



Deloitte.

Women, Work and Happiness 2019-2020
Redefining "Her Success"

**WOMEN, WORK
AND HAPPINESS**
女性、职业与幸福感

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Foreword

Economically, China is one of the most dynamic countries in the world. In 2018, its GDP reached USD13.6 trillion, accounting for about 16% of the world's aggregate GDP (USD85 trillion). The "SHEconomy", in particular, posted remarkable performance. Chinese women account for 18% of the world's female population, and their participation in the labor-force and contributions to worldwide economic are highly recognized.

According to *The Power of Parity: Advancing Women's Equality in Asia Pacific (2018)*, China is expected to have the largest absolute GDP opportunity of USD2.6 trillion by 2025, which would be a 13% increase over "business-as-usual" GDP, if it advances gender equality at the same rate as the fastest-improving country in the region. In the optimal scenario, Asia Pacific could add USD4.5 trillion to annual GDP by 2025, or 12% above business-as-usual. The "SHEconomy" possesses enormous potential as a pivotal driver of economic growth in China and globally.

China values and believes in the impact of women as it dedicates itself to creating and defending a society of gender equality and balanced development. Over seven decades since its founding, China has introduced and been improving laws and regulations on gender equality and women's rights. In 1954, China included gender equality in its constitution to ensure equal obligations and rights between men and women. In 2011, the *Outline for the Development of Chinese Women (2011-2020)* was published. In 2012, progress on gender equality was included in the work report at the 18th National Congress.

China has several notable accomplishments in the making and practicing of policies to promote women's rights. At the World Conference on Women in 2015, President Xi Jinping reiterated this commitment to enhanced gender parity and full support for women's development, saying "China will align gender equality with economic and social growth by making rigorous efforts to safeguard women's rights, will cultivate a culture of harmony and inclusiveness, as well as to help build an international community that facilitates women's development."

China could not have attained its remarkable economic accomplishments without Chinese women's participation in the labor market. According to the International Labour Organization (ILO), in 2018 the labor-force participation rate of Chinese women led the rest of world at 68.8%, compared with an average of 48.5% globally and 52.4% in developed countries (55.8% in North America and 51.6% across Northern, Southern, and Western Europe).

However, China still faces many challenges on the way to true gender equality. Although the global female employment rate is increasing, there is still a significant pay gap between men and women. The ILO puts the global average gender pay gap at 18.8%. The *2018 Report on the Current Situation of Chinese Women in the Workplace* states that women earn 22% less than men do in China. ILO also points out that women are starkly underrepresented in global leadership positions (around 27.1%). There are far fewer women than men in leadership roles in China. Chinese women only account for 16.8% of lawmakers, senior officials, and executives, whereas 83.2% of these are held by men, according to the *Global Gender Gap Report 2018* from the World Economic Forum. Such a vast gender gap in the workplace suggests promoting gender equality and unlocking the full potential of "SHEconomy" could be a tremendous challenge.

China is growing into a leading player in the field of emerging technologies, capital, and innovation. With its political, economic, and social development, the economic value and labor-force participation contributed by Chinese women, together with the evolution of social norms, will become lasting themes of growing importance. Lean In China, one of the largest public-interest organizations for women's professional development in China, has been exploring leadership in women and is committed to building an ecosystem that encourages more women to "lean in".

The Women, Work and Happiness 2019-2020 seeks to understand and review the impact of Chinese women in the workplace in the digital age, and identify the value of women leadership. We believe a better understanding of the status quo and value of women among businesses and the public is the first step in supporting women's development, and will help to provide more support for women to achieve their goals in life and work. The success of women, in turn, will powerfully boost business, social, and economic growth. We look forward to bringing more attention to public welfare causes and future development of women leadership from the society.

1. About the report

Objectives of the report

This is the third issue of *Women, Work and Happiness* ("The Report") since *Lean In China's* first publication in 2017. Based on the analysis of the data collected from the survey, the Report provides powerful insights into the career development status and the challenges Chinese women are facing, and reveals the factors that keep women in work from "leaning in". This year, the Report introduces a section on *Best Practices* to reveal how leading global businesses guide and assist the career growth for women and promote gender parity in the workplace. We dedicate to building workplaces that are more conducive to the development, fulfillment, and happiness of women at work. We support Chinese women to break through bottlenecks and to embrace wider opportunities in the workplace.

The key objectives of the Report are:

1. To promote women's career development and inspire more women to move up the career ladder
2. To understand the obstacles to career growth for working mothers and create a more friendly working environment
3. To reveal the challenges and expectations of women in the workplace and encourage leading businesses to share their best practices and seek joint solutions

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2. Work of the future

1. The impact of global human capital and technology trends on the future of work

Accelerating change in global human capital

Human capital is the capital of people, including knowledge, skills, wellbeing, other abilities. It can be obtained through education or training. Compared with physical capital, human capital has greater potential for value creation, and therefore plays a more important role in economic and social development. The 2019 Deloitte Global Human Capital Trends report addresses three aspects of this trend: the future of workforce, organization, and human resources ("HR").



Future workforce

Alternative workforces have become mainstream. Alternative work performed by outsourced teams, contractors, freelancers, gig workers, and crowd-sourced workers, which was once outside the mainstream, is now gaining importance and universality in labor markets. Research shows that alternative arrangements can enhance organizations' performance. Efficient and proper use of alternative workforces is the future of employment.



Future organization

Ensuring a better work-life balance for employees is a critical goal for organizations. Creating better day-to-day work experiences, making work meaningful, and giving them a sense of belonging, trust, and connection are pivotal. *The Human Capital Trends* report also states that organizations should not only go beyond considering experience at work as perks, rewards, or support, but also focus on job fit, job design, and meaning for every employee. Focusing more on human experience is vital to businesses' development.



Future HR

Talent acquisition is more diversified. In addition to recruitment, businesses can access talent by strategically using internal resources, alternative workforces, and technology to augment sourcing productivity, re-train, and re-assign employees.

The competitive advantage of an organization is generated not only by enhanced technology, but also by a sense of identity among its employees. Businesses need to create staff-oriented HR management strategies, to provide continuous learning, ability enhancement, and other personal and professional development opportunities, instead of ignoring the problems and challenges individual employees are facing.

The reinvention of learning and constant improvement of personal skills are important to employees. Most HR executives prefer to develop existing employees rather than hire new staff to fulfill business needs (Deloitte, Ref. 22). Most enterprises emphasize the value of learning, yet few are prepared to address these employee demands. Rapid adoption of automation makes it vital to improve skills that are uniquely of human, such as empathy and innovation.

Work reform driven by technology

The advent of the 4th Industrial Revolution (or "Industry 4.0") has created a new economy—the digital economy—amid the new wave of technological and industrial transformation. Artificial intelligence (AI), digitization, and internet-based technologies are at its core. The digital economy has become a vital driver of global economic growth. According to a report from the World Economic Forum in 2012, every increase of 10% in digitization will contribute per capita GDP growth of 0.5%-0.62%. China has experienced marked digital economic development despite a later start than developed countries such as

the United States, Australia, and United Kingdom, even apparently outpacing its own GDP. In 2016, China became the second largest digital economy after the United States (Ji Wenwen, Ref. 3).

One of the major core elements of the digital economy, AI, has been making its way into our lives and society ever more rapidly. An AI system can learn and evolve with exponentially enhanced capabilities in data collection, computing, and analyzing better than human beings. The adoption of AI will increase social productivity and create enormous economic value. Based on the pace of AI implementation, related productivity increases will contribute to 0.8-1.4 percentage point (pp) of China's annual economic growth. However, about half of the jobs in China could become automated, impacting hundreds of millions of people (Bao Daming, Ref. 1).

In the age of the digital economy, technology development will inevitably lead to reform of the labor market. "Industry 4.0 is characterized by the substitution of smart machines for routine work done by humans, new technologies will definitely cause certain jobs to disappear," says the Nobel-winning economist Christopher Pissarides (Wu Si, Ref. 8). Artificial intelligence, with its outstanding performance in efficiency, auto learning, and evolving strengths, is highly likely to replace many low-skill, repetitive, and rules-based jobs.

As living standards and medical technology advance, people will live and work longer. General workers should equip themselves with new skills for new positions when a disruptive technology emerges in their domains. Despite the possibility of AI replacing certain human jobs, technology advancements driven by AI can also complement existing positions to enhance productivity and reduce workplace injuries.

More importantly, a growing number of new jobs are being created as the new economy develops. Career fields are expanding as new professions such as online KOLs becoming popular with advances in the internet technology. The matching in labor market will be more efficient and flexible. The progress and wide adoption of information technology enables rapid sharing of information about supply and demand in the global workforce. The methods, scope, and speed of job applications will change dramatically.

Also, the work of the future will be more diverse in mode and nature. Empowered by IT, people can handle office work remotely, be multi-tasked, arrange work globally and enjoy access to various "task-based" jobs. Last, a new understanding of the workforce will impact people's career choices, which will shift from stable positions with high benefits, to high quality, more work-life balanced jobs with an improved match with employees' professional skills and increased acceptance of varied forms of work.

2. New states and trends of work and HR management in the VUCA age

New states of work are calling for flexibility.

The development and prevalence of information technology and arrival of the mobile economy has led us into a volatile, uncertain, complex, and ambiguous ("VUCA") social and economic age. Ours is a complex, changing world where the growth of new technology is producing new states of work and alternative workforce such as the "gig economy", "slash generation", and "digital nomads", which both impact and complement the conventional labor market.

The Gig Economy is a new form of work that encompasses people who take on a variety of quick freelance jobs or projects, or "gigs", through websites or applications. Their workload and earnings are usually unstable. According to the *2018 Deloitte Millennial Survey*, over half (57%) of millennials view the gig economy as an appealing work alternative for added income and flexible schedule. Freelancers can better balance life and work while challenging themselves to try new jobs.

The "Slash" Generation are a group of people who are no longer satisfied with doing one job at a time and choose to juggle various jobs and identities. "Slash" became their pronoun because they often use slashes to introduce their multiple careers. "Slashers" exemplify the spirit of diversity, and a limitless, constant pursuit of self-improvement.

Digital Nomads are people who use technologies, particularly telecommunications, to earn a living and work nomadically. Thanks to advances in network technologies, millions of digital nomad professionals can now choose to work wherever they desire, instead of being confined to a fixed desk.

Such diversified, emerging work states exemplify the new flexibility in our work methods, our professional identities, and our work locations. Traditional workforces are also becoming flexible and customized. For instance, a Fortune Global 500 company implemented a flexible work system in 2019, including flexible hours, venues, and dress code. There is also a wider trend towards more flexible working, which brings work-life balance to employees. Flexible work policy has become an ever more important consideration among job seekers. It also improves the employee experience.

HR management is going deep and becoming dynamic.

To compete in the VUCA age, a business must transform its HR management into a sophisticated, smart mechanism that can adapt to complex circumstances. A competitive HR management approach can keep learning and adapting as the environment changes, without relying on fixed templates or models. HR management can only be dynamic if it considers the unique internal and external factors facing a business, and adapts to complex situations.

HR management that can adapt to complex circumstances should have the following features:

- 1. Diversity.** Differences create collision and competition, and competition leads to innovation.
- 2. Collaborative yet independent of individual teams.**
- 3. Agility.** Businesses need high agility to cope with a VUCA context, such as flat structures, un-bureaucratic corporate cultures, and big data analysis to support rapid decision-making.
- 4. Work flexibility.** There are multiple ways to provide flexibility, including agile functions (division and re-organization of responsibilities), HR combinations (short-term contracts, job rotation), time (adaptable schedules, compressed workweeks), unfixed work locations (mobile working), and flexible salaries (performance-based earnings).
- 5. Continuous learning and invention.** HR management must continuously evolve through self-learning. This should be enabled through analysis and decisions based on large amounts of materials, driven by digital capabilities.
- 6. A structured yet flexible state.** The routine and hierarchy of an overly structured ecosystem can lead to business rigidity. Innovation and progress need a dynamic space that allows for adaptation and change. Businesses should ensure they tolerate experimentation, risk taking, and even failure, for innovation flourishing.

Some scholars argue that **rebalancing employment relationships is central to addressing HR management in the VUCA context, particularly by building mutual invested employer-employee relations (Zhu Fei, Ref. 15).**

Businesses recognize that competition for and high turnover among talented staff are common. Mindsets that view employees as appendages and demand their long-term loyalty are archaic. Instead, the focus should be enhancing the employability of staff during their time at an organization, allowing optimal work performance and a mutually beneficial employer-employee relationship.

The 2019 Deloitte Global Human Capital Trends Report indicates that the **HR of the future needs to focus on alternative workforces. Businesses can recruit from the alternative labor market**, such as contractors, freelancers or independent workers, and crowdsourcing. **A multi-channel talent acquisition model can maximize human resource potential while maximizing business competitiveness.** In the VUCA age, human capital defines competition among businesses. Maximizing the capacity of accessible human capital, and training and managing competitive alternative talent, are keys to addressing future organizational problems and keeping businesses durable.

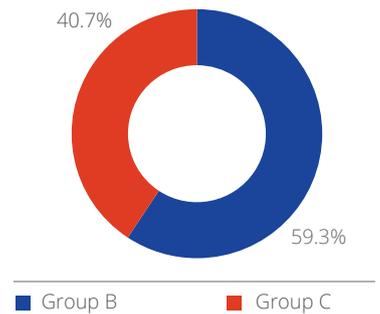
3. Respondent profile

Over three months, Lean In China and Deloitte China conducted the "What Prevents Women from Leaning in the Workplace" survey 2019. For this Report, we have analyzed respondents' data according to demographic categories including gender, age, relationship status, workplace, nature of employer, and position at work.

A total of 5,469 professionals across China participated in the survey, 81.3% of whom were women and 18.7% were men. Respondents were divided into two groups: the "Business Group", or Group B, from Fortune and Forbes 500 and China 500 companies; and the other group of individuals as a 'Control' group, or Group C. There were 3,242 respondents in Group B (59.3%) and 2,227 in Group C (40.7%). Of the women surveyed, 2,460 were from Group B (55.3%) and 1,985 from Group C (44.7%).

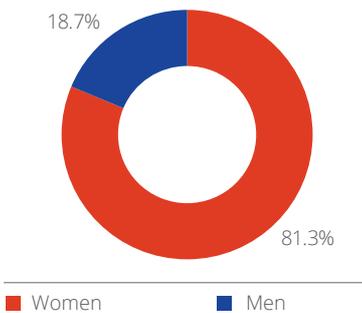
Of the respondents, 45.4% were born during the 1980s and 41.3% in the 1990s. Most respondents (50.8%) are married with children or due to have a child, and 35.8% are unmarried. Some 67.9% work in Tier 1 cities (including emerging ones), and 19.5% in Tier 2 cities. Over one-third work at a multinational (36.8%) or privately-owned enterprise (36.1%). Some 71.8% are full-time employees, nearly two-thirds (66.5%) are individual contributors, 22.9% are front-line supervisors or managers, and 59.5% earn RMB5,000 to RMB20,000 a month.

Data source

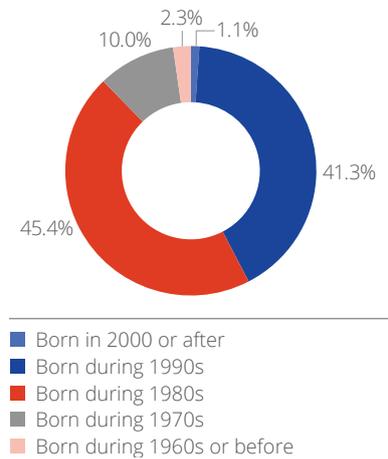


Figures 1-12. Survey demographics

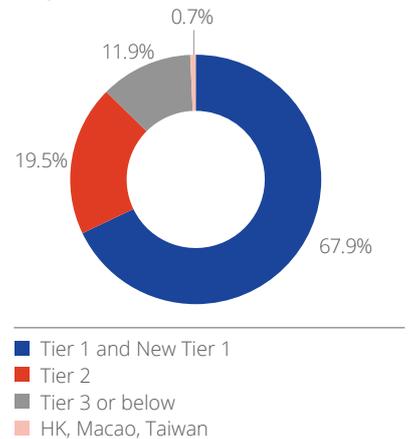
Gender



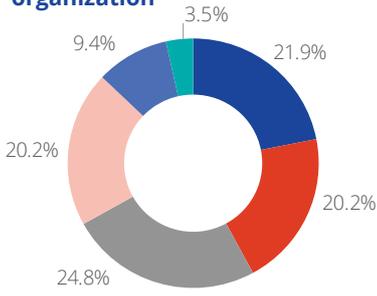
Age



City tier of work location

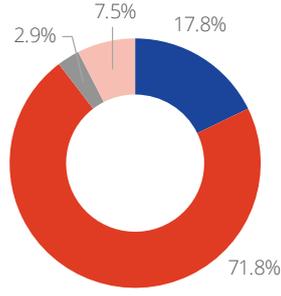


Years of experience at current organization



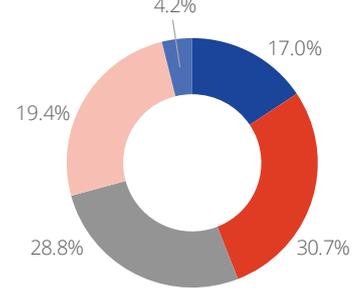
- less than a year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-20 years
- Over 20 years

Employment status



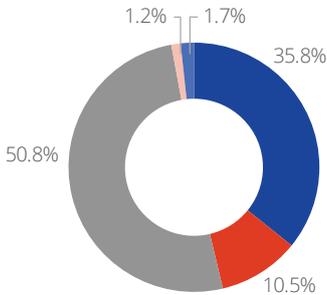
- Business owner - full-time
- Employee - full-time
- Employee - part-time
- Other (each less than 1%)

Pre-tax income (RMB/month)



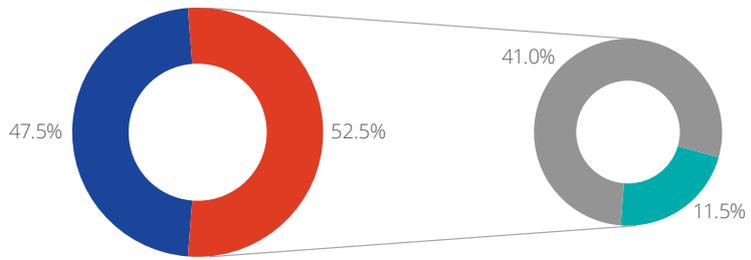
- <5k
- 5k-10k
- 10k-20k
- 20k-50k
- >50k

Relationship status



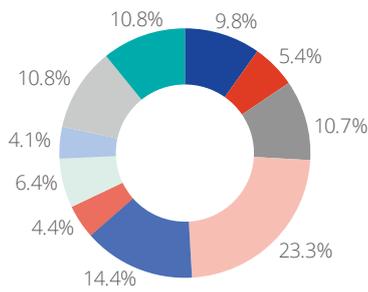
- Single
- Married without children
- Married with children (including pregnancy)
- Divorced/separated/widowed without children
- Divorced/separated/widowed with children (including pregnancy)

Maternity status



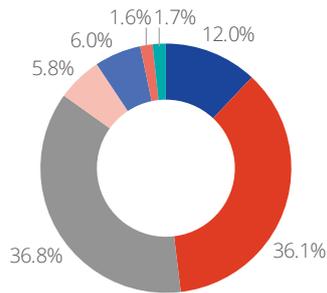
- Without children
- With children (including pregnancy)
- Having one child
- Having two children or more

Industry



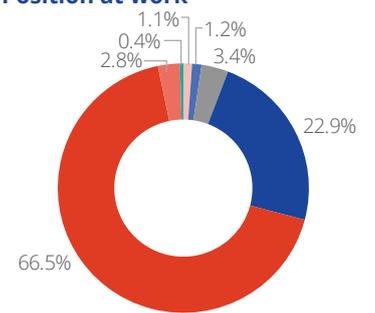
- Consumer & retail
- Industrial manufacturing
- Energy & resources
- Financial & professional services
- Life sciences & health care
- Public sector/non-profit
- Education
- Real estate
- Technology, media & telecommunications
- Others (each less than 1%)

Type of employer



- State-owned enterprise
- Private enterprise
- Multinational
- Joint venture
- Party or government institution
- NGO
- Others (each less than 1%)

Position at work



- Board member
- C-suite
- VP or director
- Front-line supervisor or manager
- Staff or individual contributor
- Intern
- Others (each less than 1%)

4. Executive summary

1. "Her Definition": Self-actualization is how women define success and happiness.

Defining success

- In defining success, women cite self-actualization (i.e. the realization of self-defined aspirations and goals) whereas men refer to health, marriage and family.
- The younger women are, the more importance they place on creating a positive social impact.

Defining happiness

- Men refer more to family while women refer more to work-life balance.
- Women born in the 1960s and 1970s are happier than those born in the 1980s and 1990s. By city, women in Hangzhou are the happiest.

2. "Her Career": Women in the workplace value recognition and respect the most; the higher their seniority, the greater the challenges they face due to their gender.

Organizational context

- Women view recognition and respect in the workplace as more important than their level of compensation.
- Women in the workplace face high work intensity, long working hours, and pressure, but are still willing to work overtime.
- Over two thirds of women in the workplace want to be promoted to higher positions.

Promotion challenges

- Women feel less supported than men in the workplace.
- Women want to "lean in" despite shouldering more household responsibilities.
- The more senior women are, the greater the gender challenges they face. Work-life balance poses a significantly higher barrier to promotion for women than for men.
- Tier 1 and emerging Tier 1 cities have the friendliest environment for women. In Shenzhen and Hangzhou, women believe they can maximize their potential the most.

3. "Her Health": Women in the workplace smoke and drink less than men, but are sedentary and lack exercise.

- More than 60% of women in the workplace have a healthy Body Mass Index (BMI), but they are usually sedentary for long hours with low exercise frequency.
- Women in the workplace smoke and drink less than men.

4. "Her Family": What women need most after childbirth is their partner's help with housework and childrearing. Businesses are encouraged to provide flexible policies to support working mothers.

Challenges after childbirth

- Childbirth brings a greater challenge than gender to women's career progression.
- After having their first child, women tend to maintain their original work performance or have stronger motivation to work.
- Childbirth poses more of a challenge than gender does to women's career progression.

Maternity policy

- Working mothers value flexible work policies and "back-to-work" support, while working fathers believe their spouses value benefits such as longer maternity leave and subsidies.
- Men and women both support the need for nursing rooms at work.

Family support

- After giving birth, what women need most is for their partners to help with housework and childrearing, and provide emotional support.

5. "Her Comparison": Leading companies with gender-friendly environments tend to have women with more aspirational attitudes to career progression and mutually beneficial outcomes.

- Women in Group B face high pressure and work intensity, however, they are more self-motivated and have stronger desire to be promoted.
- Women in Group B are also more content with their work environments.
- Women in Group C face more barriers resulting from gender and childbirth¹.
- Women in both groups value "soft" incentives such as flexible work policies. However, women in Group C have greater demand for enhanced maternity leave and nursing facilities.
- Gender-friendly work environments can promote the growth of women and the organizations at which they work.



¹ Defined as taking on more responsibilities at home compared to partner/husband, less promotion and advancement opportunities, and leadership style being less valued than that of men.

5. Findings

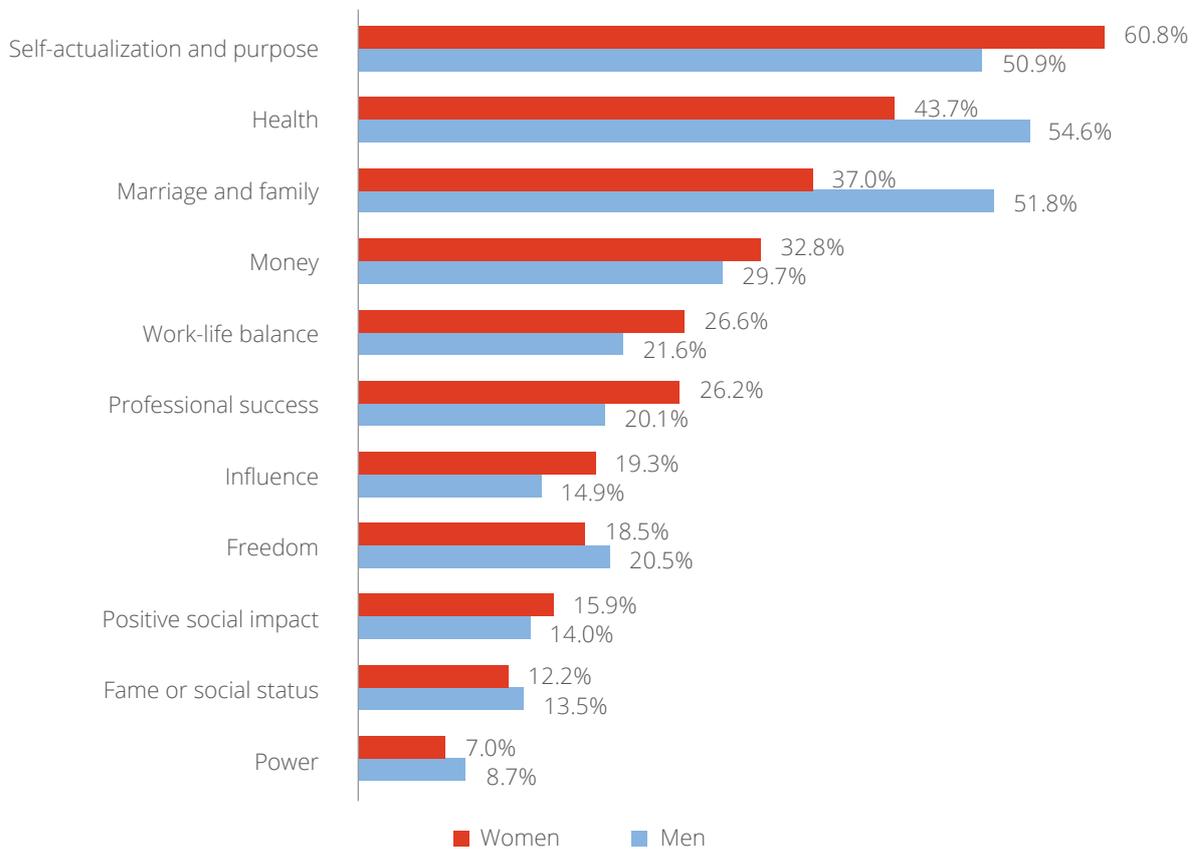
1. "Her Definition": Self-actualization is how women define success and happiness.

Defining success

In defining success, women cite self-actualization, whereas men refer to health, marriage and family.

The most important standards for women to define success are self-actualization and purpose (60.8%), health (43.7%), and marriage and family (37%). The top considerations for men are health (54.6%), marriage and family (51.8%), self-actualization and purpose (50.9%) (Fig. 13). When defining success, although both genders tend to value the same things, marriage and family stand out by having the largest difference between men (51.8%) and women (37%).

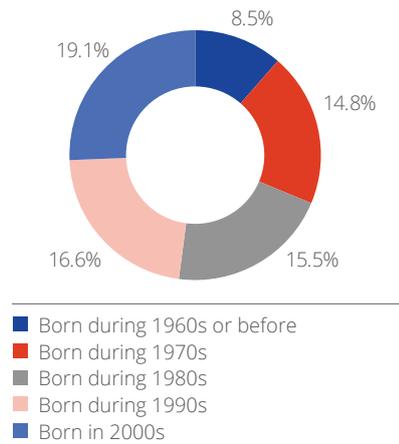
Figure 13: How women and men define success



The younger women are, the more importance they place on creating a positive social impact.

When defining success, only 8.5% of women born in the 1960s or earlier cite positive social impact as a factor. The figure rises to 14.8% among those born in the 1970s, 15.5% for the cohort of 1980s, 16.6% for the 1990s generation, and 19.1% for those born in 2000 or after. The greater attention paid by younger women to social impact suggests they are more aware of the interaction between social development and their own success.

Figure 14. Social impact and success

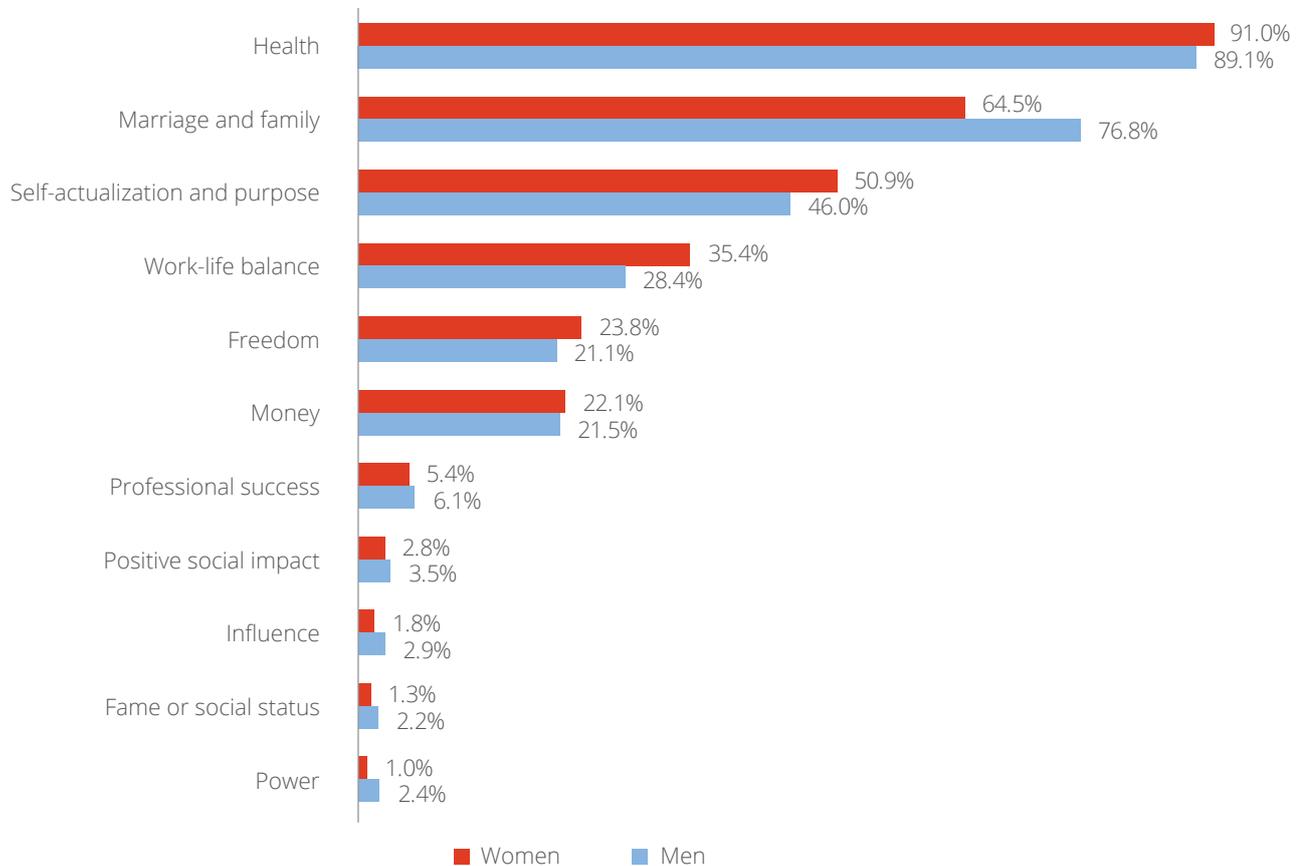


Defining happiness

Men refer more to family while women refer more to work-life balance.

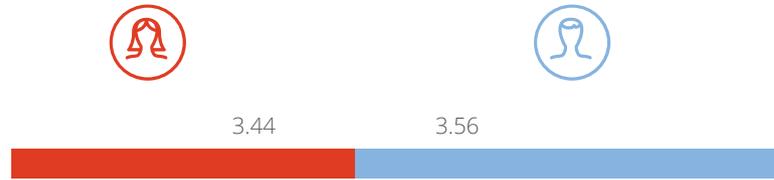
For women, health (91.0%), marriage and family (64.5%), and self-actualization and purpose (50.9%) are the most important "happiness factors". Men also prioritize health (89.1%) and self-actualization and purpose (46.0%), but to lesser degrees than women do. Marriage and family is more important to men than it is to women (76.8% vs. 64.5%) and work-life balance is more important to women than it is to men (35.4% vs. 28.4%). Men place more emphasis on power (2.4% vs. 1%) and influence (2.9% vs. 1.8%) (Fig. 15).

Figure 15. How women and men define happiness



When ranking their happiness from 1-5 (with 1 the least happy and 5 the happiest), women appear to be less happy (3.44) than men do (3.56) (Fig. 16).

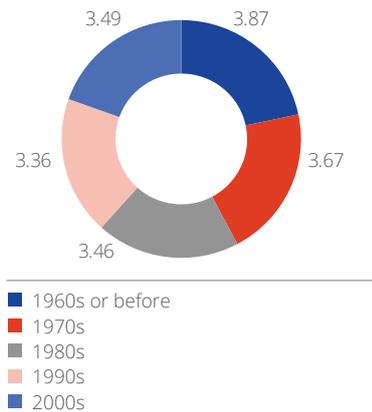
Figure 16. The happiness level of men and women



Women born in the 1960s and 1970s are happier than those born in the 1980s and 1990s. By city, women in Hangzhou are the happiest.

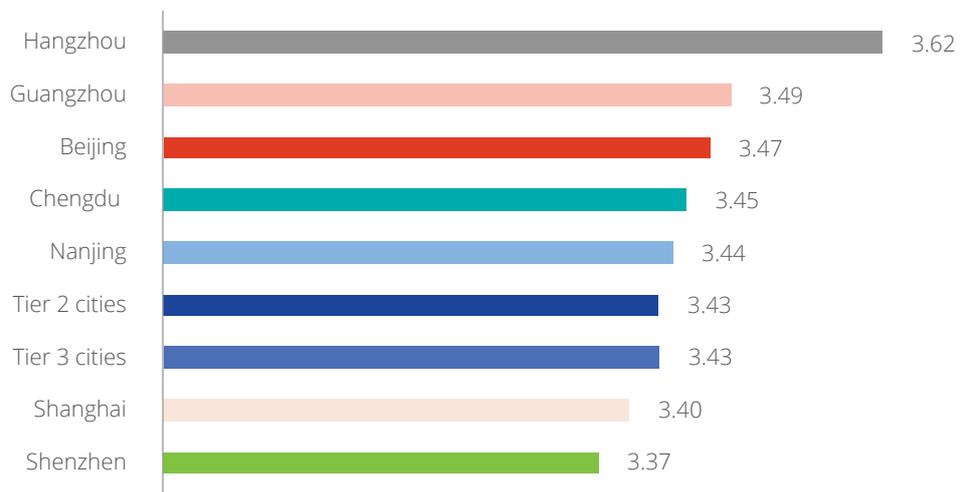
The survey looked at the happiness level of women from different perspectives (such as region, industry, and relationship status). Women born earlier tend to be happier, with happiness declining progressively from those born in the 1960s to those born in the 1990s, before a slight trend reversal among those born in 2000s or later. Women born during the 1990s are the least happy, with an average ranking of 3.36. Women born during the 1960s or earlier have the highest happiness level, at an average of 3.87. Happiness declines to 3.67 for the cohort of 1970s and 3.46 among the 1980s generation (Fig. 17).

Figure 17. Women's happiness level by generation



Geographically, among Mainland cities, women in Hangzhou have the highest level of happiness (3.62), followed by those in Guangzhou (3.49) and Beijing (3.47), with the other cities at about 3.4 (Fig. 18).

Figure 18. Women's happiness level by city



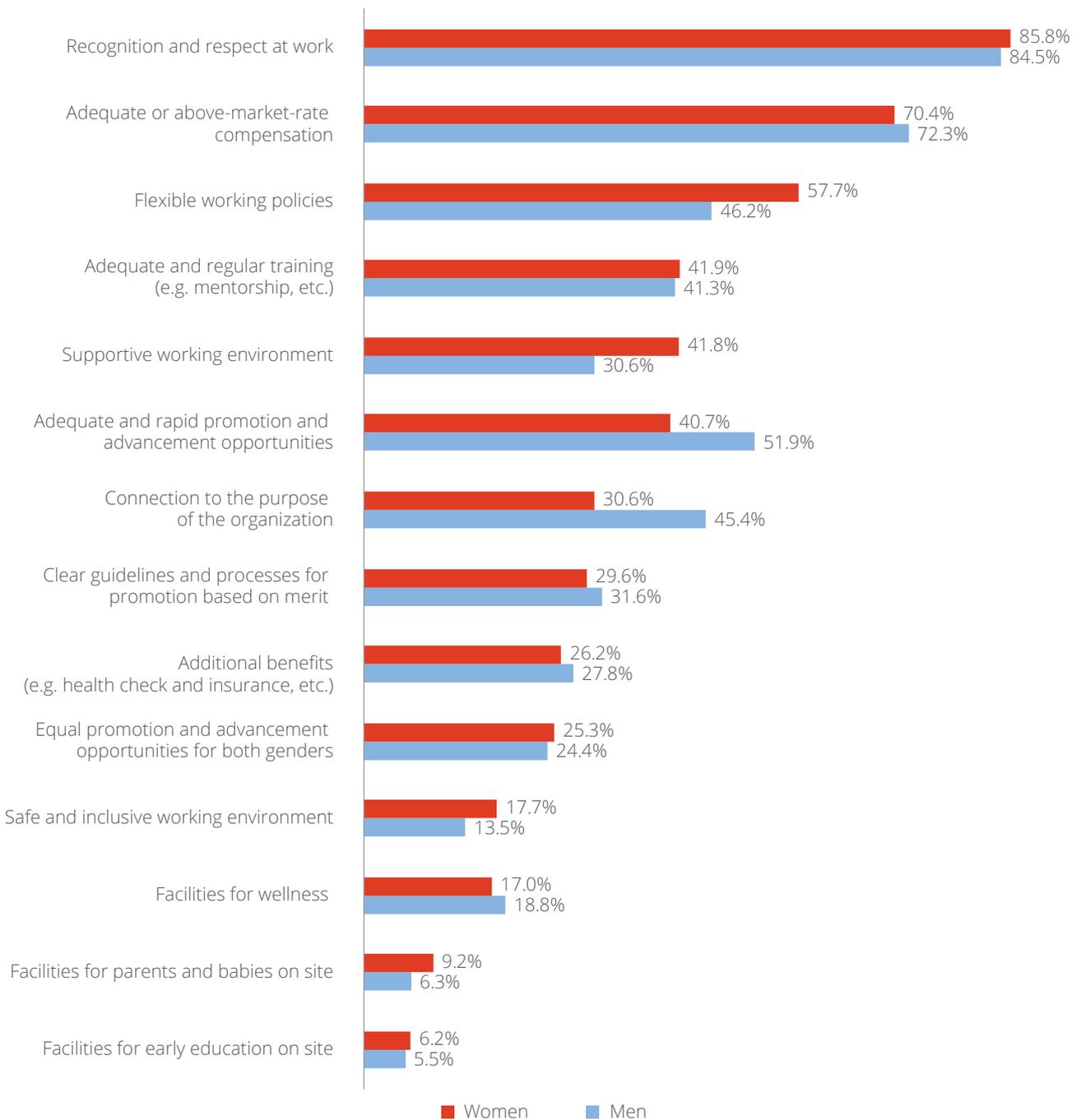
2. "Her Career": Women in the workplace value recognition and respect the most; the higher their seniority, the greater the challenges they face due to their gender.

Organizational context

Women view recognition and respect in the workplace as more important than their level of compensation.

In female respondents' opinion, the most important element of an ideal organization is "recognition and respect at work" (85.8%), followed by "adequate or above-market-rate compensation" (70.4%), and "flexible working policies" (57.7%) (Fig. 19). Women and men have similar expectations of their ideal organization, but men regard salary as more important than women do (72.3% vs. 70.4%). Men also care more about adequate and rapid promotion and advancement opportunities (51.9% vs. 40.7%), whereas more women than men value supportive working environment (41.8% vs. 30.6%) and safe and inclusive working environment (17.7% vs. 13.5%).

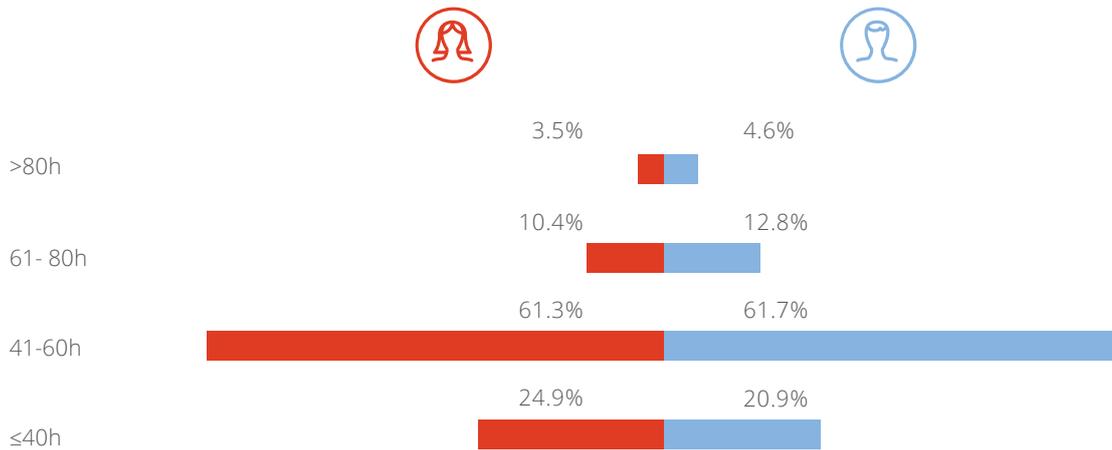
Figure 19. The most important elements of an organization



Women in the workplace face high work intensity, long working hours, and heavy pressure, but are still willing to work overtime.

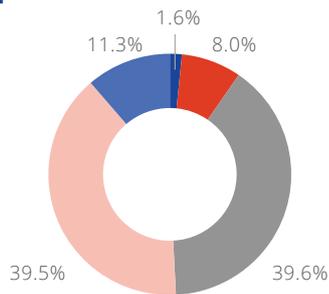
Some 61.3% of women respondents work 41-60 hours per week, 13.9% work more than 60 hours a week, and 3.5% work for over 80 hours, averaging more than 16 hours a day (Fig. 20). According to Organization for Economic Cooperation and Development data, Chinese women work longer hours and bear a heavier work burden than their peers elsewhere, including women in the Netherlands (29.3 hours), Germany (34.3 hours), US (36.4 hours), Brazil (39.9 hours), and Mexico (45.1 hours).

Figure 20. Hours worked per week



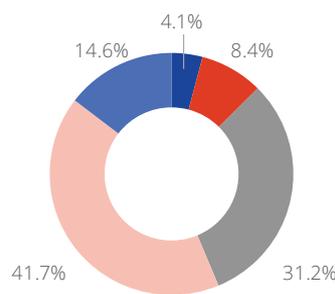
More than half of the women surveyed (50.8%) consider themselves under "relatively heavy" (39.5%) or "very heavy" (11.3%) pressure, much more than the 9.6% who feel under "relatively light" (8.0%) or "very light" (1.6%) pressure (Fig. 21). However, women are still willing to work overtime, even those whose work conditions are highly intense and where overtime is not compulsory. A lot more women (56.3%) are "willing" (41.7%) or "very willing" (14.6%) to work overtime than those (12.5%) who are "unwilling" (8.4%) or "very unwilling" (4.1%) to do so (Fig. 22).

Figure 21. The pressure on women at work



- Very light
- Relatively light
- Ordinary
- Relatively heavy
- Very heavy

Figure 22. Women's attitude to work overtime

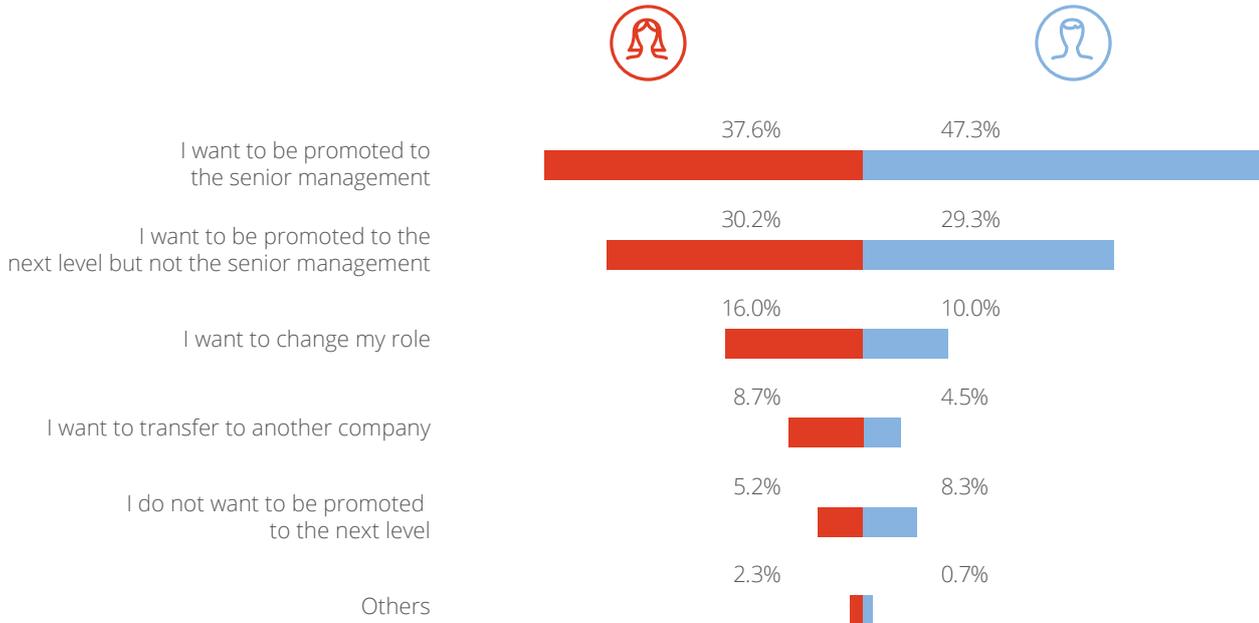


- Very unwilling
- Unwilling
- No opinion
- Willing
- Very willing

Over two thirds of women in the workplace want to be promoted to higher positions.

Women in the workplace have a strong desire to take "one step ahead". More than two-thirds (67.8%) want to be promoted, and over one-third (37.6%) wish to climb the career ladder to "senior management", with far fewer are not interested in career advancement or transferring to another company. According to our findings, the proportion of men who wish to reach senior management is nearly 10 pp greater than the proportion of women who want to do the same (47.3% vs. 37.6%), yet more men than women would prefer not to be promoted (8.3% vs. 5.2%) (Fig. 23).

Figure 23. The willingness of men and women to take "one step ahead"

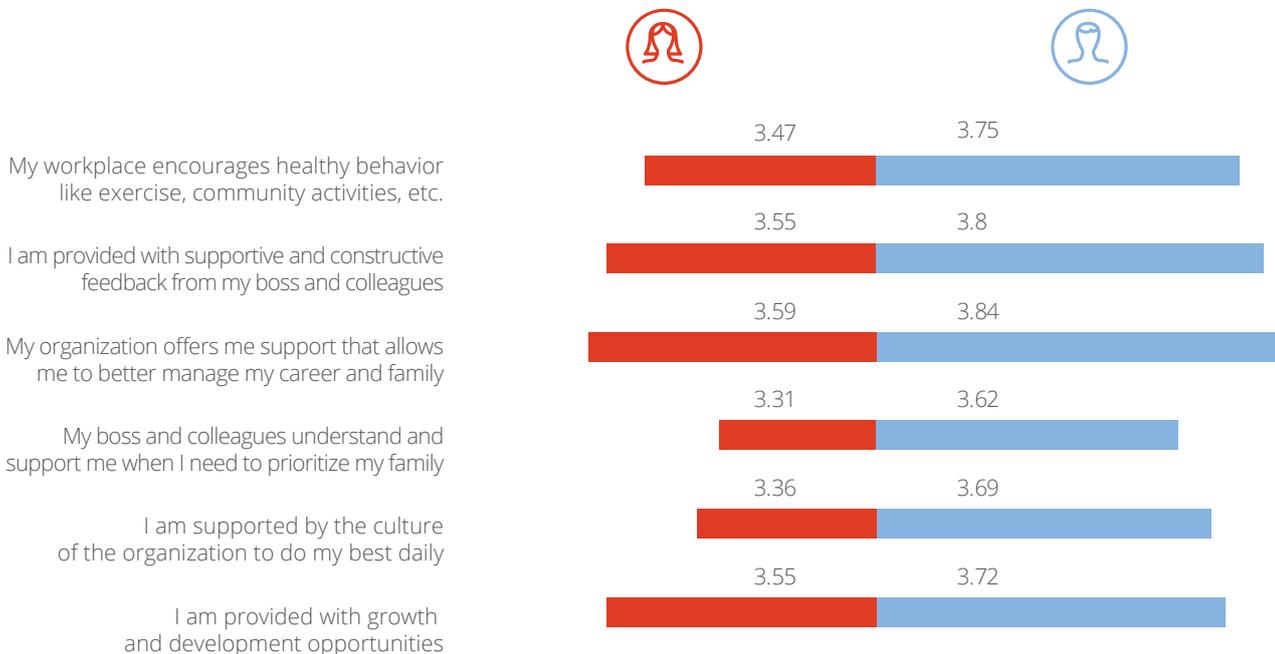


Promotion challenges

Women feel less supported than men in the workplace

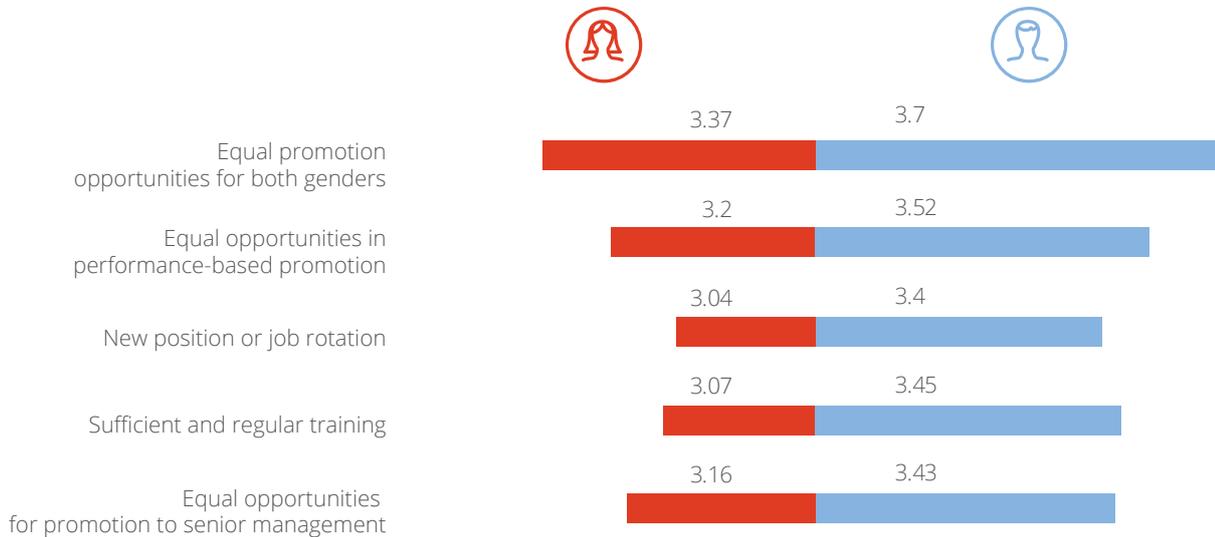
Chinese women in the workplace, who face high intensity and pressure, are less inclined than men to feel they have support systems in place, based on indicators such as wellness programs, incentives, work-life balance, growth and development, and organizational culture (Fig. 24). There is work to be done to build a greater sense among women that they are supported by their employers.

Figure 24. Support at work



To further understand development opportunities for women in the workplace, we asked about organizational factors including equal promotion opportunities for both genders, performance-based promotion, and new positions or job rotation. It is gratifying to see that women have a relatively high level of approval for "equal promotion opportunities for both genders" (3.37), "equal opportunities in performance-based promotion" (3.20) and "equal access to senior leadership" roles (3.16), which rank as the top three factors (Fig. 25). This suggests women do see career advancement opportunities at their organizations, although for each indicator the rankings given by women are lower than those by men.

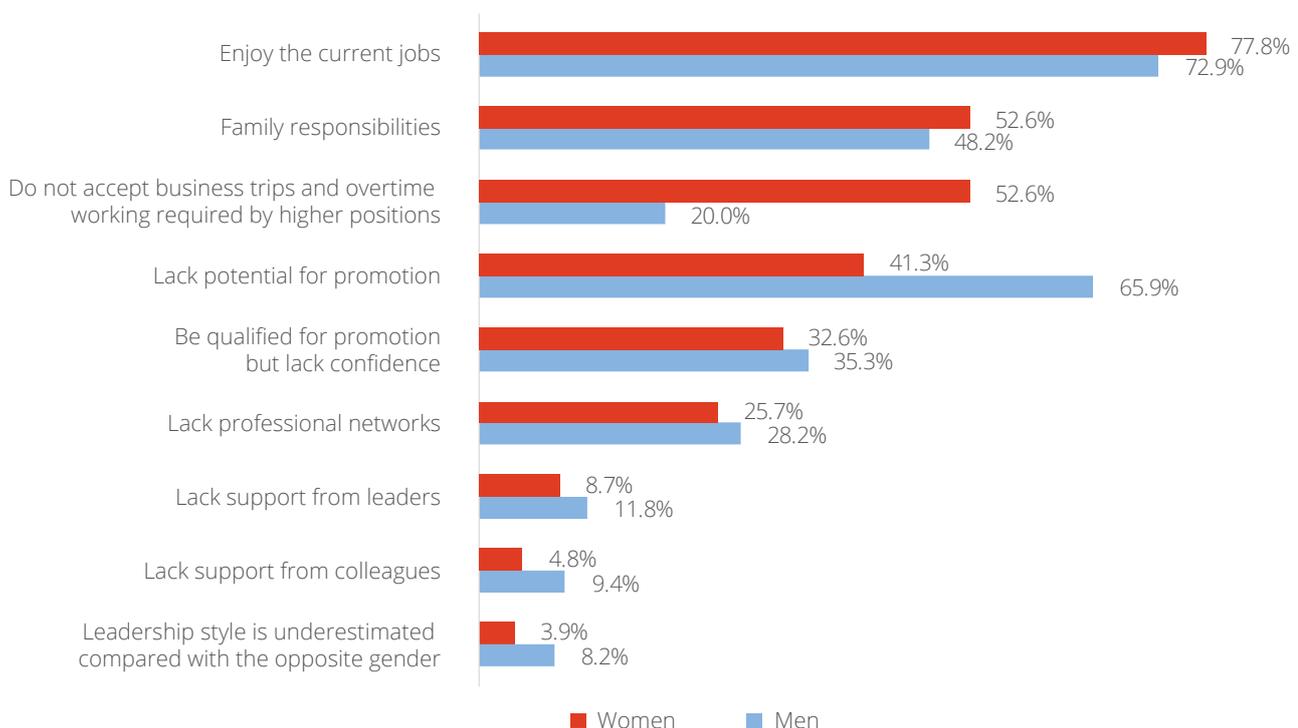
Figure 25. Career advancement opportunities



Women want to "lean in" despite shouldering more household responsibilities.

We asked respondents who said they did not want to be promoted why this was the case. The top reasons women do not want to be promoted are that they "enjoy their current jobs" (77.8%), "family responsibilities" (52.6%), and "do not accept business trips and overtime working required by higher positions" (52.6%). The proportion of men seeing themselves as "lack potential for promotion" is much higher than the proportion of women who say the same (65.9% vs. 41.3%). There are similar disparities when it comes to "leadership style is underestimated" (8.2% of men vs. 3.9% of women), "lack support from senior leaders" (11.8% vs. 8.7%), and "lack support from colleagues" (9.4% vs. 4.8%) (Fig. 26).

Figure 26. Why women and men do not want to be promoted

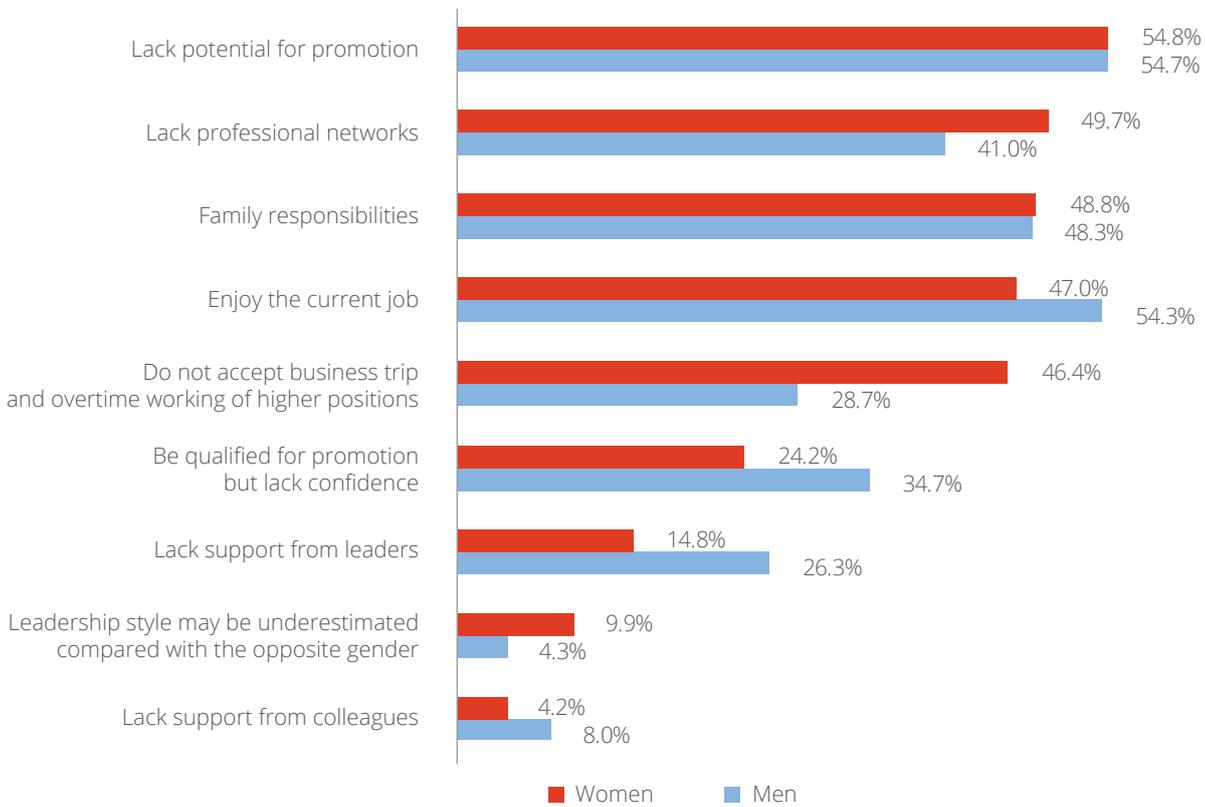


The top reasons women do not want to be promoted to to senior management are "lack potential for promotion" (54.8%), "lack professional network" (49.7%) and "family responsibilities" (48.8%) (Fig. 27). "Lack potential for promotion" (54.7%) and "family responsibilities" (48.3%) are also top reasons men do want to be promoted to executive level. It is clear then, that family responsibilities can hold women and men back from career progression.

Men are also less inclined to want to be promoted to executive level because they enjoy their current jobs or do not have enough confidence or support. Women are more affected by a lack of professional network (the second biggest factor), and the business trips and overtime work required in executive level positions. The higher positions women hold, the more apparent hurdles they will face.

The proportion of women who are less inclined to pursue promotion to executive level due to business trips or overtime requirements is much higher than the proportion of men who say the same (46.4% vs. 28.7%). This is probably because women have more household work – Chinese women spend 70% more time on housework than men do – and family responsibilities.

Figure 27. Why women and men do not want to be promoted to senior management



The more senior women are, the greater the gender challenges they face. Work-life balance poses a significantly higher barrier to promotion for women than for men.

The survey found that the higher the position women hold, the greater the gender challenges they face (Fig. 28). Although most women believe gender is not a major obstacle to progression, 24.4% do say their gender makes career advancement harder. Some 66.7% of female CEOs believe their gender hinders career advancement, although the proportion drops by half to 31% among vice presidents or directors, and shrinks even further to just one-third among women who are front-line supervisors, managers, or individual contributors (Fig. 29).

Figure 28. The higher the position women hold, the greater the gender challenges they face

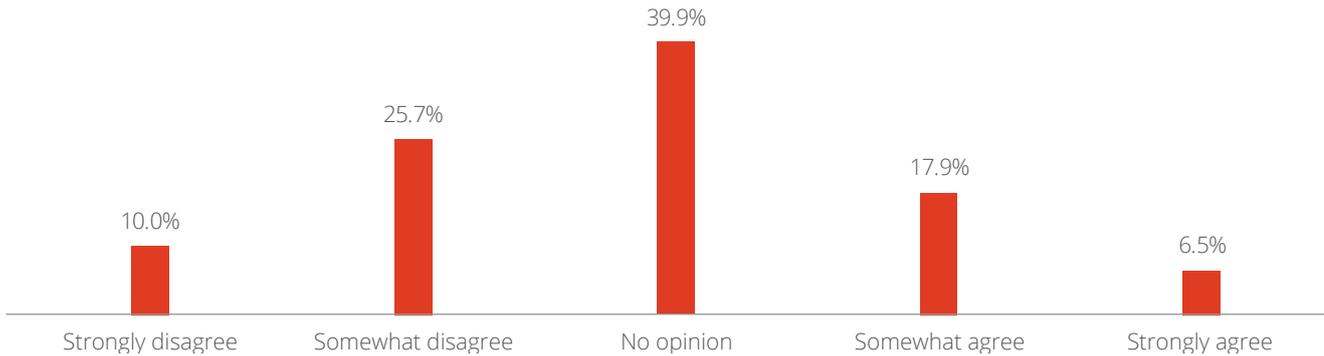
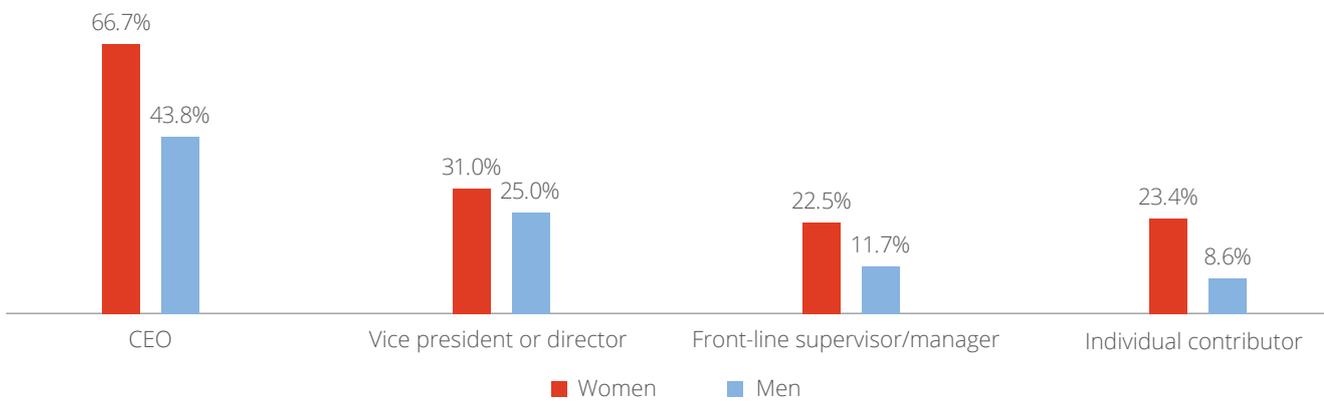


Figure 29. Views on gender barriers to career progression by job level

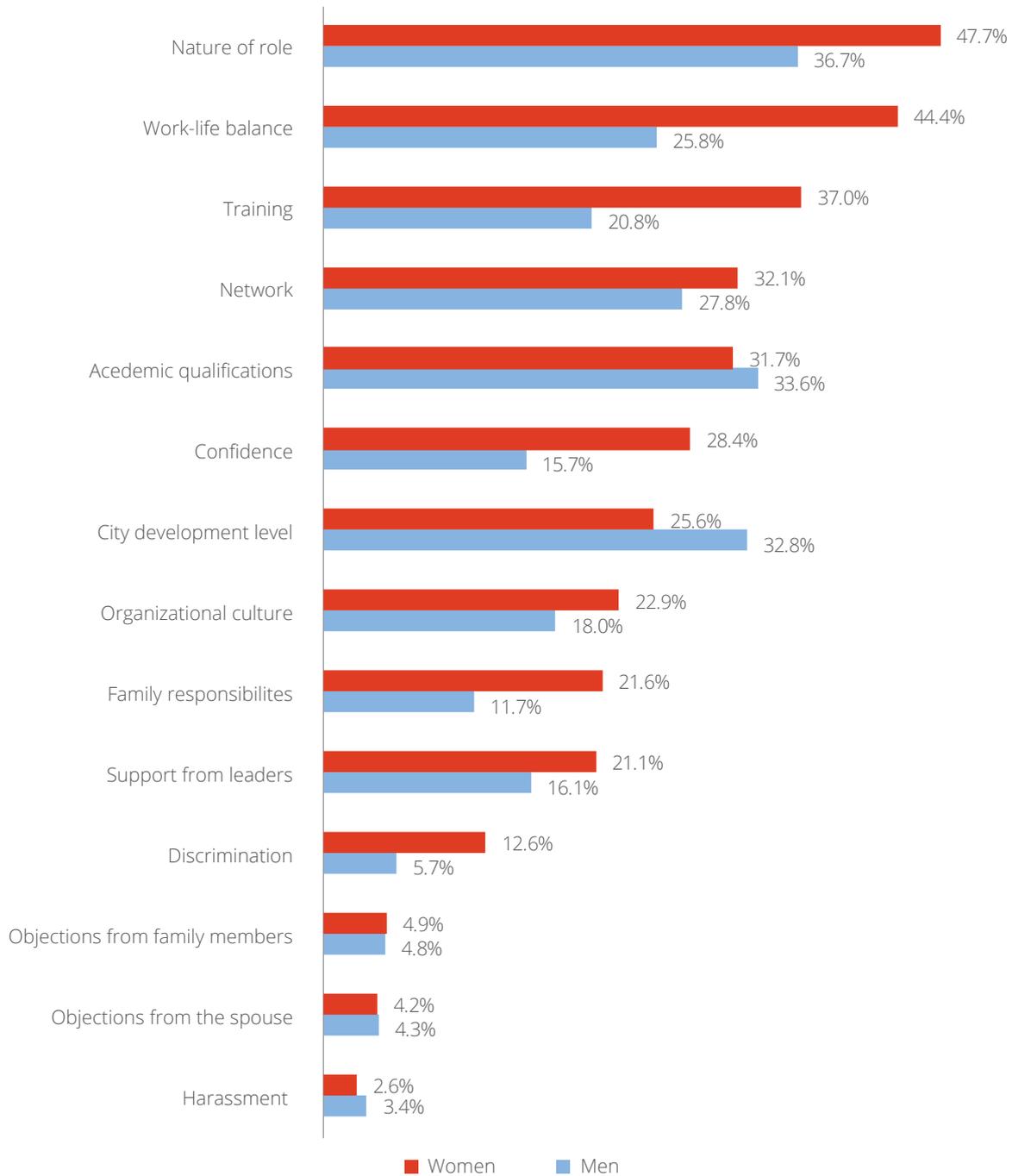


Women regard the nature of role (47.7%), work-life balance (44.4%), and lack of training (37.0%) as the top factors that impede career advancement (Fig. 30). Men view the nature of role (36.7%), lack of academic qualifications (33.6%), and city development level (32.8%) as the top factors. Limited availability of roles impedes both genders, but affects women more than it impacts men (by 11pp).

The *Report on the Status Quo of Chinese Women in the Workplace 2018* cites administrative, logistical and secretarial roles; accounting, auditing and human resource as the "major female roles" in the workplace, whereas men are usually engaged in technology and manufacturing roles. There is obvious gender differentiation when it comes to job hunting. Women are more likely to choose supporting roles when entering the workplace, and the nature of such roles can restrict their career advancement.

In our survey, work-life balance was more of a barrier for women than for men (44.4% vs. 25.8%), as was a lack of training (37.0% vs. 20.8%). Women and men can face discrimination in the workplace, but 12.6% of women have experienced obstacles to progression due to gender, age, and other discrimination, compared to just 5.7% of men (Fig. 30).

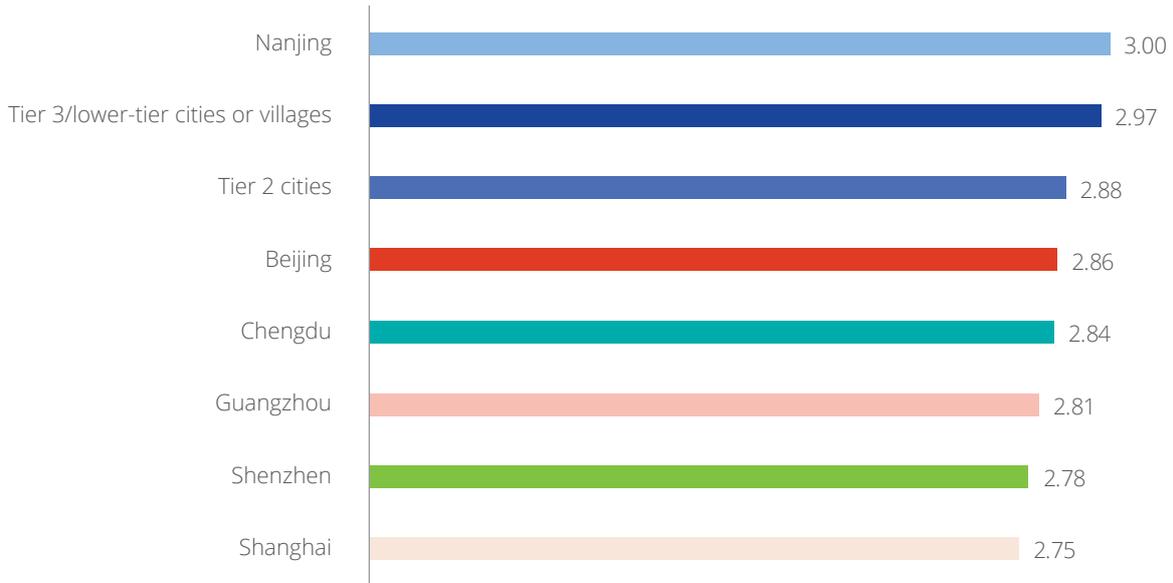
Figure 30. The factors limiting career advancement



Tier 1 and emerging Tier 1 cities have the friendliest environment for women. In Shenzhen and Hangzhou, women believe they can maximize their potential the most.

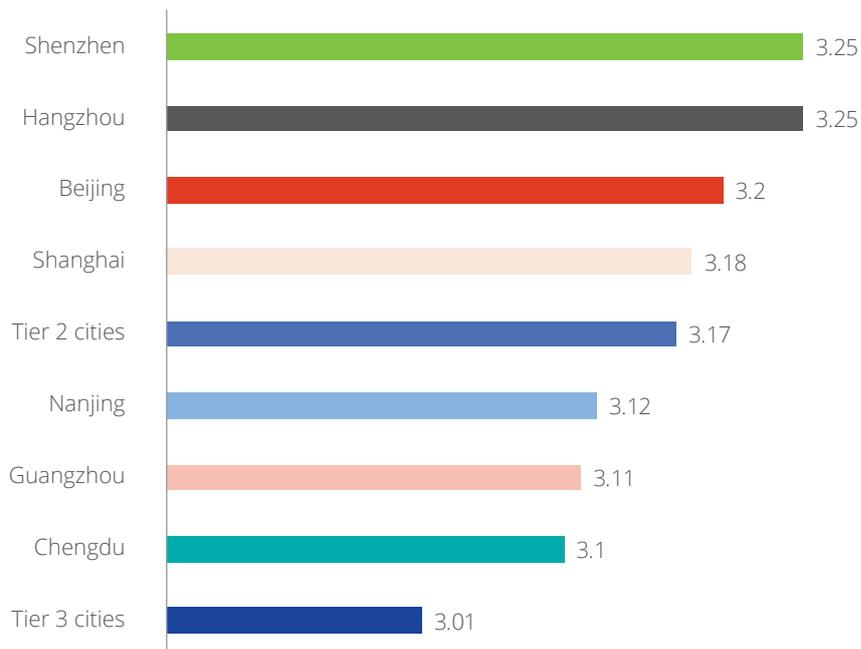
To better understand limitations on women's career advancement, we sought to ascertain geographical differences by asking respondents to rank the degree to which gender impacts their career advancement from 1-5 (the higher the average score is, the stronger the impact will be). Women in different regions gave similar results. The three most friendly cities for women are Shanghai (2.75), Shenzhen (2.78) and Guangzhou (2.81), although on average, women were more likely to disagree or feel neutral about this question (Fig. 31).

Figure 31. Gender's impact on women's career advancement by location



When asked to rank the degree to which they can maximize their potential in the workplace, women in Hangzhou (3.25) and Shenzhen (3.25) were most positive, followed by women in Beijing (3.2) and Shanghai (3.18), and those in Tier 3 cities (3.01) (Fig. 32).

Figure 32. Cities where women can most maximize their potential in the workplace

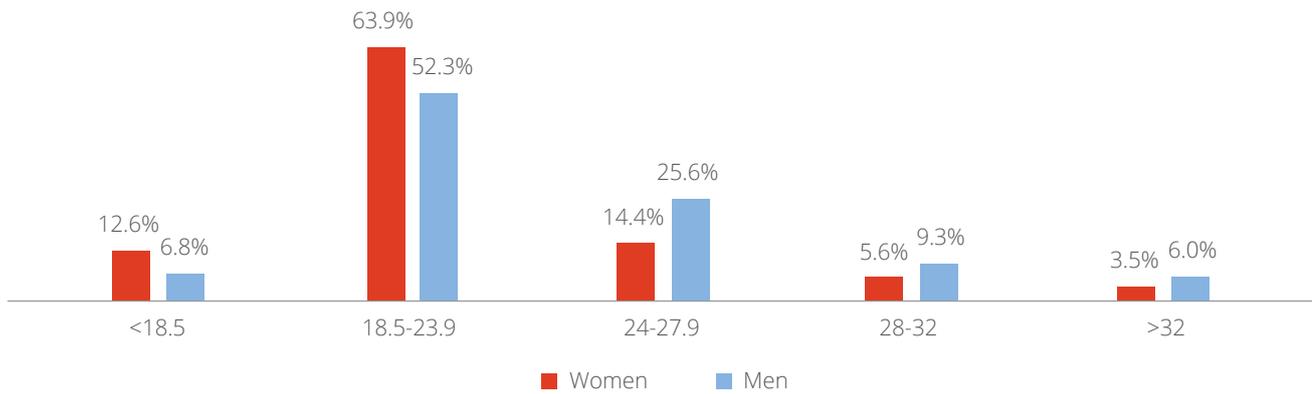


3. "Her Health": Women in the workplace smoke and drink less than men, but are sedentary and lack exercise.

More than 60% of women in the workplace have a healthy Body Mass Index (BMI), but are usually sedentary for long hours with low exercise frequency.

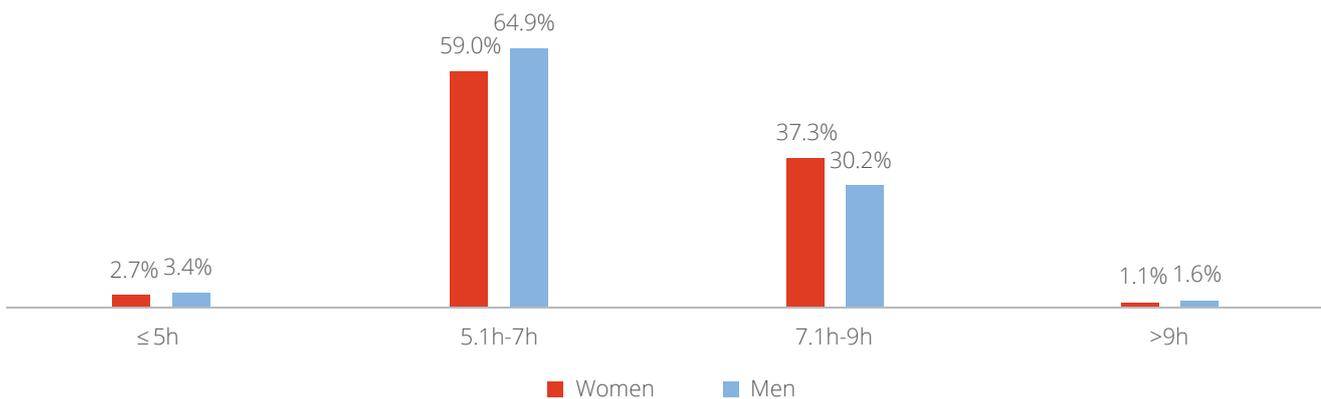
The BMI of 63.9% of women in the workplace is in the healthy range of 18.5-23.9², but for 16.1% of women BMI is beyond the healthy range (lower than 18.5 or higher than 32). Women have lower average BMIs than men, and there are 12 pp more healthy women (63.9%) than men (52.3%) (Fig. 33).

Figure 33. Women's BMIs tend to be better than men's



About two-thirds of women sleep less than seven hours a night, and 2.7% get less than five hours' sleep, which is similar to men (Fig. 34). Insufficient sleep can lead to health problems, and according to related research, can decrease efficiency at work. People who sleep 5-6 hours a night see a drop of 19% in productivity compared with those who sleep 7-8 hours a night. In addition, work efficiency drops by a dramatic 29% among people who get less than 5 hours of sleep. Women and men need to pay more attention to how health and sleep affect performance at work.

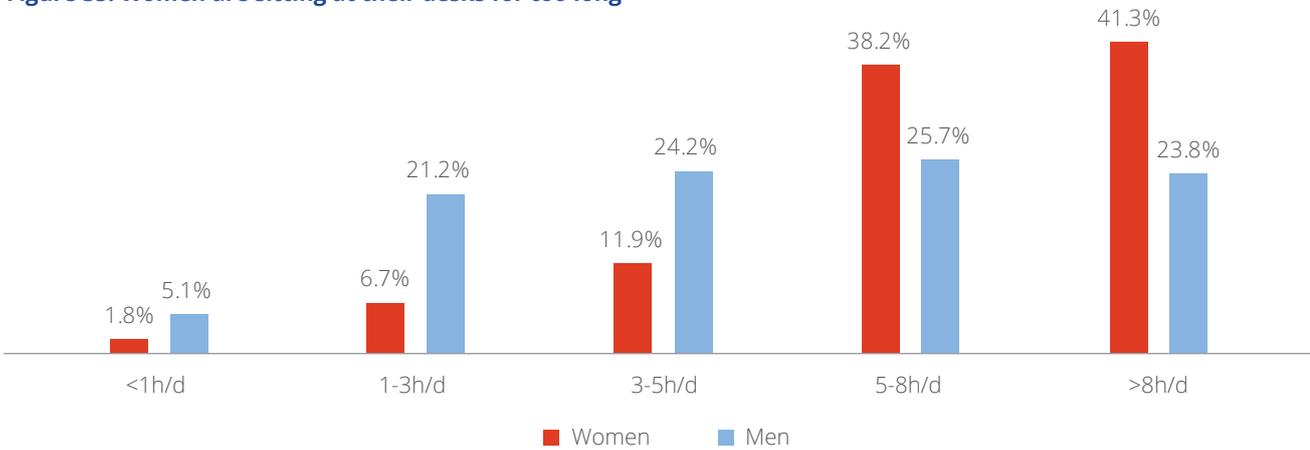
Figure 34. Sleeping habits



² According to Chinese standards of BMI, BMI<18.5 is underweight, 18.5<BMI<24 is normal, 24<BMI<28 is pre-obese, and BMI≥28 is obese. Data sourced from WHO.

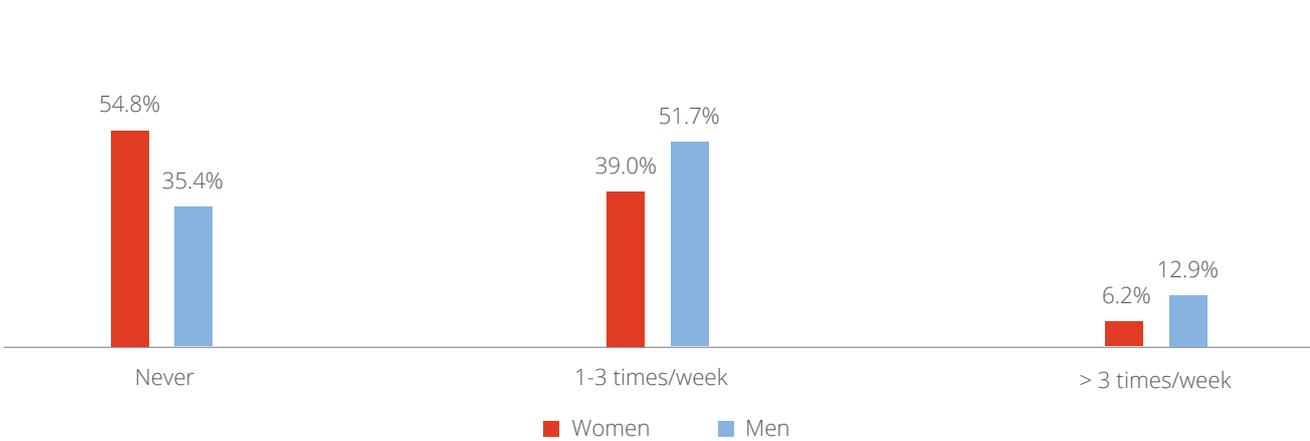
According to the survey, women are sitting too long at their desks, and they sit for much longer than men do. Some 41.3% of women sit for more than eight hours per day compared with only 23.8% of men (Fig. 35). The correlation between prolonged sitting and health is a key factor in cardiovascular disease research, according to which, prolonged sitting is bad for a person's metabolism and can increase the likelihood of obesity, type 2 diabetes, cardiovascular disease, and metabolic syndrome. What's worse, it can increase mortality risk (Zhou Yu et al., Ref. 14).

Figure 35. Women are sitting at their desks for too long



Women exercise much less frequently than men do. More than half of women (54.8%) never exercise, and only 6.2% do so three times a week, whereas only 35.4% of men never exercise, and 12.9% – more than double the proportion of women who do the same – exercise three times a week (Fig. 36).

Figure 36. Women tend to exercise less frequently than men



Women in the workplace smoke and drink less than men.

Chinese women in the workplace seldom drink alcohol, except on special occasions, when 61.9% will take a drink. Some 27.7% are teetotal, and only 0.7% drink every day. Men, meanwhile, are more likely to drink every day (2%), and 8.2% drink 3-5 times a week (Fig. 37). A huge majority of Chinese women in the workplace never smoke (90.5%), whereas 23.2% of men smoke multiple times a day (Fig. 38). Overall, men's frequency of drinking and smoking is much higher than women's.

Figure 37. Men's drinking frequency is much higher than women's

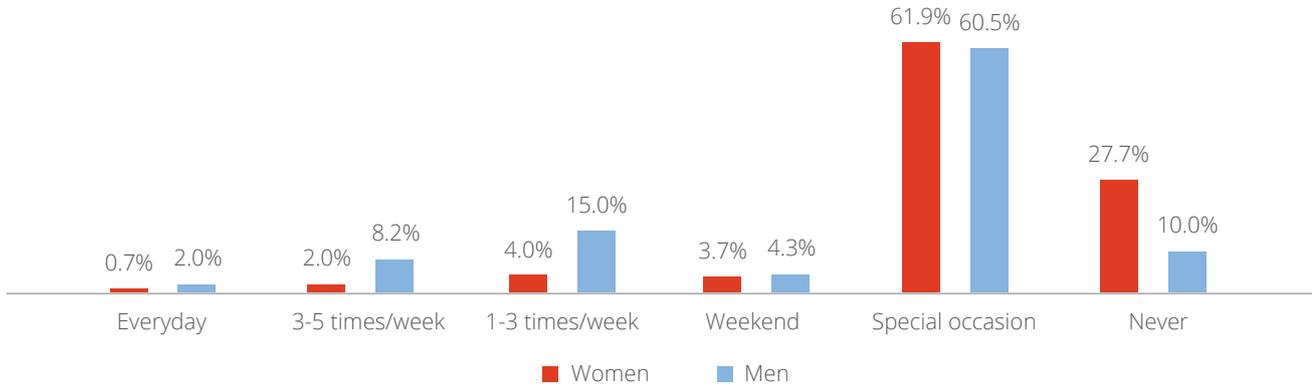
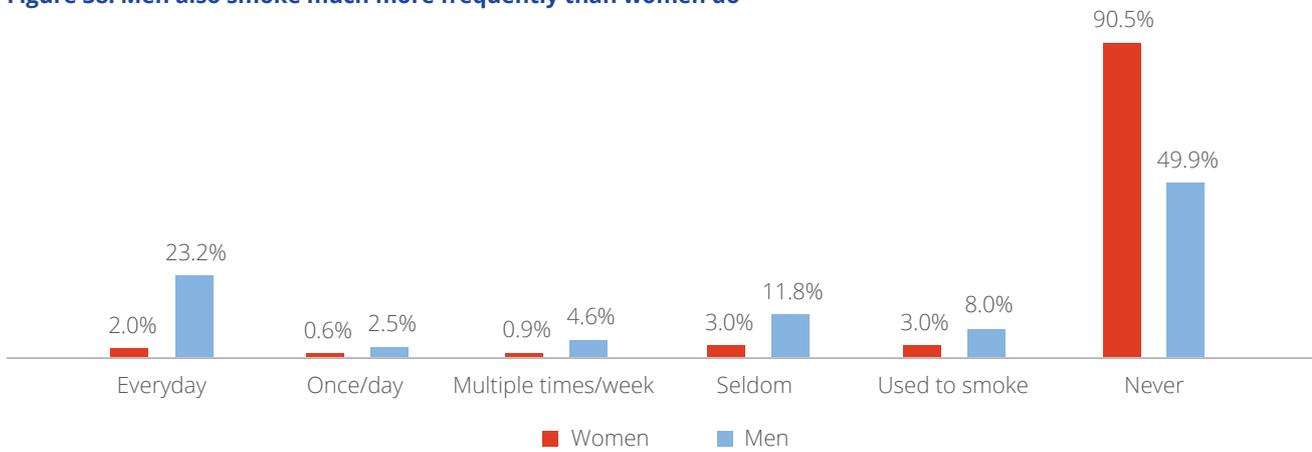


Figure 38. Men also smoke much more frequently than women do

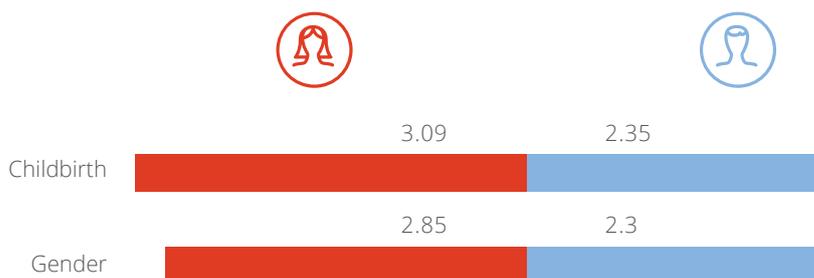


4. "Her Family": What women need most after childbirth is their partner's help with housework and childrearing. Businesses are encouraged to provide flexible policies to support working mothers.

Challenges after childbirth

Having a child brings more of a challenge than gender to women's career advancement, and affects their progression much more than for men's. Respondents were asked to rank how gender and childbirth affect career progression, and female respondents said they had much more of an impact, with an average ranking of 3.09 versus just 2.35 for men, a 31.5% difference (Fig. 39).

Figure 39. Childbirth brings more of a challenge than gender to career advancement

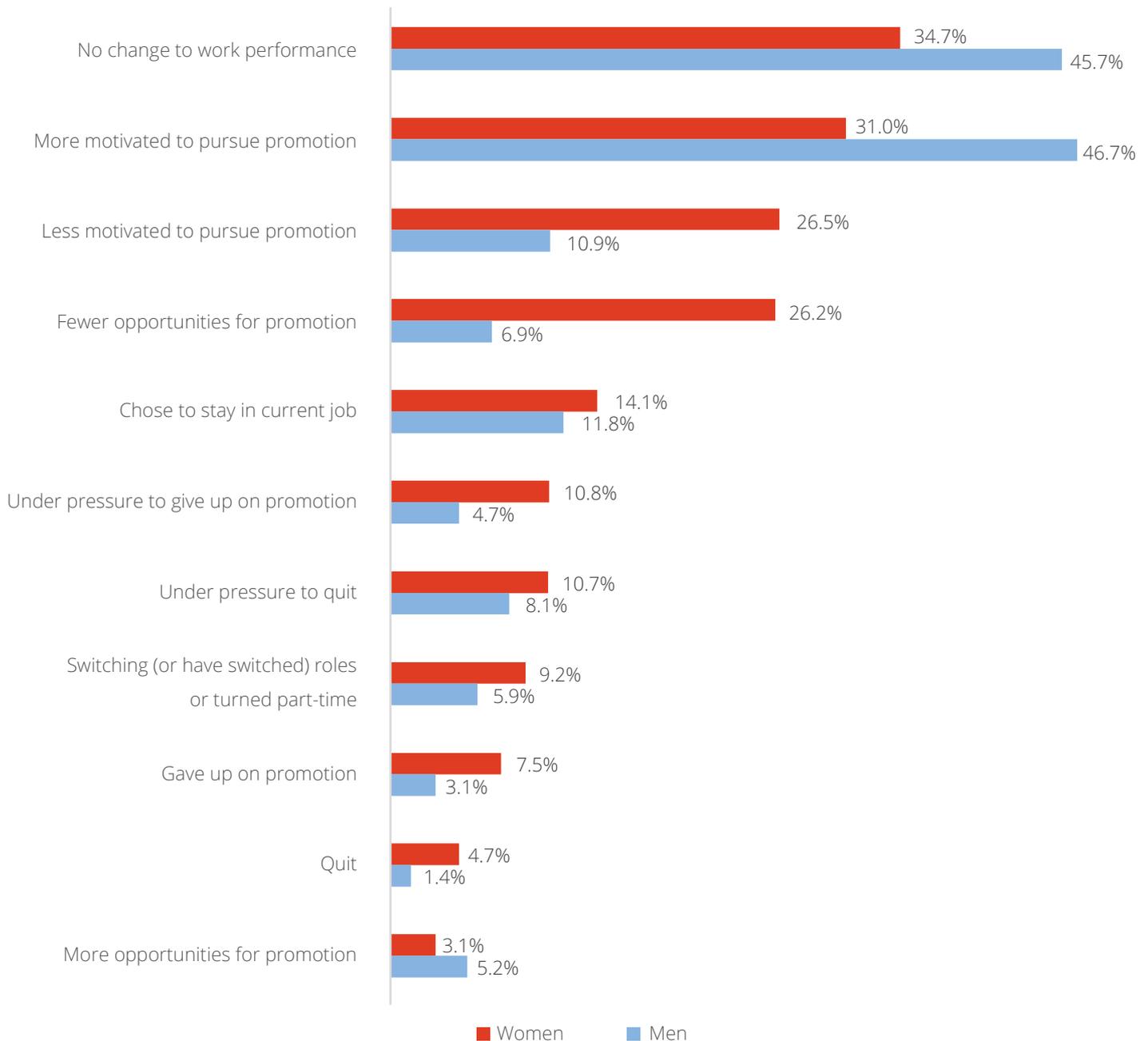


After having their first child, women tend to maintain their original work performance or have stronger motivation to work.

To better assess men's and women's opinions on the effect of childbirth on work, we asked about work performance during pregnancy, after the birth of a first child, and after the birth of a second child. Some 45.7% of men and 34.7% of women said having children will not affect their motivation.

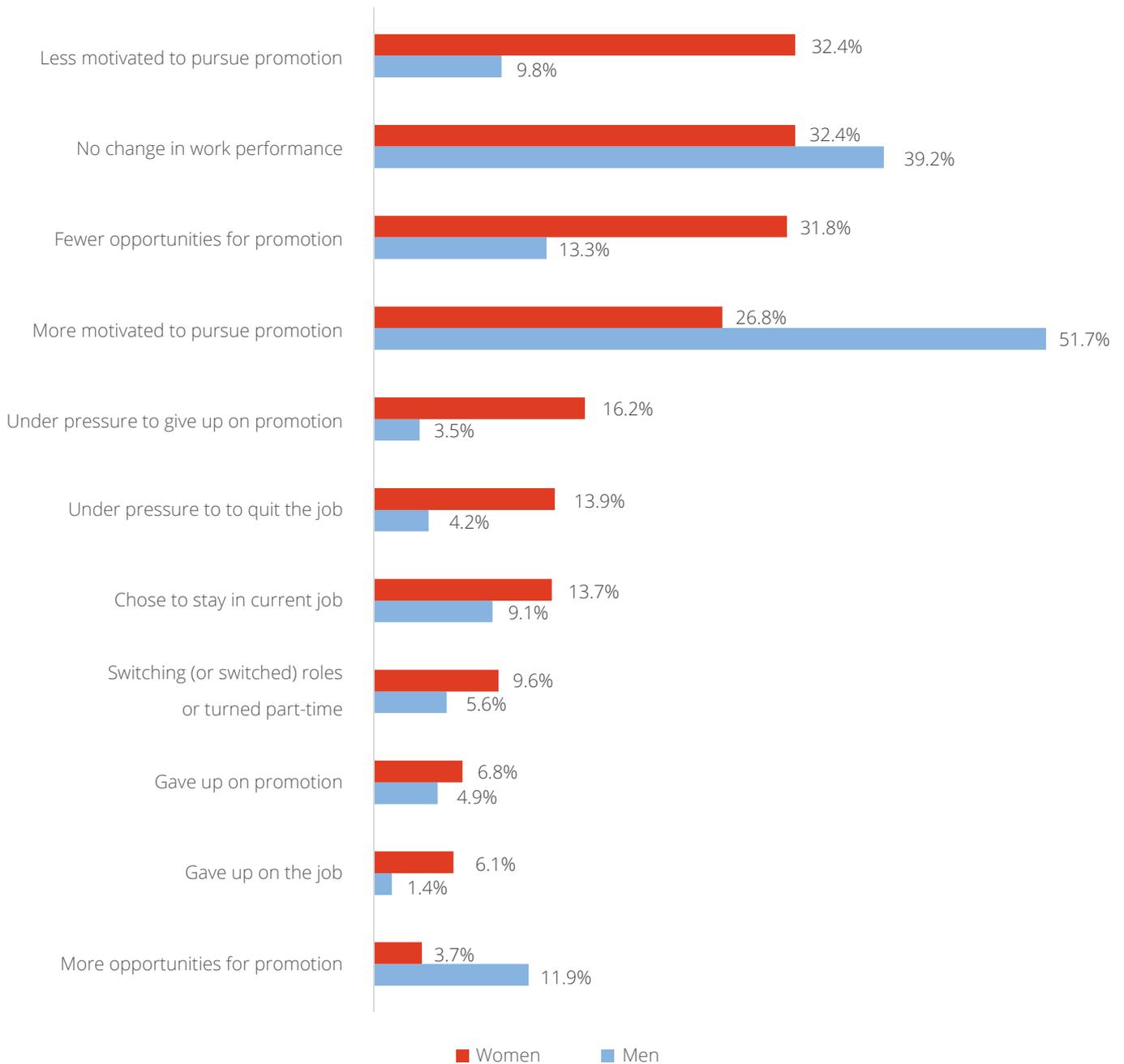
After having their first child, 46.7% of men and 31% of women are more motivated to advance their careers. There has been no significant change at work for 34.7% of women, and 26.5% feel less motivated. However, 26.2% of women think opportunities for career advancement shrank after they had their first child, compared to just 6.9% of men (Fig. 40).

Figures 40. Changes at work after childbirth
How has having your 1st child affected how you view your career?



After having a second child, more respondents see a decline in opportunities to progress at work, with the figure rising about 5 pp to 31.8% for women, and by 6.4 pp to 13.3% for men (Fig. 41). After having a second child, the proportion of men who are more motivated to advance their careers rises by 5 pp, but for women the figure declines by 4.2 pp. Some 32.4% of women have maintained their work performance, and 26.8% are more motivated to progress at work, after having a second child, which is similar to the first-child figures.

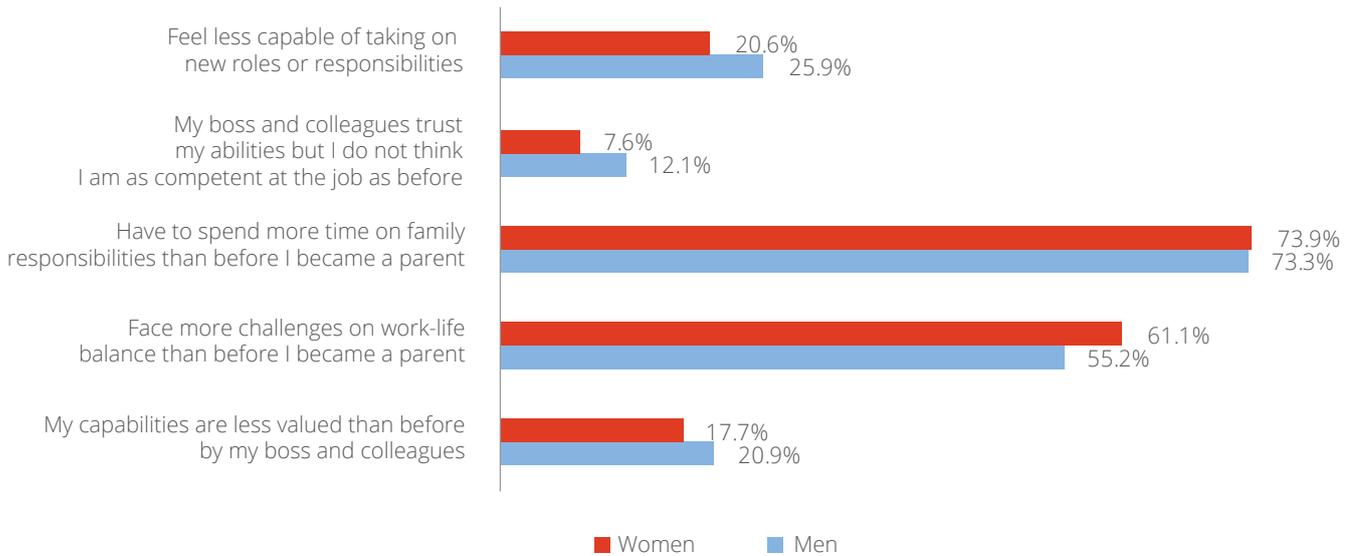
Figures 41. Changes at work after childbirth
How has having a 2nd child affected how you view your career?



Childbirth poses more of a challenge than gender does to women's career progression.

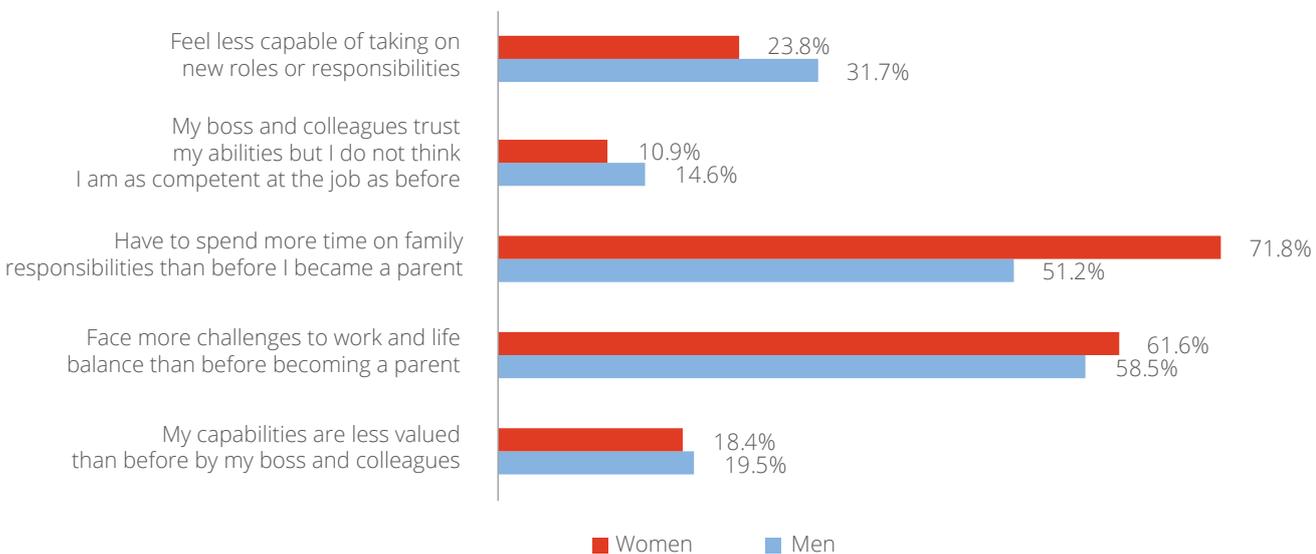
Women (73.9%) and men (73.3%) view family responsibilities as having the biggest impact on work performance after having a child, but have different views on what affects them most at work. Men focus on internal factors such as personal ability, whereas women believe they are more likely to be hindered by external factors, including their families. Men are prone to seeing themselves as less capable of taking on new roles or responsibilities (25.9%) and believe capabilities are less valued than before by the boss and colleagues (20.9%), whereas women tend to believe they face more challenges on work-life balance than before they became parents (61.1%) (Fig. 42).

Figure 42. The most influential factors on work prospects after having a child



In terms of their views of the potential impact of having a second child, the main factors are the same, among men and women, as they are for having a first child. Family responsibilities remains the main factor. However, there's an emerging gap between men and women with regards to family responsibilities' degree of impact – the proportion of women who believe their career advancement is affected by family responsibilities (71.8%) is more than 20% greater (51.2%) than the proportion of men who believe the same (Fig. 43).

Figure 43. The most influential factors on work prospects after having a 2nd child

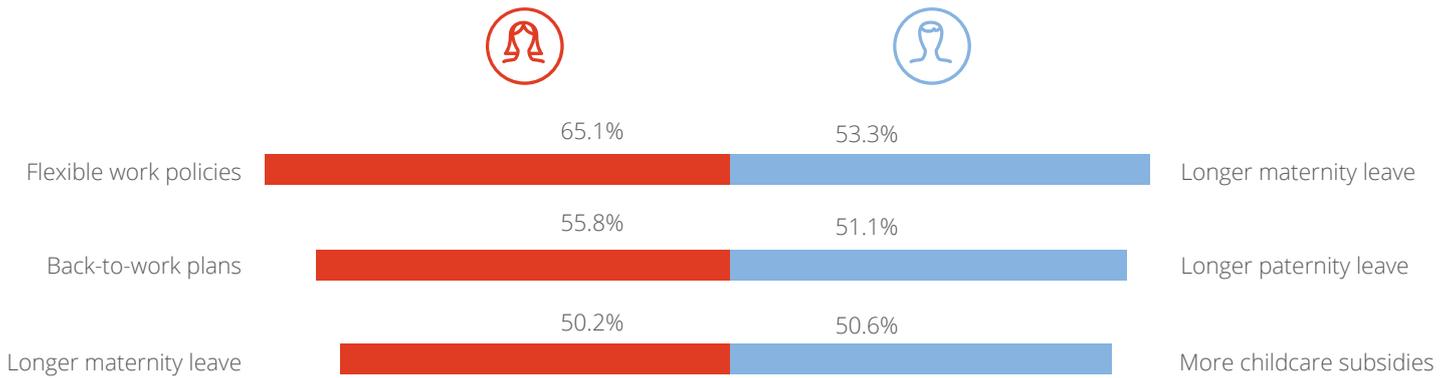


Maternity Policy

Working mothers value flexible work policies and "back-to-work" support, while working fathers believe their spouses value benefits such as longer maternity leave and subsidies.

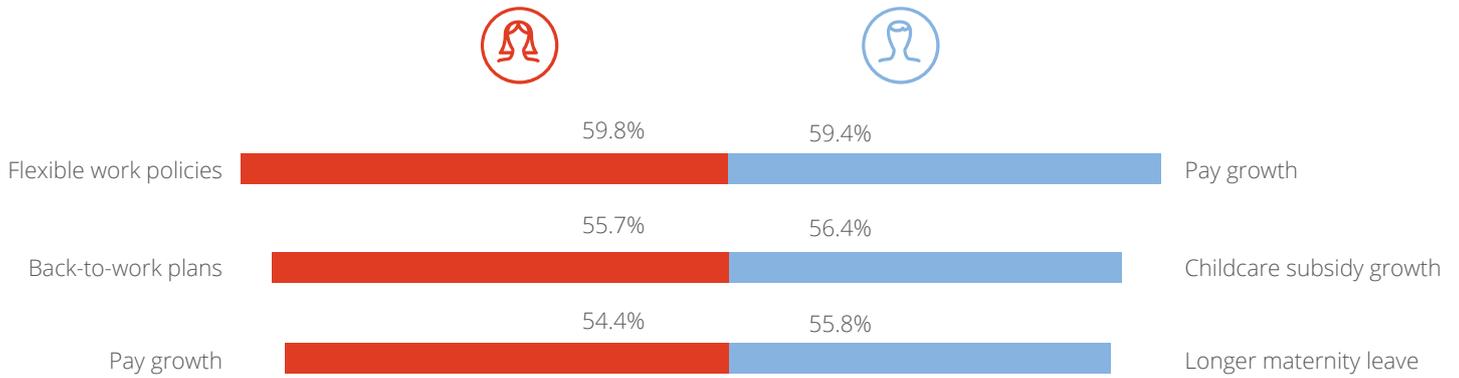
With regards to types of support needed most after childbirth, women's top choices are flexible work policies (65.1%) and "back-to-work" plans (55.8%) (Fig. 44). However, in men's view, longer maternity leave (53.5%), longer paternity leave (51.1%) and more childcare subsidies (50.6%) are needed most (Fig. 45). Compared to the physical needs proposed by men, women's expectations point to the workplace system and culture.

Figures 44 and 45. Workplace support preferences after childbirth
What support do you need most after childbirth?



Similarly, female respondents value flexible work policies (59.8%), "back-to-work" plans (55.7%) and pay growth (54.4%) the most after having a second child, whereas men view pay growth (59.4%), childcare subsidy growth (56.4%) and longer maternity leave (55.8%) as most important (Fig. 46 and 47). Working mothers have a stronger preference than men for flexible work when it comes to having a second child.

Figures 46 and 47. Workplace support preferences after having a second child
What support do you need most after having a 2nd child?

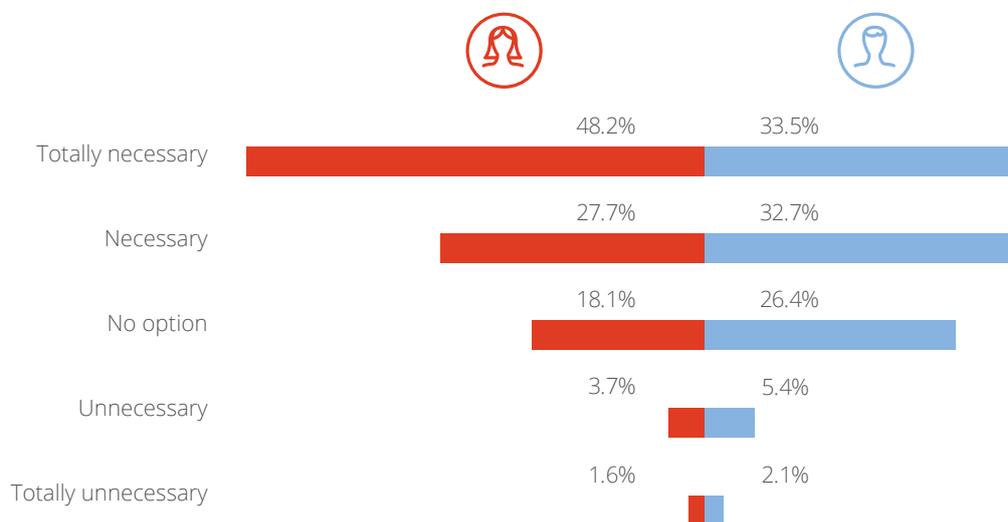


Men and women both support the need for nursing rooms at work.

Men and women have different preferences for postpartum support, but both strongly support nursing rooms in the workplace. When asked to rate the need for nursing rooms on a scale of 1-5, most respondents rated the need a 4 or a 5. Up to 75.9% of women rated it a 4 or a 5, with an overall average of 4.16, while 66.2% of men concurred with a slightly lower average of 3.9. This indicates there is a high demand for workplace nursing rooms among both genders.

Nursing rooms could soon become a standard measurement for the level of employee benefits in China. Indeed, as early as 2012, the State Council's *Special Provisions on Labor Protection of Female Employees* said employers with many female employees "shall based on the needs of female employees, establish facilities including female washrooms, rest rooms for pregnant women and nursing rooms to resolve difficulties in the aspects of physiological hygiene and nursing for female employees". In 2016, China's National Health Commission introduced the *Guiding Opinions on Accelerating the Construction of Facilities for Mothers and Infants*, which stipulates that employers shall provide facilities such as restrooms or nursing rooms for female employees according to related standards.

Figure 48. There is widespread support for the provision of nursing rooms



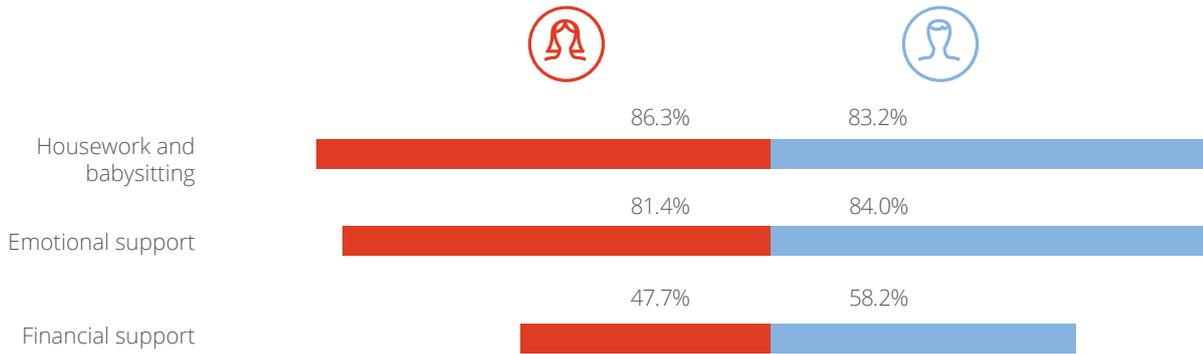
Family Support

After giving birth, what women need most is for their partners to help with housework and childrearing, and provide emotional support.

After childbirth, what women want most is for their partners to take more responsibility for housework and childrearing (86.3%) and provide emotional support (81.4%). Meanwhile, men rate emotional support highest (84%), followed by taking responsibility for housework (83.2%). Men (58.2%) are also more likely than women (47.8%) to think new mothers need financial support from their partners (Fig. 49).

According to the Organization for Economic Co-operation and Development (OECD), Chinese men on average only spend 91 minutes a day taking care of their families, shopping, or doing household chores, far below the OECD average of 136 minutes, putting China fifth from bottom among all the countries studied. During these precious 91 minutes of family time, Chinese men spend on average 48 minutes on household responsibilities such as cleaning and laundry, with only men in India, South Korea, Turkey, and Japan spending less time fulfilling their household duties. However, Chinese women spend on average 155 minutes a day on housework, 70% more time than Chinese men do. Chinese women spend 44 minutes more on paid and unpaid work than Chinese men on a daily basis. In comparison, their need for support from their partners on housework seems justifiable.

Figure 49. Women and men view emotional support and help with chores as important after childbirth



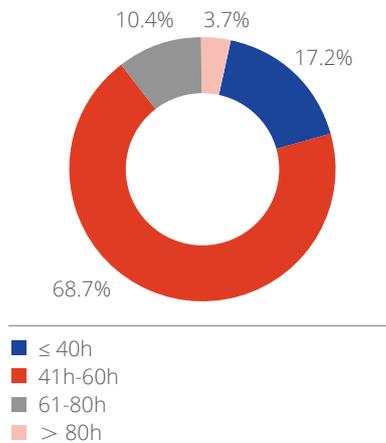
5. "Her Comparison": Leading companies with gender-friendly environments tend to have women with more aspirational attitudes to career progression and mutually beneficial outcomes.

As previously mentioned, in addition to comparing the views of men and women, the survey sought the views of women working at leading companies (Group B) and women working elsewhere (Group C). The results show substantial differences in the work performance and workplace experiences of each group.

Women in Group B face high pressure and work intensity, however, they are more self-motivated and have stronger desire to be promoted.

According to the survey, 82.8% of Group B work more than 40 hours a week and have to spend more time at work than their peers in Group C (65.6%) (Fig. 50 and 51). Based on a Likert scale of 1-5, with 1 being totally disagree and 5 being totally agree, women in Group B are more stressed (3.55 vs. 3.46) but more willing to work overtime (3.58 vs. 3.50). Group B also tend to agree more with their organization's goals (3.74 vs. 3.46) and are more confident they have opportunities to reach their potential at work (3.25 vs. 3.06). Additionally, they feel more valued and recognized by their organizations (3.41 vs. 3.38). Intriguingly, among high earners (monthly salary of RMB20,000 or more), more women in Group C (24.3%) than in Group B (9.5%) gave the highest rating of 5 when asked if they felt strongly recognized and valued at work (Fig. 52).

Figures 50. Work intensity (Group B)



Figures 51. Work intensity (Group C)

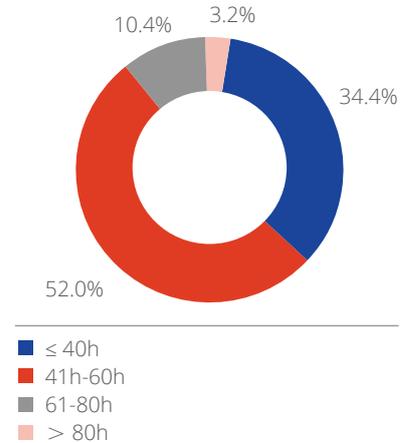
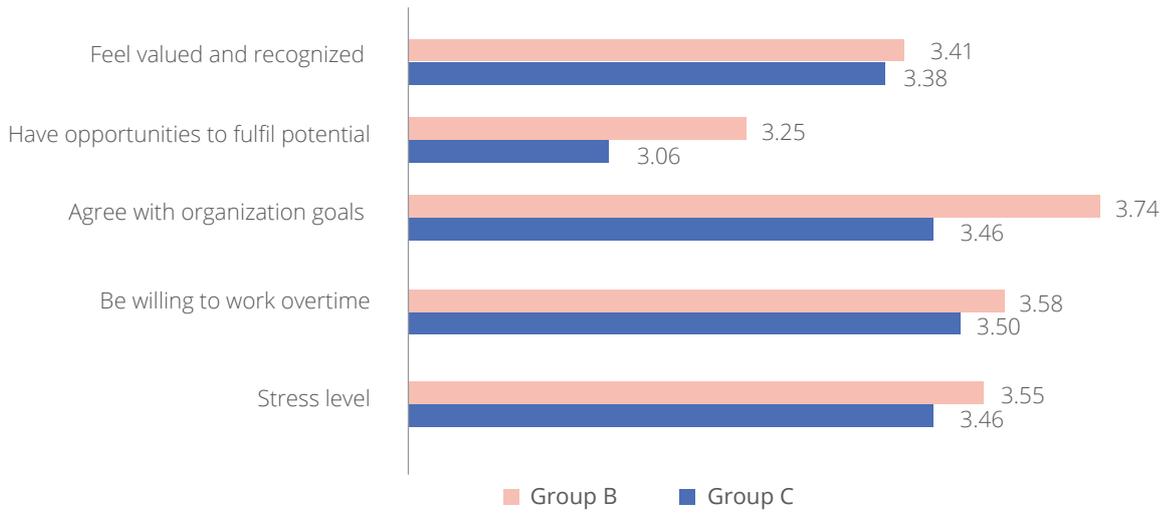
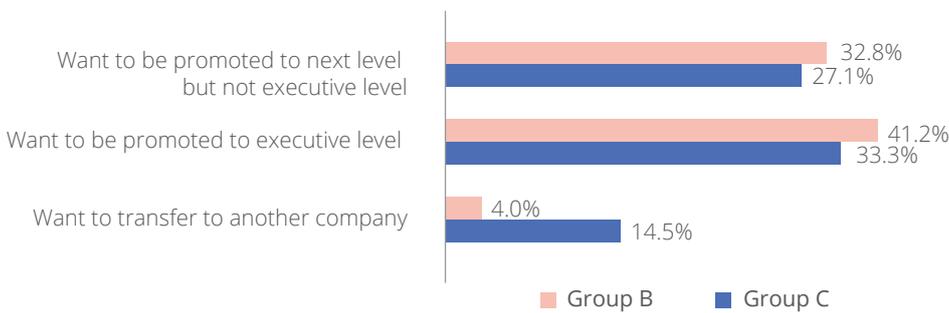


Figure 52. Pressure and recognition at work



Although women in the workplace have a strong desire for promotion, there is a 13.6% gap between the number of women in Group B and the number in Group C who aspire to take "one step ahead" (74% vs. 60.4%). More women in Group B than in Group C also want to progress to executive level (41.2% vs. 33.3%). Both groups expressed a relatively low desire to change jobs, with only 4.0% of women in Group B saying that they want to transfer to another company (Fig. 53).

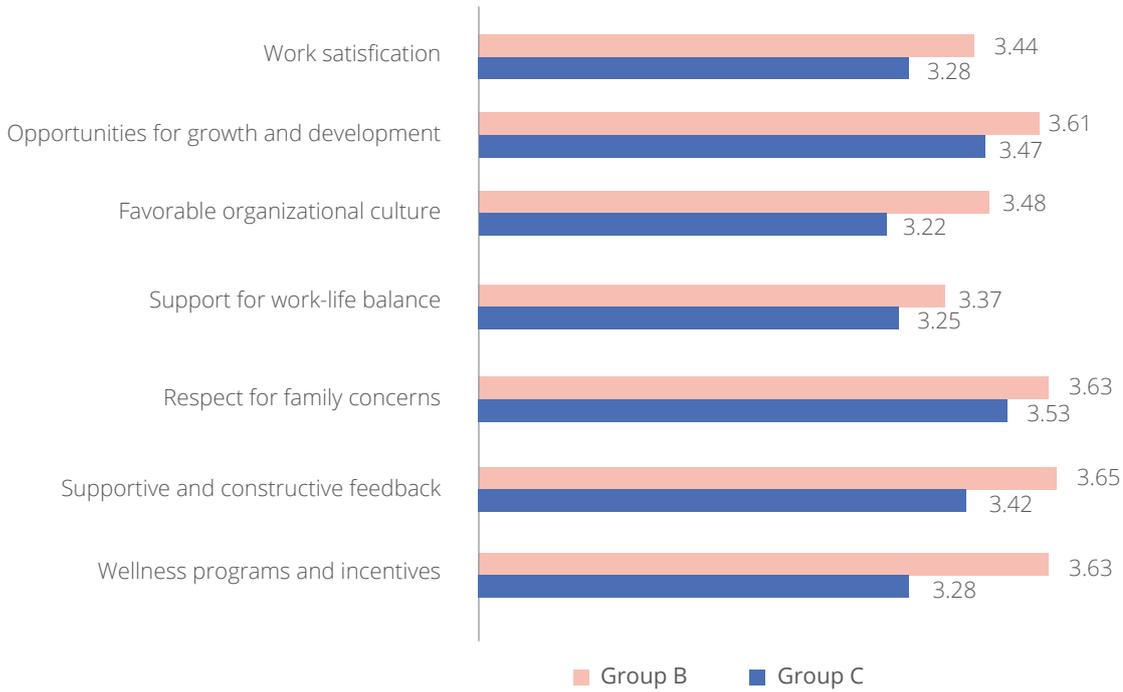
Figure 53. Attitudes to promotion



Women from leading companies are also more content with their work environments. Women in Group C face more barriers resulting from gender and childbirth.

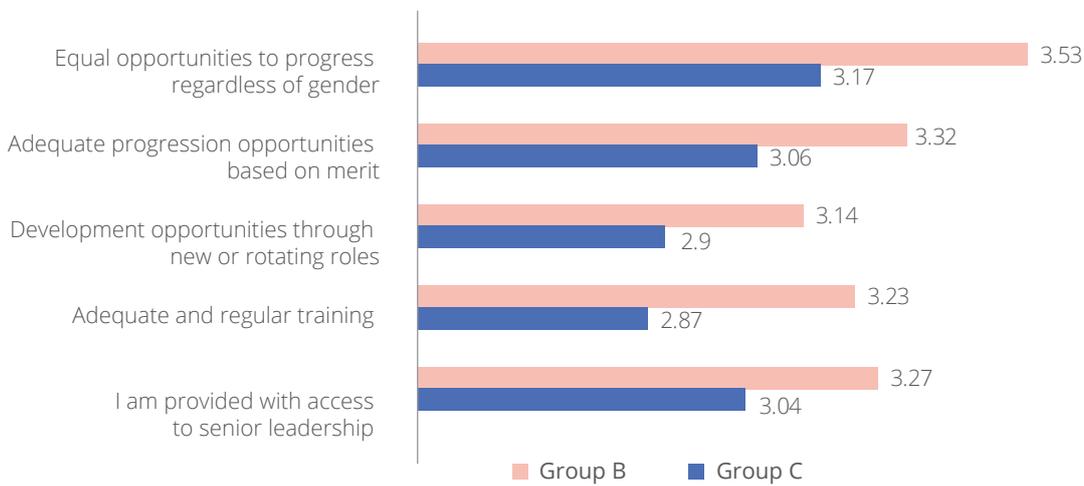
When asked about support and growth opportunities at their organizations, women in Group B were more positive than their Group C peers. When asked to what degree they receive certain types of support at work, women in Group B gave higher rankings than those in Group C across every metric. There were notable differences in favorable organizational culture (3.48 vs. 3.22), supportive and constructive feedback (3.65 vs. 3.52), and wellness programs and incentives such as sport and community activities (3.63 vs. 3.28) (Fig. 54).

Figure 54. Views on support and growth opportunities



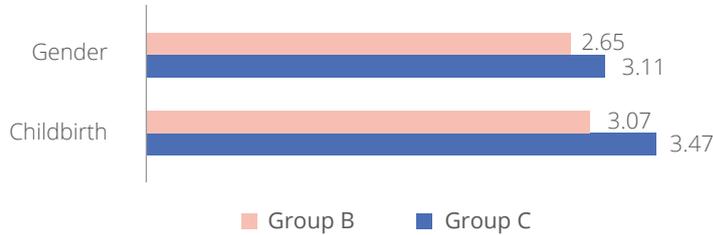
When asked to what degree they receive certain types of career advancement opportunities at work, women in Group B again gave higher ratings than those in Group C, with particularly large gaps in "adequate and regular training" (3.23 vs. 2.87) and "equal opportunities to progress" (3.53 vs. 3.17) (Fig. 55).

Figure 55. Views on career advancement opportunities



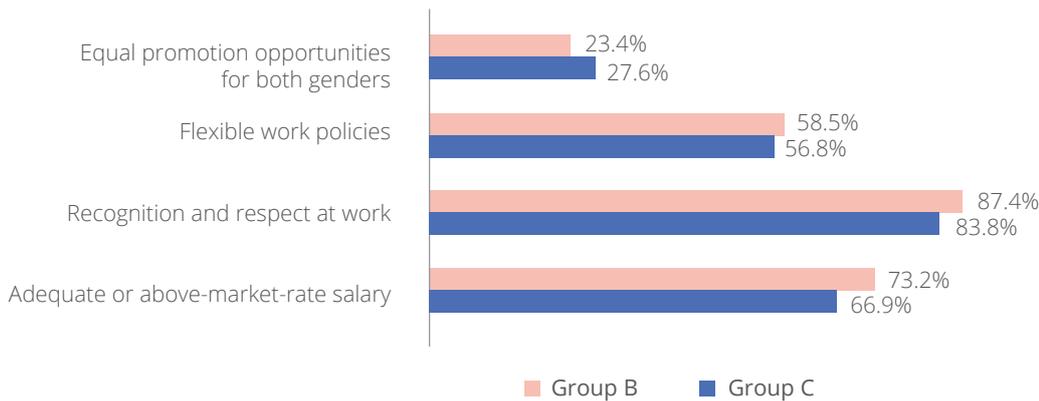
Women in Group B also feel gender and childbirth are less of a barrier to progression. When asked to rate the degree to which gender and childbirth affect their progression, women in Group C gave ratings of 3.11 for gender and 3.47 for childbirth, whereas their Group B peers gave scores of just 2.65 and 3.07 (Fig. 56).

Figure 56. Views on barriers to progression at work



When asked about the most valued aspects of an organization, adequate or above market compensation, recognition and respect, and flexible work policies were the top factors for both groups, but women in Group B are more concerned than their peers in Group C about equal progression opportunities for both genders (27.6% vs. 23.4%) (Fig. 57).

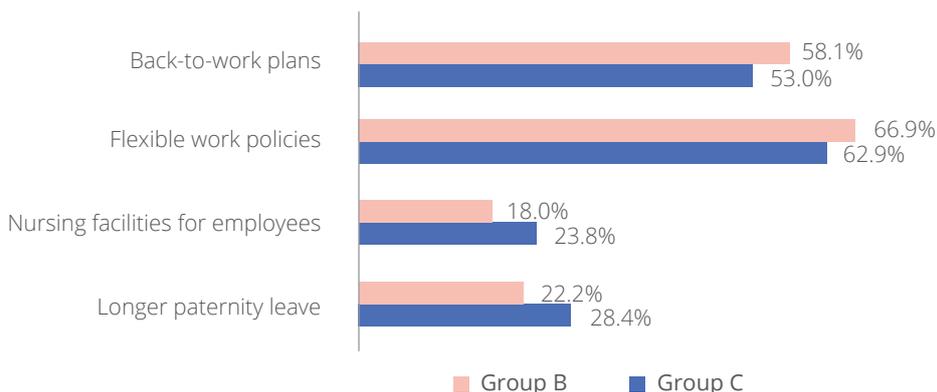
Figure 57. The most valued aspects of an organization



Women in both groups value "soft" incentives such as flexible work policies. However, women in Group C have greater demand for enhanced maternity leave and nursing facilities.

Women in Group B and Group C value measures such as "flexible work policies" and "back-to-work" plans, but they are viewed as slightly more important by Group B than they are among Group C members (66.9% vs. 62.9% and 58.1% vs. 53%). In contrast, Group C values longer paternity leave and nursing facilities for employees more than Group B does (23.8% vs. 18%) (Fig. 58). To further understand the varied needs, the impact of their organizational environment on them should also be taken into consideration on top of the differences in the nature of their needs.

Figure 58. Views on post-childbirth support at work



A gender-friendly work environment can promote the growth of women and the organizations at which they work.

Her Comparison shows that women in Group B, who work at leading companies, tend to have better workplace experiences. Faced with less barriers to career development due to gender and childbirth, they can be more aligned with their organizational contexts and corporate systems. They are more positive about growth opportunities and approve of the cultures of their companies. Women in Group B are motivated to progress at work, with an aspirational attitude and strong loyalty. However, women in Group C feel that they face barriers to progression due to gender and childbirth, suggesting room for improvement in building a supportive workplace environment for them.

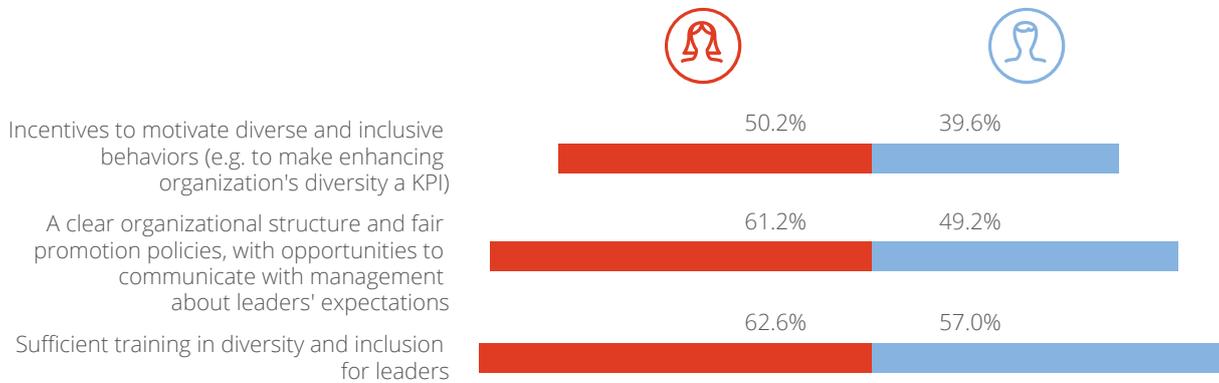
The survey reveals differences in workplace culture and corporate policy. Leading companies attach greater importance to building a diverse and friendly corporate culture, which encourages every employee to fully play their role in the workplace and pursue opportunities for career growth. They also create more gender-friendly workplaces to ensure women have more promising career advancement opportunities. Such measures, in turn, help companies attract individuals who are more talented, especially women, which drives businesses growth. There is a trend of leading companies attributing business value to female-friendly workplaces and corporate cultures, delivering results with mutual benefits for the development of female employees and companies themselves.



6. Best Practices

What can a company do to support its employees, especially female employees, and build a mutually beneficial relationship for common growth? According to *the Women, Work and Happiness 2017: Impact of Women in the Workplace in a Digital Age*, women are more likely than men to have greater balance sheet impact when organizations have a culture of risk-taking and inclusion. Professional women view "sufficient training in diversity and inclusion for leaders" (62.6%), "a clear organizational structure and fair progression policies, with opportunities to communicate with management about leaders' expectations" (61.2%) and "incentives to motivate diversified and inclusive behaviors" (50.2%) as the top factors in building safe, inclusive organizations (Fig. 59). Executives therefore play a vital role in creating safe, inclusive workplaces, especially in improving fair progression policies with diversity and inclusion.

Figure 59. The most important factors in building safe, inclusive organizations



The better experiences and higher aspirations at work of women in Group B appear to be closely related to the female-friendly cultures and policies of the leading companies at which they work. Studies in recent years have increasingly shown that corporate culture is a decisive factor in employees' happiness and performance. Robert E. Lane has conducted extensive research on the correlation between market economies and happiness, and has defined the psychological and emotional combination of employee's feeling at work as "happiness".

Companies can improve happiness in numerous ways, such as improving corporate culture, creating a more open, friendly workplace and interpersonal environment, and supporting employees' pursuit of career growth based on their personalities or psychological needs. In addition, enhancing confidence and empowerment, especially for female employees, and fully developing and releasing female employees' motivation can have a powerful impact. Along with establishing supportive policies, companies can also rethink the current ways of working and how to build a supportive work environment to advance in both policies and facilities. As is shown in the survey result above, providing flexible work policy and "back-to-work" plans are popular among employees and providing nursing rooms is a call from both genders. People are the major source and driver of business development, so companies should focus on people's needs and corporate culture to retain talent and create economic benefits. The construction of a sound organizational culture can help a company diversify its talent pool and create greater social value, all while driving business growth. With this in mind, to inspire and provide reference points for other organizations, we have researched several companies and concluded workplace policies at three of these organizations to exemplify "Best Practices".

Women, Work and Happiness: Best Practice



Ctrip

About Ctrip

Founded in 1999, Shanghai-based Ctrip has branches or offices in 95 cities in China and 22 cities abroad. As of March 2019, Ctrip has more than 31,000 employees. As a leading online travel service provider in China, Ctrip has integrated high-technology with the traditional travel industry to provide comprehensive leisure and business travel services for more than 300 million registered members. By integrating wireless, offline, and call center resources, Ctrip has built an all-around, dimensional value chain to enhance experiences from pre-trip to post-trip services. Ctrip has become a notable example of the seamless integration of the internet and the traditional travel industry. With stable business development and strong profitability, Ctrip listed on NASDAQ in December 2003.

After sustained development and growth, Ctrip's business travel unit is a clear market leader and its leisure travel unit has been rising rapidly. Ctrip's online services also have leading market share. Ctrip was named the best Chinese travel agency four years in a row from 2014. Ctrip is now one of the top three online travel service providers globally by market capitalization and the leader in Asia.

Her Career

As of 2018, there were 17,572 female employees at Ctrip, accounting for more than half of its people. Data shows that in 2016, at the top 25 tech companies in Silicon Valley, only 19.6% of employees were women. Ctrip outperforms the Chinese internet sector and Silicon Valley in its average proportion of female employees. Some 40% of middle management and 34% of executives at Ctrip are female. Jane Sun, CEO of Ctrip, is also the only women CEO of a global online travel service provider. In addition, Ctrip is a leader in technology development and innovation. Female employees hold nearly 30% of its 7,000 R&D positions, giving full play to women's potential for outstanding performance in technology.

Her Policy

Harvard Business Review China has named Ctrip one of the Top 100 Employers in China on the basis of "three equations". Its management carried out pioneering changes to traditional HR solutions to inspire the creativity and enthusiasm of the new generation of employees around the group's power for innovation. As a responsible employer, Ctrip provides fair progression opportunities for female employees, with progression rates of 44.9% for female employees and 54.6% for male employees.

Furthermore, Ctrip has established humanistic policies for working mothers, serving as a role model for global enterprises. It was also one of the early supporters of China's two-child policy among the internet companies. Currently, Ctrip has 7,019 female employees with children, accounting for 39.94% of the total, among which 672 women have had a second child. Thanks to the following supportive policies for working mothers, Ctrip's women employees are able to have a second child without worry and can balance work and life:

- Maternity benefits (one of the most acclaimed measures among female employees): female employees can apply for a maternity cash gift of RMB800 and a medical subsidy of RMB3,000 (in Beijing, Shanghai, Guangzhou, and Shenzhen) or RMB2,000 (everywhere else) when they have a baby;
- Pregnancy traffic subsidy (one of the most acclaimed measures among female employees): the company provides a traffic subsidy of RMB50/day (in Beijing, Shanghai, Guangzhou, and Shenzhen) or RMB30/day (everywhere else) for female employees who work during pregnancy;
- Pregnancy care: pregnant employees can apply to the company's administrative department for a recliner to be sent to their workstations for a break from work;

- Nursing rooms: a nursing room is provided on each floor of Ctrip's headquarters for the convenience of female employees;
- Special maternity treatment: if a female employee is not qualified to maternity-based social security payments due to being registered in a rural area or for other reasons, they can apply to the company's HR department for special maternity level treatment, which provides subsidies benchmarked against the social security payments they would have received if qualified;
- Egg freezing services: with reference to the best practices of world-leading companies, the company provides female employees in managerial roles with egg freezing and assisted reproduction medical benefits of RMB100,000 to RMB2 million, helping those concerned that they are passing child-bearing age and boosting their happiness;
- Additional paternity leave for male employees: male employees whose spouses have given birth are entitled to 40 hours of paternity leave, or more if specified by law in the place where their spouse works;
- Interest-free loans for social maintenance: employees paying social maintenance fees due to not conforming to national family planning policies can apply for interest-free loans from the company;
- If employees cannot claim maternity insurance due to family planning policy, the company will grant them childbirth subsidies during maternity leave in accordance with local social security standards.

Her Future

With its mission of seeking to "create the future", Ctrip's next goal is to accelerate its globalization. Ctrip has set up branches in Japan, South Korea, Vietnam, Taiwan, Hong Kong, and many other regions, and established partnerships worldwide. International talent, especially female talent, will play an increasingly important role in Ctrip's future development.

At a Mother's Day celebration in May, 2019, Jane Sun said, "Working mothers should strive for continuous self-improvement because they are key role models for their children and their efforts and diligence will imperceptibly influence their children's lives." As an employer, the company is committed to helping female employees balance work and family life, and has introduced a series of policies and benefits for female employees. On Mother's Day 2018, Ctrip incorporated its newly established Journey of Happiness into Ctrip University's training system to provide more diverse courses for female employees. In 2019, Ctrip introduced a flexible work hours system, allowing employees to avoid peak hours to begin and stop work, which helped working parents send their children to or pick them up from school. This was warmly welcomed by many female employees.

Women, Work and Happiness: Best Practice

Deloitte.

德勤

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Her Career

In 1986, Deloitte China appointed its first female partner. Over the years, Deloitte China has continued to open career opportunities for female employees and support them as they seek personal career development. In 2019, Deloitte Global launched its ALL IN, setting a target for the growth of female leaders over coming years and establishing standards for recruitment, progression, employee experience, leadership training, and succession planning to drive gender equality and push the development of an inclusive culture. At Deloitte China, management has integrated female empowerment into the firm's annual business plan, setting a target proportion of female partners for the next five years. At the end of May 2019, Deloitte China's more than 9,000 female employees represented over half of its total workforce, and more than one-third of its partners were women.

Her Policy

Deloitte China is committed to creating supportive workplaces and providing opportunities for female employees to "take one step ahead", specifically:

Creating a supportive work environment

- Upgrades external recruitment website to regularly publish interviews with and communications for female employees and management, such as Women in Tech, and share the career development paths of female technicians at Deloitte to enhance the firm's attractiveness to external female candidates.
- Flexible work arrangements: employees can apply for flexible work. This was piloted by Deloitte China's the Tax & Legal Department in 2019 and rolled out firm-wide in 2020.
- Family emergency support: the firm provides work, time and financial support for the employees facing a family emergency.
- Maternity, paternity and marriage leave in Hong Kong: the firm provides better vacation benefits to employees in Hong Kong than which are stipulated by law.
- Nursing rooms: there are separated nursing areas in Deloitte offices.
- Micro webcasts: experts are invited to deliver online courses with which they share their insights on gender relationships, parenting, health, and other hot topics related to women's lives.

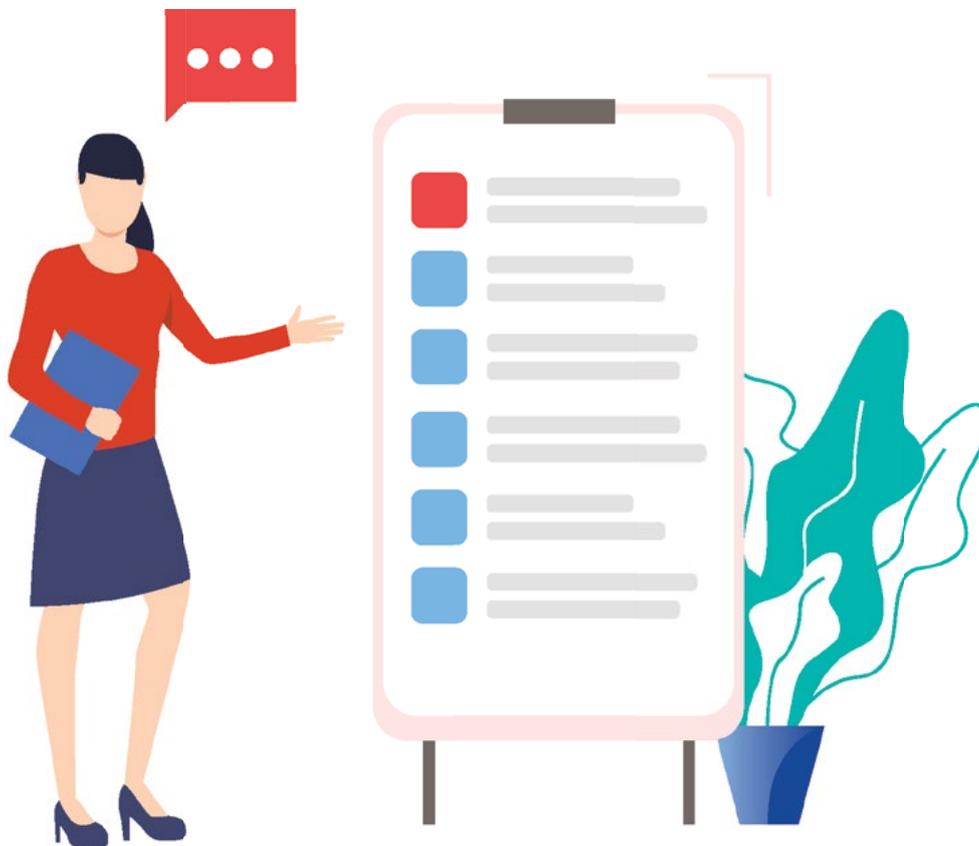
Programs to develop female leadership

The firm is increasing the proportion of female participants in leadership training and succession planning management, and developing female leaders through mentorship programs, networking, and social activities.

Deloitte China works actively with external partners, such as Lean In China, HSBC, and Walmart, to promote the development and advancement of women leadership. Deloitte Global has conducted research across 25 countries for the *Women in the Boardroom* report, aiming to increase gender diversity at board level. Deloitte China has worked with Lean In China since 2017 on the annual report on women's career development in China and explored the factors affecting the career development and progression of Chinese women. In addition, Deloitte China is actively influencing future talent by participating in young leader programs and helping to cultivate outstanding women with influence in various fields. At a summer camp for top female students organized by Zhejiang University, female leaders from Deloitte China shared their career experiences with students.

Her Future

Deloitte China is constantly implementing more policies to support women's career development, including recruitment, progression and succession planning. CEO Patrick Tsang says, "Deloitte is committed to developing female leadership while providing equal opportunities for women. We have achieved good results, and will continue to drive the advancement of female leadership and increase the proportion of women at leadership levels ... To achieve this goal, we will unremittingly deepen our inclusive culture and build a supportive work environment."



Women, Work and Happiness: Best Practice



仲量聯行

Jones Lang LaSalle (JLL)

About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. JLL is a Fortune 500 company with annual revenue of USD18.0 billion, operations in over 80 countries and a global workforce of more than 93,000 as of 31 December 2019. JLL has offices in all major cities of Greater China, including but not limited to Shanghai, Beijing, Guangzhou, Shenzhen, Chongqing, Chengdu, Macau, Hong Kong, and Taipei.

JLL is proud of its culture—Diversity & Inclusion. In 2015, JLL set up the Diversity & Inclusion Committee in mainland China. With the objective of "Powered by Diversity, Succeed through Inclusion", it strives to create a diverse and inclusive workplace environment for all employees. During D&I Week in 2019, JLL held more than 41 activities on varied themes in over 11 cities in mainland China. These activities involved discussions on "Female Leadership", "Blue Woman & Pink Man", "Diversity and Inclusion", and other topics relevant to women's lives.

Her Career

Gender equality: as of December 2019, JLL had more than 12,000 employees in mainland China, with female staff accounting for 41% of total staff, and female leaders (directors and above) accounting for 45% of management. This ratio is well above the industry average which is 20% women in management teams, according to the 2017-2018 *Talent Report on China Real Estate Industry*.

Diversity and inclusion: JLL believes corporate culture is essential to employee development. The Diversity & Inclusion culture of JLL comprises three elements: gender, generation, and geography, and gender is one of JLL's focuses. JLL has specifically designed training courses on inclusive leadership and unconscious bias for executives. In addition, JLL organizes special activities during D&I Week and has consecutively held International Women's Day activities in more than 10 cities across mainland China, showing its care and support for the career development of female employees.

External evaluation: JLL's human resources management and Diversity & Inclusion practices have won broad recognition in the industry. JLL Greater China has won the "Best Companies to work for in Asia Pacific" award for three consecutive years since 2017.

Her Policy

JLL has always attached importance to female career development and is dedicated to building a career advancement platform for women to achieve their ambitions. Moreover, JLL aspires to increase the proportion of female participants in its global/Asia-Pacific/national talent learning and development programs while constantly encouraging female employees to participate in leadership training programs.

Implementing a diverse and inclusive policy is crucial to achieve work-life balance for employees. JLL provides all kinds of support for working mothers, such as guiding and assisting employees to complete work handovers during their prenatal period, providing full-pay maternity leave and paternity leave in accordance with provincial regulations, and setting up nursing rooms in eight offices (as of December 31, 2018) and all new offices in China. In addition, JLL has been promoting the Gradual Return to Work Program nationwide since 2016 to help working mothers and fathers and other employees in need to rebuild their work-life balance. Employees can apply for a maximum "Back to Work" transition period of three months according to their needs. During the transition period, the employee can choose to work three days (at least) a week and spend the rest of the time taking care of their families while all benefits remaining the same.

Her Future

"JLL will remain committed to supporting female career development and gradually improve the gender balance of leadership population by 2021. This is not just about women, it's about all of us—we know that achieving diversity and inclusion is a prerequisite for a business and its employees to achieve their ambitions together," says KK Fung, Greater China CEO of JLL.

"JLL is improving and optimizing various policies related to employees' wellbeing at workplace, including introducing flexibility policies and refining vacation plans. JLL will continue to foster a diverse and inclusive development platform to help more talent to achieve their ambitions", adds Wendy Chan, Chair of the China D&I Committee of JLL.



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- Fosun
- Citibank
- Refinitiv
- P&G
- Intel
- 20+ Lean In City Communities
- 100+ Lean In Colleges

Team

Lean In China

Virginia Tan

Virginia Tan is the founder of Lean in China, a platform for women's career and self-development and one of the largest public-interest organizations for women's development in China. Virginia co-founded She Loves Tech, a global initiative focusing on technology by women and technology for women, which also houses the world's largest competition for women tech entrepreneurs that has been held in more than 30 countries and regions around the world. She is also the founding partner of Teja Ventures and the co-founder of Wonder School. Teja Ventures is Asia's first venture capital fund focusing on and investing in the "SHEconomy" related industries in Asian markets. Wonder School is an institute for women's career and entrepreneurship that is dedicated to promoting the cultivation of new types of female talents in the new economy and helping women make better life and career choices through data and technology. Virginia was selected as a Global Shaper by the World Economic Forum in 2014, and was named by Fast Company as one of China's 100 Most Creative People in Business in 2019.

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**WOMEN, WORK
AND HAPPINESS**
女性、职业与幸福感

Lean In China

Lean In China is a leading peer support platform for women and one of the largest public-interest organizations for women's professional development in China. With Sisters, Mentors and Leaders at core values, the organization encourages Chinese women to pursue their goals and aspirations. Lean In China strives to promote SDG 5 (Gender Equality) and women empowerment through data research, talent education, and technological entrepreneurship. Through strategic partnerships with the government, enterprises, universities and media, Lean In China has incubated active communities in over 20 cities and 100 universities across China since 2013.

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