



Women in the Philippine C-Suite

MAKATI BUSINESS CLUB MARCH 2019



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PROJECT PARTNERS



The Philippine Business Coalition for Women Empowerment (PBCWE) was launched in March 2017 through a partnership between the Philippine Women's Economic Network, Inc. (PhiWEN) and Investing in Women (IW), an initiative of the Australian Government. It is made up of influential businesses that are large employers who will take the appropriate steps to improve gender equity in their own workplaces and to influence businesses, both in their supply chains and other large businesses, and to also become better employers of women.



The Philippine Women's Economic Network (PhiWEN), a non-profit organization, is a consortium of six women's groups advocating for the economic empowerment of women representing a broad section of industries. The Organization's network includes women in business, professionals, and entrepreneurs.

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MAKATI BUSINESS CLUB
MARCH 2019





Message from the Australian Ambassador to the Philippines

The Australian Government has a steadfast commitment to be at the forefront of efforts to promote gender equality and the empowerment of women and girls. Gender equality is a powerful driver of growth and provides a competitive advantage to businesses that embrace it.

This important research was commissioned by the Philippines Business Coalition for Women's Empowerment and the Makati Business Club. It provides insights into the different factors which affect women and men reaching the C-suite and best practices which will help achieve a more equal representation of women. It was funded by Investing in Women, an Australian Government initiative which promotes equal economic opportunities for women in workplaces and as entrepreneurs in the Philippines, Indonesia, Vietnam and Myanmar.

Many Australian organisations are grappling with these issues, including my own, the Department of Foreign Affairs and Trade. In 2015, we launched a formal review into why career progression for female employees was not equal to men. At that time, nearly 57% of the department's employees were female but fewer than 34 per cent of senior executive positions and only 27% of heads of mission were women.

We found that women were applying for senior leadership roles at proportionally lower rates than men, despite performance data showing that women were performing as well as or better than men at all levels across the Department. In response, a strategy to increase gender equality across the workforce was developed. This included clear, ambitious but achievable targets for increasing the number of women in senior roles.

I am very pleased to note that, as of October 2018, 40% of Heads of Mission (HOM)/Heads of Post (HOP) are women. This experience shows that analysis, strategy, commitment to implementation and clear targets really do work. The research in this report suggests similar strategies will work for organisations here in the Philippines.

The Philippines' success as a middle-income country depends on harnessing all of its productive assets. The economy continues to grow, and this requires more employees with the right skills. Gender gaps and discrimination in the workforce, and persistent social norms that limit women's opportunities, are a significant constraint to potential economic growth.

Congratulations on producing this report, it is an important tool for positive action from the business community. I look forward to the journey ahead as these initiatives are implemented.

STEVEN J ROBINSON AO

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“Give women the confidence to take on challenging roles and [tell them to] not question themselves.”

EDGAR CHUA
CHAIR OF MAKATI BUSINESS CLUB

TRENDS IN WOMEN AND LEADERSHIP: AN INTRODUCTION

The target toward gender equality for 2030 includes women's economic empowerment and participation in the private sector, as stated in the UN Sustainable Development Goals. Given this target, conscious effort and actions have been made by global companies and corporations to open pathways for inclusive growth, particularly by encouraging women's participation in the workforce and ensuring women's representation in various roles and levels. [36]–[38]

McKinsey Global Institute, a research think tank, approximates that US\$ 12 trillion can be added to the global GDP in 2025 if the gender gap is narrowed, and that equal labor participation between women and men can address the estimated employment gap of 40 million by 2030. [22],[25] These estimates underscore the urgency for companies and corporations to move toward narrowing the gender gap and promote gender equality in the workplace.

Beyond the above value-contribution estimates, several studies have revealed that women-led companies and firms with high numbers of women representation in the boardroom perform better, profit better, and do better in managing, motivating, retaining, and promoting people compared with companies or corporations that are mostly dominated by men. Women in leadership—that is to say, a large number of women coming forward to take on leadership roles—can increase diversity in the top management and lessen gender discrimination throughout the different ranks of management. [7],[15],[22],[26]

A recent global survey on women representation in corporate leadership found that a profitable firm, at which 30% of leaders are women, can expect to add more than 1 percentage point to its net margin compared with an otherwise similar firm without female leaders [28]. This finding has been affirmed by a recent Philippine academic research in which publicly listed firms with senior female executives are larger in size and more profitable compared with those without female executives [34]. According to the paper, the number of women is slowly increasing across different industries and sectors, but men continue to dominate the top leadership posts in publicly listed Philippine corporations.

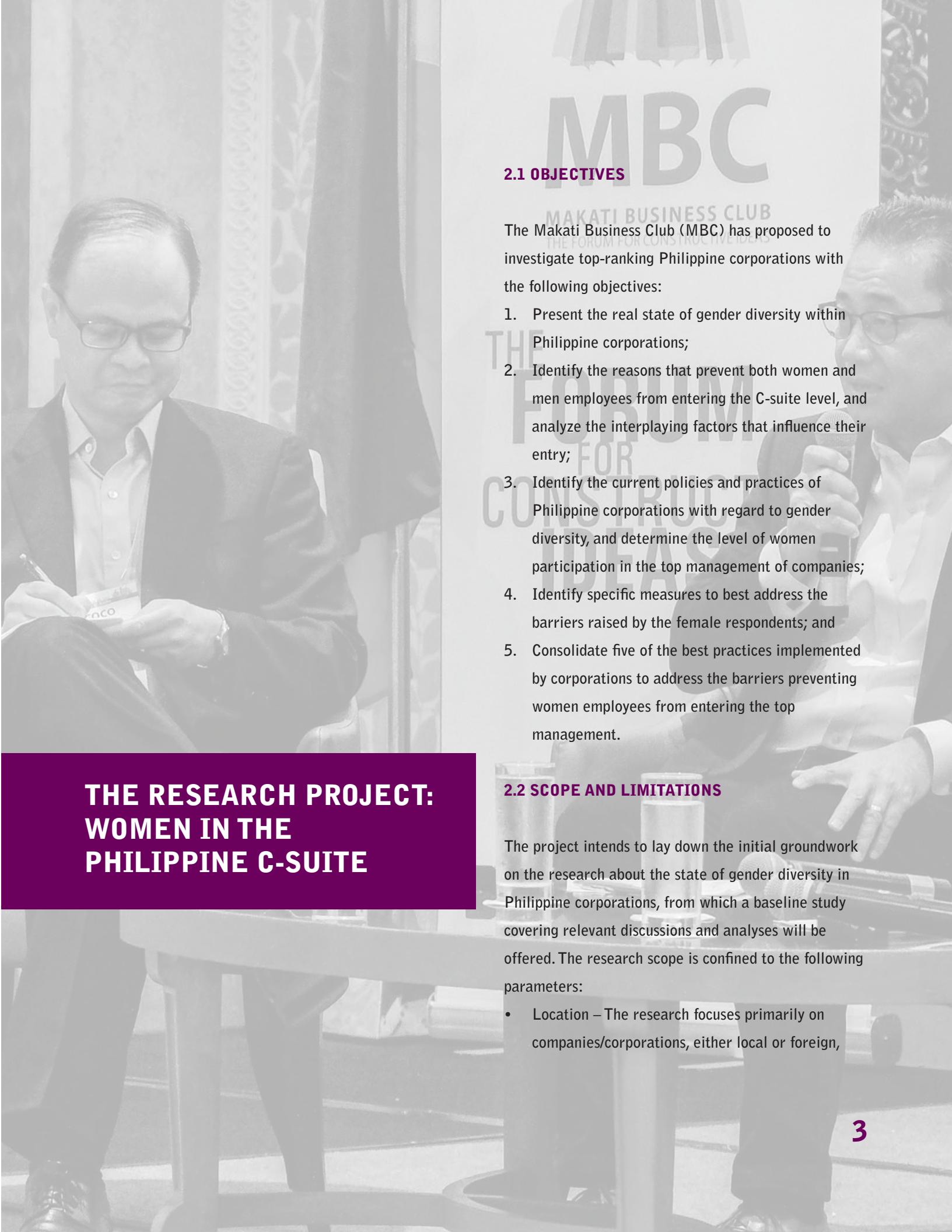
However, despite the positive impact of women taking on top management roles, their number remains very low. The numbers also decline as the women rise to the top positions, particularly from middle management to senior management. Several studies have attempted to explain these phenomena from the perspective of the "glass ceiling" or the "leaking pipeline." The business situation in the Philippines is no exception even if the country is ranked high globally in terms of gender equality, having one of the highest percentages of women in the workforce and the top leadership. [2],[20],[39]

The Philippines ranks eighth in World Economic Forum's *Gender Gap Report 2018* [39], attaining positive scores in key indicators such as closing the gender gap in education, high economic participation

and opportunities, health and survival, and political empowerment. The high rating is based on the Philippine's experience on the following aspects: closing the gender gap in education; having more women in the labor force compared with those in other countries, although the quality of work of women is far different than their male counterparts; increased access to health services and survival, particularly access to maternal health care; and political participation, both in elective posts and government services.

Although the Philippines and other developing countries have made progress in recent years in terms of reducing the gender gap between men and women in the labor force by allowing women to steadily move up the management hierarchy, the climb remains slow and difficult for women employees.

The business management field remains largely dominated by men, and the employment opportunities for both men and women continue to lean toward the "stereotypical" industries. Nonetheless, the gender-pay gap has somewhat narrowed. Women working in government and special interest organizations, and those women engaged as corporate executives, managers, and supervisors, reportedly are paid higher now compared with their male counterparts. Irrespective of such observations, a huge pay gap still exists in certain occupations, such as the agricultural sector and the service and sales industry. [2]



THE RESEARCH PROJECT: WOMEN IN THE PHILIPPINE C-SUITE

2.1 OBJECTIVES

The Makati Business Club (MBC) has proposed to investigate top-ranking Philippine corporations with the following objectives:

1. Present the real state of gender diversity within Philippine corporations;
2. Identify the reasons that prevent both women and men employees from entering the C-suite level, and analyze the interplaying factors that influence their entry;
3. Identify the current policies and practices of Philippine corporations with regard to gender diversity, and determine the level of women participation in the top management of companies;
4. Identify specific measures to best address the barriers raised by the female respondents; and
5. Consolidate five of the best practices implemented by corporations to address the barriers preventing women employees from entering the top management.

2.2 SCOPE AND LIMITATIONS

The project intends to lay down the initial groundwork on the research about the state of gender diversity in Philippine corporations, from which a baseline study covering relevant discussions and analyses will be offered. The research scope is confined to the following parameters:

- Location – The research focuses primarily on companies/corporations, either local or foreign,



“We, women, should celebrate our unique talent that differentiates us from men. Freedom to be ourselves, even facing a risk of ridicule, allows us women to offer amazing perspectives, ideas, and solutions.”

DORIS HO
CEO OF MAGSAYSAY GROUP OF
COMPANIES / MBC TRUSTEE

that operate in the Philippines and whose main headquarters is located at the National Capital Region.

- Target participants – The research subjects are mainly corporate members of MBC and select non-MBC members that are part of the top 1000 corporations in the Year 2017 list of the Philippine Securities and Exchange Commission (SEC). In accordance with the general description of “C-suites,” the target participants of this research are categorized as follows: (a) top-level managers and senior managers/executive role holders and (b) middle managers.

The research period of 5–6 months for data collection was a main consideration in limiting the research scope to firms headquartered at the National Capital Region and those firms that are part of the top 1000 companies in 2017 according to the SEC report. The responsiveness of non-MBC partners and networks toward the MBC initiative was another consideration.

The primary survey was mainly conducted as an online survey, but printed versions of the survey form were also handed out, especially during the MBC General Members’ Meetings and similar events. This printed-form approach allowed the research team to have face-to-face interactions with CEOs and top managers who can delegate and instruct designated persons to participate in MBC’s research project. The online survey approach has intrinsic limitations. For instance, the research team received feedback

that the target respondents did not receive the survey forms, mainly because the forms went straight to their spam mails. This constraint was addressed by sending both the survey link and the survey form (as an e-mail attachment) to target respondents individually. Additionally, many of the invited CEOs were out of the country during the time of survey, and assistants who received the request letter for their companies to participate were unable to decide on time.

Part of the study's intention was to secure an equal number of responses from women and men mid-managers. However, their active participation was a major challenge despite the several calls and follow-ups made by the research team. In the end, more female responses were gathered than male responses for the survey, focus group discussions (FGDs), and key informant interviews (KIIs). Moreover, the research team learned that some companies have strict policies against taking part in any study or survey. Nonetheless, the final total number of men and women participants was sufficient to generate the required analysis and draw conclusions for the current study.

2.3 METHODOLOGY

The mixed-method approach was utilized to surface the answers for the research questions on gender diversity within Philippine corporations. For the secondary data gathering, a review of related literature was conducted to establish and strengthen the study framework and assesses the depth of available information about the

gender diversity issue. Global, regional, and national data from the government, academic institutions (including theses and dissertations), and consulting firms in the fields of business, management, and industrial relations were reviewed.

For the primary data gathering, the data collection included two parts:

- Quantitative data collection – A survey was administered to men and women mid-managers, and the questions covered a wide range of topics on leadership aspirations and perceived factors that may affect the achievement of such aspirations.
- Qualitative data collection – Two main collection methodologies were conducted: (a) KIIs to identify key individuals with stakes in the conversation at hand and who can share relevant insights, and (b) FGDs to gather groups who can share information on gender diversity issues.

2.4 FRAMEWORK

A research framework with relevant indicators was initially conceptualized at the onset of the research project. The stages toward the C-suite journey of women, as explained by Dean Sally Blount of the Kellogg School of Management, were adopted: launch (starting one's career in the 20s and early 30s), mid-career marathon (sustaining focus in the mid-30s and 40s), and executive transition (senior leadership in the late 40s, 50s, and beyond) [4].

Subsequently, after scanning the literature and based on the preliminary results of primary data gathering, the original framework was refined to allow the research project team to fully investigate the gender diversity situation in Philippine corporations.

The updated framework is shown in **Figure 1**. From the identified parameters, the research team was able to identify and explain the different “squeeze” factors—individual, family, company culture, and wider community—that narrow women’s opportunity and participation to reach the top leadership posts despite the almost equal number of men and women entering the labor force. The Philippine talent pipeline and the path toward top leadership or C-suite are affected by these four interplaying factors, and they make it more difficult for women than men to reach the top levels. Despite these barriers, in

terms of labor force participation, a number of reasons enable the Philippines to narrow down its gender gap. The identified “push factors,” namely, increasing socioeconomic needs of Filipino families, policies promoting gender equality, and adherence to international commitments and conventions, allowed more women to join the workforce in the country.

An international academic research finds it particularly relevant to explain why “women have to navigate a difficult journey toward leadership,” saying that the path is not a single-direction but a labyrinth of leadership, and subsequently proposes a classification of the different types of barriers that complicate the access of women to higher-level positions [31]. In the paper, the underrepresentation of women is reportedly caused by three main factors: human capital, gender differences, and prejudices. This classification makes it possible to represent comprehensively the set of obstacles that women usually face as they advance to the corporate ladder.

The research project by MBC has yielded similar findings based on the parameters presented in **Figure 1**. Culture, company, family, and personal domains are the factors that interact with one another, and they collectively affect the women’s journey to the top leadership posts. Certainly, cultural practices and traditions, external and internal company policies, family concerns, values and expectations, personal perceptions, motivation, and upbringing play key roles in helping women and men rise to the top posts. The

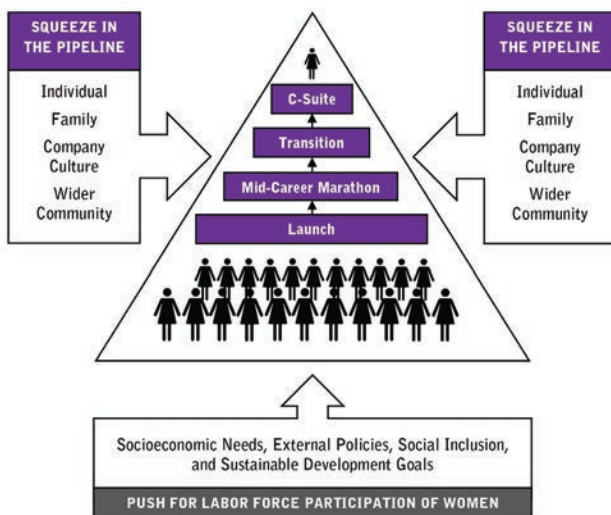


FIGURE 1. FRAMEWORK ON THE WOMEN TALENT PIPELINE

abovementioned “domains” also affect the state of gender diversity in Philippine corporations.

The Philippines holds the top position in terms of global and regional gender parity indices. However, the indicators for economic participation and opportunities—particularly women’s participation in top/formal leadership posts—paints a different picture. This scenario implies that gender equality in the Philippines is still far from ideal.

According to Astrid Tuminez, Vice-Dean for Research of the Lee Kuan Yew School of Public Policy of the National University of Singapore [20], “Women in Asia are closing the gender gap with males in health, education and employment, but they continue to be severely underrepresented in the top echelons of formal leadership. Women also continue to be paid less than men for similar work, and more women in Asia are dropping out in the transition from middle to top management roles, thus creating a leaking pipeline of leadership. Finally, cultural and social norms continue to disadvantage women who aspire and work toward positions of leadership.”

Dean Sally Blount of the Kellogg School of Management, in her article for Kellogg Insight [4], suggests that companies must first ensure the retention of their women employees in the talent pipeline—that is to say, starting from their entry-level journey—before higher rates of women involvement in the C-suite can be realized. Thus, the age-range

difference and the family statuses (i.e., with or without children) of the women and men respondents were also considered in the present research project.

In summary, by identifying and exploring the underlying factors at play (see framework in **Figure 1**), the journey toward corporate leadership and related issues can be analyzed and addressed. Programs, initiatives, and policy recommendations for implementation at different levels are also proposed in this paper.



ANALYSES & RESULTS

3.1 PRELIMINARY ANALYSIS

3.1.1 Profile and Demographic Data

This research project primarily targeted male and female middle managers for the survey and the top managers (including CEOs) for the KIIs and FGDs. A total of 210 respondents were enlisted. **Table 1** and **Table 2** present the breakdown of the survey, KII, and FGD participants. The survey respondents are from 21 to 61 years old, with majority in the 31–40 age range. Many of the respondents are married with children.

The 210 participants in this research represent 129 companies belonging to different industries, many of which are involved in the following: financial and insurance; professional, scientific and technical services; wholesale and retail; human, health and social work; and accommodation and food services.

Majority of the respondents have completed university/college education, with 30% attending and completing post-graduate studies or executive/leadership courses and programs in the Philippines and abroad. Although more female than male respondents have completed their postgraduate programs, the male respondents have finished their post-graduate studies in other countries. In addition, by looking into the type of support acquired to complete these courses, the survey revealed that many of the male respondents have finished post-graduate courses in MBA, EMBA, and executive leadership programs through company

TABLE 1. PROFILE OF STUDY RESPONDENTS AND PARTICIPANTS (N=180) (Source: MBC data)

PROFILE	WOMEN	MEN
Sex	103	77
With/Without Children		
With Children	56	45
Without Children	47	32
Educational Background		
Graduate Studies	31	23
Bachelor's Degree	72	54
Civil Status		
Single	46	26
Married/Living Together	50	48
Separated/Annulled/Divorced	7	2
Widowed	0	1

TABLE 2. KEY INFORMANTS AND FOCUS GROUP PARTICIPANTS (Source: MBC data)

POSITION	WOMEN	MEN
CEOs/C-Suite/Managing Directors	12	3
Middle Managers	7	4
Human Resource Managers	4	0

sponsorships or scholarships, whereas their female counterparts self-financed or asked help from parents or family to pursue their post-graduate education (Figure 2).

The above finding has two distinct implications. On the one hand, far less female managers could access the learning opportunity despite the lower number of male respondents participating in the present study. On the other hand, the female respondents are willing to invest in furthering their education through self-financing and family support despite their limited opportunities for scholarships and sponsorships. One of the female mid-

managers mentioned that she would prefer to self-finance her post-graduate studies to avoid being tied up to the company, which then would limit her flexibility to navigate other options.

3.1.2 State of Gender Diversity in Philippine Corporations

The initial findings from the research's secondary data gathering, particularly the data from McKinsey Global Institute [25] (Figure 3) and Folkman [11] (Figure 4), on the status of gender diversity at the C-suite level at the global and Philippine levels align with the findings of other extant literature. In the Philippines, women representation at the C-suite level is low despite the country's relatively high ratings for leadership and senior management at the global and regional levels. The ratio of women representation declines from work-entry level toward the C-suite positions. The slightly higher percentages in Figure 3 compared with those in Figure 4 can be attributed to the research methodology, which particularly sought the participation of female CEOs to gain their insights into and learn their experiences in handling gender diversity issues in Philippine corporations.

The study benefited from the high receptiveness of female top executives, survey respondents, and focus group discussants belonging to different companies. This interest indicate that women are generally keen to have their voices heard and their responses counted. Moreover, the research team aimed to seek

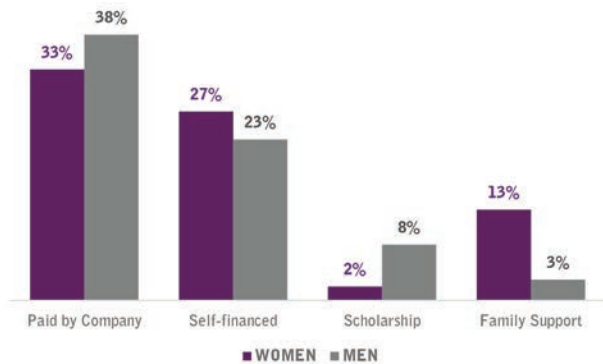


FIGURE 2. FINANCING SCHEME OF POST-GRADUATE AND EXECUTIVE LEADERSHIP COURSES (Source: MBC data)

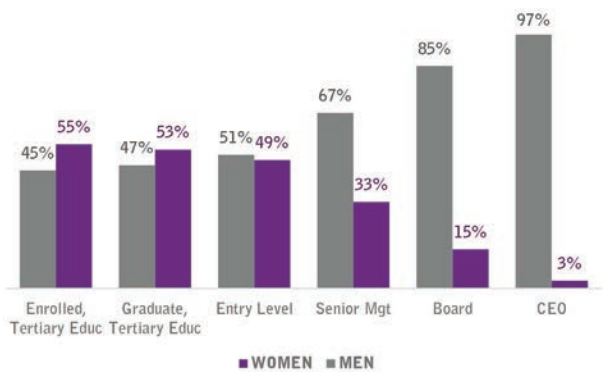


FIGURE 3. WOMEN-MEN RATIO IN PHILIPPINE CORPORATIONS (Source: McKinsey Global Institute, 2018)

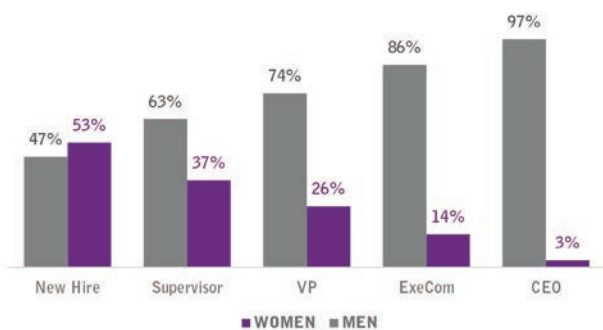


FIGURE 4. POSITIONS FILLED BY LEVEL AND BY GENDER AT THE GLOBAL LEVEL (Source: Folkman, 2018)

the participation of female CEOs to learn about their personal experiences and insights.

According to the participating CEOs, seasoned C-suite talent hunters, and mid-managers and senior managers of human resource units, the number of women in the top post is low because of various reasons, which will be explicated in the next parts of this paper.

For instance, the male key informants conveyed that women generally lack the confidence to take on leadership roles “immediately” despite their professional experiences and competencies. The informants said that women, unlike men, need more time to understand what taking on the leadership role means to them. Meanwhile, the women informants, after having acknowledged the high potentials of women employees, explained that women step back initially to know if, and in what manner, will the leadership roles and related expectations involve new “personal sacrifices.”

AMROP Philippines is a C-suite and executive talent search firm. Ms. Patty Gallardo, AMROP’s Senior Partner and Managing Director, shared the historical fact that Philippine corporations are primarily and traditionally dominated by men, and that women only started gaining ground in the last few decades. Gender gap scenarios also differ across industries. For instance, the technology and IT industry differs considerably from the utilities, manufacturing, and other “traditional” industries. Ms. Gallardo also shared

differences in the questions and concerns raised by C-suite talents during interviews, in which female candidates always ask about benefits and support for family members (children/spouse), whereas male candidates often ask about compensation and take-home pay.

The other key informants engaged in human resources agree with the differing and changing priorities of male and female talents in each stage or milestone of their personal lives and career. In general, women tend to step back during their child-rearing life phase, and men are generally expected to step up to increase their financial support for the family.

The female CEOs shared their first-hand experiences on the different barriers they hurdled as they rose to the top levels. Such barriers include how other women and men in their company perceive them, how they managed the relationships with their partners and their egos, and how they handled and addressed the needs of their families, especially their own children. The general perception is that if women are not given the proper support to be able to transition, then companies will very likely lose their women talents along the way.

3.1.3 Interplaying Factors Affecting the Talent Pipeline: The Four Domains

After conducting the preliminary data gathering on gender diversity in the workplace, a survey tool was developed by using the themes culled from the KIIs and FGDs (i.e., conversations with respondents), responses from a quick survey conducted previously by MBC on August 2018, and findings from previous studies in the Asia-Pacific Region.

The published works of A. Tuminez with the National University of Singapore (“Rising to the Top? A Report on Women’s Leadership in Asia,” 2012) [20], Boston Consulting Group (“Moving Toward Gender Diversity in Southeast Asia, 2017”) [5], Economist Corporate Network Asia (“Women in Leadership in Asia Pacific” 2016) [9], and McKinsey Global Institute (“The Power of Parity: Advancing Women’s Equality in Asia Pacific—Focus: Philippines,” 2018) [25] were comprehensively analyzed to highlight the different factors that can affect the talent pipeline in the Philippines. These works reveal similar themes and trends as those shared by the KII and FGD participants, particularly about how individuals, families, companies, and social norms/culture collectively affect gender diversity and the path to leadership in the workplace.

The abovementioned studies describe how sociocultural norms and company culture considerably affect the roles of men and women as they navigate their journey to the top management. The collected information also

served as a strong basis to develop the survey tool, from which the results were used to analyze the beliefs, experiences, and perceptions of the survey respondents.

The four key domains in the survey, which were based on the interplaying factors, are as follows:

1. Individual/Personal Perception (15 questions) – The first domain refers to the respondents’ confidence in one’s own strengths, credentials, and ability to assert/believe in one’s self in terms of accomplishing work and taking on assigned roles, including leadership roles. The term “leadership role” refers to the position required to steer the team toward a direction that the company will need to go, further its goals, grow, and sustain it.
2. Family Concerns/Issues (16 questions) – The second domain refers to the effect of family members (immediate/extended) and household tasks/concerns on the person’s ability to perform duties at work and the motivation to aspire for and take on higher roles and subsequently succeed.
3. Company/Workplace Culture (12 questions) – The third domain refers to company policies and practices that affect one’s ability to effectively

perform tasks and encourage the staff to aspire (or not at all) for leadership roles.

4. Wider Society and Community (9 questions) – The fourth domain refers to perceptions toward prevailing stereotypes, whether known or unknown, that can impact one’s decision and drive to aspire (or not at all) for leadership roles.

3.2 SURVEY RESULTS: FOUR DOMAINS

3.2.1 Individual/Personal Perception

Confidence and belief are good indicators of personal perception. The women and men respondents have nearly equal confidence levels in terms of their own skills, education, and leadership potential. However, a declining trend in confidence is shown among women with intents to explore leadership roles or when taking on opportunities and new projects as preparation for the leadership positions. The women also have lower confidence levels than men when taking on leadership roles “immediately.” The drastic decline in confidence among women is shown in **Table 3**.

TABLE 3. FOCAL SURVEY ITEMS ON “INDIVIDUAL/PERSONAL PERCEPTION” (Source: MBC data)

SURVEY ITEMS	WOMEN	MEN
Confidence and belief in skills, education, and leadership potential	95.1%	96.1%
Confidence to explore leadership roles	95.1%	97.4%
Confidence to take on opportunities to PREPARE for the leadership role	88.4%	94.8%
Confidence to take on projects as preparation for the leadership role	86.4%	93.5%
Confidence to take on a leadership role IMMEDIATELY	70.4%	87.1%

Other interesting insights were derived (Figure 5). In particular, although both men (96.1%) and women (95.1%) see the value and importance of sponsorship and mentoring, fewer women (73% vs. 83.2% of men) believe that their current networks can help them with their career aspirations. This self-attribution implies that women generally have limited network linkages and access to key people who can help them with their career goals. This finding can serve as a good opportunity for companies to look into how networking manifests between their women and men employees and understanding how the networking phenomenon ultimately limits the women's access to and participation in formal or casual events/opportunities.

Additionally, child-bearing/rearing seems to strongly affect women's decision making. When comparing respondents with and without children, the women without children (56%) feel more confident than their male counterparts (44%) to take on leadership

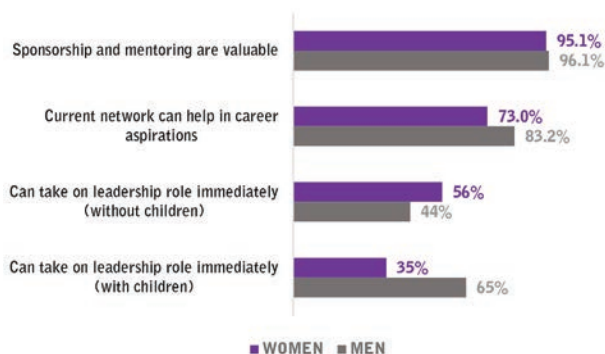


FIGURE 5. FROM CONFIDENCE TO WILLINGNESS TO TAKE ON LEADERSHIP ROLES (Source: MBC data)

roles anytime without hesitation. By contrast, for respondents with children, the men aged 31–40 are nearly twofold the number of women when taking on leadership roles without hesitation (men = 65%; women = 35%).

Timing is apparently crucial for women, especially when we recognize that aside from their careers, they also need to anticipate, plan, and prepare for their child-bearing and child-rearing years or when prioritizing having a family. Such decisions can mean a step back in a woman's career, but it is also an important milestone as a mother/woman.

3.2.2 Family Concerns/Issues

Men and women—in line with the Filipino culture and traditions—value and prioritize the family. Majority of the respondents (women = 85.5%; men = 87.1%) say that family is the main reason why they work and aim to achieve professional goals. However, fewer women (80.6% vs. 90% of men) have explicitly articulated that they work hard and strive to achieve their goals for the benefit of the family. Fewer women (65.9% vs. 76% of men) also expressed that family, as opposed to ambition, is their top priority. This interesting finding, which leans toward the men's view of family over work and professional ambition, indicates the need to explore the different avenues by which both men and women support and assist their families. The above finding is also an indication that the expectations between men and women, especially when it comes to supporting

the family, is still gender stereotypical; that is to say, men feel the need and are expected to support family financially, whereas women are generally seen as the overseers of care work and other family needs.

Men and women differ in terms of making work adjustments as a consequence of resolving family and household issues, as evidenced by the men and women’s responses to the statement “I often feel embarrassed when requesting for work adjustments because of family and household issues and emergencies” (Table 4). Half (50.6%) of the women respondents disagree with this survey item, and the rate is 6 percentage points higher than that of men (45.5%). The men respondents’ neutral position (31.2% vs. 18.4% of women) on this subject matter shows that they do not seem to feel so much pressure about making such requests. Slightly more women make adjustments to attend to family emergencies, although both expressed that they do not tackle the issues on their own.

Nonetheless, more women (44.7% vs. 27.3% of men) are likely to feel guilty when they are unable to attend to family responsibilities due to work demands.

The collected responses imply the need for companies to institutionalize flexible work hours, especially for women who are the ones expected to make certain adjustments when it comes to household issues. This scenario also implies that it is important for families to discuss certain management arrangements and expectations, particularly between couples, so that family issues become less disruptive, and so everyone’s time is efficiently used.

On the survey statement, “Household chores and other responsibilities at home drain my energy to think of longer term plans to actively pursue my career goals,” the responses of men and women generally show that such circumstance does not affect their plans to pursue their professional goals. However, fewer women

TABLE 4. FOCAL SURVEY ITEMS ON “FAMILY CONCERNS/ISSUES” (Source: MBC data)

SURVEY ITEMS	AGREE	NEUTRAL	DISAGREE
I often feel embarrassed when requesting for work adjustments because of family and household issues and emergencies			
WOMEN	30%	18.4%	50.6%
MEN	23.4%	31.2%	45.4%
I think, employees with young children should not spend so much time at work and choose their projects well so they can spend enough time with them			
WOMEN	63.3%	21.4%	14.5%
MEN	52%	37.7%	10.4%

(61% vs. 71.3% of men) disagree with this statement, further proving that men generally have more time and energy to plan for their careers.

While both women (86.4%) and men (84%) enjoy the support of their families and spouses, the circumstance of wanting/needing support from families and companies to be able to balance personal life and work and subsequently achieve career aspirations is higher for women (51.9%) than for men (41.9%). Such scenario can be considered a type of gender stereotyping; that is, women (unlike men) are expected to perform household duties and similar tasks. This phenomenon was validated in the conversations with mid-managers, women CEOs, and select key informants. The women respondents see the value of having better support systems so they can perform their duties well, whether at home or at work, which can lead to them effectively taking on bigger roles.

Additionally, the cultural norms on gender stereotypes, particularly care work, seem to prevail more among women than men, as shown by their differing responses to the statement, "I think, employees with young children should not spend so much time at work and choose their projects well so they can spend enough time with them" (Table 4).

In terms of being assigned to distant places, which requires extended time away from family, both women (41.8%) and men (41.6%) were not as elusive as expected. However, slightly more women (20.4% vs.

18.2% of men) feel guilty for being away from their families due to long-distance assignments. Moreover, fewer women with children (20%) disagree with the corresponding survey item compared with their male counterparts (28.6%), and the trend is similar for the women respondents without children (21%) and men respondents without children (13%).

3.2.3 Company Culture

Company culture plays a major role in shaping and motivating employees to work and subsequently take on leadership roles. From the survey, KII, and FGD findings, the availability of leadership trainings and courses, especially the access to them, is an effective means for corporations to convey the clear message that opportunities are made available to employees. However, despite the many opportunities, "blanket opportunities" can blind-side and filter out women, especially when conflicts arise between work and family. It is therefore important that companies start looking into making such opportunities equitable by being more mindful, and with deliberate consideration, of women's situations.

As shown in Figure 6, the women and men respondents equally agree (both 96.1%) that companies that look after their employees' welfare and assist in their personal and professional growth can improve talent retention. Despite this strong viewpoint, not all companies seem to equitably provide or offer leadership trainings. Fewer women (68% vs. 80.6%

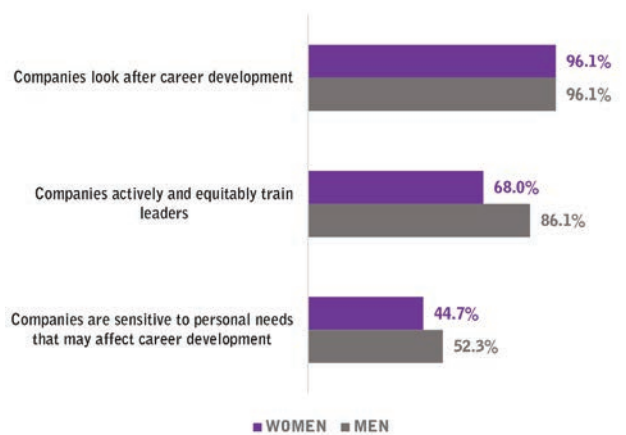


FIGURE 6. PERCEIVED GENDER BIAS IN COMPANIES
(Source: MBC data)

of men) can access the leadership trainings of their respective companies. This area is worth looking into, particularly by human resource and leadership development teams, to understand the impact of such barriers on women’s participation and access to training and other career development opportunities.

The above findings simply mean that very few women are offered the opportunity to attend company trainings. It also conforms with the information shared by respondents that men are in a better position than women to pursue post-graduate courses through company sponsorships. Subsequently, the two notable findings indicate imbalanced access to opportunities—despite the reported “equal or blanket” opportunities—because of the tendency to gloss over the life stages of women and men talents. For instance, while one group steps back, the other group moves forward.

Slightly fewer women (44.7% vs. 52.3% of men) feel that their company leaders are sensitive to their needs and that their companies have installed the relevant support programs. Moreover, more women (70.2% vs. 54.6% of men) responded negatively toward the availability of and access to childcare facilities, which corroborates another finding that more women (86.6% vs. 76.6% of men) are likely to value programs and initiatives that can ease the care-work burden of employees. The women respondents, both with and without children, in the age range of 31–50 have expressed this concern strongly. Company initiatives to ease the care-work burden are therefore highly important, as the varying opinion between women and men is wide with 50% difference.

The above discussions on access and capacity to join and participate in trainings, and the articulated need for better care-work support, naturally explains why more women (71.8% vs. 55% of men) believe that gender equality is an important aspect of inclusive business. The survey item “I believe gender equality is important to companies promoting inclusive business and diversity to achieve growth and success” was used to explore this perspective. Incidentally, few men mid-managers see gender diversity as important, unlike their women counterparts, which may then affect the future openness of companies to promote gender inclusion and diversity.

3.2.4 Wider Society and Community

The survey responses reveal that more women than men are affected by culturally ingrained norms and biases. More women (78.6% vs. 68.8% of men) say that it has always been difficult to find balance between family and work. This finding also reflects the inverse proportion of men and women’s responses to the survey item, “In this day and age, traditional roles for men and women are still expected by most companies and institutions.” The differing responses of men and women to the survey item “Society should get used to men managing households while the women are taking on top roles in different companies” is also shown in **Table 5**.

The responses validate the continuously prevailing gender biases and stereotypes that affect women and men’s journey to top roles as well as that of the company culture that continues to allow this whether consciously or unconsciously.

3.2.5 Implications to Mid-Managers: To Lead or to Leave?

Both women and men respondents were asked about what would motivate them to take on leadership roles in the company. The top five responses indicate that both women and men seek similar initiatives:

- Invest in leadership trainings
- Provide exposure to bigger roles
- Acknowledge their efforts and contribution to the company
- Provide and articulate a clearly defined management track
- Provide support mechanisms (e.g. mentors, sponsors, daycare facilities, and flexible working hours)

When asked about what would be possible reasons for them to leave the company, the women and men respondents had slightly different answers. For women, their responses were a mix of company-related issues (e.g., no growth or support provided, pursuit of

TABLE 5. FOCAL SURVEY ITEMS ON “WIDER SOCIETY AND COMMUNITY” (Source: MBC data)

SURVEY ITEMS	AGREE	NEUTRAL	DISAGREE
In this day and age, traditional roles for men and women are still expected by most companies and institutions			
WOMEN	30%	18.4%	50.6%
MEN	23.4%	31.2%	45.4%
Society should get used to men managing households while the women are taking on top roles in different companies			
WOMEN	63.3%	21.4%	14.5%
MEN	52%	37.7%	10.4%

IF YOU WERE GIVEN A MAGIC HAND TO CHANGE THINGS FOR WOMEN IN LEADERSHIP, WHAT WOULD IT BE?

“Sisterhood—it is lonely at the top. Find sisterhood and have a support system.”

MARIFE ZAMORA, CONVERGYS
PHILIPPINES SERVICES

“Courage to do what they think they cannot do and a mentor to give that needed push.”

SHARON DAYOAN, KPMG IN THE
PHILIPPINES

“Courage and grit. Courage to be able to show the world that they can do it despite what other people think. Grit to push until they can. A combination of both.”

AYHEE CAMPOS, INFOSYS BPM

“Support network and system. A women’s network within corporations where they know they can go.”

RIENA PAMA, SUN LIFE ASSET
MANAGEMENT COMPANY

“Strength to forge ahead and not second-guess themselves.”

MARITES DAGDAG, THE CLOROX COMPANY

“Belief in oneself. Whatever you put yourself into, just do it even the most menial jobs. Replace quit with done.”

GINIA DOMINGO, FERRARI PHILIPPINES

“I will give everyone, especially women, a household manager or executive assistant to help them and support them when dealing with the strenuous activities at home, and also offer a daycare center.”

KAREN BATUNGBACAL,
OPTUM GLOBAL SOLUTIONS

other professional opportunities, and uncompetitive compensation package) and personal concerns (stress and health concerns and family will be sacrificed).

For men, their responses were mainly related to company-related issues (e.g., no growth or support provided, pursuit of other opportunities, uncompetitive compensation package, lack of strategic direction or confusion/issues in internal company processes, and work principle will be compromised).

3.3 NARRATIVES AND CONVERSATIONS

In this phase of the research project, the survey responses were comprehensively analyzed on the basis of the interacting factors deemed to affect gender diversity and gender equality in the workplace. Subsequently, the experiences, observations, and insights shared by the FGD and KII participants were used to validate the preliminary analytical findings.

3.3.1 Lessons from the Filipina CEO Circle (FCC)

Recognized as the first women CEO collective in the Philippines, FCC was organized to support and encourage more women to take on and thrive in their C-suite roles. As participants to the research project, the women CEOs of FCC candidly shared their personal experiences and insights into how Philippine corporations can improve gender diversity in the workplace.

The women CEO participants from FCC revealed that they had their fair share of challenges as they climbed to the top levels of the corporate world, including the outdated thinking that women should simply be supporting their husbands and not overshadowing them. This view has led to some of the women CEOs to step back prior to their transition to the C-suite role; for others, taking on the leadership role meant separating with their respective husbands/partners.

The women CEOs shared that they had to manage prevalent expectations, particularly by being present in all of their children's activities and milestones and by taking on the motherly duty. They all struggled with inner guilt from being away from their families due to work. They explained that the family-work conflict had to be discussed with the children and partners, and they had to learn how to delegate and prioritize. On a positive note, such situations also served as opportunities for the women CEOs to teach their children the value of independence at a young age.

In terms of acquiring the support and help to manage the household, Ms. Karen Batungbacal of Optum Global Solutions made sure that her company hires and covers for the fees of her "household manager/executive assistant." She reckons that if she is unable to accomplish tasks at home because of work duties, then another person has to do it—and the company should acknowledge the personal limitation. She always ensures that she and her household manager are a "buy 1-take 1 package deal" and that they be "hired"

together," even when she has to move to a different company.

With regard to substantiating one's own capacity, Ms. Ginia Domingo of Ferrari Philippines struggled to prove herself in the workplace as she endeavored to balance career and family life because she had to take care of her two young boys on her own when her husband died at a young age. She pushed forward through motivation and resolved challenges, mainly from her male colleagues, especially in the male-dominated sales and automotive industry. She made sure to always go beyond the target sales or quota before the deadline so she could make certain adjustments at work because she also had to anticipate the needs of her sons. Overall, she was able to hold things together by teaching her children how to manage on their own, setting up systems (especially by utilizing technology) for transferring money and paying bills, and ensuring that school fees are settled on time. If there is anything that could have been made available to her during her time that could have helped her manage and navigate her life better, she says it would be having flexible time.


Financial independence emboldened some of the women CEOs to leave unhealthy relationships and became emotionally strong so they focus on their career. Meanwhile, among women CEOs who have healthy relationships with their respective husbands, they said that getting everyone on board, deliberately setting priorities, and finding time for the family are important considerations. Additionally, the courage

to seek professional counseling, if needed, is a good strategy for handling family issues.

On the issue of guilt and being away from children because of work, the women CEOs describe it from the perspective of prioritization. All agree that family–work time conflict is always an inner struggle that they all personally have to deal with.

Overall, the key points raised by the women CEOs from FCC validate how the four domains facilitate or hinder the rise of women to the top levels. The key points can be summarized as follows:

- The need for support, both at home to manage households and in the office through considerate superiors and colleagues, and having available women-friendly policies;



“Women who want to take a leadership role should not think of barriers or limits. Often, the limits are in their minds. It is also important to be clear about their priorities—they will determine how they will act.”

RIZA MANTARING
FORMER CEO OF SUNLIFE
/ MBC TRUSTEE

- The need for flexibility to be able to better navigate life and work;
- Use of modern tools and technologies, such as online banking for payment transactions and cellphones for quick and easy communication; and
- Further training, exposure, and mentoring.

3.3.2 Insights from the Mid-Manager Group

IMPORTANCE OF RETAINING HIGH-POTENTIAL LEADERS. Very similar to Dean Sally Blount's proposition on how to get more women to the C-suite as their years in the company pass by [4], the participants emphasized the importance of retaining high-potential leaders as their careers progress from the lower-ranks, to mid-management, and finally to top leadership. Keeping them would mean several things, but they mostly deal with how to address challenges in the workplace, including those that affect and influence the decision to take on the leadership role or to aspire for it.

The group of mid-managers agrees that companies should be more sensitive to individual needs, strengths, and interests as employees. There is no one-size-fits-all solution, and the approach has to be personalized. In addition, employees should be made to feel that they are important to the company. On the one hand, employees need to be informed about how they can contribute to institutional changes to help achieve organizational targets and company growth and sustainability. On the other hand, employees need to

know how the company can support them in realizing the corporate vision and targets.

Support must always be expressed and provided when needed. For some, support may mean being assigned other tasks outside the regular workload so they can explore and learn new competencies while not losing sight of their key responsibilities. In this manner, they learn about their other skills and have the opportunity to develop them. Regular conversations with superiors are also common forms of corporate support.

Making necessary adjustments to respond to employees' situations and understanding why such adjustments are important to them also motivate the employees to stay in the company and work better. According to the participants, allowing for certain adjustments may even be more important than offering higher salaries.

Acknowledging that they can also be scared to tackle bigger roles, the mid-managers say they would appreciate if their superiors would assure them that such feelings of hesitation are okay, and that they will still be trained and assisted to prepare for the bigger roles.

In an FGD, participants shared a good laugh when Aly from an advertising company shared about her fair share of hesitation when taking on a leadership role: "Hindi ka pa nga hinog pero nilagay ka na doon sa posisyon. Lagyan mo na lang ng bagoong. And my

company is good in providing the bagoong.” (You are not yet ready, but you are promoted already. Just add the enhancers and you will be ready. My company is good in [that approach].)

Thoughts of leaving their jobs had crossed the minds of our participants, but all agreed that what kept them from leaving is the motivation and the continuous reminder that they are needed and that they are contributing well to the company.

THE NEED TO HAVE A COMPANY CULTURE THAT IS SENSITIVE TO EMPLOYEES’ NEEDS. This view highlights the common yet unforeseeable effects of high demands and expectations in the workplace. Showing employees how things can be better planned and communicated may lessen the pressure despite the challenging tasks given to them.

The group shared that employees are more inspired to own the company vision and make it a reality if they have been consulted about it instead of having the vision merely relayed from the top. However, providing the infrastructure and resources needed to realize the vision is another thing, and these aspects can help continuously encourage and motivate the employees to take the company further.

Recognizing that priorities beyond work also need to be addressed, the group explained why the company should be willing to make certain adjustments for employees depending on their personal contexts. This

approach will likely make employees appreciate the company even more. If the employees and the top leadership see alignments in personal values and the company culture, then both can be assured that the women and men talents can be retained.

RECOGNITION OF GENERATIONAL DIFFERENCES AND WORKING TOWARD WIN–WIN SOLUTIONS.

The priorities of the so-called millennial to generation X employees differ. If companies are able to recognize these differences and find win–win solutions, then they can maximize the talent and potentials of all their employees. Knowing how to communicate and collaborate is important to each generation. The potential positive impact is the identification of high-potential leaders in the long term and the subsequent development of customizable career plans for each talent. The millennial generation reportedly focuses much more on self-purpose and passion outside of their work, whereas the generation X are more into stability and growth. Designating a team within the human resource unit who can tackle the differing priorities is imperative for companies.

This insight from the mid-manager group echoes the need for companies to become highly knowledgeable in handling different situations. The overall human resource pool needs to be contextualized and evaluated not only from the gender diversity perspective but also in terms of generational issues and differences, as these will affect plans for leadership trainings, career development programs, and similar company initiatives.

PERSISTENCE OF GENDER STEREOTYPES.

The exchanges about gender roles, expectations, and differences also reflect the varying start-off points of the mid-managers. Their responses about the difference between women and men's responsibilities at home and in the workplace show that gender bias and stereotypes continue to influence many individuals.

Nonetheless, with regard to gender biases, the group says that security and safety and the exposure to and adept use of technology seem to favor men than women. Moreover, the opportunity to prove one's skill set seems to be less likely for women than for men. Human resource managers can intervene and introduce balance, such as by finding ways to address the safety and security concerns of women, so they can perform their tasks and duties despite long travels and late-hour work schedules. One notable scheme is to offer flexible working hours or work-from-home arrangements. The technology gap between women and men talents also needs to be addressed.

The mid-managers ended the group conversation by agreeing on the differing roles of men and women in the family. This view validates the common description of gender bias in extant literature and the survey results of the current research project. Men are expected to come forward and financially support the family, whereas women are expected to take care of the children and oversee the household.



“As companies evolve, so should the quality of our labor force. We need to adjust the way we run businesses to keep the women workforce.”

BOOTS GARCIA

**CHAIR OF PHILIPPINE WOMEN'S ECONOMIC
NETWORK AND
CO-CHAIR OF PHILIPPINE BUSINESS COALITION
FOR WOMEN EMPOWERMENT**

A woman with dark hair and glasses is speaking into a microphone. She is wearing a dark top and a necklace with white beads. In the background, another person is partially visible, wearing a name tag that reads "JOCELYN PICK".

CURRENT POLICIES AND PRACTICES OF SELECT PHILIPPINE CORPORATIONS

As depicted by the survey results and the conversations through KIIs and FGDs, Philippine corporations are still in search of a workable model or a template on how to promote gender inclusion and diversity in the workplace. Notably, international companies with a branch of operations in the Philippines have the benefit of being directly guided by their global headquarters. These international companies have begun to offer leadership trainings specific for women, expanded the days for maternity and paternity leaves, and allowed employees to have flexible work hours or part-time work arrangements.

Among the companies that participated in the research, only a few of them provide daycare facilities or similar programs to ease the care-work burden of their employees. This finding reflects the need for CEOs to become fully aware of the positive impact of support programs, not only on employees, but also in terms of improving the company's overall performance.

Notably, some companies have taken both small and broad steps toward achieving social inclusion and promoting gender diversity at the C-suite level. These companies have consciously aligned their objectives as a manner of supporting social development goals, especially after having realized that gender diversity not only contributes to the common good but also benefits business in the long term.

A number of measures to best address the barriers were shared by the survey respondents. For example, men and women both see the importance of access to trainings as a manner of preparing them for the leadership roles. This measure includes the provision of mentoring programs, as well as encouraging the senior or top management to implement formal and informal sponsorship programs.

Ms. Janine Carreon, Head of Corporate Human Resources of Manila Water Company, Inc., is particularly proud about how they have achieved 50/50 gender parity at the senior-management level, considering that their company used to be a male-dominated one. She emphasized the importance of having a CEO who consciously supports the voice of women in the C-suit level and making this apparent to his leadership team. For instance, women's insights are sought by the CEO during management committee meetings and their views are openly supported. The CEO also ensures that women take part in important decision-making exercises and are delegated important projects, thus sending a signal of confidence in their ability as equal members of the team, not just because they are women. Moreover, their company has set up a comprehensive human resource plan that not only helps high-potential candidates to prepare for their new roles but also prepares the department to which the new leaders will be reporting.

Ms. Janis Zapanta who is part of the ASEAN Human Resource Compensation Team of IBM shared that their company has implemented and promoted diversity and inclusion programs early on. They offer leadership trainings and seminars specifically to women as a manner of holistically addressing the issues women encounter as they take on work and tackle life and family issues. The diversity and inclusion programs are particularly offered to women employees eyed for promotion. Flexible work hours and work-from-home arrangements have also been put in place. They are also active in implementing company-wide events and initiatives that relay the message about their high regard for diversity and inclusion. One notable achievement of IBM is their hiring process. If in the past, hiring women were just directives for their human resource unit, the task is now "shared" because the hiring of women is also part of their top leaders' performance indicators. IBM also boasts of having a number of women leading the company, such as IBM's Asia Pacific General Manager (Harriet Green), IBM's ASEAN General Manager (Patricia Yim), and the Philippines' own Country General Manager (Aileen Judan-Jiao). Lower-ranking employees learn and benefit from having the above female models who are vocal about IBM's drive toward diversity and inclusion.

Apart from mentoring programs, the Magsaysay Group of Companies has partly resolved care-work burden issues by investing in a daycare facility that employs licensed teachers. Both male and female employees can access the daycare service, especially when they need to bring their children on workdays.

Overall, the women leaders who participated in the research project value the importance of support for career and talent development, which is also a key factor in retaining talents in companies.

McKinsey Global Institute, which presented similar findings on gender parity in the Philippines [25], proposed a number of initiatives that can serve as a good baseline for programming work within companies, as well as guide groups in promoting and harnessing women's contributions in business:

- Increase access and equal provision of family-friendly policies in the workplace;
- Mandate gender-equal provision of parental leave;
- Increase flexible work options and part-time options for all workers;
- Increase access to employer-assisted or employer-provided childcare options;
- Introduce policies and programs to improve gender balance in male-dominated industries;
- Revise elementary school curricula to remove gender biases;
- Develop mentorship programs to encourage women to pursue careers in male-dominated industries;

- Strengthen economic incentives for women to remain in the workplace;
- Add an equal-remuneration clause for men and women;
- Audit employees' salaries to identify gender wage gaps in similar roles;
- Reduce barriers to labor force participation for young mothers and single parents; and
- Improve childcare support for single parents and young mothers.



BEST CORPORATE PRACTICES IN HANDLING GENDER DIVERSITY

ACCENTURE

A global directive to tackle gender diversity and inclusion in the workplace guides Accenture's initiatives and efforts. They have adopted and localized this directive and have put into consideration the specific context of the Philippines when it comes to culture and demographics. From the human resource perspective, Accenture has consciously sought high-potential men and women, providing them with well-thought leadership and personal development programs. The whole team is led by a director/manager, who is in charge of the leadership development of high-potential staff. Additionally, way ahead of the enactment of the Expanded Maternity Leave Law in the Philippines, Accenture has already implemented 120 days of maternity leave and 30 days of paternity leave for their staff. They also support and promote the organization of diversity groups, such as women and LGBT networks, and provide platforms for them to conduct activities and raise awareness within the company.

IBM

IBM is led by a number of women leaders whom employees can look up to as models (IBM Asia Pacific General Manager, IBM ASEAN General Manager, and Country General Manager for the Philippines). Beyond having women at the C-suite level, IBM is also proactive in promoting diversity and inclusion initiatives and programs within the company, a scheme that is instructed directly by IBM's Global Office. Such directives are strictly implemented in the Philippines. IBM has a clear company policy that allows flexible-

time and work-from-home arrangements, and more importantly, provision for women-specific leadership trainings that provides a safe space for high-potential women to openly discuss different issues and concerns for them to learn, grow, and thrive. The human resource team has developed a system for seeking high-potential women, subsequently providing them the needed (even customized) career plans to prepare them for promotion or role transition. They are working toward 50/50 representation at the senior-management level, and this target is part of the Country Office (Philippines)'s KPI and not simply that of the human resource team.

KPMG

KPMG recognizes the challenges faced by women to reintegrate back to work after a long break from maternity or pause from practice. Part-time arrangements are offered to enable the women employees to slowly get back to the rhythm of reporting to work. The part-time arrangement also allows the women to assess by themselves how soon they can go full time. At present, KPMG has a 50/50 men–women ratio for their partners in the firm. The company is also led by a woman CEO (Ms. Sharon Dayoan) who is also the President of FCC.

MAGSAYSAY GROUP OF COMPANIES

Magsaysay Group of Companies is sensitive to the worries, particularly the home responsibilities, of their employees. They recognize the challenges faced by some of their staff in terms of not having a support

system or someone who can help them look after their children and manage their households. The company has therefore invested in setting up a daycare facility that is accessible to all employees. The daycare, which employs trained and licensed teachers who will look after the children, is provided for free, and the company covers the maintenance cost of the facility. At present, Magsaysay Group of Companies is piloting group sessions on family and household management in the hopes that these can help their employees manage and balance work and life better.

MANILA WATER COMPANY

As a utilities company with a long history of male-dominated leadership, Manila Water Company now has a 50/50 men–women ratio in their senior management. The company employs a core team of talent managers who develop clear assessment tools for high-potential leaders. The core team also provides guidance to employees in terms of how they can transition better to leadership roles. Manila Water Company offers flexible-time and work-from-home arrangements in recognition of the specific needs of employees, particularly those who attend to family and other needs. They are proud to have localized and implemented the Philippines' Magna Carta of Women (Republic Act 9710) at the company level, thus setting clear guidelines on how to promote and achieve gender equality in the workplace.

CONCLUSIONS

We are in good position when it comes to overall gender equality index, but there is still a long way to go when it comes to gender diversity in the Philippine C-suite. The Philippines is in a better position compared with other countries in terms of gender equality, but the situation is still far from the ideal 50/50 parity, especially from the perspective of utilizing the skills and talents of the women population. Moreover, despite the Philippines' good gender equality index rating, its gender diversity at the C-suite posts is still low. More action is needed to address the barriers and overcome the existing structures that limit the participation of women, particularly their rise to the top corporate posts.

Gender stereotypes and biases still exist, and companies should do something about them.

Women and men, despite having similar motivations and aspirations for their careers, differ in terms of priorities, and these priorities depend on specific milestones or life stages of women and men. Their particular situations directly affect the women and men's decision to move forward—or to step back—when opportunities are presented to them. Their aspirations and intentions to rise up the leadership ladder are also affected by their personal perception about the roles they need to perform for their families and companies, to the extent that they also have to deal with the existing company culture. The survey shows that women, as opposed to men, tend to step back and require more family and work support, especially during their child-rearing years (31–40 years old), and



are likely to ask for company support as they advance in their career path once they are older (≥ 41 years old). By contrast, men take on and tackle leadership roles with the objective of providing family support, and they are more mindful than women about the different new opportunities that can be offered to them. If companies are indeed serious in raising the number of women leaders, then practicing sensitivity and carefully crafting leadership programs and opportunities should be considered.

Existing initiatives should be recognized, and new ones should be set up collaboratively to encourage best practices. Different companies have set up many initiatives from which we can learn from, adopt, and expand (if and when needed) when it comes to promoting gender inclusion and diversity. What we need is a more comprehensive strategy that can bring the agenda forward. Key action points need to be crafted for use by CEOs, senior management, and middle management to increase positive reception, maximize the impact, and sustain the gender-inclusion and gender-diversity initiatives. Stakeholders should work together and move the agenda collaboratively to increase and broaden the support base for women leaders.

INSIGHTS & RECOMMENDATIONS

7.1 OVERALL INSIGHT

Gender diversity in the Philippine C-suite is not a single problem that can be addressed by a single solution. It is rooted in the long-standing history and cultural practices that are ingrained in the minds of men and women in our society, and even among government structures and private companies. These domains are often the areas where personal perception and family expectations take shape. Personal choices and decisions and family setup are continuously influenced by cultural norms and gender biases, as evidenced by the survey results.

Stakeholders, especially the private sector, need to be conscious about the socio-cultural aspects of certain choices and policies that hinder women's access to programs and opportunities in different companies. By acknowledging that the women's place is not only in the home, the women should neither be criticized nor

punished if they prioritize their careers. Opportunities should be made available to women so they can also increase their stake and chances to be recognized and take on leadership roles if they are able, willing, and ready—these, despite their responsibilities they need to do at home. Women bring different perspectives into companies and boardrooms, and they help improve performance and profitability while promoting gender equality and inclusion. Thus, it is high time that women are recognized for their contributions, not just in the private sector, but also in the public sector, such as government service and politics.

Outside the target for profitability and increase in GDP and other economic indicators for progress, business leaders also need to know the underpinning reasons why more women are needed in the workplace. The basic premise is that both women and men employees should be given the opportunity for self-actualization and fulfillment. These aspects should be fully considered because of their long-term implications on the personal development-growth planning and staff retention programs of companies.

As for Philippine corporations, the study insights imply the need to design bottom-to-top programs to raise the awareness and keep up with changing realities as to how men and women address the needs of their families and careers. Additional resources should be considered to compensate for the gap in practice, and companies should join the broader society to tackle these needs.

Affirming that the business community has taken great strides to improve on many aspects, company leaders also need to realize that it will take time for the results, real outcomes, and impacts to manifest, even if solutions have already been identified, initiated, and implemented. Thus, it is crucial for companies to perceive the initiatives and programs as an investment, one that can pursue a long-term vision that is beneficial not just at the company level but also for the employees.

7.2 THREE KEY AREAS FOR ACHIEVING GENDER DIVERSITY IN THE PHILIPPINE C-SUITE

7.2.1 The Need for CEOs to Take Action

CEOs set the pace for company policies to be put in place and acted upon. Thus, it is crucial for the top leaders to see the value of promoting gender diversity and articulating it through policies and programs from the top posts down to the company's frontline.

The following action points may be considered by the CEOs of companies:

1. Conduct an audit of existing company policies and reflect on how these policies hinder or facilitate women from taking on leadership roles or limit the opportunities for them to explore. Examples include conducting review schedules, institutionalizing programs and courses, evaluating the length of time needed before high-potential

leaders can fully commit, and setting the timing and framing of networking opportunities and sessions.

2. Listen to both women and men. The reality of timing is relevant. However, it is very rare for companies to focus on the timing element, even if the intention is to attain equal representation between men and women at the senior to top management levels. CEOs will miss out on crucial decisions if they neglect listening to women. CEOs may host regular dialogue with women employees and discuss with them the impact or implication of different company policies, and assist in crafting decisions on how high-potential women leaders can move forward.
3. Consciously and deliberately aim for women representation and avoid women participation “by accident.” Most especially at the board and senior management levels, CEOs should be able to deliver the strong message that top leadership positions await high-performing women employees. CEOs can direct the human resource unit and the talent management pool to develop assessment tools and programs to further encourage women leaders to step up and thrive in the top-level positions.
4. Gender diversity and inclusion is a company-wide effort and not merely the initiatives and targets of the human resource and corporate social responsibility (CSR) units. Gender diversity and inclusion should be considered a company target that requires company-culture restructuring. This approach is one way of widening the scope

of acceptance, with more positive reception, and sustaining and institutionalizing the diversity and inclusion efforts.

7.2.2 Shifting/Changing the Company Culture Toward Inclusion

Shifting the company culture in various fronts (e.g., policies/practices, requirements, and facilities) will allow women and men employees to reflect and make better-informed strategic decisions about their target roles/jobs. Companies may consider implementing the following actions:

1. Review the performance indicators used for promotion and assess if they filter or discriminate against women’s situation or context, especially if the women employees are in their specific life stages/milestones (e.g., with young children, solo parents, pregnant, coming out from maternity leave). Companies also need to revise or refine certain evaluation tools and performance indicators in the attempt to become more inclusive and sensitive of women’s nature and situation. In this manner, women can be assessed better on the basis of their skills and talents rather than by being misjudged because of their specific situations.
2. Be more mindful when providing trainings and other opportunities. Even if most companies provide leadership trainings and other opportunities for promotion, the timing and the arrangement of these opportunities are somewhat blindsiding. Companies need to understand and

know the current profile and demographics of company employees to specify the best time for them to sign up and attend leadership sessions. After-office or weekend schedules often turn away employees from their families and children who need to be taken care for. Companies keen on pushing more employees to trainings as a requisite of taking on leadership roles can consider workday schedules that would form part of the company's investment for the employee. Companies should avoid taking the employees' time away from their other personal and family responsibilities.

3. Make available spaces and support programs to manage care work. Practical examples include the setting up of daycare facilities or child-minding centers in the office. If space within the office is too small for such facilities to be set up, then providing subsidies that will allow employees to send their children to daycare centers may also be considered. Another example is articulating and putting in place "real" and documented policies on flexible-time and work-from-home arrangements. In this manner, employees know that they can access this scheme if and when needed.
4. Institutionalize diversity and gender inclusion projects. To encourage, promote, and ensure a vision and long-term commitment toward gender inclusion and diversity, it has to be done consciously and regularly rather than simply doing activities during Women's Month or for the benefit CSR reporting. Examples of activities include regular sessions and dialogues with diversity and

leadership circles and "brown bag conversations" on topics linked to work and life of employees and leaders, among others.

7.2.3 Enhanced Stakeholder Participation and Collaboration among Key Groups and Organizations

The objective of strengthening the stake-holding and collaboration is to raise broader and wider awareness about the importance of gender diversity. The issue of gender diversity in the Philippine C-suite is a complex one, and it requires holistic and comprehensive approaches to institute changes.

Therefore, it is important for interest groups and organizations, such as PhilWEN, PBCWE, MBC, and FCC, to look into the following initiatives:

1. Set a clear agenda to promote gender diversity and inclusion, and continue to develop a strong business case for it. It is very important to know the strength and value of having gender-diverse companies, and organizations should be able to generate clear and strong business cases that will enable CEOs and companies to act in favor of gender diversity programming. Conducting evidence-based research, popularizing them, and engaging stakeholders to stir them toward action are good examples of initial activities.
2. Expand and forge strong networks to ensure that the gender diversity message is echoed and shared to other companies. The same message should also be publicly expressed to raise the awareness of the

wider community. Advocacies can be done through outreach and information dissemination work, co-hosting exchange programs, and initiating sharing sessions among companies and across different industries.

3. Provide a platform for conversations to happen. C-suite and top management careers seem remote to mid-managers and senior managers, more so for frontline employees. Establishing a common platform by which information and discussions on the importance of gender diversity in companies and how this relates with C-suite level roles can help open channels to raise awareness, motivate and encourage more employees, and allow the staff to discuss openly their plans and aspirations. Such initiatives may take the form of company- or industry-wide networking sessions on diversity- and inclusion-themed summits or gatherings, social media moderation with well-known presenters or advocates of gender diversity, online discussions and conversations with popular keynote individuals and online communities, among others.

7.3 RECOMMENDATIONS FROM RESPONDENTS

When asked about how to address the issues and challenges related to the narrowing women talent pipeline toward the C-suite level, the following reflections were shared by the respondents. The recommendations below can be linked to the programming of companies with different stakeholders.

7.3.1 Personal Domain

The following insights can be considered along with the personal development and empowerment trainings to be promoted by human resource units:

- Don't be afraid to ask, reach out, and express your aspirations.
- Take time to do self-reflection and invest in education.
- Take time to clarify and understand priorities and concerns.
- Don't be afraid to go for it.
- When opportunity comes, take it; no second thoughts.
- Do not doubt yourself and your abilities.
- Make sure there is enough support system available within reach.

7.3.2 Family Domain

The following insights are best handled by women's groups and committees as they reach out to schools, communities, and religious groups:

- Ensure clear communication and openness when dealing with family tasks and responsibilities.
- Be clear about common family goals, aspirations, and values within and among family members.
- Be clear and open about the future you want for your family and the future you want for yourself.
- Tackle obstacles when it comes to balancing family and work life.
- Start with openness and mindset change, and accept the changing roles in the family.

- Be clear with your career goals with your children and make sure everyone is on board.
- Women and men employees who serve as parents or guardians are encouraged to become more open and not to worry about giving new tasks to their children. Children explore all the time. Moreover, gender should not be the basis of the children's interests and capabilities. The adults in the family therefore need to deliberately refrain from gender stereotyping; that is, setting the boundaries of what girls and boys can and cannot do.
- Promote and practice teamwork in the family early on.

7.3.3 Company Domain

The following recommendations are ideally overseen by CEOs and cascaded to senior management and respective human resource units for execution:

- Institutionalize sessions and talks to promote family and work life balance, including accessing leadership roles in the companies.
- Articulate policies that promote gender inclusion and diversity.
- Institute programs to pave way for women leadership.

7.3.4 Wider Society Domain

The following recommendations require multi-stakeholder collaboration, in which women's groups and companies, and even the government, should invest in:

- Education is key, and addressing gender bias and discrimination has to start from the early years of the individual.
- Be more aware about gender stereotypes, and be mindful about how stereotyping relates with opportunities and barriers, as depicted by the inhibiting factors that affect men and women's rise to top leadership roles.

QUICK GUIDE



INDIVIDUAL & FAMILY

CONFIDENCE LEVEL is high for both women and men, but women face more limitations in taking on leadership roles, even at the stage of “considering” taking on greater roles in the company. In the survey, men are consistently confident with their skills up until the stage where they are willing to be trained; women mid-managers, on the other hand, hesitate. Moreover, **FAMILY RESPONSIBILITIES** seem to motivate men to become leaders, whereas they seem to be a concern among women.

Survey Items	Women	Men
Confidence and belief in skills, education, and leadership potential	95.1%	96.1%
Confidence to explore leadership roles	95.1%	97.4%
Confidence to take on opportunities to PREPARE for the leadership role	88.4%	94.8%
Confidence to take on projects as preparation for the leadership role	86.4%	93.5%
Confidence to take on a leadership role IMMEDIATELY	70.4%	87.1%



COMPANY INITIATIVES TO CONSIDER

1. Provide mentorship
2. Create women’s networks within companies
3. Customize career development plans of high-potential employees



COMPANY CULTURE

GENDER STEREOTYPES persist within companies, and some of the biases are embedded even among the women respondents.

- Fewer women (80% vs. 90% of men) explicitly articulated that they work hard to achieve their career goals for the benefit of the family.
- More women (44.7% vs. 27% of men) feel guilty when they are unable to attend to family responsibilities due to work.
- More women (63% vs. 52% of men) think that employees with young children should not spend so much time at work and choose their projects well.
- More women (72% vs. 55% of men) believe that gender equality is important to companies that promote inclusive business in order to achieve growth and success.

In addition, **GENDER BIASES** exist within companies.

- When asked if they think most companies today still expect traditional roles for men and women, more women (44.7% vs. 22% of men) find this a reality.
- Fewer women (68% vs. 81% of men) say they can access their company’s leadership training programs. By looking at the post-graduate backgrounds of the respondents, fewer women (33% vs. 38% of men) earned their higher degrees with the financial support of their employers. Most of the women pursued graduate studies with their own money (27%) or the support of family (13%). This shows a possible gap by which companies may be training and investing more in men for future leadership roles.
- Fewer women (73% vs. 83% of men) believe that their current networks can help them more with their career aspirations.



COMPANY INITIATIVES TO CONSIDER

1. Expand paternity leaves
2. Set up childcare facilities
3. Offer flexible work hours for employees
4. Offer comprehensive compensation packages
5. Build a strong culture of gender inclusion and diversity (i.e., training programs, conversations, and policies about breaking stereotypes)



WIDER SOCIETY

The culture of Filipino families and societal expectations influence the career decisions of both men and women. As efforts to promote “shared family responsibility” are gaining ground, and with the continuous shift in mindsets, companies should also step up through deliberate initiatives.

BALANCING FAMILY AND WORK remains a challenge. For instance,

- When asked if society should get used to men managing households while women take on top roles in companies, only 20% of women and 19% of men disagree with this view.
- However, more women (78.6% vs. 68.8% of men) find it a challenge to balance family and work responsibilities.
- In the focus group discussion, the female CEOs shared the significant hurdles they encountered during their rise to the top, and these include how other women and men in their company perceive them, managing the egos of their partners, and managing the needs of their families, especially their children.



COMPANY INITIATIVES TO CONSIDER

1. Develop a strong business case on gender diversity
2. Build strong networks to expand platforms for conversations
3. Education is key, and addressing gender bias and discrimination has to start from the early years
4. Support CSR initiatives that will raise awareness on the importance of gender inclusion and diversity in communities



ROLE OF THE PRIVATE SECTOR

Companies need to know what types of gender diversity and family-related programs/policies will work for them. The initiatives may differ across companies and sectors. Ultimately, if women are not given the proper support to be able to transition, then companies will lose their women talents along the way.

TO START, companies may consider the following recommendations:



SET UP A COMPANY CULTURE that cultivates gender diversity and recognizes the realities faced by its employees.



SET A ROADMAP to achieve gender balance, especially in the aspect of leadership roles.



DEVELOP BENCHMARKS AND TOOLS to measure the impacts of corporate programs and policies, as these are imperative to institutionalize the company’s diversity agenda.



ADOPT BEST PRACTICES that can serve as inspiration for other companies to follow.

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APPENDIX

(1) SURVEY TOOL

(2) GUIDE QUESTIONS FOR KEY INFORMANTS/
FOCUS GROUP PARTICIPANTS

**“Addressing the Leaking Pipeline:
Factors that affect leadership participation and aspiration
of men and women middle managers in the Philippines”**

INTRODUCTION

Good day!

The Makati Business Club in partnership with Philippine Business Coalition for Women Empowerment (PBCWE) is conducting a research on identifying the different factors that facilitate/hinder middle managers in rising to top leadership roles. The research project will utilize the data generated to draw initiatives and maximise existing talent pool in the middle management level for key and leadership roles in the future. It will also help us advocate for changes in company and government policies promoting a more gender inclusive business environment in the Philippines.

Approximate time needed: 10-15 Minutes

PRIVACY AND CONFIDENTIALITY

Your answers to this survey will be strictly confidential and protected. We also recognize that your individual views do not necessarily translate to the views of your company. None of your answers as an individual will be disclosed or given to any other party.

Responses will be reviewed as patterns and trends across population rather than of individual people. Your identities will never be revealed and will only be used for statistical and qualitative research. No information will be released from the study that could identify any individuals or companies.

You are prohibited from making use of or copying this survey or disclosing the contents to any other person that is neither part of the study nor asked to be part of.

SURVEY SUBMISSION

Please return to us the completed survey forms **on or before 14 December 2018**.

You can choose one of the following methods for submission:

1. Finish the online survey below and submit.

If in any case this online form does not work, you can access it again via this link:

<https://goo.gl/forms/lnCScl3XliRdx8KE3>

2. Email

Download survey form, print, answer and scan completed questionnaire and email to:

genderinclusionproject@mbc.com.ph

3. Fax

Download survey form, print, answer then fax completed questionnaire to:

Fax numbers: 750-7405 to 06

Attn: Ms. Dominique Paranal

4. Mail

Download survey form, print, answer and mail completed questionnaire to:

Makati Business Club Office
2nd Floor AIM Conference Center
Benavidez St. cor Trasierra St.
Legazpi Village Makati City
Attn: Ms. Dominique Paranal

Name (optional):

Sex: Male
 Female

Civil Status: Single
 Married/ Living-together
 Separated/ Annulled/ Divorced
 Widow/er

Age: _____

Do you have child/ children?: Yes Number of children: _____
 No

Please indicate age/s of children separated by comma: _____

Educational attainment: College undergraduate
(Indicate course/area of study) _____

College graduate

Master degree

Doctoral degree

Other, specify

Special Course/Programme on Leadership and Management Completed

(Please use a separate page if there is more than one)

Course Name / Programme: _____

School/Institution: _____

Who paid for it:

- Company
- Self – financed
- Family
- Scholarship
- Other: _____

Name of Company (current): _____

Is your company a member of the Makati Business Club? Yes No

Size of company (by number of employees)

- Below 100
- 100 – 500
- 501 – 1000
- 1001 and more

Position in the company:

- Vice President
- General Manager
- Regional Manager
- Senior Manager
- Manager
- Junior Manager
- Unit/Department Head
- Asst. Unit/Department Head

Other (specify):

Salary Range (per month):

- below 50,000
- 50,001 - 100,000
- 100,001 – 150,000
- 150,001 – 200,000
- 200,001 – 250,000
- 250,001 – 300,000
- other: _____

Length of stay in the company (include years and months): _____

Main business/industry of company:

Company Ownership: Foreign/ International Local / Filipino

Immediate Supervisor/Superior: Male Female

Head Office Location (City, Country):

Instructions: For each of the questions below, indicate your response to the statements by ticking the appropriate box whether you Strongly Disagree (SD), Disagree (DA), Neither agree nor disagree (N), Agree (A), Strongly Agree (SA).

A. Individual/Personal Situation & Perception

(This part refers to respondents' confidence in own strengths, credentials and ability to assert /belief in oneself when it comes to accomplishing work and take on roles assigned, including leadership roles. Leadership role refers to the position given to steer team toward a direction that the company would need to go, further its goals, grow and sustain it.)

	SD	D	N	A	SA
1. I know I have the right background, education and experience to be eligible for a leadership role in my company.					
2. I would feel very confident if my company will give me room to explore different ways to lead and manage a team.					
3. I will take on all opportunities available to prepare for a leadership role without any reservation.					
4. I am confident about my leadership skills that could help my unit / department /company to the next level.					
5. I can articulate my dissent/disagreement to my boss and other members of my team without any hesitation.					
6. I am always excited to take on new projects that would challenge me and allow me to learn new management skills despite extra time & effort I need to put into it.					
7. At present, I can take on any leadership role that my company will offer without any hesitation.					
8. I openly discuss and get full support and encouragement from my immediate supervisor about my plans.					
9. I have full access to our company's programme for aspiring leaders.					

10. My current personal network/s allow/s me to hone my leadership skills and give me access to different opportunities to move up the ladder.					
11. I think having a sponsor and mentor is important to further one's career aspirations.					
12. I am much comfortable working and discussing with a female than a male mentor.					
13. In time, I believe I can be part of the top management of our company if I would want to.					

14. If your company will offer you a leadership role now, what will be your main reason for taking it? If not, why?

15. What personal reason/s would make you leave/resign from your company today or in the near future?

B. Family/ Household Information

(This part refers to impact/effect of family members (immediate/extended) and other household tasks/concerns in the person's ability to perform duties at work, and also in the motivation to aspire for, and take on higher roles and succeed.)

	SD	D	N	A	SA
1. I need this job because I need the income for my family and myself.					
2. I work hard and strive to achieve my goals and aspirations because of my family.					
3. My family is my priority, no career aspiration or ambition can take over that.					
4. I am primarily responsible to handle household and family emergencies/issues and would usually make work adjustments to attend to it.					
5. I often feel embarrassed when requesting for work adjustments because of family and household issues and emergencies.					

6. I feel guilty when I am not able to do and handle duties and chores expected of me in the household because of my work.					
7. I think, employees with young children should not spend so much time at work and choose their projects well so they can spend enough time with them.					
8. My partner/spouse/family is very supportive and allows me to pursue my professional and personal development goals and plans.					
9. Role seniority, promotions and pay differential is still a common issue between and among couples.					
10. Household chores and other responsibilities at home drain my energy to think of longer term plans to actively pursue my career goals.					
11. With enough help back home and support from my company, I know I can balance work and family responsibilities to achieve my career aspiration.					
12. I grew up in a traditional family set up where my father worked and provided for our needs and my mother looked after us.					
13. If I were to choose and raise my family, I would prefer the set up I grew up with.					
14. If I am only on my own, I would be bolder and do things I love to do regardless of the role and pay.					

15. If you were to pursue your career goals and aspirations, what would be the ideal household set up that will motivate you to achieve it?

16. What issues/challenges in your family will make you decide to leave your company now or in the near future?

C. Company Culture

(This part refers to company policies and practices that impact one's ability to perform tasks effectively and encourage staff to aspire (or not to) for leadership roles)

	SD	D	N	A	SA
1. My company provides access to all training opportunities and programmes for interested employees looking to take on leadership roles.					
2. I believe that companies retain and grow their talents if they take time to help employees draw their career and personal development goals and plans.					
3. I notice that if I do flexible hours, I end up working more and longer compared to having a fixed work schedule.					
4. I feel bad when my company assigns me to distant places for project/s requiring me to be away from home for long.					
5. I will totally understand if my company promotes someone to take on and lead new projects who have work as their top priority.					
6. My company has available facilities for childcare that employees could access if and when needed.					
7. My company is sensitive to different needs and responsibilities of employees and has a program in place to support everyone.					
8. Programs and initiatives to help ease care work burden of employees are really important for me.					
9. My company looks after my welfare and that of my family's thus, I will really work hard and do my part to contribute to its growth.					
10. I believe gender equality is important to companies promoting inclusive business and diversity to achieve growth and success.					

11. If your company is serious for you take on a lead role, what do you think should they do to make it happen?

12. Can you please share with us good practices, programmes or initiatives that your company introduced to encourage employees to take on leadership roles?

13. What conditions/policies/events would make you decide to leave your company now or in the near future?

D. Community/Wider Society

(This part refers to perception on prevailing stereotypes whether known or unknown that affect/impact employees' decision and drive to aspire (or not) for leadership roles)

	SD	D	N	A	SA
1. If given enough resources and opportunity, I think employees would rather spend more time for themselves and family than at work.					
2. In our society, it is always a challenge to manage household and career at the same time.					
3. 'Mothers will always be mothers; their priority will always be to provide care for their family' and 'Fathers will always be fathers; their priority will always be to provide financial support for their family'.					
4. In this day and age, traditional roles for men and women are still expected by most companies and institutions.					
5. I think men in the Philippines have better chances of taking on leadership roles than women.					
6. Society should get used to men managing households while the women are taking on top roles in different companies.					
7. Top leadership role is a job for anyone who worked hard to achieve and deserve it.					

8. Any other observation you would like to share about how gender roles in our society impacts work that men and women men do in the households and their workplaces?

9. If you can change one thing in the current set up/structure of our society to facilitate the rise of more women in leadership role, what would it be?

Any other comments/feedback you would like to share.

Thank you very much for your time!

GUIDE QUESTIONS FOR KEY INFORMANTS/ FOCUS GROUP PARTICIPANTS

CONTEXT OF WOMEN'S WORK AND LABOUR PARTICIPATION

- a. What can you say about the labour participation of women in the private sector? Do you think we have enough? Why / why not?
- b. What do you think are the main barriers/facilitating factors for women joining the labour force?

PERSONAL EXPERIENCE

- a. Recalling your entry to the labour force, was that smooth for you? Challenging? Do you think there is a difference now for younger generation? men vs women?
- b. Going from one level to the next, how was the experience for you?
- c. Was there a time when you wanted to leave/quit/rest? What was the main reason for that? What made you stay/come back?
- d. What was the main motivation/turning point that made you push, aim and reach for the top post?

FAMILY/HOUSEHOLD ISSUES

- a. What concerns linked to managing households affected your work mostly?
- b. How did you address it? What was the role of your family/household? (who in the household?)
- c. Is your company flexible and understanding enough to let you attend to your household duties? In what ways? How about the other way around?

COMPANY CULTURE

- a. In the company/ies you have worked for, what made the most impression when it comes to looking after its employees? Why?
- b. What do you think should companies focus on to sustain its talents especially women middle managers?
- c. How difficult or easy could that be?

WIDER COMMUNITY/SOCIETY

- a. In your opinion, is the education system able to prepare 'quality' human resource pool to fill up labour and future top management requirements regardless of gender?
- b. Are we ready for non-traditional roles for men and women in the work force?
- c. Women leaders vs men leaders – who do you think will have an easier time? Why/why not?
- d. If you were given a "magic hand" in setting up a pathway for women's leadership, what would you change or where will you start? Why?

KEY INFORMANT INTERVIEWS

KEY INFORMANT INTERVIEWS WITH C-SUITES

- Emmanuel Bonoan – KPMG, COO, Vice Chairman
- Edgar Chua – Cavitex, CEO
- Boots Garcia –PhilWEN, Co-Chair
- Donald Lim –Dentsu Aegis, CEO
- Doris Magsaysay Ho – Magsaysay Group of Companies, CEO
- Riza Mantaring – Sunlife, Former CEO
- Myla Villanueva – MDi & Novare Technologies, CEO

KEY INFORMANT INTERVIEWS WITH MIDDLE/ SENIOR MANAGEMENT

- Janis Zapanta – IBM Compensation Manager
- Janine Carreon – Manila Water HR Corp. Director

ACKNOWLEDGMENTS

FOCUS GROUP DISCUSSIONS

AMROP (SEPTEMBER 6, 2018)

- Eliza Bravo – AMROP
- Marissa Navarro-Banaynal – AMROP
- Pat Gallardo – AMROP

MIDDLE-MANAGEMENT GROUP (DECEMBER 14, 2018)

- Christal Agua – PHINMA Education
- Francis Ferrer – PHINMA Education
- Renee Santos – Accenture
- Joyce Villabroza – Sunlife
- JR Gelico – KPMG
- Florizza Simangan – KPMG
- Bianca Javier – BDO
- Ally Pabellano – EON
- Meinardo Teves – EON
- Ian Patente – BDO

FILIPINA CEO CIRCLE (OCTOBER 11, 2018)

- Ayhee Campos – Country Director, Infosys
- Ginia Domingo – President, Columbian Autocar(KIA)
- Karen Batungbacal – Sr. Vice President, Optum Global Inc.
- Marife Zamora – Chair, Convergys
- Marites Dagdag – General Manager, The Clorox Company
- Riena Pama – President, Sunlife Management
- Sharon Dayoan – CEO, KPMG

PARTICIPATING COMPANIES

1. 360 Fitness Club
2. A. Magsaysay
3. Aboitiz Equity Ventures
4. Accenture, Inc.
5. Advantek, Inc.
6. AIDEA, Inc.
7. Alaska Milk Corporation
8. Amway Philippines
9. Anifel Management and General Services Corp.
10. Araneta Center, Inc.
11. ARC Refreshments Corporation
12. ARUP
13. Ascott Limited
14. ATR Asset Management
15. AY Enterprises
16. Ayala Land
17. Baycorp Philippines
18. BDO Capital & Investment Corp.
19. BDO Unibank
20. Belle Corporation
21. Beneficial Life Insurance
22. Boehringer Ingelheim (Philippines), Inc.
23. Boozylife Inc.
24. BPI PhilAm Life
25. Castrol
26. Coca Cola
27. Coverga Asia
28. DDB Group Philippines
29. Delbros, Inc.
30. Deutsche Knowledge Services

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| 31. | Development Dimensions International | 63. | MDI Group Holdings, Inc. |
| 32. | DPC DATA | 64. | Mehitabel, Inc. |
| 33. | EEI Corporation | 65. | Micro D International Inc. |
| 34. | Enchanted Kingdom, Inc. | 66. | National Grid Corporation of the Philippines |
| 35. | EON Group | 67. | National Reinsurance Corporation of the Philippines |
| 36. | Ergo Contracts Phils., Inc. | 68. | Navarro Amper & Co./Deloitte Philippines |
| 37. | FAME Inc. | 69. | Nexus Technologies, Inc. |
| 38. | Far Eastern University | 70. | Nueva Ecija Good Samaritan Health System, Inc. |
| 39. | FC Group of Companies (World of Tiles) | 71. | NutriAsia |
| 40. | Focus Global, Inc. | 72. | Optum Global Solutions, Inc. |
| 41. | GlaxoSmith Kline | 73. | P&G |
| 42. | Golden Advance Marketing | 74. | Pascual Consumer Health Corp |
| 43. | Hongkong and Shanghai Banking Corp. Ltd. | 75. | PDB Properties, Inc. / Capital Shares Investment Corp. |
| 44. | Hyundai Asia Resources, Inc. | 76. | PepsiCo Inc. - Philippines Branch |
| 45. | IBM | 77. | Philippine Bank of Communications |
| 46. | Infosys | 78. | Philippine National Bank |
| 47. | Insular Life Assurance Co. Ltd. | 79. | Philippine Savings Bank |
| 48. | Isla Petroleum & Gas Corp. | 80. | Philsaga Mining Corporation |
| 49. | Jade Dragon Automotive Center | 81. | PHINMA Education |
| 50. | Jardine Distribution | 82. | Phinma Hospitality |
| 51. | JETRO Manila | 83. | Phinma Microtel Hotels, Inc. |
| 52. | JGC Philippines, Inc. | 84. | Pilipinas Shell Petroleum Corporation |
| 53. | John Clements Consultants, Inc. | 85. | Pilmico Foods Corporation |
| 54. | Jollibee Food Corp. | 86. | Power 4 All, Inc. |
| 55. | KPMG R. G. Manabat & Co. | 87. | Power Steel Specialist Trading Corp. |
| 56. | Lee Hecht Harrison | 88. | Professional Services Firm |
| 57. | Leighton Contractors (Phils.), Inc. | 89. | Prople |
| 58. | Light Rail Manila Corporation | 90. | PRU Life UK |
| 59. | Luzviminda Construction & Development Corp. | 91. | Punongbayan & Araullo / P&A Grant Thornton |
| 60. | M&H Food Corp | | |
| 61. | Manila Water Company, Inc. | | |
| 62. | Martinez Agri & Bakery Supply | | |

92. PwC Philippines Isla Lipana & Co.
93. Rizal Commercial Banking Corporation
94. Robinson Daiso Diversified Corporation
95. Robinson's Handyman
96. Robinson's Retail Holdings
97. Robinson's Specialty Stores
98. Robinson's Supermarket Corp
99. Romulo Mabanta Buenaventura Sayoc & De
los Angeles
100. S&P Global Philippines
101. Scotts Philippines
102. Security Bank Corporation
103. SGS Philippines, Inc.
104. SGV & Co.
105. Shakey's
106. Shell Companies in the Philippines
107. Shift Media PH
108. Siemens, Inc.
109. SM Prime Holdings
110. Social Housing Finance Corporation
111. SPi Global
112. St. Lukes
113. State Properties Corp.
114. STEAG State Power, Inc.
115. Studio Graphics Corp.
116. Sun Life Financial Philippine Holding Co., Inc.
117. Suy Sing Commercial Corporation
118. Testech, Inc.
119. Thyssenkrupp Philippines
120. Treasure Island Industrial Corporation
121. Trend Micro Incorporated-Philippines Branch
122. Trion Group
123. UBS Securities Philippines, Inc.
124. Unilab, Inc.
125. United Coconut Planters Bank
126. VMV Hypoallergenics
127. Webcast Technologies, Inc.
128. Zilverband, Inc.
129. Zuellig Pharma Corporation

WOMEN IN THE PHILIPPINE C-SUITE

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