

麦肯锡专题报告 | 新时代的 半边天：中国职场性别 平等现状与展望

Advancing Gender Equality in the Chinese Workplace

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前言

中国的职场性别平等已经取得显著进步，比如：中国的职场女性数量全球最多，女性就业率长期高于全球平均水平。与此同时，仍然存在诸多挑战：在晋升通道上，中国女性仍然面临中层管理瓶颈和高管职场天花板，不同行业和岗位的性别结构性差异仍然存在，职场环境的全方位平等有待改善，等等。

我们如何才能使中国职场性别平等更进一步？

本报告将聚焦处于生涯中后期的女性领导者们，尝试以更长的时间维度回顾其成长史，以求寻找到应对上述挑战的启示。我们衷心希望，更多的读者可以认识到，多元包容的文化不只是一种价值取向，它还能对企业和社会的发展产生切实的正向影响。我们在此呼吁多方协作，共创平等包容的职场环境。

第一章 中国职场上的“她” 力量与阻力所在

性别平等在经济及社会领域意义非凡。麦肯锡研究发现，推进职场性别平等可以为全球GDP增长作出高达13万亿美元的经济贡献。其中，中国若在职场性别平等上达到亚太地区最佳水平，预计可获得约3万亿美元GDP增量，相当于法国2030年的预期GDP¹。

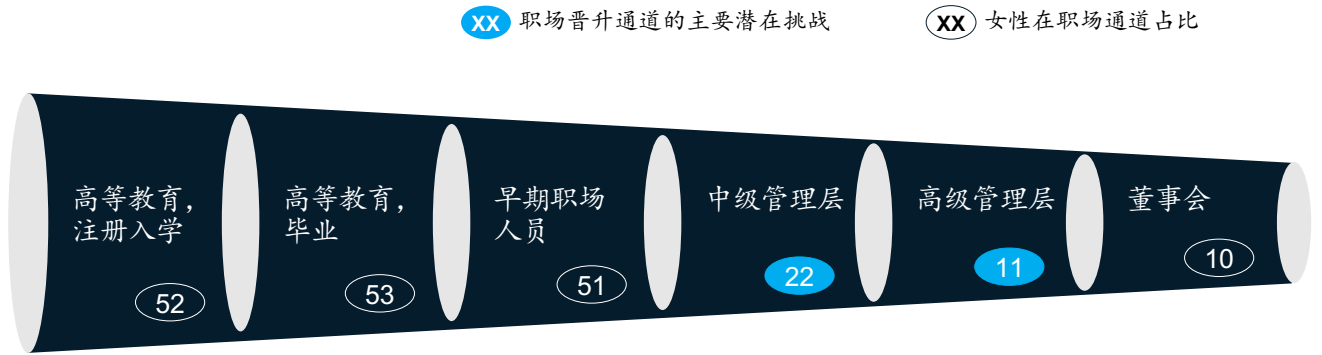
中国职场的性别平等已经取得两大重要成就。首先，女性积极投身职场，撑起“半边天”：中国拥有世界上最多的职场女性，约占全球女性就业总人数的26%²；女性就业率也位居世界前列，达44.8%，持续高于韩国（42.7%）、新加坡（41.2%）等亚太国家和世界平均水平（39.3%），与美国（46.2%）、瑞典（47.4%）等欧美发达国家大致持平³。其次，中国新兴行业中女性创业者众多，尤其在科创行业，41%的中国科创企业拥有女性创始人，比美国高14个百分点，位居全球第一⁴。女性创业者积极突破传统行业的性别范式束缚，使职场发展环境气象一新。

然而，全球领先的地位并不等同于实现了真正意义上的职场性别平等——当前，中国女性在职场上的感受与我们看到的“领先数字”还没有形成理想中的正相关关系⁵，主要表现在以下三大挑战：

女性面临晋升通道上的“中层管理瓶颈”和“高管职场天花板”。由于较高的入学率（52%）和毕业率（53%），中国女性更易进入职场并在初期阶段成为优秀的执行者，这也一定程度上解释了为什么女性在入门级职位（女性占比51%）中较男性稍占优势（图1）⁶。然而，从中层管理阶段开始，男女性别比例开始失衡：中层管理岗位上的女性占比锐减，仅为22%，缩减一半以上；而在高管和董事会的塔尖，仅有10%~11%的成员为女性。

1. 《平等的力量：亚太地区性别平等之路》（The Power of Parity: Advancing women's equality in Asia Pacific），麦肯锡全球研究院，2018年4月。
2. “女性就业人数（15岁以上）”，世界劳工组织，2021年。
3. “女性就业人数（占总劳动力人口的百分比）”，世界银行，2021年。
4. 《中国科技企业展望2020》，浦发硅谷银行，2020年。
5. 仅有17.37%的女性认为职场上已经实现了男女平等，而近八成女性则认为尚未实现。相比之下，认为未实现的男性占比58.41%。数据见《2021职场女性与男性性别差异数据报告》，猎聘大数据研究院，2021年。
6. 《平等的力量：亚太地区性别平等之路》（The Power of Parity: Advancing women's equality in Asia Pacific），麦肯锡全球研究院，2018年4月。

图 1



来源：麦肯锡全球研究院估算，2018年4月

结构性差异在中国职场仍然明显。对比**中国本土企业和跨国公司**，国有企业及民营企业的董事会中，女性董事比例低于外资企业2~5个百分点⁷；深入观察**不同的行业**，女性职工在卫生及社会工作行业和教育行业占比超过六成，而在采矿业、建筑业中不到两成⁸；此外，麦肯锡调研显示，女性在人力资源、财务、法务等支持性职位上占比较高，**存在岗位性别比例差异**。

职场环境的全方位平等有待改善。中国职场的“同工不同酬”现象仍属普遍，女性的劳动

价值被低估，在撑起半边天后并未享受到匹配的劳动果实⁹。与此同时，女性的职业生涯表现出**更显著的脆弱性**。在经济更具挑战的时期，女性更容易主动或被动退出劳动力市场，且更难重返岗位：在新冠疫情影响下，女性退出劳动力市场的比例较男性高4.3个百分点，失业后的复工周期比男性长48天¹⁰。此外，职场在招聘、晋升等环节存在**显性性别歧视**，性别、年龄方面的限制成为职场“心照不宣的公开秘密”¹¹。

7. 《2021年中国上市公司女性董事专题报告》，南开大学中国公司治理研究院，2022年。

8. 卫生及社会工作行业女性占比66.6%、教育行业占比64.6%，采矿业占比14.9%，建筑业15.4%。数据见《中国人口普查年鉴-2020》，国家统计局，2022年。

9. 城镇女性劳动者的平均薪酬约为男性的77.1%。数据见《2021年中国职场性别薪酬差异报告》，BOSS直聘研究院，2022年。

10. 截至2020年11月，7.4%的女性处于失业状态，10%的女性退出劳动力市场；男性的失业比例为2.4%，退出比例为5.7%。从2020年全年来看，女性失业后的复工周期约为152天，而男性复工周期约为104天。数据见“近6000名从业人员追踪调查”，北京大学国家发展研究院和腾讯智库联合研究调查，2021年。

11. 61.2%的女性在求职中被问及“是否已婚”、“是否有生育计划”等婚育问题，而仅1/3的男性被问到同样的问题。数据见《2022中国女性职场现状调查报告》，智联招聘，2022年。

第二章

探究职场性别平等现状的“五大根因”

2.1 传统观念和现代舆论共塑女性自我认知

中国数千年的传统文化和近现代舆论共同塑造了女性的自我认知。中国将“男女平等”作为基本国策并通过法律形式加以保障，“妇女顶起半边天”成为大众熟知的习语，进而沿用至今。随着新中国妇女积极投入生产建设，女性投身职场成为社会的共识。然而，社会对职场女性的期待以及女性的自我价值定位仍然受到“男主外女主内”、“女孩长大要做一份安稳工作”等传统观念的影响¹²。在这样的社会环境和教育理念潜移默化的影响下，部分女性在职场中自我价值的定位更倾向于稳定，以“工作”而非“事业”的观念看待职业。

近年来，媒体以其传播的开放性、广泛性为女性提供了更大的言论空间和交流平台。形形色色的职场剧和女性议题综艺节目等引发社会（特别是年轻女性）广泛关注，甚至对女性择业产生影响¹³：《中国妇女报》等媒体积极推动性别平等议题的主流化¹⁴；新媒体也不遑多让，女性议题频频引爆社会舆论¹⁵。然而，荧幕上职场女性的刻板形象仍较常见，相当多的观众认为女性职场剧“与现实脱节”。

2.2 教育水平和专业差异影响女性就业方向

从教育水平来看，中国女性的学习能力和技能并不会成为未来职场的发展障碍：在高等教育阶段，女性在校生比例略高于男性¹⁶，其中成人本专科占比58.0%、普通本专科51.0%，研究生50.9%。但是在专业选择角度，女大学生的专业分布集中在文学、艺术学、历史学等“文科”门类，而“工学”、“理学”和“农学”等“理科”专业的女性大学生比例仅为三分之一左右¹⁷，这意味着择业前就已经在不同行业之间形成了潜在的性别比例差距，也在一定程度上解释了部分行业（如农业、制造业等）女性高管占比小的原因（能够进入门槛的女性数量较少）。

2.3 职场环境使性别平等“道阻且长”

中国大部分企业尚未将性别平等纳入公司战略考量。企业在雇佣女性时往往会算一笔“经济账”——尤其是女性在怀孕、生育等阶段带来的额外支出成本和潜在“经济损失”。事实上，麦肯锡全球研究发现，高管团队性

12. 调查显示，不赞同“男人应该以社会为主，女人应该以家庭为主”的男女比例分别为50.9%、58.3%，即仍有49.1%的男性和41.7%的女性对该观念持正向或中立态度。数据见《2020第四期中国妇女社会地位调查》，国家统计局，2022年。

13. 超过半数接受调研的年轻人表示，从影视剧中学习到了职场奋斗技能，并将优秀的荧幕女性作为现实生活中的榜样。数据见《2022荧幕女性报告》，优酷，2022年3月8日。

14. 《中国妇女报》每年发布“性别平等十大新闻事件”和“妇女儿童热点舆情观察与分析”以增加社会对性别平等话题的关注度。见《“她”在传媒场中的20年：主流媒体助推女性发展》，时代数据，2021年7月29日。

15. 国内某爆款脱口秀综艺节目表达女性观点的单条视频在微博社交平台上一个月就有319万次观看，相关微博话题1.9亿阅读量，7.8万讨论。数据见《“女性”救了脱口秀大会》，界面新闻，2020年9月25日。

16. 《中国妇女发展纲要(2011—2020年)》终期统计监测报告，国家统计局，2021年12月。

17. 2020届女性大学生文学专业占比87.82%，艺术学专业75.4%，历史学专业73.47%，农学专业占比36.36%，工学专业占比36.11%。数据见《2020年大学生男女比例报告》，梧桐果，2020年。

别多元化排名前四分之一的公司往往更具竞争力，与排名后四分之一的公司相比，其盈利能力超过平均水平的概率要高出25%¹⁸。发展相对成熟的企业已看到这一经济价值并大力支持性别平等战略，但仍有部分企业尚未将职场性别平等问题提升至战略优先级的高度，多元包容政策及企业文化支持明显缺失。2022年，在中国市值排名前100名的上市公司中，仅有约21%将多元包容文化提升至战略高度，而在财富全球500强排名前100名的非中国本土企业中，这一比例高达86%¹⁹。

2.4 母职身份带来“双重压力”

中国女性面临婚育上的预期偏见——适婚年龄的女性（无论有无生育计划）被阻隔在职业发展与晋升的“墙外”。调查数据显示，61.2%的女性在求职中被问及“是否已婚”、“是否有生育计划”等婚育问题，而仅1/3的男性被问到同样的问题²⁰。女性求职者在面试时不仅不得不回答这些私人问题，还承受着如实回答可能失去工作机会的风险。

同时，职场女性也面临无偿家务劳动和职场工作的双重压力。尽管高强度的工作节奏及“随时随地”的工作模式对职场男性及女性都产生了负面影响，但考虑到中国女性在无偿家务劳动上的工作量大约是男性的2.4倍²¹，“女性打工人”面临更沉重的双重压力。同时，一旦女性选择成为母亲，或将面临职业机会和收入的“双损失”。部分职场女性生育后职业被迫中断，进修和晋升机会受影响，或导致工资收入下降²²。研究数据显示，中国女性生育一个子女会造成其工资下降约7%，而这一负面影响将随着生育子女人数的增加而变大²³。

2.5 相关制度的差异化有待探讨

男女生育假期的差异性加剧潜在的女性就业歧视。按照国家《女职工劳动保护特别规定》，女性职工生育享受不少于98天的产假²⁴；国家对男性的陪产假尚未统一规定，各省市男性陪产假约7~25天不等，远低于女性产假时长²⁵。然而，这些本是保护女性生育假期的政策法规反而成为现实中职场女性就业歧视的诱因。麦肯锡调研发现，部分公司把女性职工孕育期的产假和生育结束返岗后的调整阶段视为直接或间接成本。于是，面对同等经验和能力的职场人士，这些企业往往倾向于把雇佣、升职等机会给予男性。

男女差别性退休年龄政策使女性在“决赛阶段”被取消了“参赛资格”，也为女性退休养老金收入带来不利影响。依据政策规定，中国职工和干部的强制退休年龄存在性别差异：目前男性职工60岁强制退休，而不同岗位女性的退休年龄为50-55岁²⁶。该政策在制定初期本意是考虑到男女体力劳动差异，出于照顾和保护女性目的而差异化设置的，然而，在几十年后的今天却一定程度上限制了女性职场发展。中国上市公司董事长的平均年龄为55岁²⁷，是政策规定的女性最晚退休年龄：由于比职场男性提前5-10岁退出劳动力市场，女性在从高级管理层向董事会进发的冲刺环节不得不提前“退场”。此外，中国养老金的计算方式与工作年限挂钩，而女性较短的工作累计年限也直接导致其养老金待遇普遍低于同岗位男性。

18. 《多元化至关重要：包容的重要性》(Diversity Wins: How Inclusion Matters)，麦肯锡全球研究院，2020年5月。

19. 根据公司官网和年报信息统计得出，出自《2022年度中国上市企业市值500强榜单》，万德数据库，2023年；以及《2022<财富>全球500强排行榜》，财富中文网，2022年。

20. 《2022中国女性职场现状调查报告》，智联招聘，2022年。

21. 《平等的力量：亚太地区性别平等之路》(The Power of Parity: Advancing women's equality in Asia Pacific)，麦肯锡全球研究院，2018年4月。

22. 受家务劳动特别是生育影响，17.7%的职场女性面临职业中断，16.3%产假后未能返回原岗位，7.8%社保中断，24.2%升职机会受影响，16.6%失去进修机会，34.5%收入降低。数据见《家庭无偿劳动对于女性职工就业及职业发展的影响》，全总女职工委员会，2021年。

23. 於嘉，谢宇，《生育对我国女性工资率的影响》，人口研究，第38(1)期18-29页，2014年。

24. 《女职工劳动保护特别规定》，中华人民共和国中央人民政府，2012年。

25. 赵昂，《陪产假有了，“奶爸”们休上了吗》，工人日报，2022年4月25日。

26. 《国务院关于安置老弱病残干部的暂行办法》和《国务院关于工人退休、退职的暂行办法》，中华人民共和国中央人民政府，1978年。

27. 曾剑，《A股上市公司董事长“老龄化”：最大85岁、最小27岁，50-29岁占比过半》，每日经济新闻，2022年2月17日。

第三章 披荆斩棘，共创 职场性别平等环境

3.1 性别平等“All In”

女性需要主动“向前一步”：一，勇敢地自我表达与展示，在本职工作上将自身优势最大化，主动争取发展机会。二，在遇到职场性别歧视或不公时捍卫自身权利，对性别偏见说“不”。三，支持同伴，做发声者。可以在职场上主动成为其他女性职业发展的伯乐，及时提供建议与帮助；还可以在本职工作之外，关注那些致力于消除性别偏见、促进多元平等文化的组织和行动，并积极参与其中。

职场性别平等不仅是职场女性自身的话题，它还应得到全社会的关注。当男性成为职场女性的“盟友”，全社会的“抱团”行动将大大加快职场性别平等进程。

职场男性可以考虑以下做法：一，积极主动了解并倾听职场女性的心声，有意识地纠正自身潜在的性别偏见，以提高职场性别平等意识。二，清晰表明自己的“盟友”身份，积极投身职场性别平等行动，发起、参与支持女性的行动，在女性面临困难或不公平待遇时，

勇敢发声。三，创造更大的“盟友”影响力，主动成为职场女性的“导师”或“伯乐”，身处管理岗位的男性应积极为自己的组织和团队创建平等、多元、包容的文化。

3.2 企业从两大维度出发支持职场性别平等

3.2.1 树立战略意识，将支持职场女性发展视为公司“投资”而非“投入”

了解并认可多元包容文化（DEI）的价值观和经济效益。随着优秀人才对企业性别多元化的日益关注和ESG评级对职场性别平等衡量权重的倾斜，营造性别平等环境已成为企业在商业价值之外打赢人才争夺战、提升自身ESG（环境、社会和公司治理）声誉的重要途径。

建立公司DEI相关组织及章程。为公司的关键岗位建立DEI量化指标，鼓励企业设立DEI部门或委员会，并将其作为独立职能，为业务及职能部门提供战略方向、资源投入、最

佳实践分享和相关培训。同时，建立推进DEI的行动路线和问责考评机制，明确奖惩措施，并增加DEI目标进展的透明度。

持续保障来自公司关键领导者大力、专注、持续的支持。企业DEI目标的实现离不开公司管理层全方位的支持，这在中国当前以男性管理者为主的企业高层团队中尤为重要。企业掌舵人需要利用自身影响力积极号召、参与和领导性别平等计划，做到身体力行。

3.2.2 明确战术打法，在人力资源政策和支持体系方面加以改善

公司应有意识地在人才“选-用-育-留-酬”全流程推进性别平等。根据麦肯锡的调研，企业的优秀实践包括：

在招聘阶段，强调候选人机会公平。在发布职位招聘需求并进行筛选时，保障进入面试环节的候选人性别平等，使男女候选人在“入口”都有平等参与竞争的机会，这也可保证最佳人才在最终发放入职通知的“出口”不以性别标签作为关键考量因素的客观性。**在人才任用评估环节，**定期收集各业务单元、各职级的性别分布数据，分析过往晋升性别数据中“亮起红灯”的关键因素，并及时提出解决方案加以改善。同时，**在性别多元化培训设置中，**将培训范围覆盖至全体员工，并对管理层进行针对性培训，在全公司氛围内营造性别平等的职场环境。此外，**积极提供女性配套资源支持，**包括为生育期女性提供灵活办公模式、办公室设置母婴室、为男性员工延长国家法定陪产假等多种制度及设施支持。

3.3 社会以“三大新支点”营造性别平等环境

3.3.1 支持多方共同发力

职场性别平等不是私营企业关起门来处理的内部议题，它需要多方共同发力。公共部门既可以直接开展行动促进特定企业的发

展，也可以支持成立非政府或非营利性的组织，帮助它们营造“平等、多元、融合”的职场文化。

案例一：中国妇女发展基金会与企业合作，通过“@她创业计划”赋能职场女性，推动职场女性发展²⁸

中国妇女发展基金会由全国妇联发起成立，围绕“女性创业”、“妇女扶贫”等主题积极与企业进行合作，推动职场女性发展。2022年3月，中国妇女发展基金会与一家全球领先的发动机制造商联手，在卡车运输行业发起“货运路中巾帼行”的女性赋能项目，重点关注卡车司机中不到5%的女性群体²⁹。该项目计划用3年时间，赋能5000名女性卡车司机，通过为她们在“健康及舒适”、“安全与保护”、“亲子及家庭关系”、“职业技能”、“个人发展”五大方面赋能，为她在生活、职业发展中遇到的障碍提供指导。

案例二：新加坡工会与中小企业合作推进职场性别平等³⁰

2022年初，新加坡全国职工总会的妇女与家庭部发起了促进职场性别平等的倡议，以确保实施公平的招聘措施，并通过适当的投诉处理程序保护员工免受职场骚扰。职工总会为签署协议的中小企业提供建议和资源，帮助它们制定人力资源政策，建立沟程序序和职场投诉的报告渠道；职工总会对企业的人力资源经理进行培训，帮助他们了解如何管理此类投诉。截至2022年3月，已有22家中小企业与新加坡全国职工总会签署了协议。

3.3.2 推动营造积极、正面的舆论环境

媒体应塑造更多元更立体的职场女性形象，打破大众心中的刻板印象，彰显职场女性群体的价值和独特性。尤其鼓励女性荧幕题材实现“去符号化”，摒弃以某种特定人设作为衡量职场女性的唯一审美，客观真实地重新发现、欣赏并塑造各年龄层女性在家、职业等多种社会角色的成长历程。多家媒体平台已经开始呼吁以影视剧为代表的大众传媒

28. 《妇基会与康明斯启动卡车运输行业女性赋能公益项目——让巾帼风采点亮货运之路》，中国妇女发展基金会，2022年。

29. 《中国卡车司机调查报告NO.3》，传化慈善基金会公益研究院“中国卡车司机调研课题组”，2019年。

30. 《新加坡中小企业与工会承诺实现职场性别平等》，品诚梅森，2022年3月16日。

避免“歇斯底里化”或“低俗化”女性形象，鼓励将更加丰富多元、与时代并肩前行的女性形象作为荧幕符号并发挥其积极影响³¹。

3.3.3 重新审视退休年龄及生育配套资源支持等相关政策

鼓励并优化生育配套资源支持，降低育儿时间及经济成本。职场女性在育儿过程中不仅面临着因产假而产生的“职场缺席”，分娩后婴幼儿的哺育和教育则更加耗费心力——“谁来带孩子”是摆在职场妈妈面前的首要问题。调查显示，1/3中国家庭的0-3岁婴幼儿有比较强烈的托育服务需求，而现在的实际入托率仅为5.5%³²，缺口仍然很大——对比而言，经济合作与发展组织（OECD）统计的这一平均值为33.2%³³。昂贵的托育成本也是一大挑战：现有托育机构仅有不到两成是公办普惠，大多数属于高价民办机构，而能接受该价格的家庭不到1/3³⁴。因此，社会亟

需建立普惠托育服务体系，降低家庭托育成本，完善辅助关怀机制，为职场家庭减负，以释放更多女性劳动力的潜力。

重新审视男女同龄退休议题，探索男女同龄退休的可能性，为希望实现职业晋升的女性提供机会。与1978年退休政策制定时相比，2023年女性的生理和社会条件已发生了显著变化——女性预期寿命延长了约16岁³⁵，接受高等教育的比例增加了约28%³⁶，人均生育数下降了1.4³⁷。因此，中国女性强制退休年龄早于男性5~10年的政策值得进行重新审视。在全球217个国家和地区中，男女法定退休年龄相同的共有174个，占80%³⁸；而亚太地区社会文化与中国有相通之处的日本、韩国和新加坡已实现同龄退休。随着女性事业心的与日俱增，实现男女同龄退休不仅可以发挥职场女性的潜力，也将助力其个人职业目标及更高层级的晋升。

31. 夏雪，《影视剧应塑造健康的现代女性形象》，光明日报，2016年9月20日。

32. 国新办发布会，2021年7月21日。

33. 国家卫健委新闻发布会，2022年8月17日。

34. 田晓航，《3岁以下婴幼儿超4700万，你的宝宝谁来带？》，新华社，2020年12月24日。

35. 1978年的女性预期寿命为65岁，2020年的女性预期寿命为81岁。数据见“中国女性预期寿命（年）”，世界银行，2021年。

36. 《平等发展 共享：新中国70年妇女事业的发展与进步》，国务院新闻办公室，2019年9月。

37. 1978年女性人均生育数为2.7，2020年为1.3，数据见“中国总生育率（女性人均生育数）”，世界银行，2021年。

38. “男女强制退休年龄相同国家”，世界银行，2022年。

结语

中国职场性别平等是需要个人、企业、社会三方共同努力来推进的。个体是“舵”：女性主动向前一步的同时，男性也要成为女性的“盟友”；企业是“船”：一方面，需要在战略层面构建多元包容的文化，以增强企业价值创造的能力，另一方面，可以在战术层面为女性提供人力政策方面的支持；社会是“海”，应当为性别平等的推进提供良好的大环境。舵、船与海相互作用，将有力促进中国职场的性别平等。

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Introduction

China has made remarkable strides towards achieving gender equality in the workplace, with consistently higher female employment rates than the global average. With its large population, China also has more women working in formal employment than any other country in the world. However, challenges persist. Women in China continue to face a middle management bottleneck and a glass ceiling in their career paths. Gender-based structural differences across industries and positions remain, indicating the need for further improvement to achieve workplace equality.

How can we chart a faster path to gender equality in the workplace in China?

This report focuses on women leaders in the mid-to-late stages of their careers in companies in China, looking to understand the current state of gender equality across companies, and identify solutions. As has been proven in many global studies, including *Why Diversity matters*, *Diversity Wins: How Inclusion Matters* conducted by McKinsey, that companies with higher gender diversity have higher financial returns. Teams with greater diversity also perform better and are better able to solve tough problems. A more diverse environment is not simply a good thing to do, it makes economic sense. A faster path to gender diversity in the workplace in China will not only help women leaders and their families, but also help the Chinese economy grow more quickly and help Chinese companies reap the financial and other benefits of greater diversity in the workplace.

Chapter I

Gender Equality in the Workplace in China

Gender equality holds extraordinary significance in economic and social spheres.

McKinsey's research reveals that promoting gender equality in the workplace could contribute up to USD 13 trillion to global GDP growth. Estimates suggest that if China were to achieve the highest level of gender equality in the Asia-Pacific region, it would generate approximately USD 3 trillion in GDP growth, equivalent to the projected GDP of France in 2030¹.

The Chinese workplace has reached two significant milestones in gender equality.

First, women actively contribute to the workforce, holding up “half the sky”. **China boasts the highest number of working women in the world**, accounting for around 26% of the total female workforce worldwide². **The female employment rate in China is also among the highest globally**, at 44.8%, this surpasses other countries in the Asia-Pacific region, including South Korea (42.7%) and Singapore (41.2%), as well as the world average (39.3%), and closely aligns with developed

Western countries like the United States (46.2%) and Sweden (47.4%)³. Second, **Chinese female entrepreneurs thrive in emerging industries**, particularly in technology and innovation fields. A remarkable 41% of tech start-ups in China are founded by women, 14 percentage points higher than in the U.S., and the highest rate globally⁴.

These female entrepreneurs are actively challenging gender norms that still prevail in traditional industries, and driving significant growth and.

However, other gaps remain to gender equality in the workplace in China, and they fall into three main categories⁵:

Women encounter a “middle management bottleneck” and “glass ceiling” in their career advancement. With higher university enrollment (52%) and graduation rates (53%) according to McKinsey's research in 2018, Chinese women are more likely to enter the workforce and excel in the early stages of their careers⁶. This partly explains why women have

1. The Power of Parity: Advancing women's equality in Asia Pacific, April 2018, McKinsey Global Institute.

2. “Labor Force Participation Rate for Women (Ages 15+)”, International Labour Organization, 2021.

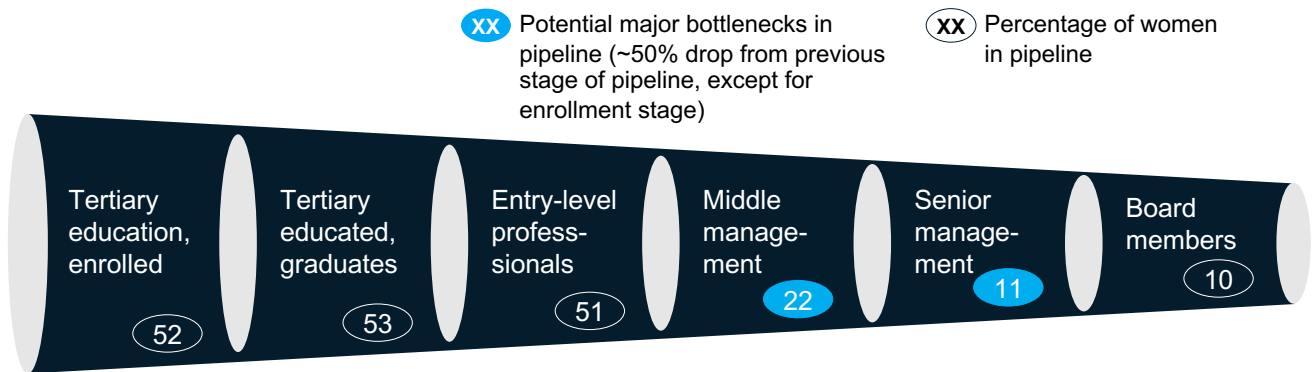
3. “Labor Force Participation Rate, Female (% of Total Population Ages 15+)”, The World Bank, 2021.

4. *Outlook for China's High-Tech Innovation Enterprises in 2020*, SPD Silicon Valley Bank, 2020.

5. Only 17.37% of women believe that gender equality has been achieved in the workplace, while nearly 80% of women believe it has not been achieved. In comparison, 58.41% of men believe it has not been achieved. These statistics are from the *2021 Gender Differences Data Report for Women and Men in the Workplace* by the Big Data Research Institute of Liepin, 2021.

6. *The Power of Parity: Advancing women's equality in Asia Pacific*, April 2018, McKinsey Global Institute.

Exhibit 1



Source: McKinsey Global Institute estimates, April 2018

a slight advantage over men (51% to 49%) in entry-level positions (Exhibit 1). However, the gender balance starts to shift at the middle management level, with a sharp decline in the proportion of women to only 22%, more than halving their representation. At the top echelons of senior management and boardrooms, women account for only 10%-11% of leaders.

Structural differences in the Chinese workplace. When comparing domestic and multinational companies (MNCs) in China, the proportion of women directors in state-owned and local private enterprises is 2-5 percentage points lower than in MNCs⁷. Furthermore, when looking at different industries, women constitute over 60% of employees in the health, social work, and education sectors, but less than 20% in mining and construction⁸. Additionally, McKinsey research shows gender imbalances in support functions such as human resources, finance, and legal positions.

Efforts are still required to achieve comprehensive equality in the workplace. The phenomenon of “unequal pay for equal work” remains prevalent in China’s workplaces, where women are estimated to earn 23% less than men in average⁹. The labor value of women is underestimated. They do not reap commensurate rewards despite their significant contributions. Women’s careers exhibit greater economic vulnerability. During economically challenging periods, women are more likely to voluntarily or involuntarily exit the labor market and face greater difficulties in returning to their positions. During COVID-19, the proportion of women leaving the labor market was 4.3 percentage points higher than that of men, and the reemployment period for women was 48 days longer¹⁰. Gender discrimination also exists in recruitment, promotion, and other workplace aspects¹¹. Gender and age restrictions are still far too widespread in the workplace.

7. *Special Report on Women Directors in Chinese Listed Companies in 2021*, China Academy of Corporate Governance, 2022.

8. In the healthcare and social work industries, women account for 66.6% of the workforce, while in the education industry, the proportion is 64.6%. In contrast, women make up only 14.9% of the workforce in the mining industry and 15.4% in the construction industry. Data sourced from *China Population Census Yearbook 2020*, National Bureau of Statistics, 2022.

9. Urban female workers earn an average salary of approximately 77.1% that of male workers. Data sourced from *Gender Pay Gap Report in the Chinese Workplace 2021*, Research Institute of BOSS Zhipin, 2022.

10. As of November 2020, 7.4% of women were unemployed, and 10% had exited the labor market. In comparison, the unemployment rate for men was 2.4%, with an exit rate of 5.7%. Looking at the entire year of 2020, the average re-employment period for women was around 152 days, while for men, it was approximately 104 days. Data sourced from “Tracking Survey of Nearly 6,000 Employees”, joint research project conducted by the National School of Development of Peking University and Tencent Think Tank, 2021.

11. 61.2% of women are asked about marital and childbearing status during job interviews, compared to only 1/3 of men who are asked the same questions. Data sourced from “2022 Report on the Current Status of Chinese Women in the Workplace”, Zhaopin, 2022.

Chapter II

Root Causes of Gender Inequality in the Workplace

2.1 Self-perception influences

China's traditional culture, with thousands of years of history, combined with contemporary discourses, have shaped women's self-perception. China has made "gender equality" a fundamental national policy and enshrined it in law. The slogan "women hold up half the sky" has permeated the collective consciousness, echoing through the ages and continuing to resonate today. As Chinese women ardently embraced production and construction during China's early stages, the idea of female participation in the workforce solidified as a societal consensus. However, societal expectations for women in the workplace and women's self-perceived value are still influenced by traditional notions such as "men should be the breadwinners and women the homemakers" and the belief that "women should pursue stable careers"¹².

Under the subtle influence of such societal pressures, some women tend to perceive their self-worth in the workplace as being more oriented towards stability, viewing their work as a "job" rather than a "career".

In recent years, the media has provided women with greater space for expression and communication due to its openness and wide reach. Various workplace dramas and female-focused talk shows have garnered widespread attention in society, particularly among young women, and have even influenced their career choices¹³. Media outlets like China Women's News have actively promoted gender equality topics¹⁴, and new media platforms have also contributed to the discussion, often sparking social debates on women's issues¹⁵. However, stereotypical portrayals of women in the workplace remain quite prevalent on screen, and many viewers perceive depictions of

12. According to the survey, the proportion of men and women who disagree with the notion that "men should prioritize society while women should prioritize the family" is 50.9% versus 58.3%, indicating that 49.1% of men and 41.7% of women still hold positive or neutral attitudes towards this belief. Data sourced from the *2020 Fourth Wave Survey on the Social Status of Women in China*, National Bureau of Statistics, 2022.

13. More than half of the surveyed young people expressed that they have learned career skills from television dramas and consider exemplary on-screen female characters as role models in real life. Data sourced from 2022 Report on Screen Women, Youku, March 8, 2022.

14. The China Women's News annually releases the "Top Ten Gender Equality News Events" and "Observation and Analysis of Hot Topics and Public Opinion on Women and Children" to increase societal attention on gender equality topics. *20 Years of 'Her' in the Media Field: Mainstream Media Promoting Women's Development*, Times Media, July 29, 2021.

15. A single video expressing women's viewpoints from a popular domestic talk show received 3.19 million views on Weibo within a month, with related Weibo topics accumulating 190 million reads and 78,000 discussions. Data sourced from "Women" Saved Talk Shows, Jiemian.com, September 25, 2020.

women in the workplace in movies and shows as being “out of touch with reality”.

2.2 Women’s occupational choices

Given women's higher academic achievement in China on average, that is not an obstacle to their future career development. In tertiary education, female students slightly outnumber males¹⁶. Women account for 58.0% of adult undergraduate and associate students, 51.0% of regular undergraduate and associate students, and 50.9% of graduate students. However, in terms of chosen fields of study, female students tend to concentrate in literature, art, history, and other “liberal arts”. In contrast, women only account for about a third of students in “engineering”, “science”, “agriculture”, and other “sciences”¹⁷. This suggests an inherent gender disparity in the selection of fields of study before career choices are made, which partially explains the underrepresentation of women at the senior management level in certain industries (such as agriculture and manufacturing), as fewer women enter these fields initially.

2.3 The path ahead on gender equality in the workplace

In China, most companies have not yet incorporated gender equality into their strategic considerations. When hiring women, companies often weigh the “economic costs” involved, particularly the additional expenses and potential “economic losses” associated with pregnancy and childbirth. Indeed, Diversity Wins research conducted by McKinsey showed

that companies with top quartile gender-diversity in their senior management were 25 percent more likely to have above-average profitability (as measured by total returns to shareholders) than companies in the bottom quartile¹⁸. While more mature companies have recognized the economic value of gender equality and strongly support gender equality strategies, there are still some that have not elevated gender equality in the workplace to a strategic priority and lack clear policies and a supportive corporate culture for diversity and inclusion. In 2022, among the top 100 listed companies in China by market value, only about 21% have elevated a culture of diversity and inclusion to a strategic level, including clearly addressing diversity goals and actions on websites and in core values. In contrast, among the top 100 non-Chinese companies in the Fortune Global 500 rankings, this proportion rises to 86%¹⁹.

2.4 Motherhood pressures

Chinese women of marriageable age, regardless of whether they plan to have children, face biased expectations regarding marriage and childbirth, which impede their career development and advancement. Survey data shows that, in job interviews in China, 61.2% of women are asked questions related to marriage and childbearing, such as whether they are married or have plans to have children, while only one-third of men are asked the same questions²⁰. Female job seekers must answer these personal questions, running the risk of potentially losing job opportunities if they answer truthfully and increasing the chances of both unconscious and conscious bias in interview outcomes.

16. Final Statistical Monitoring Report on the results of the *Outline for the Development of Women (2011-2020)*, National Bureau of Statistics, December 2021.

17. The proportion of female college students majoring in literature in the 2020 cohort was 87.82%, in art 75.4%, in history 73.47%, in agriculture 36.36%, and in engineering 36.11%. Data sourced from the *Report on the Gender Ratio of College Students in 2020*, Wutongguo.com, 2020.

18. *Diversity Wins: How Inclusion Matters*, McKinsey Global Institute, May 2020.

19. Data based on the statistics obtained from company websites and annual reports, sourced from the China's Top 500 Listed Companies by Market Value for 2022, Wind, 2023; *2022 Fortune Global 500 List*, Fortune China, 2022.

20. *2022 Report on the Current Status of Chinese Women in the Workplace*, Zhaopin, 2022.

At the same time, women in the workplace face the dual pressure of unpaid housework and professional work. Women in China do approximately 2.4 times the amount of “unpaid care work” – things like shopping, cooking, cleaning, taking care of kids, taking care of parents and in-laws, as men.²¹ Although the high-intensity work pace and the “always-on” work culture have negative impacts on both male and female professionals, women face a heavier dual pressure.

If and when women become mothers, they experience a “motherhood penalty” in terms of career opportunities and income. Some working women interrupt their careers after childbirth, leading to diminished chances for further education and promotion, or a decrease in income²². Research data shows that having one child can result in a wage reduction of about 7% for Chinese women, and this negative impact increases with the number of children they have²³. This is similar to the “motherhood penalty” seen around the world. The opposite is true for men – with the “fatherhood bonus,” men actually see a rise in income and increased perception that they are responsible, when they become fathers.

2.5 Gender-specific policies of maternity leave and retirement age

According to China’s Special Rules on the Labor Protection of Female Employees, female employees are entitled to a minimum of 98 days of maternity leave²⁴. In contrast, paternity leave for men, lacking a national unified regulation, typically ranges from 7 to 25 days, significantly shorter than women’s maternity leave²⁵.

Paradoxically, these policies and regulations intended to protect women’s maternity leave have become catalysts for gender-based employment discrimination against women in the workplace. Some companies view the maternity leave and post-childbirth adjustment period for female employees as direct or indirect costs. As a result, when confronted with equally competent professionals, these companies tend to favor hiring and promoting men.

Gender-based differences in retirement age policies take away women’s opportunity for a career “final sprint” and thereby reduce their retirement pension income. Current policy regulations in China establish different mandatory retirement ages based on gender: male workers retire at the age of 60, while the retirement age for women in various positions ranges from 50 to 55 years old²⁶. Initially, this policy was designed to provide care and protection to women. However, after several decades, it has inadvertently impeded the career advancement of women in the workplace to some extent. Notably, the average age of chairpersons in Chinese listed companies is 55²⁷, which aligns with the maximum policy-mandated retirement age for women. Because they exit the labor market 5 to 10 years earlier than their male counterparts, women are forced to withdraw prematurely from the final sprint in their careers when male peers are reaching senior management roles or joining Boards of Directors. Furthermore, as China’s pension calculation depends on years of service, women’s shorter cumulative work experience directly results in lower pension benefits compared to male counterparts in equivalent positions.

21. *The Power of Parity: Advancing Women's Equality in the Asia Pacific*, McKinsey Global Institute, April 2018.

22. Due to domestic responsibilities, particularly childbirth, 17.7% of women in the workplace face career interruptions, 16.3% are unable to return to their original positions after maternity leave, 7.8% experience a disruption in social security benefits, 24.2% encounter obstructions to promotion opportunities, 16.6% miss out on further education opportunities, and 34.5% experience a decrease in income. Data sourced from the *The Impact of Unpaid Household Labor on Women's Employment and Career Development*, Women Workers' Committee of the All-China Federation of Trade Unions, 2021.

23. Yu Jia, and Xie Yu. *The Impact of Childbirth on Women's Wage Rates in China*. *Population Research*, Vol. 38, No. 1, pp. 18-29, 2014.

24. *Special Provisions on Labor Protection for Female Employees*, Central People's Government of the People's Republic of China, 2012.

25. Zhao Ang. *With the Introduction of Paternity Leave, Are 'Super Dads' Taking Time Off?*, *Workers' Daily*, April 25, 2022.

26. *Interim Measures of the State Council on the Placement of Retired, Elderly, Sick, and Disabled Cadres and Interim Measures of the State Council concerning the Retirement and Resign of Workers*, Central People's Government of the People's Republic of China, 1978.

27. Zeng, Jian. *Is the Chairmanship of A-Share Listed Companies Aging? Maximum Age of 85, Minimum Age of 27, with Over Half Aged 50-59*. *National Business Daily*, February 17, 2022.

Chapter III

Creating a Gender-Equal Workplace Environment

3.1 What can be done to drive gender equality in the workplace

There is a lot that women can do to take matters into their own hands. And while men can actively help and organizations can do a lot, there are a number of things that women can do. First, they can confidently express and showcase their abilities, maximizing their strengths in their current roles and proactively seeking opportunities for growth. Second, when faced with gender discrimination or unfair treatment in the workplace, they should assert their rights and refuse to accept gender biases. Third, they can support and advocate for their peers. They may willingly serve as mentors to fellow women in their professional development, providing timely guidance and assistance. Furthermore, it can be beneficial to extend their focus beyond their job responsibilities and help drive greater gender diversity across their organization and beyond.

Given the financial and societal benefits at stake, this cannot fall on the shoulders of women alone to address. Men can and should also help. When men become active allies to women in the workplace, collective action from society can significantly expedite progress towards gender equality. Male colleagues can first try to assess if they are acting in biased ways. Simple questions of: “Would I have had a different reaction (to someone you are interviewing or to a woman’s comment in a meeting) if that were a senior man?” can help address some of conscious and unconscious biases.

Men can also affirm their role as allies by actively driving gender equality initiatives in the workplace and sponsoring (not just mentoring) women more proactively. They can also advocate for women on their teams and across the organization when opportunities arise. Men play a powerful role in creating an environment of equality, diversity, and inclusion in their organizations and teams.

3.2 Accelerating gender equality in organizations

3.2.1 Investing in diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) is becoming an increasing priority for most companies around the world. As ESG (environmental, social, and governance) elements are increasingly common expectations both from investors in public markets and from some employees, diversity and a more positive and inclusive environment is becoming a competitive advantage for some companies to win in the competitive talent marketplace.

It is important to note that inclusion is quite distinct from diversity – you can have a diverse organization that is not inclusive where women do not feel comfortable bringing their full and authentic selves to work. Diversity is a measure of whether the women are in the organization. Inclusion is a leading indicator of whether women colleagues (and others) will want to stay over time, and whether the organization is getting the full benefits of diversity in terms of diversity of thought and other benefits such as creativity and innovation.

Organizations that have made significant improvements in diversity, equity, and inclusion tend to set a quantitative aspiration, assign a senior leader to be accountable in collaboration with others, and focus on executing a few initiatives to get there. They measure their progress along the way, resource their DEI initiatives effectively, and course correct when needed. Transparency, focus, and accountability are key in making progress over time and sustaining the gains.

3.2.2 Recruiting, promoting, and retaining a more gender balanced workforce

To make progress on gender diversity and inclusion requires a holistic approach across the full talent lifecycle from recruiting, through promotion, and retention efforts. Some global best practices across industries include:

Recruiting: Debiasing the recruiting process is critical, from ensuring that job descriptions are written in a gender-neutral way and that resumes are screened with minimal bias. Interviews can use calibrated and more objective evaluation criteria and ensure that questions on a candidate's plans to marry or have children are not allowed or used to evaluate candidates. Consistent training of interviewers on potential sources of bias can help leaders become more aware. Interviewee slates with at least two or more diverse candidates and also greater diversity in interviewers have shown to produce more diverse hiring results.

Promotion: Companies can assess their promotion rates by gender (as well as other dimensions of diversity) to ensure they have a good mix. Ensuring that succession planning includes a broad mix of candidates including gender diverse candidates (and not always the same individuals) across roles is important. Women tend to be over-mentored with a lot of advice on what to do, but under-sponsored with less political support and personal opportunity creation. Creating systematic sponsorship programs can help. One organization had the CEO sponsor 5 diverse leaders at the next few levels, asked each of those 5 leaders to sponsor 5 diverse leaders at the next level, and so on. Then there was a mix of both formal and informal events to foster more proactive sponsorship relationships.

Retention: Understanding where there are retention gaps across the talent pipeline is key. In some cases women are not leaving the organization, but are instead stagnating in role, taking many more years to get promoted to the next level when they do vs. their male peers. We often also see higher attrition in the year after maternity leave, and targeted programs that match returning mothers with coaches as well as sponsors have been effective in increasing retention and onboarding success. Evaluating compensation gaps is important to, as globally there are patterns of women getting paid less for the same work as their male peers. Other retention initiatives to create an inclusive workplace environment include creating more flexible working arrangements during maternity leave, equipping offices with lactation rooms, and other institutional and facility support. Interestingly, both at the organization and national level, when paternity leave for male employees is extended or taken more consistently, things tend to improve for women as well as a broader set of leaders in the organization get better at supporting career onramps from extended leave.

3.3 Creating a more gender equal society in three key ways

3.3.1 Increasing multi-party collaboration

Workplace gender equality is not an issue that should be limited within the confines of private businesses. It requires the collective efforts of various stakeholders from all sectors—the private sector, non-profit sector, and government. Each type of organization has its role to play, and collaboration and partnerships that play to different organizational strengths are more likely to drive and sustain improvement more quickly. While there are many examples of such dual-sector or tri-sector collaboration to accelerate gender equality in the workplace,

here are two case examples in China and in Asia more broadly:

Case Study 1: A joint effort between the China Women's Development Foundation and businesses to empower women in the workplace²⁸

The China Women's Development Foundation, founded under the All-China Women's Federation, actively collaborates with businesses on "women's entrepreneurship" and "women's poverty alleviation." In March 2022, the China Women's Development Foundation, in partnership with a global engine manufacturing leader, launched the "Women Empowerment in Transport" project in the trucking industry, focusing on the underrepresented women who comprise only 5% of truck drivers²⁹. This project aims to empower 5,000 female truck drivers over three years across five critical areas: health and well-being, safety and protection, parenting and family relationships, professional skills, and personal development. The initiative seeks to provide comprehensive support to help female truck drivers overcome personal and professional challenges.

Case Study 2: National Trades Union Congress (NTUC) of Singapore and small and medium-sized enterprises (SMEs) collaboration on workplace gender equality³⁰

In early 2022, NTUC U Women and Family of Singapore initiated a program to promote gender equality in the workplace. The primary objective was to ensure the implementation of fair recruitment practices and protect employees from workplace harassment by establishing effective complaint-handling procedures. The NTUC provided guidance and valuable resources to SMEs that agreed to this program, assisting them in formulating human resource policies, establishing robust communication channels, and implementing effective reporting mechanisms for workplace grievances. NTUC also provided comprehensive training to the human resource managers of

28. *Women's Development Foundation and Cummins Launch the Empowerment Program for Women in the Trucking Industry - Illuminating the Path of Freight Transportation with Female Power*, China Women's Development Foundation, 2022.

29. *China Truck Driver Survey Report (No.3 Female Truck Driver)*, Philanthropy Research Institute of Transfar Foundation, Truck Driver Research Team, 2019.

30. *Singapore SMEs and Labour Union Pledge Workplace Gender Equality*, Pinsent Masons, March 16, 2022.

these enterprises, building their knowledge to effectively address such issues. By March 2022, a total of 22 SMEs had entered agreements with the NTUC.

3.3.2 Creating more constructive media portrayals of women

The media plays a significant role in shaping diverse and comprehensive portrayals of women in the workplace to challenge stereotypes and highlight the importance of professional women. Media outlets should refrain from reducing female characters to narrow aesthetic beauty standards and stereotypes. Instead, they should more actively explore, appreciate, and depict women's growth journeys across different age groups and a broader set of social roles, encompassing both family and career. Several media platforms have begun advocating for responsible portrayals of women, urging mainstream media, including TV dramas, to avoid sensationalizing or trivializing female images. Instead, they promote the depiction of women as dynamic, diverse, and forward-thinking individuals who resonate with modern values and serve as positive influences³¹.

3.3.3 Reevaluating retirement age and parental support

There is a critical need to enhance and optimize parental support resources. Working women face not only "workplace absences" due to maternity leave but also significant and disproportionately high responsibilities in nurturing and educating infants and young children. The question of "who will take care of the children" is of paramount importance to working mothers. Surveys indicate that one-third of Chinese families with children aged 0-3 have a strong demand for childcare services, but

the actual enrollment rate is a mere 5.5%³², leaving a substantial gap. In comparison, the average enrollment rate in the Organisation for Economic Co-operation and Development (OECD) countries stands at 33.2%³³. The high cost of childcare is a significant barrier, with less than 20% of existing childcare facilities being public and affordable. The majority are expensive private institutions, affordable to less than one-third of families³⁴. Often, it is a grandmother who steps in to play a more active role in childcare, partially due to early retirement ages, compounding some of the gaps in the workplace at the more senior end of the talent pipeline.

Thus, there is a pressing need to establish an inclusive childcare service system, reduce family childcare costs, improve support mechanisms, and alleviate the burden on working families, thereby unlocking the potential of an even larger female workforce.

Reevaluating the retirement age for men and women to explore the feasibility of a gender-equal retirement age is critical to provide opportunities for women aspiring for career advancement. From 1978 when retirement policies were formulated to today, there have been significant societal changes. Female life expectancy in China has increased by about 16 years, the proportion of women receiving tertiary education has risen by around 28%³⁵, and the average number of children per woman has decreased by 1.4³⁷. Therefore, the retirement age policy for Chinese women retire 5-10 years earlier than men warrants reconsideration. Of 217 countries and regions worldwide, 174 (or 80%) have equal statutory retirement ages for men and women³⁸. In the Asia-Pacific region, Japan, South Korea, and Singapore have already established equal retirement ages.

31. Xia Xue, *Creating Healthy Modern Female Images in Film and Television*, Guang Ming Daily, September 20, 2016.

32. Press Conference by the State Council Information Office of the People's Republic of China, July 21, 2021.

33. Press Conference by the National Health Commission of the People's Republic of China, August 17, 2022.

34. Tian Xiaohang, *Over 47 million Infants and Toddlers Under the Age of 3: Who Will Take Care of Your Baby*. Xinhua News Agency, December 24, 2020.

35. In 1978, the life expectancy for women was 65 years, while in 2020, it increased to 81 years. Data sourced from "Life expectancy at birth, female (years)", The World Bank, 2021.

36. *Equality, Development, and Sharing: The Development and Progress of Women's Cause in China's 70 Years*, State Council Information Office of the People's Republic of China, September 2019.

37. In 1978, the average number of children born per woman was 2.7, which decreased to 1.3 in 2020. Data sourced from "Fertility rate, total (births per woman)", The World Bank, 2021.

38. The mandatory retirement age for men and women is the same (1=yes; 0=no), The World Bank, 2022.

Conclusion

Promoting gender equality in the Chinese workplace requires collective and sustained efforts from individuals, businesses, and society at large. The current situation is the result of thousands of years of history and change, and will not be solved overnight. Accelerating change will require actions at multiple levels. An analogy is if a ship is trying to make faster progress in a certain direction and the rudder, the ship's sail, and the sea waves are all working in the same direction, progress can be swift and much easier. In this analogy, individuals act as the "rudder" driving gender equality at the individual and team level: As women continue to take active strides forward, it is equally crucial for men to become proactive allies in supporting and championing gender equality. Businesses, in turn, assume the role of the "ship's sails": they bear the responsibility to foster a diverse and inclusive culture at the overall level, increasing the benefits from a diverse workplace and diverse teams. Businesses can provide crucial support for women through supportive and unbiased human resource policies. Government and society, representing the broader "sea waves" must help create an environment that nurtures and promotes gender equality through policies and shaping of societal attitudes. When the rudder, ship sails, and sea waves act in harmony, they can effectively advance gender equality in the Chinese workplace much more quickly. And in so doing, will drive significant GDP growth for China, greater competitiveness for Chinese companies, and better standards of living for Chinese families.

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