



POWER FEMALE AMBITION DEVELOP CAREER OPPORTUNITIES

Global Gender Diversity Report 2016



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Methodology

This report has been compiled using data gathered between November 2015 and January 2016. The findings of our gender diversity report are based on a survey of over 11,500 male and female respondents from across the world (57% female, 42% male and 1% preferring not to say).

We have used country specific data where there was a minimum of 100 responses per country: Australia, Belgium, Brazil, Canada, Chile, China, Colombia, Czech Republic, France, Germany, Italy, Japan, Malaysia, Mexico, the Netherlands, New Zealand, Poland, Portugal, Russia, Singapore, Spain, Sweden, United Arab Emirates, United Kingdom, United States.

Thank you

We would like to express our gratitude to all of the respondents who provided their valuable insight. Your contribution has allowed us to produce this comprehensive report which will help influence and shape business decisions.

FOREWORD

As Managing Director of Asia at Hays, I feel I have a responsibility to make an impact on improving the world of work in our region. More needs to be done to address issues prevalent in our labour markets and gender diversity is one such issue I'm surprised by the lack of advancement on.

In Asia, there is a lot to be proud of such as Prime Minister Shinzo Abe's 'Abenomics' growth strategy in Japan which has a goal of having women in 30 per cent of leadership positions by 2020. And in Malaysia, Prime Minister Najib Razak launched the "30% Club" to help the country achieve its target of tripling the percentage of women on companies' boards to 30 per cent this year. But there really is a long way to go.

According to the findings within this report, most people in senior leadership roles are still men and fewer women aspire to a top leadership position in their career than men. These are disheartening findings and show that more progress needs to be made to truly achieve gender equality in the workforce.

I guess I struggle to understand why it's still a pipe dream. Throughout my career I have been given equal opportunity, but then again maybe I've just been fortunate to have worked for a company and with people where gender was never an issue.

I started working at Hays in 1994 as an Associate Recruitment Consultant, and over the course of 22 years, have embraced every opportunity and moved around the world, from the UK to Australia to Japan and now China.

With every move, Hays allowed me to develop and learn new skills, which enabled me to progress to my current role. Career paths at Hays are determined by our individual performance so I never questioned my ability to progress as I was able to control that through the results I achieved.

Being named in the '2015 International 50' as well as 'Global Power 100 Women in Staffing' lists are accolades I'm very proud of and want to be able to put to good use to inspire women in the workplace and improve gender diversity.

I believe more workplaces need to highlight female role models, change organisational policy and give better board backing for diversity issues.

But one of the most practical measures that every organisation can do to alleviate the imbalance is to establish

performance-related policies. As I and others at Hays have experienced, this ensures that people progress based on their performance alone. It helps remove bias and build a culture of meritocracy.

The business case for diversity is strong, not only does a pipeline of female talent broaden the talent pool, it strengthens the problem solving abilities of an organisation, with a greater range of knowledge and experience to be shared.

That's something I've learnt in my role managing 20 different nationalities of our 600 staff across Asia. Diversity of gender, or age or nationality for that matter, breeds diversity of thought and the most innovative solutions.

Everyone, presented with the opportunity and access to the right development, training, systems and tools they need to excel can take control of their own success and destiny, as I have done in my career.

It's also up to you as an individual how high you set your sights and how far you are willing to go. To the women reading this, don't sell yourself short and think of your gender as a barrier to success, I along with many other successful female leaders are living proof that it is not.



Christine Wright
Managing Director, Hays Asia

INTRODUCTION

Time and time again it has been proven that more diverse organisations not only outperform those which are less diverse, but are also most likely to attract and retain the most talented professionals.

In addition, the link between women in the workplace and a country's economic growth is closely connected. Despite this, globally women are not paid or rewarded equally to their male colleagues and remain underrepresented in the workplace, as well as proportionally less represented in senior roles.

In compiling this report and recommendations, we spoke to over 11,500 women and men, asking their opinion and views on women in the world of work today.

While the findings vary by country and by sector, we have discovered common themes and sometimes surprising results about what can be done by business leaders today to ensure that women continue to advance in their careers and achieve better representation at senior levels. Our findings are also accompanied with insight from a number of successful women at the top of their professions, who share their experience from both a personal and professional perspective.

Although gender diversity has improved and we have seen less of a disparity in the views and experiences between men and women, when compared to our 2015 report, our research shows that organisations can still do significantly more to narrow the gap. They hold the key to advancing women in the workplace and have an opportunity and responsibility to close the gender divide.

We want to make business leaders, and the talented women they employ, aware of the issues affecting gender equality in the workplace. In doing so, we hope to provide advice on how the divide between genders can be narrowed.

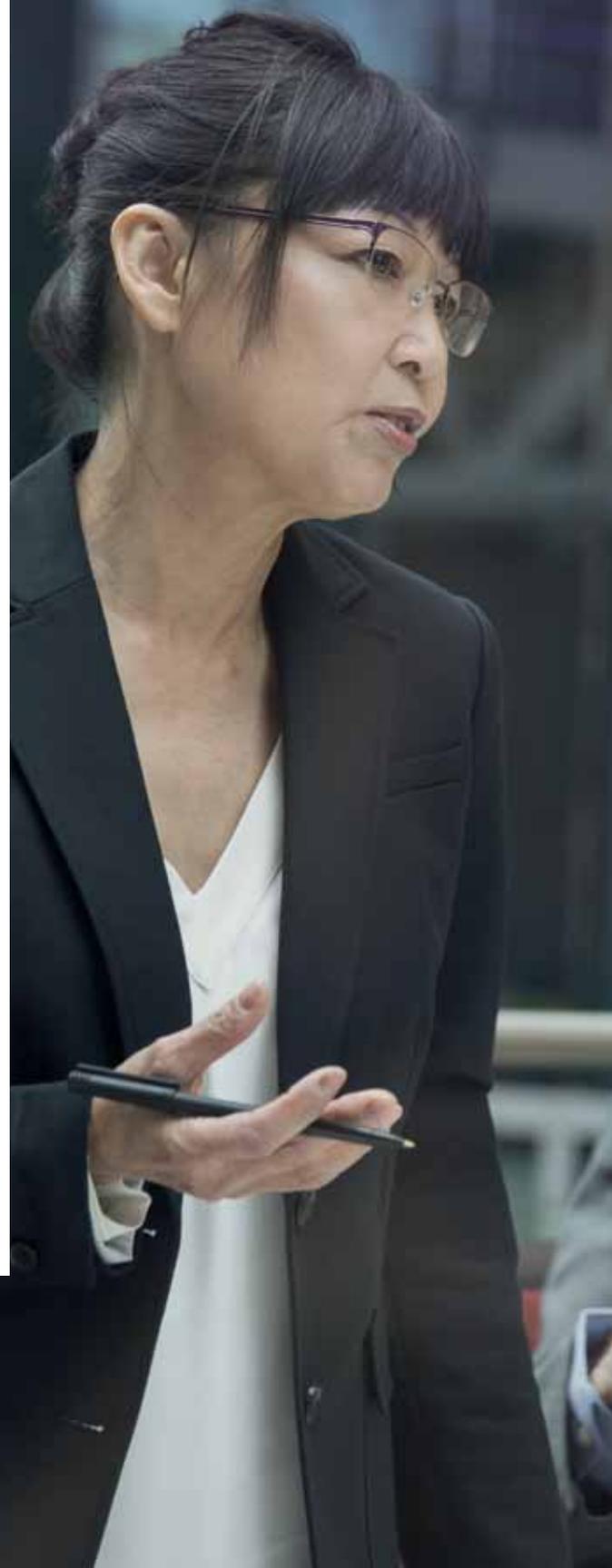
We hope you find these findings both useful and informative and we look forward to discussing them with you.

Yvonne Smyth

Global Head of Diversity, Hays

“ *If we can inspire or help one female with her career progression then this is a great result. Similarly, if we draw attention to companies on how they can support their female talent and shift the dial, then this would be wonderful.* **”**

Victoria Jarman
Non-Executive Board Director, Hays



AMBITION

Senior leaders are typically male

79% of respondents stated that the most senior person within their organisation was male

In addition, 67% of respondents stated that their line manager was also male and 46% of respondents stated that their colleagues were mostly male. Given the predominance of men in leadership roles, it is perhaps not surprising that women are underrepresented in management roles and in more senior positions. However our survey shows that despite this, female and male ambition for management and director roles are nearly identical.

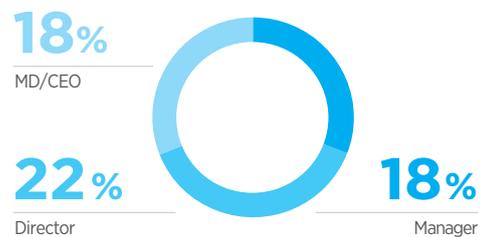
We must therefore conclude that a lack of female leaders is not due to a low level of female ambition but rather, the way in which companies structure and organise themselves when it comes to promoting talent. These processes are having a disproportionately negative impact on women being able to realise their ambitions and progress their careers. This section of the report will explore the differences in female and male ambition.

What role would you need to have to consider yourself successful?

(The top 3 roles chosen by respondents)



■ Manager ■ Director ■ MD/CEO



Globally 12% of women aspire to reach an MD/CEO position compared to 18% of men. However when we include those who aspire to reach director level ambition is equal between genders. Just over 40% of women aspire to reach director or MD/CEO level similar to 40% of men. This shows that there is little difference between male and female ambition

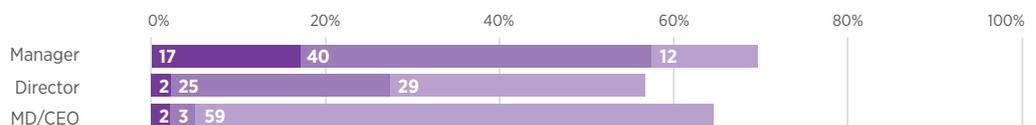
for reaching senior positions. Women are actually more ambitious to reach manager and director level but there is a slight drop for MD/CEO compared to men. Despite this, significantly more men are in senior positions compared to women and this increasingly unequal male to female ratio in turn impacts on further opportunities for women.

How does female ambition affect the talent pipeline?

(Career aspirations of female respondents)



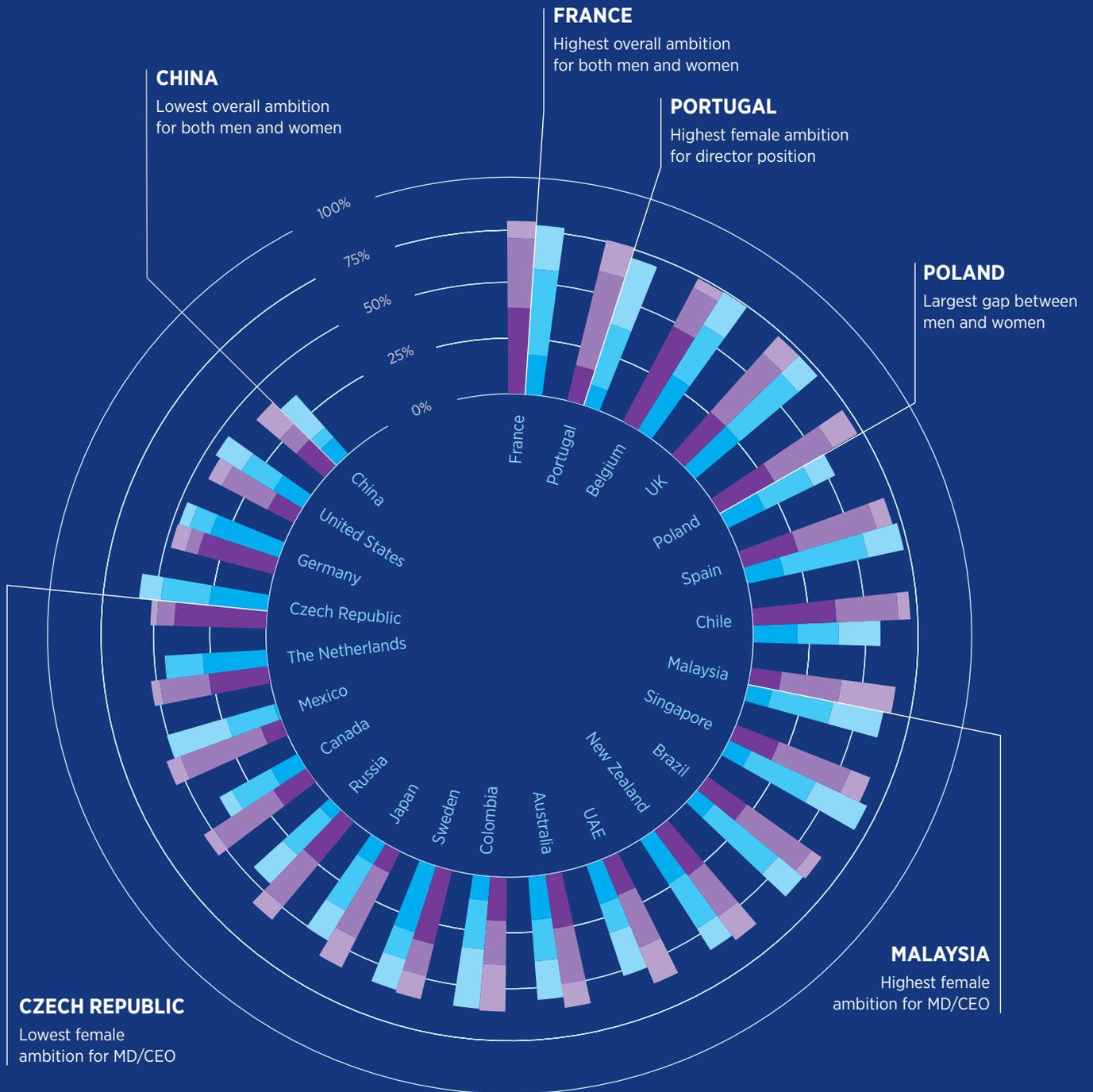
■ Manager ■ Director ■ MD/CEO



Analysing these results in more detail, specifically looking at female management, we can see that 40% of all female managers aspire to reach director level. Out of all female directors 29% aspire to reach MD/CEO position. Finally 59% of all females in an MD/CEO role are happy at this level. This is a very encouraging percentage as it shows that once women make it to MD/CEO level they are happy with their role and feel satisfied with their career.

Globally we can see that once women have progressed from manager to director, they are more likely to have the ambition to progress to MD/CEO level. Women have the

aspiration to move up in business, however women are still underrepresented in management roles and in more senior positions. This shows companies need to focus on internal initiatives aimed at retaining and developing female talent, such as clear and individual career development plans, to encourage and enable more women to move into senior positions. Improving and maintaining gender diversity is not just about how many women are on boards today but ensuring a substantial number of women are moving into manager roles and higher, so that there is a sustainable pipeline of women to select from when hiring for senior roles.

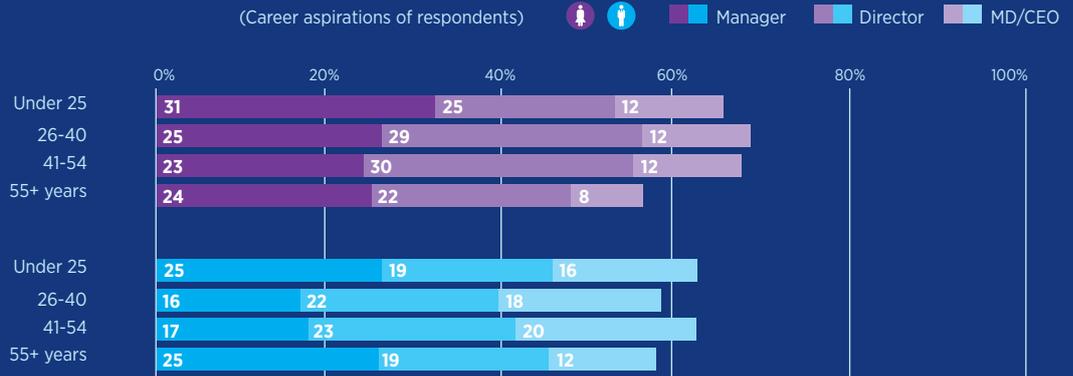


AMBITION AT A GLOBAL LEVEL

Malaysia (28%), Colombia (22%), UAE (18%) and Japan (17%) have the highest percentage of female respondents stating they would need to reach MD/CEO level in order to feel successful in their careers. Germany (7%), the United States (7%), Belgium (5%), the Netherlands (4%) and the Czech Republic (3%) have the lowest percentage of females stating they need to be a MD/CEO in order to feel successful.

Developed European markets and the United States are lagging behind other nations when it comes to female ambition in business. It is clear that there is no correlation between female ambition and developed markets. This is surprising as gender diversity has been debated for longer in developed markets and has been clearly linked to improved business performance.

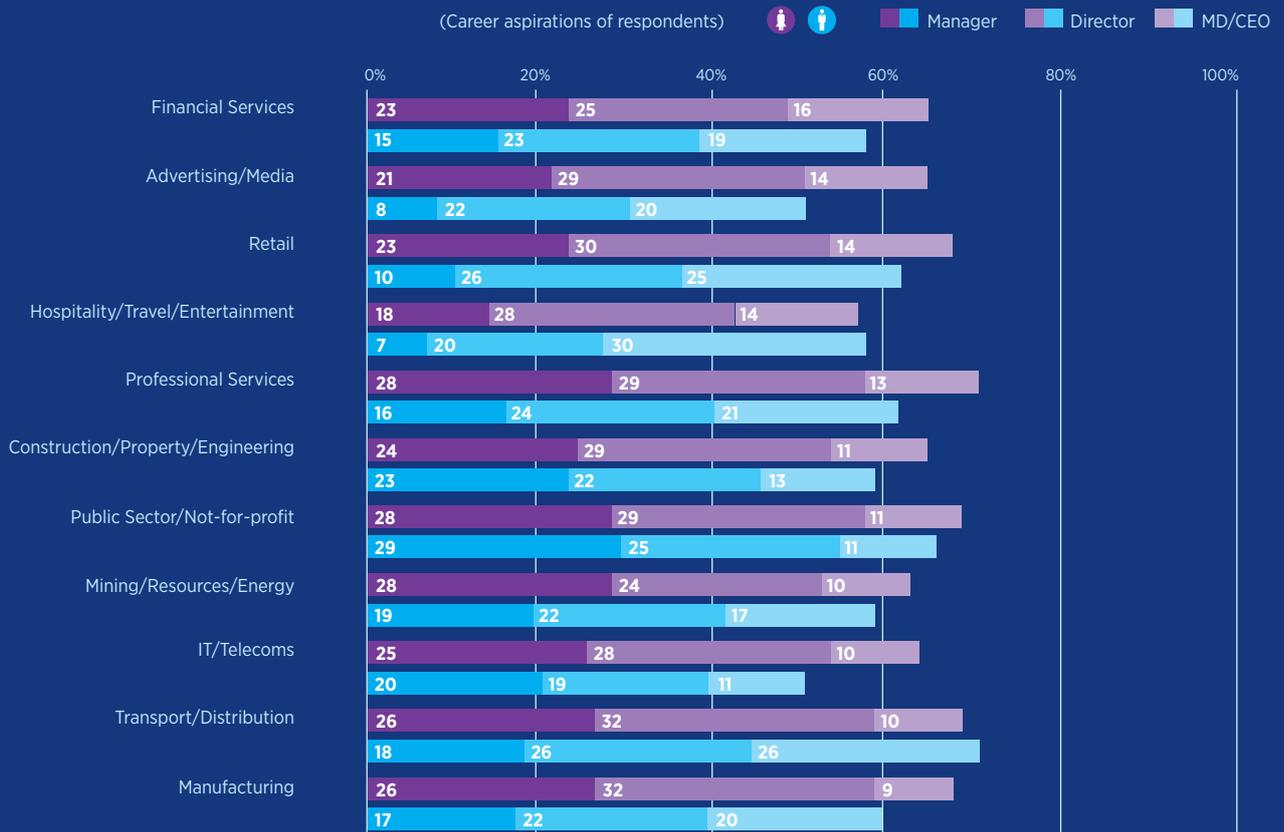
How does age impact ambition?



There is no significant difference in ambition between men and women across age groups, until the 55+ years age bracket. Consistently more women than men aspire to reach manager or director roles up to 55+ years. This shows that although women do have the ambition to achieve manager and director positions they are not getting there as globally,

67% of respondents stated their line manager was male. Women are not moving into these roles. However, we hope the continued focus on improving the female talent pipeline will help to rectify this and we will see an increase in the number of women reaching the most senior positions.

How does ambition differ by sector?



Financial services has the highest percentage of females stating they would need to reach MD/CEO level in order to feel successful in their careers, while manufacturing has the lowest percentage.

Top financial firms have historically had to fight for the best talent that schools, colleges and universities have to offer. Many firms have offered attractive financial incentives to secure this talent, which may contribute to the financial services sector attracting a large number of ambitious females.

A gender diverse workforce should reflect and be proportionate to the number of women entering a sector. It is therefore perhaps not surprising that manufacturing as a sector does not fare so well, being typically male dominated. There are traditionally fewer women in this sector and therefore fewer senior female leaders. This may explain why women working in manufacturing feel a lack of ambition to reach MD/CEO level, because there are fewer role models for them to aspire to.

SELF-PROMOTION

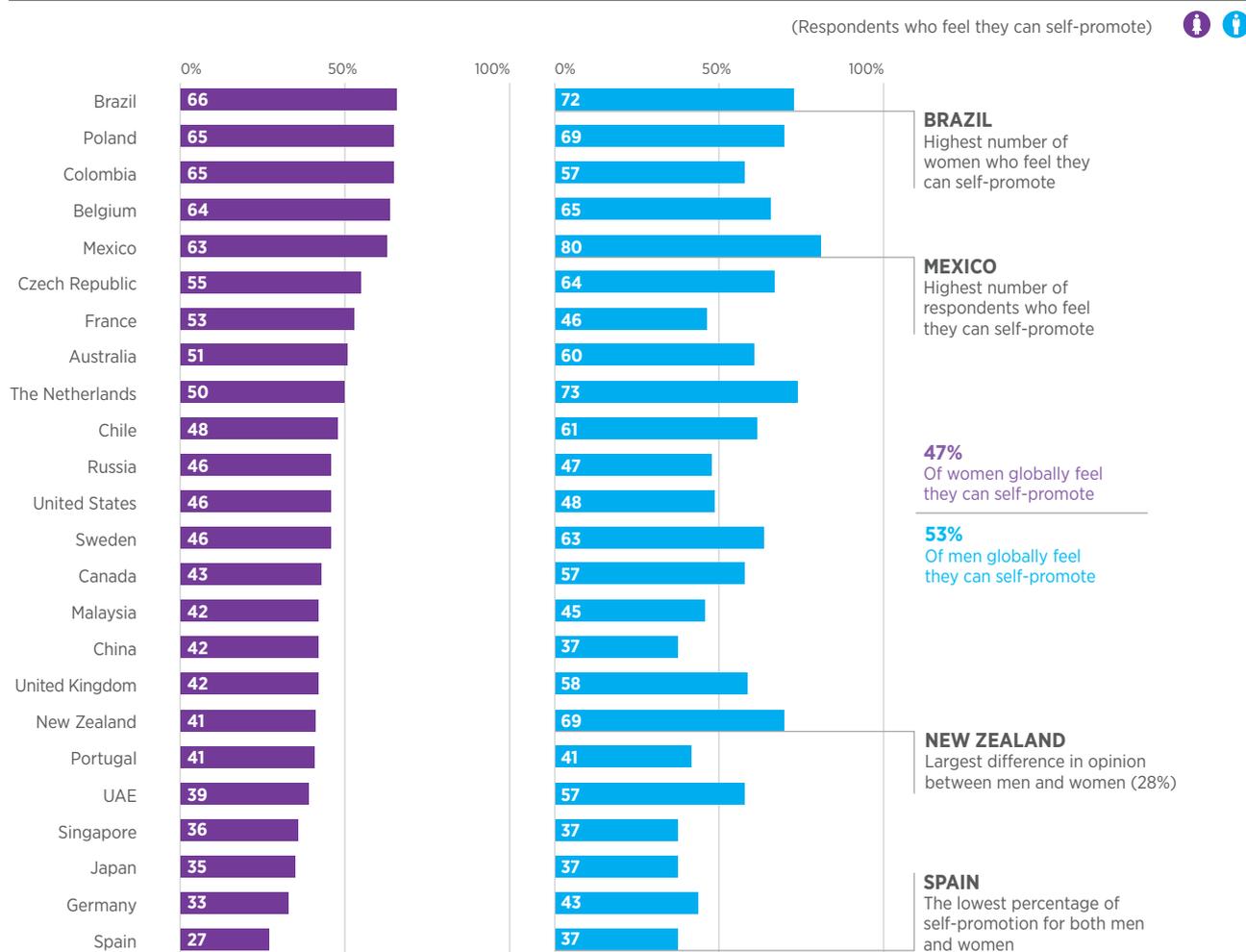
Women feel they cannot self-promote in the workplace

Only 47% of women feel they have the opportunity to self-promote and communicate their ambitions in the workplace, compared to 53% of men

Promoting achievements and accomplishments to colleagues and line managers is regarded as difficult for both men and women globally, as is communicating their ambitions. This is significant as being able to promote your achievements in the workplace and linking these to career ambitions is a key part of successful career development.

If women feel less confident in being able to assert their accomplishments, it will impact negatively on their development. Whilst women need to be advised that self-promotion is important, organisations should also do more to help women voice their achievements.

How does self-promotion differ globally?

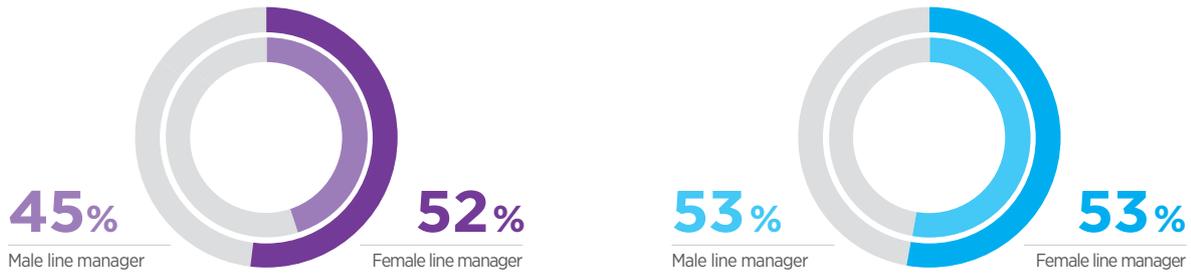


When we look at male and female responses combined, in 13 out of 25 countries surveyed, fewer than 50% of men and women feel they have the opportunity to self-promote and communicate their ambitions: Spain (32%), Singapore (36%), Japan (37%), China (38%), Germany (40%), Portugal (41%), Italy (43%), Malaysia (43%), the UK (45%), Russia (47%), the United States (47%), and the UAE (48%). This shows that there are global differences but that feeling unable to self-promote and communicate ambition is shared across all continents, many jurisdictions and economies.

Similar to the results in the ambition section we can see that employees do not feel they have more opportunities to self-promote and communicate their ambitions in developed markets, where the gender diversity debate may be considered more established and better understood. The United States and Germany are at the bottom of the list again. As self-promotion is a crucial part of career development and is a concern for both males and females globally, companies should address this by changing or creating internal processes and by providing more training to managers and leaders around enabling these discussions.

How does a line manager impact self-promotion?

(Respondents who feel they can self-promote)  

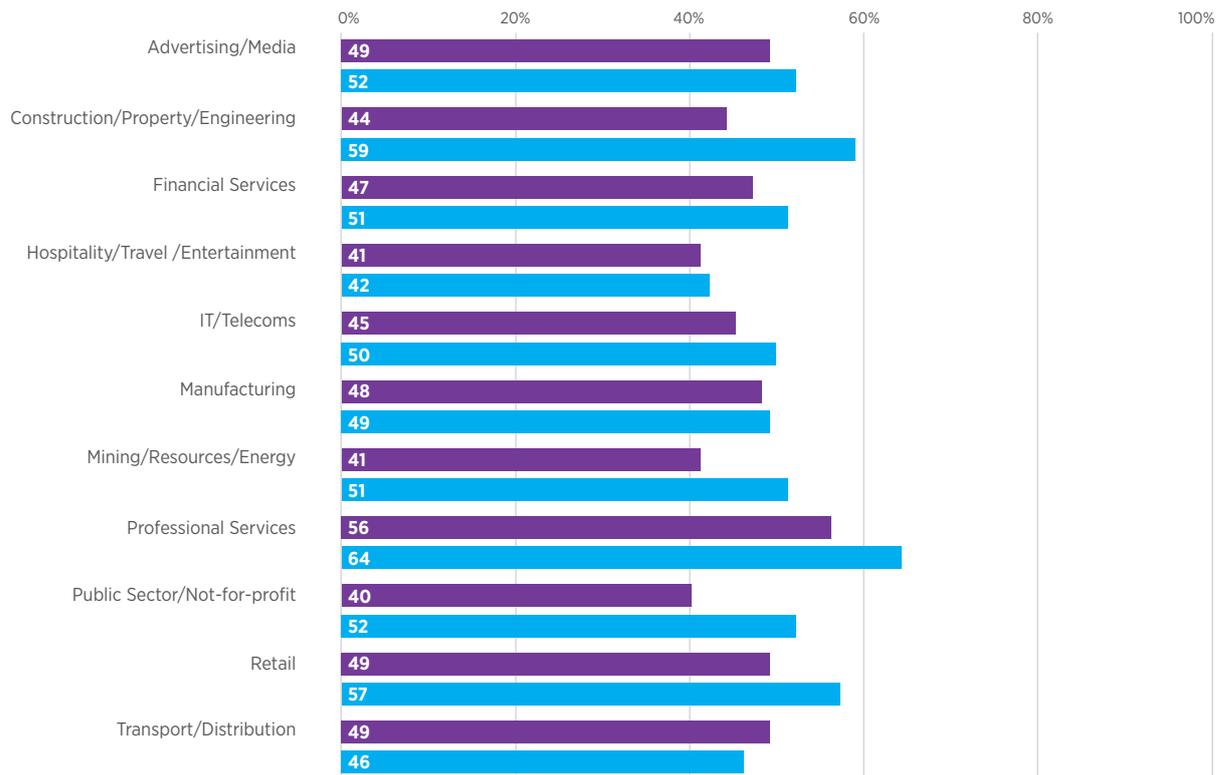


Over half (52%) of women who have a female line manager feel they have the opportunity to self-promote and communicate their ambitions sufficiently; this percentage drops to 45% if they have a male line manager. The fact that a line manager may be female or male has no impact on whether a man feels he has the opportunity to self-promote sufficiently and communicate his ambitions (53% for both).

If women feel more confident in promoting themselves to a female line manager and can in turn progress their careers more effectively, then we believe that having more female representation in management and leadership positions will have a positive impact on improving women's opportunities in the workplace.

How does self-promotion differ by sector?

(Respondents who feel they can self-promote)  



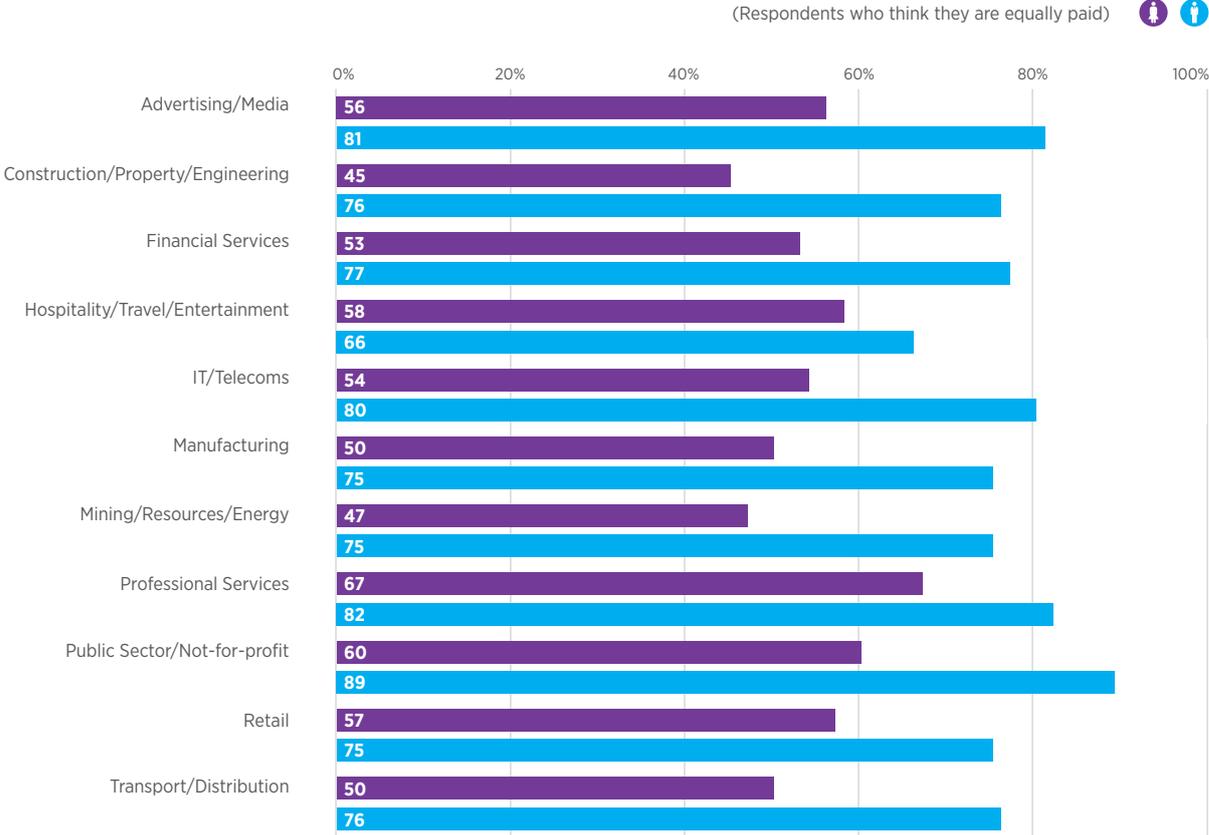
In all sectors except advertising (50%), construction (52%), retail (52%) and professional services (59%) fewer than 50% of respondents feel they have the opportunity to self-promote and communicate their career ambitions sufficiently. Self-promotion is still relatively low in these sectors demonstrating that the ability to promote accomplishments is a difficulty for all respondents.

This challenge is made even more pressing when we look at the percentages by gender. The largest disparity in male and females feeling they have the opportunity to self-promote sufficiently is found in construction at 15%. Mining has the second largest disparity at 10%. This shows women are less assertive in typically male dominated industries. It is necessary for companies in these industries to be aware that women are unlikely to feel they can self-promote and communicate their ambitions. There will also be fewer role models in these sectors.

EQUAL PAY

There is still a major disparity in opinion on equal pay between the sexes
 78% of males stated that they think there is equal pay between genders compared to 56% of females

How does equal pay differ by sector?

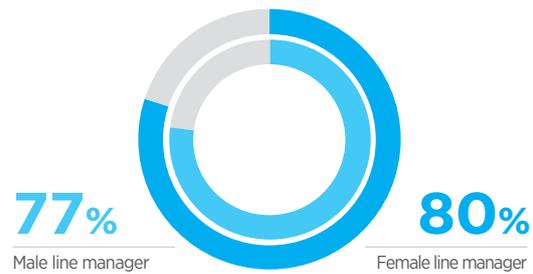
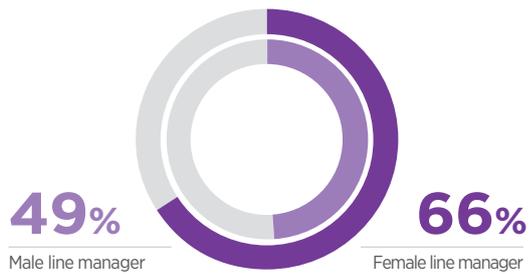


Sectors with the highest percentage of both male and female respondents who think there is equal pay between genders are professional services (72%) and the public sector (68%).

Looking at the results by gender, professional services and the public sector are still at the top of the list and have the highest percentages of women who believe they are paid equally regardless of gender.

How does a line manager impact the perception of equal pay?

(Respondents who think they are equally paid)

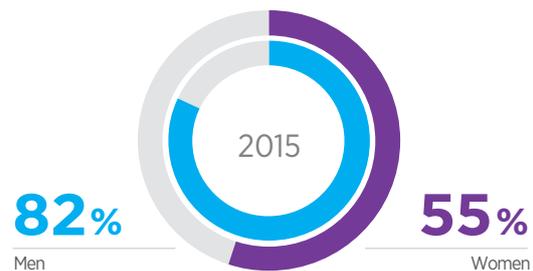
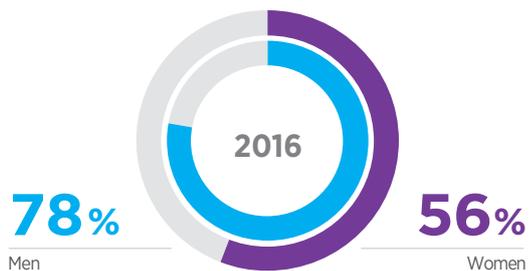


Women with a female line manager are more likely to feel that their equally capable colleagues are paid/rewarded in an equal manner regardless of gender (66%) compared to those who have a male line manager (49%). Men are much more likely than women to feel that their equally capable colleagues are paid/rewarded in an equal manner regardless of gender. In fact, 80% of men think there is equal pay between genders if they have a female line manager and 77% think this if they have a male line manager.

Similar to the findings around self-promotion, having more females in senior positions will create optimism amongst female staff about the opportunity and reality of equal pay in the workplace. Employers therefore need to be aware of the difference having a male or female line manager can have on how employees, especially women, feel about equal pay.

How have perceptions of equal pay changed year on year?

(Respondents who think they are equally paid)



64%

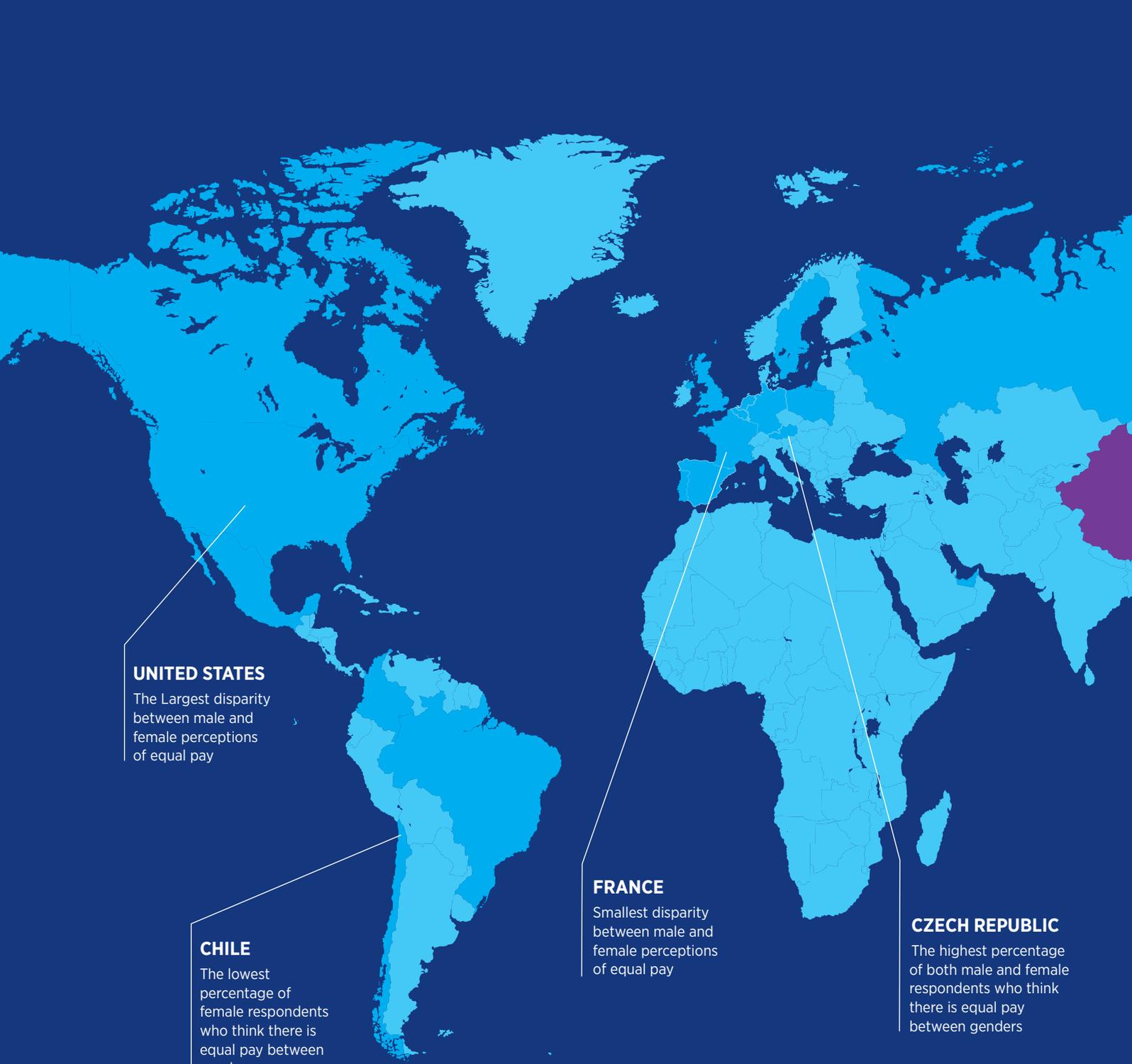
of respondents globally think there is equal pay between genders

64%

of respondents globally thought there was equal pay between genders

When we compare the year-on-year results we can see that there is still a major disparity in opinion on this issue between the sexes. This year, 78% of males stated that they think there is equal pay between genders compared to 56% of females. In 2015, 82% of males stated that they thought there was equal pay between genders compared to 55% of females.

This shows that more men are becoming aware of some of the concerns that have been expressed about the existence of a gender pay gap. This 4% difference year on year when taken globally is significant; however more awareness and support from current male leaders will once again be needed if positive changes are to be made around narrowing the gender pay gap.



UNITED STATES

The Largest disparity between male and female perceptions of equal pay

CHILE

The lowest percentage of female respondents who think there is equal pay between genders

FRANCE

Smallest disparity between male and female perceptions of equal pay

CZECH REPUBLIC

The highest percentage of both male and female respondents who think there is equal pay between genders

EQUAL PAY A GLOBAL PERSPECTIVE

When looking at perceptions of equal pay and the percentages of male and female respondents who believe there is equal pay between genders, we see countries such as Chile (49%), the United States (52%) and Spain (58%) falling behind Malaysia (71%), Colombia (71%) and Singapore (72%). Traditionally the United States and European businesses lead the way with promoting equal pay. However these results show that once again,

despite having a well-established debate around gender pay differences in these countries, employees still feel that they are not paid equally.

There are still large disparities between male and female responses in most countries especially Australia, Chile and the United States. Male workers in these markets are the least aware that there is a gender pay gap when compared to their female counterparts.



CHINA

The only country where more female respondents compared to male respondents think there is equal pay between genders

AUSTRALIA

The highest percentage of male respondents who think there is equal pay between genders

Do you think you and your equally capable colleagues are paid /rewarded in an equal manner regardless of gender?

	-/+	Female	Male
China	+ 3%	63%	60%
France	- 6%	69%	75%
Malaysia	- 13%	66%	79%
Japan	- 16%	50%	66%
Colombia	- 19%	62%	81%
Singapore	- 20%	63%	83%
Czech Republic	- 21%	63%	84%
Russia	- 21%	60%	81%
Sweden	- 21%	52%	73%
Mexico	- 23%	57%	80%
Portugal	- 23%	53%	80%
United Arab Emirates	- 23%	53%	76%
Poland	- 24%	64%	88%
Belgium	- 28%	52%	80%
Canada	- 28%	49%	77%
The Netherlands	- 28%	48%	76%
Spain	- 28%	44%	72%
Brazil	- 29%	51%	80%
United Kingdom	- 30%	56%	86%
Germany	- 33%	44%	77%
New Zealand	- 34%	54%	88%
Australia	- 41%	50%	91%
Chile	- 41%	29%	70%
United States	- 43%	32%	75%

(Respondents who answered yes)



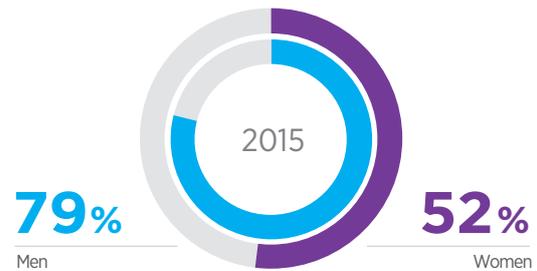
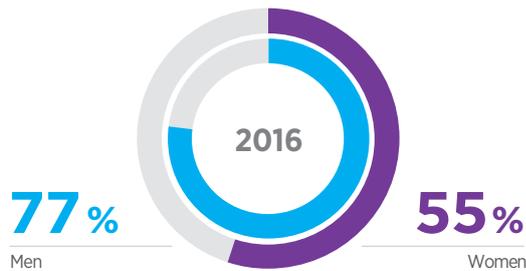
CAREER OPPORTUNITIES

There is a large disparity in opinion on career opportunities between the sexes

77% of males believe that the same career opportunities are available regardless of gender compared to 55% of females

How have perceptions of career opportunities changed year on year?

(Respondents who think there are equal career opportunities regardless of gender)



64%

of respondents globally believe that the same career opportunities are available regardless of gender

61%

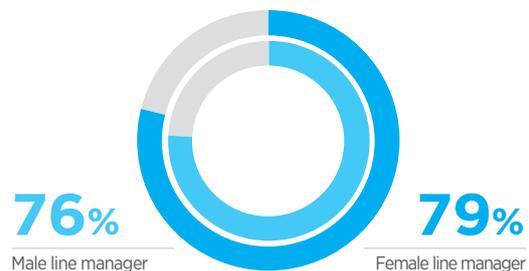
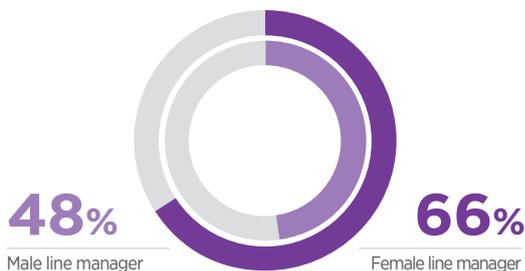
of respondents globally believed that the same career opportunities were available regardless of gender

As with perceptions of equal pay, there is a significant difference between male and female opinion about opportunities in the workplace. However globally there was a 3% narrowing of the gap between the views of men and women year on year, with more men likely to feel there is a difference between the opportunities available for men and women.

This is moving in the right direction as it is important that men are more aware of the differences in perceptions of equal career opportunities perceived by men and women. This increased understanding will hopefully influence decision makers so that more can be done to narrow this gap further. Companies, as a minimum, need to ensure that career opportunities are communicated effectively to all employees to avoid a difference in the perception between genders.

Does a line manager change perceptions of career opportunities?

(Respondents who think there are equal career opportunities regardless of gender)



As seen previously, a male or female line manager impacts female perception of career opportunities, similar to the perception around equal pay. There is significant difference in opinion as 66% of women with a female line manager think the same career opportunities are open to equally capable colleagues regardless of gender, compared to 48% with a male line manager. Once again men are less likely to perceive a difference as 79% feel that the same career opportunities are open to equally capable colleagues regardless of gender if they have a female line manager, compared to 76% if they have a male line manager.

These results emphasise the importance of female role models in the workplace. Not only does a female line manager increase a woman's perception of career opportunities but it also increases her perception of equal pay. A lack of female representation in management roles or higher will have a detrimental effect on this. Companies must focus on increasing the number of female staff in senior positions and should also work to communicate career opportunities effectively to all staff.

GENDER DIVERSITY POLICIES

Gender diversity policies increase positivity in the workplace

Respondents working for a company with a gender diversity policy in place are more likely to think there is equal pay between genders

Globally our respondents reported a lack of gender diversity policies in organisations and awareness of these policies has decreased year on year. This is significant as respondents who stated their organisation has formal gender diversity policies and practices in place feel more positive about their ambition, pay and career opportunities.

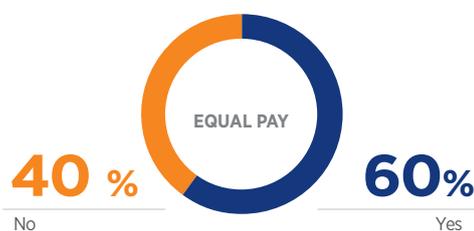
The existence of gender diversity polices have a positive impact on both men and women. Therefore employers must ensure they have gender diversity policies in place and that these are communicated clearly to employees.

Gender diversity policies increase positivity

Respondents stating their organisation has formal gender diversity policies and practices in place



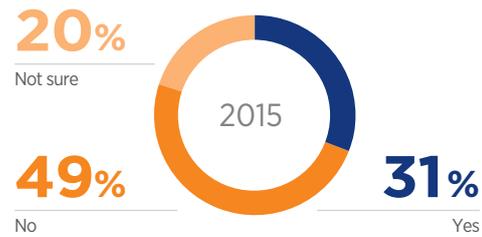
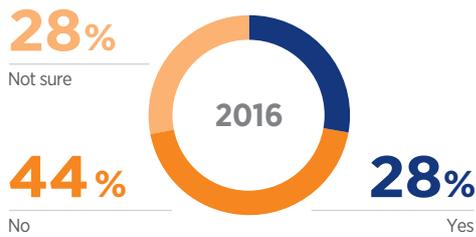
Respondents stating their organisation does **not** have formal gender diversity policies and practices in place



The results show that a gender diversity policy increases positivity in three key areas: employee self-promotion, perception of equal pay and career opportunities. If there is a gender diversity policy in place employees are more likely to feel they can self-promote and communicate their ambitions, more likely to think they are paid equally and feel that the same career opportunities are available regardless of gender.

Despite this, there is a 3% decrease in employees stating their company has a gender diversity policy compared to last year. Employers must refocus their efforts in implementing gender diversity policies and ensure that these are clearly communicated.

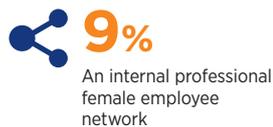
Globally most employees do not think that their company has a gender diversity policy in place



When we compare the year-on-year results we can see that there continues to be a lack of policies in place or a lack of employee awareness of these policies. This year the majority of respondents said that their organisation either did not have a gender diversity policy in place (44%) or weren't sure (28%). Out of the respondents who said their organisation

had a formal gender diversity policy in place, 32% said it was adhered to well. In 2015, 49% of respondents said their organisation did not have a gender diversity policy in place and 20% weren't sure. 31% of respondents who said their organisation had a formal gender diversity policy in place said that it was adhered to well.

Which gender diversity initiatives are most effective?



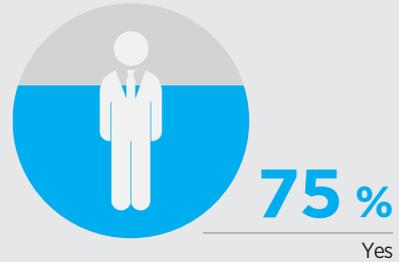
Respondents said that companies should be focusing on flexible working practices (33%) and education across the organisation to change workplace culture (23%). Gaining backing from the board around gender diversity issues (21%) and positive action for women applying to management roles or above (21%) were also regarded as effective.

Flexible working was listed as the most effective initiative. This will help men and women with family commitments, enable working from home, part-time or condensed hours and support an employee's work-life balance. Companies should offer flexible working to both men and women, in doing so any commitments outside of work can be shared equally between genders and help to create a more gender balanced workforce.

REGIONAL REPORT ASIA

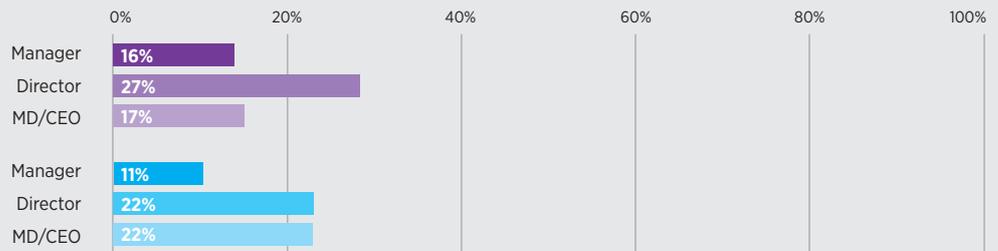
Ambition

Do you aspire to reach a top leadership position in your career?



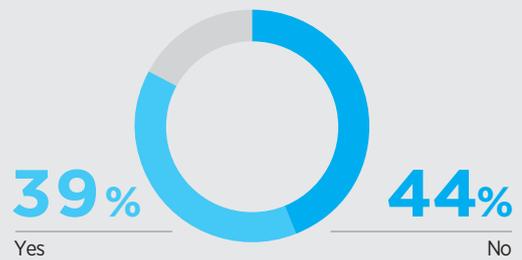
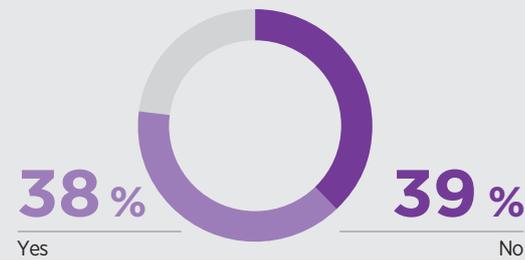
Please select the seniority level you believe you would need to reach at the end of your career to consider yourself successful:

37%
of all respondents in Asia said they wanted to reach manager or director level



Self-promotion

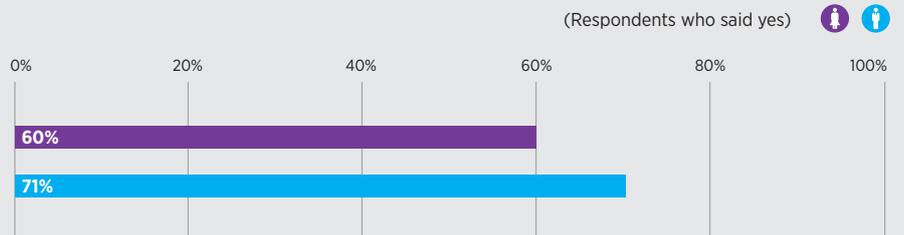
Do you feel you have the opportunity in your current role to sufficiently promote yourself and communicate your ambitions?



Equal pay

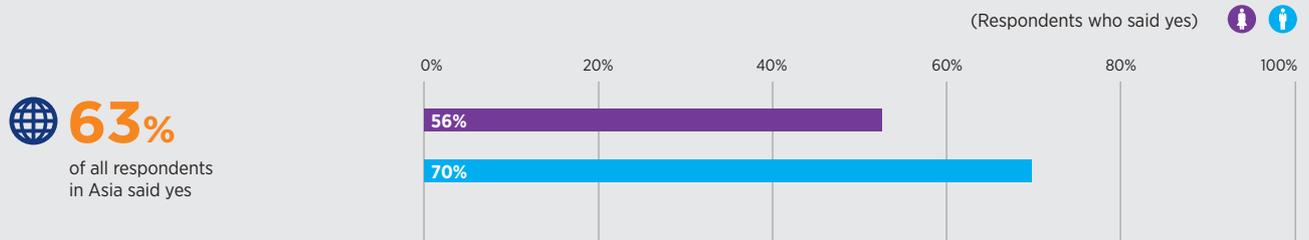
Do you think you and your equally capable colleagues are paid/rewarded in an equal manner regardless of gender?

65%
of all respondents in Asia said yes



Career opportunities

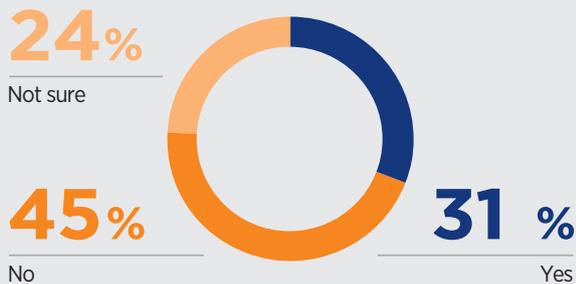
Do you think the same career opportunities are open to equally capable colleagues regardless of gender?



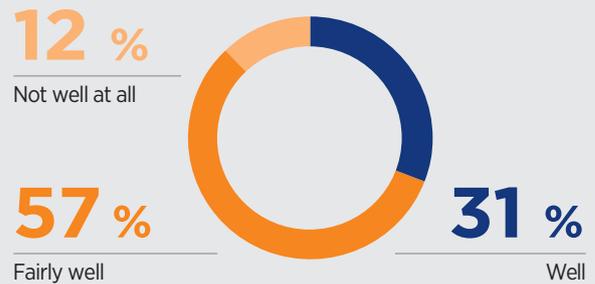
 **63%**
of all respondents in Asia said yes

Gender diversity policies

Does your organisation have any formal gender diversity policies and practices in place?



How well are these adhered to do you think?



Which of the following do you think would be most effective in terms of improving gender diversity across your world of work?

 **32%**
Flexible working practices

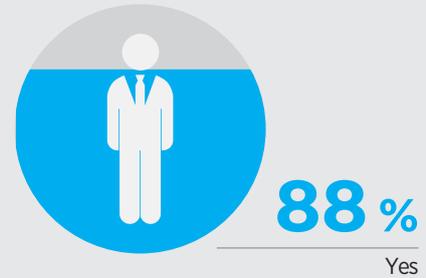
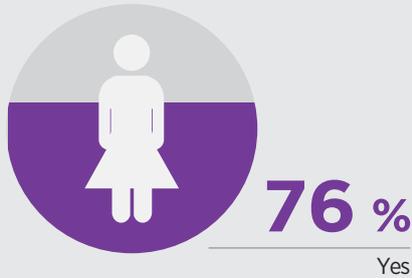
 **27%**
A gender diversity policy

 **24%**
Education across the organisation to change workplace culture

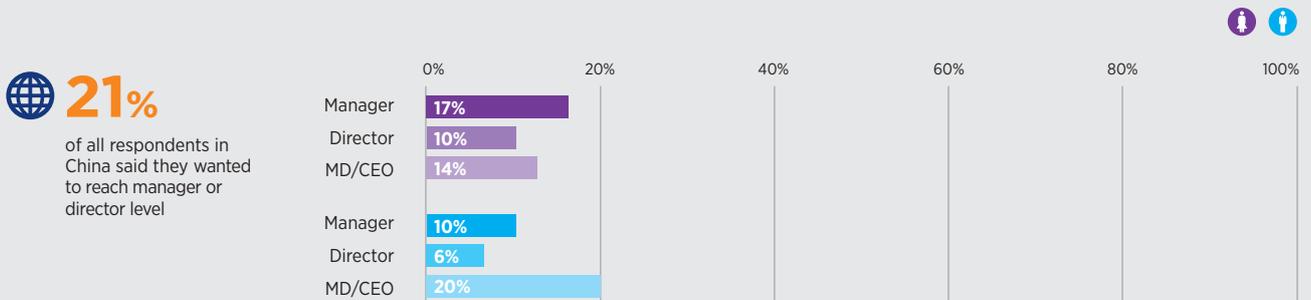
COUNTRY REPORT CHINA

Ambition

Do you aspire to reach a top leadership position in your career?

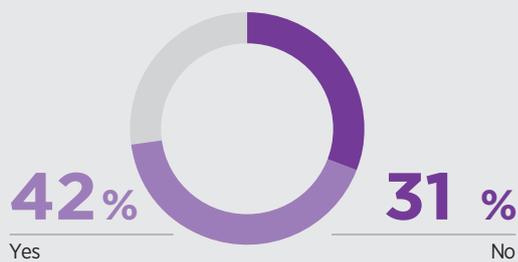


Please select the seniority level you believe you would need to reach at the end of your career to consider yourself successful:



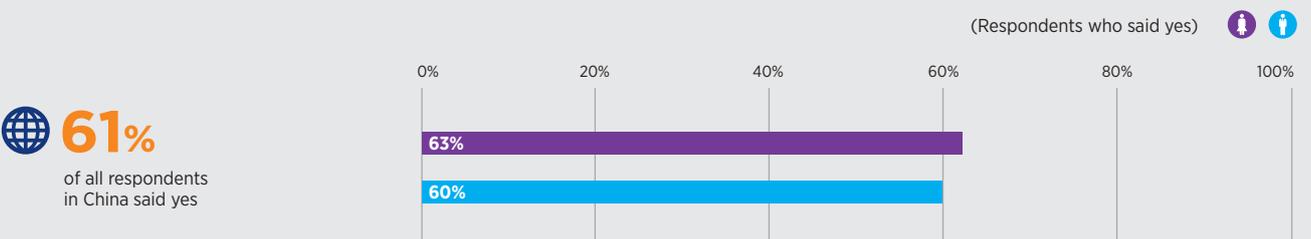
Self-promotion

Do you feel you have the opportunity in your current role to sufficiently promote yourself and communicate your ambitions?



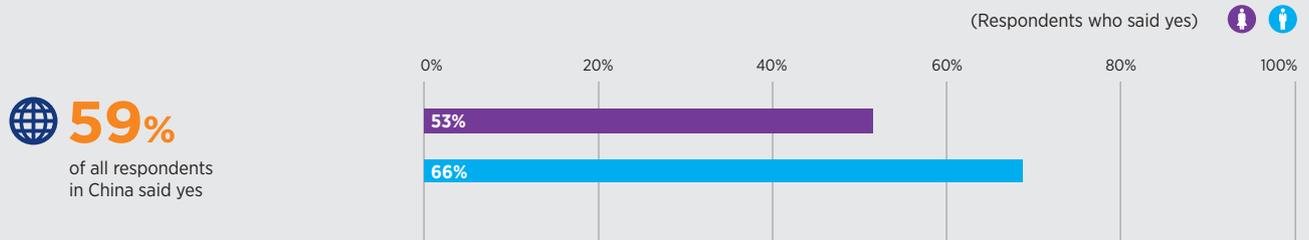
Equal pay

Do you think you and your equally capable colleagues are paid/rewarded in an equal manner regardless of gender?



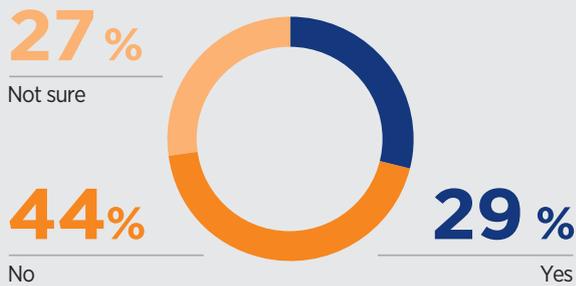
Career opportunities

Do you think the same career opportunities are open to equally capable colleagues regardless of gender?

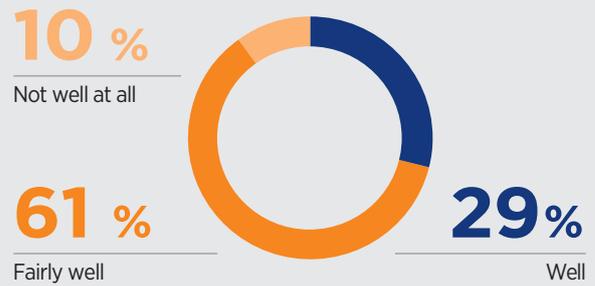


Gender diversity policies

Does your organisation have any formal gender diversity policies and practices in place?



How well are these adhered to do you think?



Which of the following do you think would be most effective in terms of improving gender diversity across your world of work?



CONCLUSION

While we have seen slight improvements in perceptions of equal pay and career opportunities year on year, in many cases employers are still not doing enough to narrow the gender divide in the workplace.

While the gender of a line manager should have no impact on male or female employees, employers need to be aware of the effect that a male and female line manager can have on how employees feel about their perceived ability to self-promote, their career opportunities and pay. Furthermore as management and senior roles are still typically male dominated, there is a lack of role models which is detrimental to female ambition. As this report has shown, a female line manager increases a woman's perception of equal pay and equal career opportunities. Companies should be aware of the importance of role models to female employees.

There remains a significant difference in the opinions of men and women around gender diversity issues in the workplace, as 22% of men compared to 44% of women think that equally capable male and female colleagues are not paid or rewarded in an equal manner. Additionally 23% of men compared to 45% of women do not believe that the same career opportunities are available to all, regardless of gender. This shows that on the whole men do not recognise that there is a gender diversity problem in the workplace. There is a slight improvement however when we compare the year-on-year results, so it appears that more men are becoming aware of the issues around equal pay and career opportunities.

Developed European markets and the United States are lagging behind other nations when it comes to female ambition in business. In Spain (32%), the United States (47%) and the UK (45%) fewer women think they have the opportunity to promote themselves or communicate their ambitions. Women in emerging markets feel much more confident in furthering their careers, such as Brazil (68%) and Mexico (71%).

Employers need to recognise the commercial and societal benefits of a more gender diverse workforce and prioritise actions that will improve gender diversity. Additionally men need to recognise that there is a significant difference between men and women's perception of gender diversity and want to tackle these issues. Without backing from male colleagues it will be much harder to work towards gender equality in the workplace.

We see the actions of countries, cultures and companies contributing to building of a more gender diverse workforce. The introduction of new legislation by governments also maintains pressure on companies to make changes. The implementation of gender diversity initiatives, as well as government legislation, will continue to position gender diversity as a necessity for businesses and thus play a part in helping to narrow the gender divide.

RECOMMENDATIONS

1

ENCOURAGE FEMALE AMBITION

As shown in our report, women have the ambition to move up in the workplace (page 3) but the number of women in senior positions is still low. Employers need to develop a clear career development plan for management levels and above and communicate these plans, so that women are encouraged and supported in developing their careers. This will help ensure companies have a sustainable pipeline of talented and ambitious women moving into senior management/leadership roles.

2

FOCUS ON EMPLOYEE SELF-PROMOTION

Globally men and women across all sectors do not feel they have the opportunity to self-promote and communicate their ambitions. Employers need to make changes to internal processes to ensure opportunities are communicated successfully and that those who wish to put themselves forward have sufficient opportunity to do so. Managers need to have more training so they are able to recognise and draw out the skills and ambitions of colleagues around them. If the majority of the workforce feel they cannot self-promote and communicate their ambitions this will have a negative effect on motivation and career satisfaction.

3

IMPLEMENT AND COMMUNICATE GENDER DIVERSITY POLICIES

Men and women who work for organisations with gender diversity policies and practices in place feel more positive about their ambition, pay and career opportunities. However 72% of respondents said that their organisations do not have policies in place, or as employees they are not aware of these policies. Employers must ensure they have gender diversity policies in place and that the existence of these policies and the opportunities that they provide, are communicated effectively to employees in the organisation.

INTERVIEW WITH A LEADING WOMAN



Jessica Wang
Senior Manager
Hays China

Jessica has over 13 years of professional recruitment and management experience mainly in the China market. She joined Hays in 2013 and is currently Senior Manager for IT, Sales & Marketing, HR and Accountancy & Finance for North China. Prior to joining Hays, she worked for a leading search firm specialising in IT, banking and corporate functional roles across Great China for 11 years.

Tell us about your progression into your management role?

After being a successful consultant in a leading search firm for one year, I was promoted to a managerial role, initially leading a small group. I was lucky that my manager was a very successful business leader with solid experience in IBM across Japan, Hong Kong and mainland China so I could learn a lot from her (yes, her!) in terms of developing business, building up and retaining a stable team with a high performance culture and a high standard of integrity, as well as managing an effective and systematic operational compliance system and practices.

After working there for over 11 years, I decided to further develop my career on a much bigger and international platform - Hays. Though both organisations are hugely different in terms of size, there is still some synergy between them in terms of core values. At Hays I learned how a sizeable organisation can operate a global business successfully. As a Senior Manager at Hays, besides growing business and productivity significantly, improving customer satisfaction and developing people, you also have to care and value the importance of marketing, branding, legal, compliance, finance and operational and risk control.

Did you always aspire to reach a leadership role in your career?

Yes. A leadership role is not just about growing a business, it's also about people management. What motivates, inspires and drive me the most is witnessing my teams grow and develop by sharing my knowledge and experience. I thrive off inspiring and motivating them, as well as coaching and developing them. In parallel, I also learn a lot and am inspired and able to develop myself through these experiences with them.

Our survey revealed that globally 12% of women feel that to be successful they would need to reach an MD/CEO position. Compared to 18% of men. Does this surprise you?

No, it doesn't surprise me. I believe women today are very career driven. However, compared to men, talented female leaders still partly shift their focus towards having a family at some point in time.

In your opinion is there a difference between how men and women plan to progress in their careers?

Men are more aggressive and proactive in seeking and asking for career progression and development. Women tend to be more patient and conservative.

Have you encountered any gender specific challenges or obstacles in your career?

No, I am very lucky. I never felt any gender challenges or obstacles in my career. My two most influential role models were both women.

Globally, 44% of respondents said that their organisation did not have formal gender policies in place and 28% weren't sure. Are you surprised by this? Do you think this is the same in China?

Honestly, I am a bit surprised by this. From what I have seen over the years, many global organisations have gender diversity programs and are trying to promote the cause. In China, the majority of leading organisations don't have formal gender policies in place, but they tend to make things happen on the ground by giving career opportunities to female talent. For example at Alibaba, the leading internet company in China, the executive leadership team is almost equally composed of male and female leaders.

Globally, 45% of women do not think they have the same career opportunities as men. What do you think about this?

From my own experience, I think women have the same career opportunities as men nowadays. But to be honest, I do believe that taking time away from their careers to raise a family may impact the career opportunities and progression available to women.

Globally respondents (both male and female) believe that the following initiatives will have the biggest impact on gender diversity in the workplace: flexible working practices and education across the organisation to change workplace culture. What do you think about this?

Any initiative that will help to ensure gender diversity and equality in the workplace should be encouraged and supported.

Globally, 64% of respondents, both male and female, think there is equal pay between genders. This is the same percentage compared to last year. Does this surprise you?

It is a surprise to me as I thought the percentage of women thinking this way would be higher. In my experience, I do not see unequal pay between genders either from global companies or local organisations in China.

The gender pay gap is a hot topic at the moment. In the UK there are plans to bring forward rules to make firms with more than 250 workers reveal whether they pay men more than women. What impact do you think this will have on gender diversity in the workplace?

We need to ensure there is the right balance of policies and there is a firm understanding of where the inequalities are. If there is a move down this path like what is proposed in the UK, it will bring more transparency and highlight imbalances. Once we have firm data, it will allow for better diversity policies and regulations.

Do you have any advice for female professionals who are in, or are looking to work in, a management or leadership role?

First of all, you have to believe that career opportunities are the same for women and men today. What you have to do is to demonstrate your strong capability and leadership skills by delivering an outstanding performance. What I learned from attending Hays' Advanced Management Program is that women usually have a better emotional intelligence than men, which is critical for a successful career when one wants to reach certain levels. During one of the program's seminars we asked the leadership coach why most CEOs were still men if women had better emotional intelligence. His answer was "because women do not want to be bothered at some point!" So as a female professional, you have to ask yourself firstly what you really want. If career does matter to you, think big and go for it!



INTERVIEW WITH A LEADING WOMAN



Judy Zhu
Senior IT Director
Johnson & Johnson

Judy is currently Senior IT Director at Johnson & Johnson in China. She started this role in January 2016 and it is a completely new industry for her. Before Johnson & Johnson she worked for Adidas in China where she spent nine years and progressed from Project Manager to Senior IT Director for China, Hong Kong and Taiwan. Before Adidas she founded and was the owner of Archtech Inc. in Canada, a consulting service specialising in SAP implementation. Other previous roles included Senior Consultant at Ernst & Young in Canada and Consultant, PwC in Shanghai and Caterpillar Shanghai among others.

Tell us about your progression into your leadership role?

Prior to Adidas I worked in SAP consulting where I moved from project to project and was exposed to many different industries which gave me invaluable experience for future roles. When I joined Adidas as Project Manager, this was very different to consulting which is very project driven and I am now in a senior IT director role. As I moved into each of these roles I had to learn people management skills, working in bigger departments with more focus on peoples' day-to-day work and their performance. In these years I went through a complete transformation, from being content driven to results orientated with more responsibility for people management.

When you progress from a junior position to a manager or leadership role it all becomes about people management. You rely less on your own skill-set to get things done and instead rely on others' efforts. People management requires different skills. Previous roles relied on my

knowledge and now as a manager I need to focus on my soft skills, communication and managing stakeholders. For me it is important that I retain good staff, am able to develop them and get the best out of them.

My previous company provided very good people management training. I entered into a management development programme, where I learned from experienced trainers, but also had other colleagues in the class who I could learn from too. Being able to share your experiences with colleagues is beneficial, it is not all about training. If you are able to learn from your experiences as well as others, then you can become a better professional.

It is also important to be able to reinvent your career. When I moved from Adidas to Johnson & Johnson, it was a step up but in a new industry. After nine years at Adidas I felt I reached the ceiling, whereas here I have more room for progression. That is why I moved and I am hoping that in the next few years I will be able to develop and progress further.

Did you always aspire to reach a leadership role in your career?

Yes, I always wanted to become a regional CIO Officer, this was my ambition from the beginning. I have set myself other goals throughout my career but CIO is the role I want to reach.

In China 31% of women do not feel they have the opportunity in their current role to sufficiently promote themselves and communicate their ambitions, compared to 43% of men. Does this surprise you?

This doesn't surprise me however I believe that China is ahead of other countries, maybe even very developed countries. I think that in China we give women more opportunities. We are encouraged from an early age to be independent. This mentality is ingrained in our education and I think this is why gender equality is not regarded as an issue in China, women are encouraged the same way men are.

In my career I have been ambitious and proactive. I have never felt hesitant to promote myself and my achievements because I believe this is the right thing to do to enhance your career. If you don't tell people about your successes, then your managers will not be able to promote you and communicate your achievements. You need to be able to sell yourself and it is important that women have these skills.

When we look at the IT/telecoms sector globally the percentage for women increases to 41%. What is your experience of gender diversity in this industry?

One of the reasons I joined the IT department at Johnson

& Johnson was because they promote female leaders. One of their KPIs is to achieve a certain percentage of female senior executives, which is great for women who want to move into these roles. Johnson & Johnson has a pro-female culture and a high number of women in the senior leadership team. In China I don't think that IT is very male dominated because there are a number of functions within IT such as sales, marketing or project management and these are not historically related to a specific gender.

Our survey revealed that globally 12% of women feel that to be successful they would need to reach an MD/CEO position. Compared to 18% of men. Does this surprise you?

Not everyone can become a CEO as there is only one per company. I believe that you can be successful in other levels or functions too. I don't think success is dependent on reaching a certain role and it doesn't need to be as high as CEO.

In your opinion is there a difference between how men and women plan to progress in their careers? Do you think that there are any differences within the IT sector?

I think that it should be similar. Professionals should focus on building up their knowledge during the early stages of their career. Moving into management should be a similar process, a natural progression based on knowledge and capabilities. The only difference is when women take time out to have children, which then delays progression – but it is only a delay, it doesn't mean the end of a woman's progression.

Sponsorship is also important for career progression. If you have someone in senior management willing to sponsor you and promote you this will help. A sponsor will not only promote you, but will also show you are capable. This is my experience. A lot of companies have plans to identify talent and will provide training and opportunities to promote them.

Have you encountered any gender specific challenges or obstacles in your career?

I don't think so and if there were gender specific challenges then I didn't realise it. I left Adidas because I felt I couldn't progress further, not because of my gender.

Globally, 44% of respondents said that their organisation did not have formal gender policies in place and 28% weren't sure. Are you surprised by this? Do you think this is the same in China?

I am not surprised by this and I would agree that it is the same in China. Johnson & Johnson doesn't have a set gender policy but they do have initiatives such as quotas. In an ideal world gender would not be an issue and we wouldn't need any policies in place. Professionals should be promoted and rewarded purely on merit. We should not have to force policies on companies to get women into leadership roles. We should be given opportunities because we have earned it, not because of our gender.

Globally, 45% of women do not think they have the same career opportunities as men. What do you think about this?

From my own experience I don't believe gender impacts opportunities and I think a lot of women in China would agree with me. It is the responsibility of the individual to seize opportunities and to have the confidence to take on

new challenges. It is not advantageous to have a negative mind-set at the beginning and assume your gender will have an impact on your career. Both men and women need to be proactive. If you work hard and do not progress, then it is time for you to sit back and figure out what is not working and make changes accordingly. Moving to another company is one option however I do believe that men and women have equal opportunities.

Globally respondents (both male and female) believe that the following initiatives will have the biggest impact on gender diversity in the workplace: flexible working practices and education across the organisation to change workplace culture. What do you think about this? What initiatives exist in your company?

My previous company didn't have flexible working hours. I think that this allows women to take care of their family and also continue to work. Flexible working allows work-life balance. In China employees work normal hours (9:00-5:30) but the market is very competitive so it's not uncommon to work more than this and over the weekend.

I think that education generally is important, not just education across organisations to change workplace culture. Men and women need to continue to train throughout their career to ensure they have the necessary skills to succeed in their role. This is more important for progression compared to other initiatives such as flexi-time.

I'm a manager and have the opportunity to promote members of my team. I don't look at gender but promote based on capabilities. That is why women must believe in themselves and work hard to earn opportunities. Don't be negative and assume that they will not be offered to you.

Globally, 64% of respondents, both male and female, think there is equal pay between genders. This is the same percentage compared to last year. Does this surprise you?

I would say that this percentage is higher in China. I've never heard a female employee say she doesn't think she is paid equally compared to her male counterpart.

The gender pay gap is a hot topic at the moment. In the UK there are plans to bring forward rules to make firms with more than 250 workers reveal whether they pay men more than women. What impact do you think this will have on gender diversity in the workplace?

I think this is a good initiative as it will provide information back to the government, and if there is a difference in salaries it will be addressed.

Do you have any advice for female professionals who are in, or are looking to work in, a management or leadership role?

Women need to be self-confident, work hard and build professional relationships with more senior colleagues. Sponsors are important and you must promote yourself in order to progress. It may be that your colleagues, and junior colleagues, think you are excellent and ready for promotion, but if people above you don't know of your achievements then this will be an obstacle to your progression.

So my advice would be to continuously develop your knowledge and skills, and be determined to realise your ambitions.

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