working from home. I fought for every aspect of my flexible working for the past 7 years and working from home wasn’t permitted. Now almost everyone works from home for part of the week and comes into the office for part of the week. My organisation leapt forward several decades practically overnight.”

Blurred lines between work and home

Despite the benefits of increased flexibility, there was a blurring of lines between home and work. There seemed to be an expectation that people will work all the time, with no reduction in work requirements during lockdown and whilst schools were closed. As restrictions eased and schools reopened, many women experienced a continuation of increased hours. Many women commented that the flexibility felt one-way:

- “There is a real disconnect between the rhetoric of flexible work (which became more the norm as a result of COVID-19) and the reality. There is more choice about when and where work is done, as long as the flexibility has no noticeable impact on others or doesn’t impede decisions about tasking or responsibilities, even if part time. This results in the parent (almost always the mother) doing all the bending — flexibility goes one way.”
- “Working from home has made the separation of work and home more difficult and I am finding myself working outside of my expected hours more often.”
- “The huge increase in workload that is always there - because I now work from home the line between home and work has blurred. I feel guilty when doing home things when I know there is so much working waiting to be done, even though it is out of normal work hours.”

Struggle with the juggle

There was a resulting lack of a sense of balance due to these blurred lines between home and work. Additionally, respondents feared things will never get easier now that companies are used to people being available at all hours:

- 52% find the juggle between work and children difficult.
- “I’m just... exhausted. COVID-19 working conditions have completely ruptured the ‘working hours’ boundaries and I don’t know how this will change.”
- “COVID-19 made the hard juggle impossible. Too many competing priorities and had to make the call — work or family.”
- “I am doing more at home but the same at work. I have been able to juggle it all but I am very tired and it is not sustainable.”
- “...I constantly feel overwhelmed by the work/family juggle. That I have to work like I don’t have kids and put in extra time at home for work. And that I have to parent and be a housewife like I don’t work. I.e. The “mental load”. And, my house is constantly a mess and I don’t have the time to address it.”

20-hour workdays and a lack of support in the workplace

A number of women commented that although their workplace paid lip service to understanding what parents were facing, they did not adjust hours or work demands accordingly. Many women felt like they were working and parenting for all their waking hours. Many women reported work days starting at 6am and ending at midnight. Parents felt there was little understanding of the pressures they were facing, and conversely non-parents commented they were being asked to pick up the slack.

- “[There was] greater flexibility working from home and while my employer verbalised that they understand pressures being a working parent etc, the workload did not decrease while needing to homeschool, and I don’t believe they understood the pressure working parents were under during that time.”
- “I was expected to work and home school my children and continue to manage the household, with zero flexibility in output for any of those areas. The demands on my time increased, work expected equal or greater output, the school was incredibly inflexible, and I was expected to give 100% to all tasks regardless.”
- “Our company states that they understand that working conditions are hard and that work may not get done but in reality, they still expect the same outcome. No tasks have been removed or delayed.”
- “The work doesn’t decrease when people (men and women) with family responsibilities cannot cover their workload due to balancing work and family responsibilities, especially with homeschooling and sick children not being able to go to daycare. The expectation is that people without family responsibilities will work longer hours, particularly since we have full system access from home now and clearly nothing better to do.”

- “Ability to check in and understand expectations, meeting scheduling to be around times that work and not end of day or 7am. Seems as if meetings are earlier and later because the expectation is you are at home. I know that it’s up to me to provide the boundaries but I now find that harder to do in a COVID-19 world.”

At risk of burnout

Alongside a lack of practical support, many people faced increased pressures at work. Output requirements intensified as many teams became smaller without any adjustment in overall team output. A number of women report being on the brink of burnout, and having nothing left in the tank.

- “I was shattered, overwhelmed, anxious, angry. No one really understood — they just kept asking for more. And if I spoke up about workload it was perceived as, ‘She’s not coping’ or my ‘time management’ was the problem. Rubbish! This wasn’t true. I was actually a working-mother-ninja engaged in a relentless uphill battle juggling a hundred balls in the air while smiling. It’s tough.”
- “My family has required increased hours of my time due to homeschooling then ongoing anxiety and school issues. This has been stressful and I have experienced burnout. I had to take lots of leave, was unable to perform to my usual standard, was distracted, inefficient and unmotivated at work.”
- “I am genuinely experiencing burnout. I am overwhelmed with all the tasks I do and am expected to do. I am exhausted and have been on the verge of a breakdown. I am seeing a psychologist. Women carry so much of the physical and mental load, it's difficult and I feel extremely resentful.”

Where are the men? The need for shared work on the home and family front

An increase in flexibility and widespread working from home enabled more male partners to step up and do more in the home. This afforded some women additional time and opportunity to participate in paid work. This adds weight to the arguments that sharing parenting responsibilities flexibly makes workforce participation more equitable and allows women to take on more hours of paid work. Women want to see more men continuing to take flexible work options moving forward.

- “The whole concept of ‘working mothers’ drives me nuts. Australian society has a massive shift to make towards ‘working parents’ and actively encouraging equal care. The way the system is currently set up is mothers typically take primary carer’s leave. This [tends] to progress to additional carer’s leave, reinforcing the assumption that it is the ‘mother’s job’ to care for kids.”
- “The parenting workload has been better shared with more flexible working from home arrangements. This has allowed me to go back to work full time for the first time since having children.”
- “COVID-19 has normalised working from home with kids in my organisation which is great for both sexes.”

- “Flexible working conditions for my husband enabled me to maintain my work output and hours this year.”
- “It’s brought a lot of the ‘invisible load’ that I carry to light with my husband and has started conversations, wouldn’t say it has made a dramatic change just yet but we’ve had moments of breakthroughs.”

Entrenched gender roles in some families were exacerbated

Attitudes in the home around shared parenting and domestic participation were inconsistent though, with a number of women feeling an increased mental load, unsupported by partners, and reports of relationship breakdowns and domestic violence. It was also often seen as a continuation of the inequitable distribution of load women faced pre-COVID-19.

- “Before I got pregnant with my first child, my husband and I were on equal pay, at equal stages in our careers. Since having children he has progressed significantly and I have stagnated. I strongly believe this is because he has been supported by me to do this. COVID-19 made me realise just how wide that gap was. He couldn't take on additional care when the kids were home because his work is 99% meetings. My work is more 'doing' therefore I was more available to care for our little kids, do the housework etc. My work hours went through the roof and so did the responsibility at home. This seems to be a common thread with other mums I've spoken to.”
- “Domestic and mental work load are still borne by females in the workplace and we still need to work harder to get views heard or actioned.”
- “Co-parenting is non-existent. Husband leads life of bachelor. Goes for run. Goes for walking meeting. Goes to pub. Communication has been lost as he is constantly connected to work. Misses dinners. Misses bedtime. Etc He’s engaged lawyer for separation.”
- “Violence and conflict became features in our relationship that had not existed previously.”
- “In our home it became clear whose job was a higher priority and this has been very challenging.”
- “While working from home, every woman I know says she did the work and looked after the children. The dad worked in relative peace.”

Exposing stereotypes

Some stereotypes and non-progressive workplaces have been exposed. Attitudes from workplaces vary widely, and personal experiences of research participants seemed to be heavily dependent on workplace policies and actions. The male-breadwinner model has been supported by the impacts of COVID-19. Some employers assumed men in their workplace had a female partner at home doing all the support work. There are insufficient parents – mothers or fathers – in senior positions acting as role models.

- “Was made redundant due to COVID-19. Was asked if my husband still had work before my workplace gave me the redundancy.”

- “My work has almost no mothers in senior roles. Loads of women, which they count as gender diversity, but the mothers are almost completely absent. Very few fathers too so there's almost no understanding of parenthood. They try, but they're speaking a different language.”
- “After telling my employer that I was pregnant for the second time my position of Marketing Manager was made redundant shortly after. A new employee was hired with a slightly different title & I was expected to train/handover to them in my final weeks. Unfortunately, I worked for a general manager who disliked children and an assistant manager who could not have children. Many unfair things happened to working mothers in my workplace.”
- “I think it's not just working mothers it's also the stigma of part time - you're not committed to your career if you work part time and I think COVID-19 just exacerbated this further - I felt I couldn't take carer's leave to take care of my kids because I was already perceived to be working only part of the week.”
- “Unrealistic expectations and panic over lost revenue drove senior management to demand a pivot without resourcing. While they worked in their second homes up the coast, doing less than they usually do. The inequity was staggering, and represented a devolution of power away from middle management and women in my org. Boys club mentality meant women did the heavy lifting.”
- “Whilst both parents were working from home. I as the mother appeared to be more expected to manage my workload, household load and becoming a homeschooling teacher. Whilst my partner accepted that he should co-educate, my expectation of actually teaching vs the child just sitting in front of a laptop with no guidance impacted our relationship. From a workplace standpoint, I was the only parent of the two [of us] whose employer expected them to take leave to teach our child. To answer your questions above, my hours and pay did not change in isolation however if I needed to participate in ensuring my child met her curriculum requirements, I was expected to take leave without pay. This was not the case for my partner.”

Looking to the future - What women want and need from employers

Generally, people felt supported by their employers, with 24% feeling extremely supported and 41% feeling sufficiently supported with room for improvement. 21% of respondents received little to no support from their employer.

When responding to questions about what support they would like to see going forward, the key points identified are ongoing flexibility, leadership development and modelling, and non-gendered support to increase equality both at home and work.

We're all in this together: towards equality and non-gendered flexibility

When asked to provide additional thoughts on what they would like to see, the most frequent response is that women want to see more men working flexibly, a more even distribution of the load at home — including the mental load — and more support from partners.

Equality in the home is something companies and organisations can support through the provision and encouragement of flexibility for men, visibility of active parents in leadership roles, support provided to women in the form of leadership development, policies and procedures that remove bias in decision making, and support structures to parents and all employees.

62% of women want more support from partners or family members. While men are unable to work flexibly and workplaces assume women are carrying the bulk of the domestic load, equity in the home remains elusive.

- “Education to fathers about being better role models and husbands! Most women I know do ALL the home tasks, cleaning, shopping, cooking despite working part time and doing all the running around with the kids.”
- “My partner to have more flexibility around the hours/location of his role. All indications are that expectations will be back to the ‘old normal’ rather than a new one.”
- “Make partners’ employers allow these things for the dads as well, not just the mums. Men need permission to ‘step out’ and back into family life. This requires role-modelling from the top and flexible workplaces for all — regardless of gender or parent status.”
- “Greater support/options for both working parents including fathers. There is a lack of acceptance and opportunities for the secondary (predominantly full-time working) parent to play a more active parenting role. I think many businesses still see this as a lack of commitment to their role and/or company if this parent wishes to spend time or be more active in child caring/rearing.”
- “Ability to work flexibly or from home not only for women/mothers, but greater understanding that fathers are parents too! If they can access greater flexibility as well, the balance would be much improved!”
- “Can we normalise men having to balance work and home responsibilities?! It's always on the woman to find the balance!”

Flexibility into the future

The number one thing women want to see from employers going forward is a continuation of the flexibility and work from home opportunities provided by COVID-19. Despite the common reporting of overall increased hours – some of which were driven by increased flexibility and an expectation to be available at all hours – women overwhelmingly want ongoing flexibility in the workplace to support managing family and other commitments. They also want to see broad access to flexibility – not just for mothers – continue into the future.

- 81% responded that it would be very or extremely helpful to have a continuation of flexible work hours going forward

- 72% would like to be able to continue working from home
- 62% would like staggered start and finish times
- 56% would like shorter work hours overall

Research participants elaborated with the following comments:

- “Better workplace policies to support working parents. I think there still is a big gender gap where women are expected to take on the majority of the mental load with managing work and parenting duties, and workplaces tend to grant flexibility to women far more readily than males. Workplaces need to be more encouraging of males to take on the same flexibility with work and parenting.”
- “Fairness in the house with home chores etc, especially by my husband’s company as they should understand they are exacerbating the problem by assuming his wife will do all the things as he has limited flexibility by his employee.”
- “My partner’s work won’t allow him to go part time (4 days), but if he was female it most likely wouldn’t be an issue. Why can’t men have more access to part time work, it would certainly help balance all of our lives a little more. It may mean I’m not stuck with so much of the housework and schooling supervision, making me less annoyed all the time.”

Visible leadership and more understanding

There is a lack of women in leadership roles, and insufficient visible support of working parents. Research participants want to be able to see mothers succeeding in senior roles while still being present in their children’s lives, and flexible work at all levels. They also want to see active fathers in leadership roles. There is a common perception that working fathers are assumed to have support at home and their uptake of flexibility is less evident.

- 81% want to see visible leadership around flexibility and supporting working parents
- 66% want to see more working mothers in senior roles
- 62% want to see greater understanding of the pressures mothers face from employers
- 50% would like leadership development programs and 40% would like careers coaching

When elaborating on their responses, participants said they would like to see:

- “Senior men AND women both doing some work from home hours to ‘walk the talk’. Senior men mentoring women to ensure they have both men AND women advocating for their career development and advancement.”
- “I want to see males in senior roles setting an example and prioritising family.”
- “We need to humanise work more which is why I want to see more working mothers in senior roles. Previously there have been no women in executive roles in organisations I have worked for. Where there were, they were childless. I have no one to look up to who is like me. No one who understands the juggle, the mental load and the guilt that comes with leaving your kids at childcare so you can work, often for nothing because your whole pay goes to paying the childcare!! But also, so you can have some super to retire on as there will not be a pension when I am at retirement age, and so you don’t have to start again when

you come back to the workforce after children. I would love to see more men taking flexible work arrangements to deal with kids, I only know two who do it. One is my husband! I would also love to see a major culture shift in workplaces away from presence equals performance. It is just not true. Most of my team were so much more productive at home without any extra hours because there just were not the same distractions as you find in a large open plan office. They were calmer, happier and willing to share themselves more. And for those who wanted, turning the camera off allowed them to be more bold and I loved that. We got some creative amazing work out of people when they felt safe in their own space. So, recognising this is vital to moving forward with how we work into the future.”

- “Male dominated professions have fashioned leadership roles that are geared towards a value system that demands work take up a significant portion of time which is inconsistent with the requisite time required to raise a family.”
- “There are a lack of professional and leadership roles that enable women to both work and have a fulfilling family life. There should be more high-level job share roles available - society and organisations are both missing out on a huge pool of talent that could have both satisfying work lives while making huge and valuable contributions to a company or organisation. Whilst we have experienced a fundamental shift in the way we work due to Covid — working from anywhere — there is still a long way to go when it comes to allowing people who have families, flexibility in hours.”
- “We talk about equality being achieved with Senior Women in the workplace but so many of them have stay at home partners. What about those families where parents have equal sized careers? One usually has to pause their career at some point.”

Is the existing model broken? Rethinking how we work

Survey responses highlighted some areas where the existing system is no longer fit-for-purpose. School days that are significantly shorter than workdays, the cost of childcare, regularly expected overtime, and assumptions that part time workers are not committed to their careers all contribute to the challenging landscape of modern work. Additionally, there were comments about wage theft, lack of career advancement opportunities and outdated assumptions about part-time workers.

The role of work

Respondents provided thought-provoking comments about the nature of work and family in our lives — what’s working, what isn’t, and how things could be done differently. Economist John Maynard Keynes predicted that technological change and productivity improvements would eventually lead to a 15-hour workweek. Ninety years after his prediction, we still work on average 40 hours a week while companies have benefited from the increased productivity. This style of working has been questioned by some of the research participants.

In the modern workplace, efficiency is generally rewarded with an increased workload. If a position description and required outputs are clearly defined and delivered upon, there are some efficient and highly-skilled employees who would prefer to be rewarded with improved work-life balance.

- “There needs to be an overall rethink of the role of work in our lives. Technology was meant to assist us, in fact, it's just led to bigger expectations and longer work hours. Working from home was meant to provide better work life balance, but as with technology, more expectations and more work hours. All workplaces need to relax their expectations and realise balanced employees are better than burnt out employees. But the employees who work longer hours and are more present (physically) are the ones who get promoted/better opportunities.”
- “Employers need to commit to making things better, the problem is males are in charge and don't care.”
- “A change in mind set of visibility of staff = productivity. This has been proven time and time again to not be the case yet small businesses still have that mind set. It produces staff who often work slower to 'fill out their days' instead of [working] efficiently and then have that work life balance.”

Misalignment of work and school

The average work day is significantly longer than the school day, with a requirement for affordable, available care outside core school hours. The adherence to strict office hours alongside expectations of availability need to be reassessed, at the same time as ensuring children's needs are met with regard to care and supervision.

56% of research participants would like subsidised daycare to support their work responsibilities, but women's thinking is extending beyond the existing structure with a view to overhauling working hours and expectations. Additionally, adequate care options are required for older children.

- “I think as a society we need to look at the fact that work has moved way outside a 9 - 5 window and we need to review and address how we provide traditional supports to families through child care / kinder / school care as these supports still only exist to support a traditional office work 9 - 5. We also need to look at how to support employees more holistically. I do not want to work anymore like I don't have two small children at home nor be overlooked for opportunities as I work 4 days a week / or have other priorities out of the workplace.”
- “Having school hours longer. For example school finishing at 4 for young children and 430 for older children.”
- “I guess it's more on a general acceptance that we can work at a staggered time, trust that work is being done, and more women in senior roles that could bring normality to the realities of working mothers.”
- “Flexibility to choose hours and a combination of both at home and at work options. For example, working in office while children are at school but at home after school.”
- “Ability to pick up kids from school etc — no questions asked — then flexibility to jump back to work when kids in bed if required.”
- “School aged children need to be able to access before and after school care as it is impossible to work 9.30-2.30 and make ends meet. Additionally, parents with children who

have special needs are unable to access after school care services once their child is in high school, however many teens are not able to be at home for 2-3 hours unsupervised. School holidays are another issue for single parents. We have extra costs as we can't take leave every time holidays are on, nor do we have enough leave for the whole year. More options for programs that offer Child Care Subsidy would be great. What about parents who work weekends and need to have care for their children? More needs to be done to support those parents."

Power in part time

35% of research participants work part time. There is a common belief that there are fewer senior roles available part time, and that part time workers are seen to be less committed. We are hearing that women want the option to work part time while still maintaining a meaningful, challenging career. Companies that increase the number of part time or job share opportunities will be well-placed to attract the strongest candidates in the market, ahead of their competitors.

When asked what some of their biggest challenges are, and what women would like to see, they responded:

- "More senior part-time roles. When only working part-time because of the need to parent, there are fewer good positions available."
- "Women still do far more part time work to raise children. However, they are actively excluded from management roles because of this. Support around management roles being part time would be good."
- "Acknowledgement that part time and job share arrangements can be successful in more senior roles."
- "Just greater diversity in senior roles overall. Women will also benefit from broader experience brought to the workplace – the experience of women and men of colour and of differently abled people will enormously benefit women overall."
- "We have working mothers in senior roles but their priority seems to be work and they have husbands that pick up the home duties. My husband doesn't have the flexibility in his work to do this so I find it puts me at odds with the working mums in senior roles."
- "Not being given career progression opportunities due to not being full-time despite the quality of my work being superior to full-time peers."
- "That I feel that I need to be full time to progress my career and get the right kind of work to find my career fulfilling but that I can't get the work/life balance right for my family life to work. Full time seems to be over 40 hours regularly and I just can't make that work."
- "The glass ceiling for part time workers. No matter how competent you are if you are not there 5 days you can only get to a certain level."

The persistence of wage theft

Wage theft is the unlawful underpayment of employee remuneration. It is also closely linked to wage suppression, and low wage growth. Part time workers regularly reported being asked to work longer than their contracted hours for no additional compensation. The scarcity of part time roles and lack of job security due to COVID-19 economic recession led many part time workers to feel they had no choice but to work the additional hours without complaint. Additionally, many women report working full time hours for part time pay as the cost of maintaining flexibility at work.

- “Actually being paid overtime for extra hours (rather than employer tacitly implying that extra hours should be expected if it means getting the job done).”
- “Realistic expectations by my employer as to what one human being can do. More and more is heaped on us and I just don't have the time. I get home at 7pm, have dinner with my family and then work till 11pm.”
- “Not having to take work home to complete in my own time along with family responsibilities.”
- “Lesser workload in reduced hours — working extra hours at night (and not getting paid for them) in order to stay on top of things is not helpful for family balance.”
- “Workload that is sustainable. We have high workloads in our team. Always have more work than we can manage.”
- “Knowing that doing core hours is enough and ok”.
- “Clear responsibilities for your part time hours. Often it's expected part time do the extra things the full timers do, however all the extra things are unpaid.”
- “Remove the expectation of 'staying back' to complete tasks. There is no reason for things to be required that day and could very well be held over until the next business day for finalising.”

Practical support in the home

A lot of women mentioned subsidised help in the home, beyond childcare – cleaners, gardeners etc. A small number of people mentioned caring for elderly parents, putting them in the ‘sandwich generation’ with caring duties at both ends of the life cycle. There were also comments about practical support such as space in the home to work. This request for practical help and support may highlight the gap between the load borne by men and women in the average heterosexual couple. Women are saying they need help and if it's not coming from their partner – due to their inability to work part time and contribute more in the home, or because of an outdated, sexist approach to gender roles – they are looking for other ways to get that support.

- “General home help. I love my job, but I love my kids more, yet I find I have to spend the time when I am with my kids doing household chores!! Ideally I would like someone to act like an old school 'wife'. My husband is far more involved than many but I'd love to hand over the mental 'to do' list.”

- “Having government assistance for things like housework / home duties so that women can have the chance to “switch off” from managing the household - it's not just as simple as parenting and working, there is the 3rd factor of managing the household/family that also comes into it. If there was some kind of subsidy for households to employ someone to help manage the washing/cooking on a weekly basis, that could create more jobs and leave women less burned out.”
- “It isn’t just mothers that need help/flexibility. There are those single people who have parents they need to help that also need assistance.”

The Mother Load: Who’s carrying the home front

We asked research participants about the share of load in their homes if they have a partner or co-parent.

Parenting and care

Unsurprisingly, we found women do more of the parenting activity than their male partners, and there was commentary around the mental load largely sitting with women. These findings are well-supported by existing research. Increases in parenting requirements due to COVID-19 were also borne more heavily by women. The increase in flexibility for men and women during this period did result in increased parenting contribution from a portion of male partners. Additionally, many families rely on grandparents for support, and with increased risks of COVID-19 that help became unavailable in a lot of cases.

- 69% of women do more parenting than their partner/co-parent.
- 45% of women had an increased parenting load due to the impacts of COVID-19, and only 26% of them have a partner/co-parent also doing more parenting activities. So, one third of women are doing more parenting due to COVID-19 impacts without their partner making any additional contribution.
- However, there are men increasing their parenting input, with 37% of women doing the same or less parenting having a partner who is increasing their parenting activities.
- Changes to parenting activities were driven by:
 - Working from home (63%)
 - Homeschooling (43%)
 - Reducing commuting (39%)
 - Fewer after school activities (36%)
 - Increased input from partner/co-parent (27%)
 - Reduced childcare options (20%)
 - Letting go of paid support (7%)

Qualitative responses provided by participants included:

- “Whilst we share the parenting equally the ‘mental load’ still sits with me as the female and it’s so hard when you’re always having to constantly think about what is needed to be done.”

- “There are still plenty of invisible tasks and the overall mental load which has not changed. With 2 parents working from home, my desk is set up in the kitchen and my husband in the office.”
- “As a single mother I relied on my parents to help me 3 days a week. But they are high risk, so we decided they had to stop. So, I had no help during the worst bits of lockdown when working full time and full-time parenting”
- “My husband and I had to have a really raw and honest discussion about workload, priorities and parenting. COVID took a huge toll on our relationship and we’re having to work hard to rebuild. We’ve re-evaluated how we parented to make things more equitable now. It’s made a somewhat positive impact. But we really had to ‘bottom out’ before we realised things needed to change. He’s better at sharing now and I’m better at not ‘martyring’ myself.”
- “Change in demands on my partner - I’m demanding he does more instead of assuming I have to do it all.”
- “Letting go of grandparent minding my girls a day a week due to travel restriction in lockdown 2.0 and also wanting to ensure my parents stayed safe.”
- “My husband and I have both been working from home since March. As a result, he has been able to contribute far more with regards to home duties (shopping, cooking, cleaning/tidying, garden work etc). Also, as the kids have returned to in-person school and sporting commitments, there has been far greater opportunity to share the logistical load (driving to or pickup from training etc). Mental burden of carrying all the ‘family’ timetables and tasks and coordinating the logistics has reduced greatly for me as a result.”

Non-parenting activities

The commentary and statistics around non-parenting activities are similar to those of parenting duties. In families where women picked up more or all of the additional workload it seemed to occur in both areas of parenting and general domestic labour. Again, there is existing research that is consistent with these findings. The increased domestic load has negatively impacted women’s ability to take on additional paid work. Consistent with the response to the increase in parenting duties, how women have responded has a lot to do with the additional load their partner has or hasn’t taken on, additional support they may have, and employer attitudes.

- 56% of women said they do more than their partner, and only 20% felt the household activities were fairly distributed.
- 28% of women had an increased load at home that negatively impacted their ability to take on paid work.
- 43% of women do more in the home due to COVID-19 impacts, and only 21% have a partner who also does more. 15% of partners are doing less than pre-COVID-19.
- 11% feel the load is being shared more evenly, but 17% of women feel resentful about how much more they are doing than their partner.

Written responses included the below statements:

- “The burden placed on working mothers was incredible.”

- “I have taken on more at home. Not reduced hours and am now so stressed that I take sleeping pills.”
- “I had chosen in June to resign from my role as the pressures of managing the family and home schooling with two parents working full time (my role was entirely outside the home) was too great on the family. My partner's work was better paid so we made the choice for me to not work. As a result, I now do the majority of the parenting and household duties.”

The good and the bad – impacts on women

Women are taking on increased care and domestic duties due to COVID-19 impacts. At the same time, lockdown and restrictions slowed life down for many families as activities ceased and socialising was prohibited. Women have therefore found some positives amongst the additional pressure and stress.

- 32% of women have found COVID-19 and its challenges difficult to navigate.
- 30% of women say it has slowed down the pace of life, giving them more time with their family.
- 20% of relationships are actually stronger due to COVID-19 changes. Some of this may be attributed to experiences highlighted in comments where men have taken on more of the load, as well as more time together as a family.

Couples therapist Isiah McKimmie has said that in many relationships, issues that had previously been simmering below the surface could no longer be ignored under the increased pressures of COVID-19 and restrictions. Responses from research participants often confirmed her assessment. Some women have reported positive changes as a result of overdue conversations and a reallocation of home responsibilities.

- “We’ve both had work pressure and worked long hours. This has made us both tired and grumpy. We’re sharing the load pretty well but have no energy to be nice to each other and we get snappy with the kids.”
- “The pace increased exponentially and turned life into a tag team event rather than something we did together.”
- “Whilst there have been incredibly stressful moments, we both recognise that there was may benefits of a slower life, more time with kids, less external activity.”
- “Now I know how great it COULD be - more family time, less running around, etc. But unfortunately, everything now has gone back to the way it was pre-COVID-19.”
- “Increase in workload and heightened expectations at work have made my ability to have any social life impossible.”
- “Our relationship is worse. Having him in the house but not sharing equal responsibility when he is not working due to COVID-19 makes me resentful.”

- “Struggling with COVID-19 home school/work made me ask for more help though lots of tears and feeling overwhelmed help reinforce that I need help and it’s his job too.”
- “Things mostly changed because I couldn’t handle all the pressure from my workplace, from having to home school and from doing all of the chores and I totally lost my sh*t.”
- “Resentment is starting to set in!”

The secrets of Australia’s working mothers

Given the opportunity to share their experiences, women had a lot to say about the impacts of COVID-19, the challenges they have had and continue to face, and what they need to thrive. It’s becoming clear that inequality in the home is a big contributor to reduced participation in paid work, alongside a lack of flexible work opportunities. Companies and organisations can support this sector of their workforce to ensure there is not brain drain of these women with decades of experience.

Work Life Balance

Women don’t have enough time for themselves. They are being pulled between work and home duties, with little time to switch off and recharge. There is a general feeling of lack of balance, but women are saying that working helps them balance parenting – indicating that with the correct support in place, more women would like to do more at work. Too many women are right at their limit, with a full 50% saying that either they could not take on anything more in either area or already feel completely overwhelmed.

- 65% of women would like to spend more time doing things purely for themselves.
- Less than one third of women —27% — are happy with the balance they have between work and home.
- 26% would like to spend more time with their children.
- 47% agree or strongly agree that working helps balance time as a mother. So, women want to work, but need to be able to balance competing demands. Previous information about the desire for more part time options in senior roles and ongoing flexibility support this.
- 32% said they are usually able to strike a balance, but sometimes work takes up more time than they would like.
- 26% are managing to balance home and work but could not take on any more in either area.
- 24% have no sense of balance in their work and family/home life and feel overwhelmed most of the time.

Research participants’ written responses included:

- “Life is a rush most of the time with more things to do that time to do it.”
- “COVID-19 has just made me tired, and so I just don’t feel like I’m doing anything particularly well. Just a hamster wheel going around and around trying to keep all the balls in the air.”
- “It is so overwhelming trying to do it all.”

How women really feel

A series of questions were asked to determine how women feel about the work-life juggle, and where they are struggling. Consistent with comments in previous sections that workplaces do not understand the challenges faced by being a working mother, responses show that women feel guilty taking time from work to care for sick children, not working late due to family responsibilities, and struggle to manage competing requirements at home and work.

We have highlighted the lack of part time opportunities and active parents in senior positions. Many women who choose to have children have expressed that they do want to have quality time together with their family. Additionally, the vast majority of research participants feel there is no time or space to care for their own needs.

- 71% feel they neglect their own health looking after everyone else.
- 36% have felt uncomfortable leaving work to collect sick children.
- 33% are working too much and not seeing enough of their family.
- 31% have felt uncomfortable not being able to work late because they had to collect children.
- 29% worry they are falling behind in work because they can't work longer hours.
- 28% feel guilty about having to bring work home and not spending enough time with their partner.
- 24% feel guilty about missing important parenting milestones due to work responsibilities, while 13% feel guilty about missing work deadlines due to parenting responsibilities.

Research participants also said:

- "I am dropping balls at work because there's too much on my plate."
- "I no longer get any sense of achievement, as there is always a lot more to do."
- "I feel guilty about everything!"
- "[I feel guilty that I am] not getting through everything in a normal working day."
- "I struggle to find time to support both work and home to a point where I am happy. I don't really practice or have time for self care."
- "[I feel guilty] not being able to log on / attend meetings online around school pick up time."
- "I feel I have developed unrealistic expectations of my ability to keep the team and myself/workload controlled and feel very disempowered."

Women enjoy their dual roles, but need more support in both sectors

Australia's working women are finding it tough to balance competing priorities, but they like being part of the workforce. They lack time for themselves and are stressed, but enjoy the variety of working, the independence that comes with personal financial security and value being role models to their children.

- 72% said trying to balance work and family life means they don't get enough time to themselves.

- 58% are stressed from trying to balance work and family life.
- 53% enjoy the variety of having a career while raising children and 50% enjoy having a personal self and a professional self, but 48% feel like they're not doing well at work or at home because they're trying to do too much.
- Only 16% find it manageable to balance work and home.

The highs:

- "Increased productivity at work — there's no time to waste!"
- "I work in diversity and inclusion, so I try to use my experience as a parent to support others."
- "Income! Increasing workplace skills. Collegiality. Stimulation."
- "I am a role model for my children — they see me doing important work and being an independent person."
- "Being stimulated and exposed to interesting ideas, wonderful colleagues, and being able to bring wider perspectives home to discuss with my partner and children."
- "Learning new skills, sense of achievement and social benefits."
- "Both my work and my child bring me so much happiness. I am a better person because of both."
- "Valuing myself, challenging myself and being good at something!"
- "If you have an employer that 'gets it' I think [mothers are] favoured in some ways for some roles as they can see you are there to get the job done as quickly and efficiently as possible and move to the next task."
- "Contributing to business and growth in society, learning skills and developing, being a role model for my children and teaching them balance."
- "Being independent and feeling that my work is making a difference out there; having an income to support my family."

The lows:

- "Feeling like I'm not doing either job properly, the mental load of trying to do it all."
- "Sexism and lack of flexible programs and services."
- "Having to work like you don't have children and parent like you don't have to work."
- "Less opportunity for career progression."
- "The pressure of trying to 'compete' with full time workers/lack of promotion."
- "Time pressures, working full time is pretty much impossible, extra load for mother — house, schooling, extra curricular etc."

- “Networking/social side of work. My family life means I leave on time and don’t get involved in the social drinks and networking opportunities as much as I would like to. I also feel guilty about exercising because this is time I am taking away from my family or work.”
- “Very few people 'get it' except for other working mothers. Working fathers especially have no clue except they think they do because they are parents too!”

The big challenges no one is talking about

There’s a strong and resounding sense that women struggle with the mental load and inequality. Women are stretched, and often feel they can’t do things well enough in either arena. Over and over again we heard from women that the mental load is crippling, and it’s a load borne almost exclusively by women.

- 71% feel they neglect their own health and exercise looking after everyone else
- 67% have a relationship that has been impacted by the imbalance of carrying the mental load.
- 60% feel guilty that they are doing neither work nor home properly.
- 58% feel that both work and home require your full input so it’s hard to do it all.
- 54% believe it’s expected they put everyone else ahead of themselves.
- 48% feel totally at capacity, so can’t take more on in their careers.
- 44% feel tension around where to put their energy.
- 26% feel that a lack of support at home hinders their ability to progress their career.

When asked women to share the challenges they face that no one is talking about, they provided insightful responses about equality of opportunity, the mental load, and society’s expectations of women without valuing traditional roles.

- “Employers and the government are doing a disservice to women and society broadly by having fewer women contributing.”
- “The continued dominance of the societal view that child raising is ‘women's work’.”
- “I am frustrated by the lack of discourse around single and sole parents. Work/study/family/self care etc are all absolutely stretched. This group of people are not a small or negligible group, yet NO ONE talk about this. I'm actually getting really sick of listening to mothers complain about their husbands when they are actually extremely controlling and contribute to the problem themselves by buying-into the 1950s model just as much as their husbands do. Single and solo parents is a huge group of society that people do not think about nor discuss enough.”
- “That all of this impacts your mental health and becoming a mother fundamentally changes who you are. Growth as an individual in this case is not a bad thing but we often feel guilty because we are 'not the person we used to be' either personally or professionally.”
- “Majority of men in top level management positions. Despite these men having wives and children they lack compassion for their staff that are mothers. The inequality of opportunity

and pay gap. Being overlooked for promotion because I am a female and have a small child and everyone assumes I am going to have another child!"

- "I just never feeling like I have enough time, even though I never stop working (paid work, study, home duties, parenting)."
- "[I resent] that my husband gets more leisure time in evenings but I have work calls, work or planning things for family — trying to offload some things to him but I'm still 'project manager.'"
- "Right now it's about managing energy. We only have so much and as a working mum it's hard to find time to do things for myself, that give me energy. I feel like so much of what I do is giving out to others. I love my job and I love my family. But it's easy to lose yourself in it. I've realised lately that this is a marathon, not a sprint, and managing my wellbeing is so fundamental to the health of my career and family life yet it always seems to fall to the bottom of the list."
- "Things that prevent equality between genders in this country. Violence and discrimination of all kinds against women and children. The gender pay gap."
- "The lack of mental load on men. Every woman I speak to is the primary parent even when they have 'good' husbands who 'help'."
- "I'm just as skilled, and arguably more capable than before I had kids, but due to the gaps in my employment history, I am not considered for senior professional opportunities. I've gone backwards!"
- "Societal expectation that women will just 'do it all'. That we have progressed our career opportunities so much in the last 50 years yet rarely been able to release the role of primary caregiver (to everyone). The balance is still not right. Women should not have to choose between career and family — men don't!"

It's not all bad

Despite criticisms of lack of part time opportunities and inequality in sharing the load, there have been some positives that were felt during lockdown and before restrictions broadly eased.

Overwhelmingly, women enjoyed the increased flexibility, work from home options and slower pace of life. This is consistent with the results highlighting women feel pressure from all sides to 'do it all'. When restrictions were in place, social and extra-curricular activities were paused and there was no commuting for many people, offering space that has been lacking in many modern families.

- 55% enjoyed the increased work flexibility.
- 53% appreciated less time commuting.
- 50% like the less frantic pace of life and 26% liked having fewer after school activities.
- 44% enjoyed spending more time with children and/or family.

Some of the other positives to come out of COVID-19 are:

- "More family meal times."

- “Having to simplify and streamline my tasks. It’s given me a stronger and more routine work ethic.”
- “Working from home is more accepted and understood.”
- “Less pressure to do a million things. Finally!”
- “Partner is at home more and therefore more available to support me/my child when extra help would improve the situation. My partner's awareness of the situation at home with my child is much higher (e.g. that dinner time can often be stressful, that my child is a messy eater which means there's more cleaning up to do, that my child is fighting their daytime nap, etc.).”

The path forward – practical recommendations

How companies and organisations can enhance value through equity

Increased inclusion of diversity of thought has been shown through existing research to increase team performance and revenue from innovation. Additionally, recent Workplace Gender Equality Agency (WGEA) research concluded that a ten percentage point increase in women in executive leadership leads to a 6.6% increase in the market value of Australian ASX-listed companies, worth the equivalent of AUD \$104.7 million for the average company.

Companies cannot afford to leave out half the workforce and miss out on the increased value that comes from diverse, innovative teams.

While employers can’t influence the distribution of the physical and mental load at home for employees, they do have influence over policies and practices that support working mothers and shift the workplace dynamic for parents and women. Women want to participate in the workforce and have meaningful jobs and careers, whilst still being able to be present in their families’ lives.

Based on research results and participant responses, there are five key areas that companies and organisations can focus on to increase women’s workforce participation. Many issues were exacerbated by COVID-19 lockdown and restrictions but are problems that have been identified in the past and continue to need focus.

Recent snap lockdowns in Sydney’s northern beaches, Brisbane, Perth, Adelaide and Melbourne show the pandemic is far from over in Australia, even as our status is markedly different to the situation in North America and Europe. We must continue to grasp opportunities to support our workforce and enable more women to participate.

1. Ongoing flexible work and work from home options.

Overwhelmingly, women want to see flexible and work from home options continue into the future. They have shown a willingness to work additional hours to protect that flexibility and saved commuting time, but this can sometimes lead to overwork and burnout.

Companies should start with a flexible working policy, taking into account employees’ needs.

Companies that do have a flexibility policy and have been operating with increased flex and work from home options since March 2020 would benefit from formally adjusting the policy to capture the updated needs of the workforce. Additionally, individual experience is heavily impacted by direct management, so formal training around policy application will increase consistency across a company.

2. Part time and job share opportunities available to women and mothers

Many women have shared their strong desire to remain part of the workforce. Many mothers responded that working gives them challenges and independence that is separate from parenting and allows them to be role models to their own children. However, there are two common complaints.

Firstly, that there is a lack of part time and job share options in senior roles. Women who would like to take on more challenge and responsibility without returning to full time work report a scarcity of options. They often report feeling sidelined in part time roles, with no opportunities to progress.

Secondly, women working in part time positions regularly report expectations of full time workload on their part time salary, and no adjustment to expectations. They will often work this additional time in order to protect their flexibility, but it amounts to wage theft.

Existing research into productivity showed that working mothers are 11% more efficient than other people in the workforce. In this research, participants anecdotally put this efficiency down to limited time and an ability to juggle multiple tasks.

Companies would benefit from considering the part time and job share options they have for senior positions and how they can accommodate more part time options. Advertising currently-full-time positions as open to part time and job share will also increase the size of the candidate pool, enabling companies to access more experienced women for senior roles.

3. Leadership development opportunities for women

Fifty percent of research participants would like the opportunity to participate in leadership development programs and forty percent would find careers coaching useful. Companies and organisations benefit from attracting, retaining and developing high performing people – men and women.

Offering leadership development program and individual coaching for women is one way for companies to encourage women to progress within their careers.

4. The provision and encouragement of flexibility for men

One clear takeaway from the research is that the mental and domestic load is largely borne by women. With the increase in flexible working across the board, many research participants reported a more even sharing of the load. This allowed women to participate more fully in the paid workforce and provided fathers the opportunity to be more involved in their children's lives.

Pre-COVID-19 and the widespread adoption of flexible work, women worked flexibly more often than men. Women would like to see a continuation of flexible work for men and women, with a

particular focus on encouraging men to work flexibly. This normalises flex work, will demonstrate that more roles can be performed flexibly, and will enable men to participate more fully in the home – with a direct knock on effect that women can increase workforce participation.

Companies that have gendered flexible work policies would benefit from adopting gender-neutral policies and applying them fairly across the genders. Additionally, a clear cultural shift may be required in many organisations, and in society as a whole, to encourage men to work flexibly.

5. Increased visibility of active parents in leadership roles

Women reported a lack of role models in senior positions. There are few working mothers who are perceived as also playing a significant role in the lives of their children, and even fewer working fathers who model flexible work and engagement in domestic and parenting responsibilities.

Women would like to see examples of women who manage to have families and senior careers, as well as senior level men encouraging other men and women to work flexibly in a way that allows family engagement.

Companies would benefit from the diversity of thought and associated advantages of a diverse workforce and leadership team. When hiring at senior levels, companies would benefit from considering all types of diversity – inherent and acquired – and focus on increasing the diversity of their teams.

Companies would also benefit from demonstrating vocal leadership in supporting executives and managers having families and responsibilities outside the office.

Individual empowerment – you don't need to wait for the system to change

Individual women cannot fix systemic issues. However, women can play a role in seeking development opportunities, self-advocating, and encouraging change both at work and in the home. Impacts on women can clearly be separated into home and work, with the domestic load being more of an issue for parents.

1. How to influence outcomes at work

The key outcomes research participants want in the workplace are ongoing, gender-neutral flexibility, career development opportunities, part time and job share roles in senior positions, and visible leadership.

There is an opportunity for women to self-advocate for part time work, job share opportunities and ongoing flexibility, and to choose workplaces that offer these. Using Employee Resource Groups, sponsorship and executive buy-in are approaches that may help achieve the desired shifts. Additionally, women in senior position have access to levers of power and can advocate on behalf of other women.

A full 50% of participants responded that they would like leadership development training. When this is not available from their workplace, women could benefit from seeking individual coaching or development programs to progress their careers.

Comments from the research indicate that many women feel pressure to 'do it all' and guilt that they can't perform a full time workload in part time hours. There is an opportunity for women to self-advocate around working paid hours. Some women may also benefit from coaching around releasing perfectionism, setting boundaries and self-advocating.

2. On the home front

On Women at Work podcast, Tracey Spicer said, "equality starts in the lounge room before it gets to the board room". On the same podcast, Jamila Rizvi shared that the most important thing a woman can do to support her career progression is choose a supportive life partner.

There were many comments around the impact of the mental and domestic load on women's ability to participate at work. The overload is also pushing many women towards burnout. Some women commented that the increased pressure of COVID-19 encouraged them to have difficult yet useful conversations with their partners. Some women reported stepping back from doing all the tasks, stopping 'martyring' themselves and telling their partner to contribute more in the home.

There are opportunities for women to redefine relationships and responsibilities in the home. Couples counselling or individual coaching may support couples and women through creating changes in the home dynamic.

Where to from here

Samantha Sutherland Consulting offers a range of solutions to help with creating change in the workplace and for individual women.

She offers:

- Diagnostic, design and delivery of gender equity solutions
- Team building and strategic planning sessions, that encompass embedding cultural change
- Women's leadership development programs
- Individual coaching for women on self-advocacy at work

Find out more [here](#), or contact us on samantha@samanthasutherland.com.au