



KANTAR

GENDER
EQUALITY IN
THE MEDIA AND
MARKETING
INDUSTRY IN
ASIA PACIFIC

A CAMPAIGN AND KANTAR STUDY

campaign

THE GENDER DIVERSITY STUDY

“

We launched an ambitious project in 2017 to bring about change in the industry and drive gender equality.

Over the next few pages, you'll take a deep dive into the findings from Campaign's 2017 Diversity Survey.

Stories we've heard from the ground are made even more meaningful when viewed with supporting data. And this is what we sought to do with this momentous survey: turn individual experiences into shared knowledge to give us the confidence to tread new ground.

We are delighted that over 600 people made the effort to respond to the survey call.

The response speaks volumes to how critical it is we work together for better solutions.

The survey is also the backbone of our Mandate For Change, a charter to move the industry forward, signed by major agency groups.

Special thanks go to Kantar for partnering with Campaign as our research partner. Their effort and commitment to the issue have been invaluable.

Read more on diversity at www.campaignasia.com/DiversityHub

”



ATIFA SILK
Brand Director
Campaign Asia-Pacific

campaign

“

We operate in vibrant, creative and dynamic businesses. Our work aims to connect with people, understand habits, shift perceptions, and change behaviours. We see ourselves as a progressive industry, striving for equality.

Yet in such a fast-paced environment, it's difficult to gauge the situation on the ground and reflect on where we could be doing more.

The aim of the Campaign Asia and Kantar's 2017 Diversity Study is to shine a light on gender parity for media and marketing professionals

”

across the Asia Pacific region. We want to explore the experiences of both women and men in the industry, to recognise their aspirations, pinpoint their concerns and identify factors preventing them from reaching their full potential.

In doing so, we can understand how to improve the position of women within the industry, and together provide a beacon for other sectors and regions to follow.



ANNE RAYNER
Global Head of
Communications Research
Kantar TNS

KANTAR



Be a part of the continuing conversation at our diversity hub on CampaignAsia.com.

1. MAKE NO MISTAKE: WOMEN WANT TO LEAD

Both men and women have similar leadership aspirations, with 94% and 89% respectively reporting that they want to lead, according to the study.

So while men in the industry are marginally more aspirational, it's clear that the majority of women are also motivated to lead. What's more, this was reflected across all organisational levels.

Consider though, that 24% of men interviewed already held leadership positions in contrast with only 9% of women. These results show a clear gap in attainment for women.

“Top management is led by men. Women are defined and groomed to be directors but there is no show of women present in the executive management group.”

Female, Singapore

Women have the same career ambitions as men; however aspiration does not always translate into success. Although the concept of leadership and top positions seem synonymous, many women are not reaching the highest executive levels.

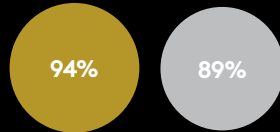


AREAS TO CONSIDER

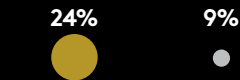
How are leadership opportunities defined?
What is the pathway?
Who provides context for what these roles involve?

■ MEN ■ WOMEN

Motivated to lead



In a leadership position



2. THE MYTH OF 'MASCULINE' LEADERSHIP

Over the years, a number of factors have been put forward to explain gender inequality within the workplace, especially in leadership positions. Some argue that leadership qualities traditionally considered more 'masculine' are more desirable for the top job.

However, both genders agreed that collaboration, communication and passion – which are traditionally associated with neutral or

more often feminine traits – are most valued leadership traits in their organisation.

The rigid image of a traditional leader has made way for a preference for a more collaborative and involved style. Presumptions about what a leader should look like are no longer held by either gender, and should not deter women, or men, from aiming for the top.

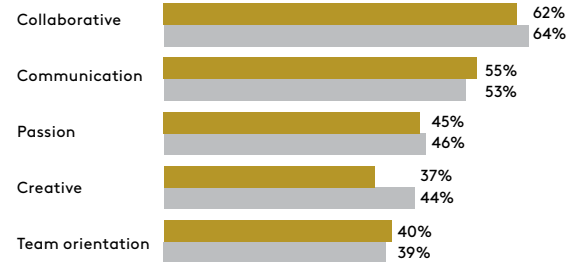


AREAS TO CONSIDER

What leadership traits are most valued in your organisation and how are they celebrated?

What leadership qualities does your organisation value?

■ MEN ■ WOMEN



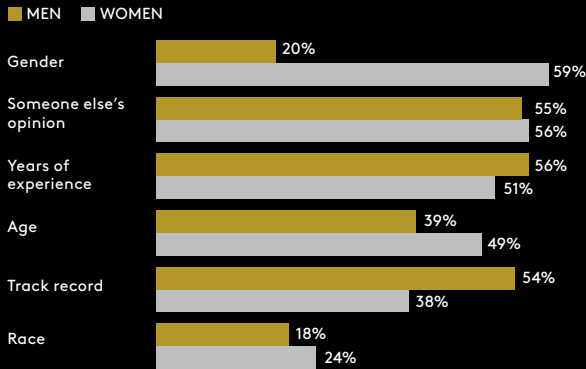
3. PRECONCEIVED NOTIONS ABOUT ABILITY DIFFER GREATLY

Both genders believe that there are preconceived notions about their ability. Where they differ is their view on why these preconceptions exist.

Men believe it is based on what they've done in the past – their experience and track record, attributes generally associated with the job itself. Women however believe it is more to do with who they are – specifically gender and age.

In fact, a significant gap exists with regards to preconceptions about gender: 59% of women feel gender plays a role in judgement, whereas only 18% of men feel the same way.

“Preconceived notions about me are based on”:



“Opportunities for career advancement are equal enough until you reach the very top levels of executive management where there are more men and there is an underlying ‘old boys’ network that feeds into the recommendation and mentoring process that result in the same types of people (mainly white males) getting more opportunities for the top jobs.”

Female, Hong Kong

The impact of this plays out in real terms for some women: 43% feel they missed out on an opportunity because of their gender.

Within a working environment, women feel less able to influence how they are

perceived even if they have performed well in the past, whereas men feel a greater degree of control over their destiny.



AREAS TO CONSIDER

How can your organisation better address the perception that women believe they are judged by gender and age instead of ability and performance?

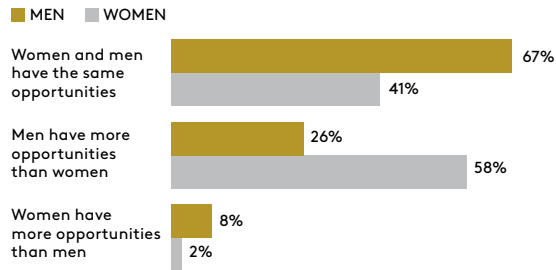
4. MEN HAVE AN EASIER TIME CLIMBING THE LADDER

At least that is the perception of the women surveyed, with 58% believing men have more opportunities than women to advance in their careers (as do 26% of men).

Being respected at work is a key factor to advancement, and although two-thirds of people surveyed believe women and men are

equally respected by top management, nearly a third (28%) said that men are more respected than women in their workplace. This figure is driven by women in the workplace of whom 39% believe this, in comparison to 9% of men.

Yet although many cite the fact that men are more likely to have mentors in leadership



“The most senior leadership team is predominantly male and it is easier for them to perpetuate what is currently the norm (which benefits male executives) than to push for a change in culture and policies that better accommodate or even specifically help female execs rise.”

Female, Hong Kong

roles as one of the reasons behind their easy climb to the top, the study also revealed that in fact, 55% of women said they had mentors at work, exactly the same number as men.

Women feel that the mechanics of advancement and cultural norms within the workplace are created by a male workforce. However, both genders are beginning to benefit from mentors and role models.



AREAS TO CONSIDER

What are the types of discussions with your staff that need to take place to ensure that women receive the same opportunities as men?

How can top management conspicuously model respect for female colleagues?

5. EQUAL PAY FOR EQUAL PERFORMANCE: HOW FAR AWAY ARE WE?

There is considerable rhetoric behind addressing pay parity. But how is this perceived across those within the marketing and media sector?

Despite equal numbers across both genders feeling acknowledged for their contribution, 60% of men feel fairly compensated for their efforts compared to only 48% of women.

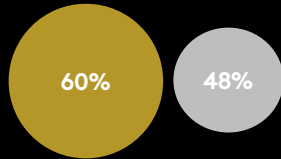
When asked if their organisations could do more, 51% of women and 25% of men believed it possible. Only half the respondents work in organisations where "equal pay for equal work" is a key principle.

"Men in my role are getting paid more than me and I know this to be the case for other females in the organisation... My company is definitely not gender biased, however they may be unconsciously biased... However, I cannot say for sure that this is based on gender or performance."

Female, New Zealand

■ MEN ■ WOMEN

Feel fairly compensated for their efforts



AREAS TO CONSIDER

How does your organisation encourage "equal pay for equal work"?

Has your organisation investigated wage equality at each level?

Men are typically more confident about their ability and assertive when asking for pay raises. Women however say there is a disparity in pay, and believe their organisations could be doing more about it to address the gap.

6. A BETTER AGENCY EXPERIENCE

It's easier to be a woman in an agency environment, according to the results of the study. Comparing results across agencies¹ and non-agencies² showed that women felt the former offered a better experience across a number of different areas.

For example, 42% of both genders working at non-agencies report that men are respected more than women. This was only 23% at agencies. A higher proportion of agency workers also believe men and women are treated equally in their place of work.

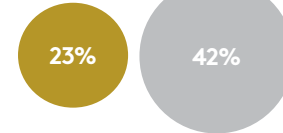
Notable too, is that 26% of those surveyed in agencies have a female CEO versus 10% of those in non-agencies.

"Gender equality in our agency is really very strong. Even though – or exactly because – we are a bunch of colourful individuals it seems to work out really well. It is almost 50/50 split males-females in nearly all hierarchical positions."

Male, Thailand

■ AGENCIES ■ NON-AGENCIES

Believe men are more respected than women in their organisation



AREAS TO CONSIDER

What internal cultural behaviours can promote and protect gender equality and the integrity of your workplace?

Despite agencies coming out ahead, the results are still shockingly low for both environments and should act as a wake up call to better address the underlying tensions stalling equal treatment in the workplace.

¹ Agencies, service providers

² Brands, media owners, technology companies

7. GOOD INTENTIONS ARE NOT ENOUGH

The majority of both genders agree that their leadership team believes it is important for men and women to be treated equally. Yet despite this sentiment, only three in five say that they work in organisations where that is actually the case.

Over 50% of both genders agree the top two priorities for organisations should be to introduce a flexible schedule and create development opportunities. In addition to these, women would like to

see pay parity and mentoring programme improvements. Men also thought mentoring was important as well as unconscious bias training.

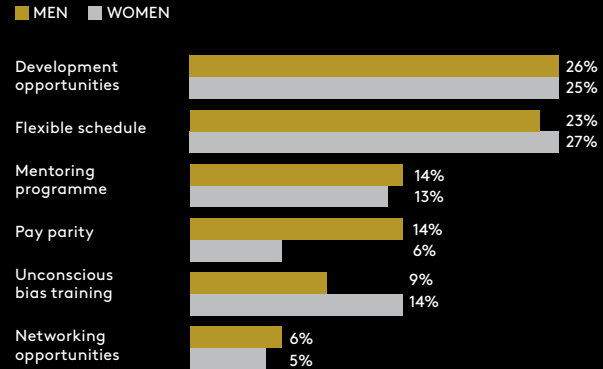
Having more females in senior leadership also has a positive effect. Companies with female CEOs were more likely to have environments where women and men were respected equally. Employees were also more likely to say that they felt there were equal opportunities for both men and women.

While most people recognise their organisation is doing something to address equality with policies, the experience reported by many does not suggest these efforts have practical value, and more needs to be done to affect change that is felt throughout the workforce.

“While my organisation is doing everything right with regards to gender equality, there is definitely a disparity in the way things are handled... Unconscious bias is still real.”

Male, India

What actions should your organisation take to improve equality?



AREAS TO CONSIDER

How do we close the divide between policy and impact?

What is the first action your organisation could take to change the reality on the ground?

CONCLUSION

It's abundantly clear that there is no shortage of ambition among women working in media and marketing in Asia Pacific. It's also apparent that both men and women have re-evaluated the characteristics that determine success, opening up opportunities for a diverse range of leadership styles.

However for all the company rhetoric around equality, many women feel they are still working in an environment where they are judged by their gender and not provided with the same opportunities afforded to men. Whether conscious or unconscious, the study reveals that bias still exists in the workplace and is preventing women reaching their full potential.

To truly reach gender parity, businesses should first acknowledge that the gender gap still exists. They can then focus on the tangible steps needed to ensure that everyone, regardless of their gender, is respected, encouraged and nurtured.



ABOUT THE STUDY

The Diversity Study investigates men and women's perceptions and experiences of gender within the workplace. The study interviewed 630 people in the media and marketing industry, both agency and non-agency. 236 men and 394 women were interviewed across 21 countries in Asia Pacific.

The fieldwork was undertaken between 3rd to 28th February 2017.

ABOUT KANTAR

Kantar is one of the world's leading data, insight and consultancy companies. Working together across the whole spectrum of research and consulting disciplines, its specialist brands, employing 30,000 people, provide inspirational insights and business strategies for clients in 100 countries. Kantar is part of WPP and its services are employed by over half of the Fortune Top 500 companies.



KANTAR
campaign