WOMEN'S CAREER AND ASPIRATIONS SURVEY

Executive summary

Women's progress in NZ workplace has been gradual and uneven, echoing developments elsewhere. In order to provide empirical evidence from women workers themselves, the Massey University People, Organisation, Work and Employment Research (MPOWER)[1] Group worked with Convergence Partners to design a national, online survey that was launched in late 2016.

Study focus

This report overviews the aggregated responses from 828 women who completed the survey. In particular, it addresses working women's:

This report overviews the aggregated RESPONSES from

828 women

- perceptions of their career progress to date and reasons for this;
- assessments of the importance of a career/job vis-à-vis their family/household and lifestyle interests;
- workload and career/job flexibility – is it working for them?;
- views on what personal and workplace measures could help to advance their careers;
- perceptions of the significance of organisational challenges and supports to i) their personal career progress and ii) women's general career progress at their organisation;
- the relationship, if any, between perceived challenges and supports to their career advancement, turnover intention, and job, career and life satisfaction;
- career aspirations and the factors that shape them; and
- views on the relationship, if any, between women's seniority at work and organisational performance.

Methodology and headline findings

Survey data were subjected to qualitative (thematic) and quantitative (e.g. cross-tabulations, correlation analyses), and yielded a range of insights about women's situation and progress at work in New Zealand. These include both expected findings around women's characteristics and circumstances and their job seniority, as outlined below.

WOMEN CHARACTERISTICS AND CIRCUMSTANCES

- the biggest single proportion of women at any job level works 40-49 hours (including more than half of middle managers). Notwithstanding this, significant proportions of working women in both management/supervision roles and non-management/supervision roles undertake care duties though women with others on hand as primary carers are slightly more likely to be directors/board members and to hold positions without management/supervision duties;
- relatively similar levels of job seniority for both married/partnered and single respondents;
- the proportion of women working long hours (50-59) per week increases as we ascend management levels (though few women in the sample work 60 or more paid hours a week);
- work is considered a key activity by the vast majority of working women, and more so by women managers. Career advancement is also a major concern for a large majority although it is not every woman's priority or aim for various reasons including their current job satisfaction, perceptions about opportunities to progress and life stage;

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[1] Professor Jane Parker, Dr Nazim Taskin, Associate-Professor Janet Sayers and Dr Jeff Kennedy (School of Management, Massey Business School (Albany Campus). Mrs Jane Halteh formatted this final report.

- self-employment features strongly among women respondents who are directors/board members (and who often work in micro-organisations) whilst permanent positions - the biggest job status group for the sample - form the vast majority of executive through first-level managers and supervisor roles and just over half of those with Other jobs (e.g. casual on-call workers, event-based contractors); and

- nearly two-thirds of temps/short contract workers have roles without management/supervision functions.

CAREER SIGNIFICANCE AND ASPIRATIONS

- two-fifths of the respondents self-define their career as 'behind schedule' while two-fifths feel that it is on track and just 14% 'ahead' of schedule. For those who feel behind, this is most commonly attributed by women to their role in having and raising a family, followed by changing jobs, careers or sectors; taking time out to study/train; a perceived absence of job/development opportunities; negative organisational practices (e.g. sexism); an incapacity to relocate/the impact of relocation; moving to NZ in the case of women from overseas; making poor employment choices; age; and a lack of or irrelevant training/mentoring or work experience.

- women who feel that their careers are on track or ahead convey a sense of 'constrained choices', mitigating/qualifying factors and sacrifices in achieving their current job status;

- nearly four-fifths of the respondents want to advance their career, albeit from different starting points, with women in their 20s and 30s showing the 'strongest' aspirations for career development;

- the majority of (NZ) Europeans, Māori and Other groups want to move on at work, and the first two groups most commonly aspire to senior and executive management;

- more than half of the respondents have career aspirations for the next couple of years and more than one-quarter feel that they have become more or remained as ambitious about their careers over the last five years;

- however, with more than two-fifths of women feeling that their career is 'behind schedule', a dissonance between many women's recent work experiences and their hopes for coming years is evidenced. Their career dreams are aspirational and often do not reflect the likely trajectory of their work experiences;

- the most 'popular' career aspiration for women without overseas job experience is senior management while it is executive management for women with overseas experience. Conjointly, however, nearly one-third of women with such experience want to be directors/board members or executive members, compared with just under one-quarter of other women; and

- a greater proportion of women from larger firms want to progress their careers than is the case for women in smaller entities.

BARRIERS TO CAREER PROGRESSION

- many women would leave their current workplace if an opportunity arises; only just over one-third are not thinking about quitting. Our statistical analysis also reveals that women's perceptions of barriers relating to their personal circumstances and career advancement are linked to turnover intention, and as perceptions of these barriers increase, job career and life satisfaction moderately decrease. The patterns are similar when women's perceptions of barriers related to/based on personal abilities are examined except in relation to turnover intention;

- with organisational barriers, women's perceptions of their lack of cultural fit are also tied to turnover intention, and negatively relate to their job, career and life satisfaction. Similar (and sometimes stronger) relationship patterns occur with other organisational barriers; notably, barriers to mentoring arrangements and turnover intention are strongly linked;

- women's views of workplace process and outcome fairness, empowerment practices and obtaining developmental assignments for career advancement negatively correlate with turnover intention but positively link to their satisfaction levels; and

- women are often tasked with or involved in household duties; and although least likely to be performed exclusively by directors/board members, these duties are increasingly performed by women workers as one descends the management levels. Thus, many employed women are still carrying out most unpaid household and care work, with implications for their capacity to increase or make choices about their hours in paid work.

Drawing on the findings, the report culminates with recommendations, primarily but not exclusively focused on organisational and individual initiatives to help women's progress at work.

Contents

1. Introduction

In 2016, the Massey University People, Organisation, Work and Employment Research (MPOWER) Group and Convergence Partners (executive recruiters) collaborated to gather empirical data on women at work in New Zealand (NZ) according to the widespread perception in both business and academia that women's voices need to be heard more clearly regarding their career experiences and needs. They designed a survey that provides a comprehensive snapshot of women's current career status and aspirations, identifying key challenges and career facilitators. The questionnaire was thus partly scoped to help inform women's personal career development plans as well as organisational policy on career advancement that stresses inclusivity. This report profiles the survey's respondent base and initial data analyses, and culminates with some individual employee and organisational level recommendations.

2. Respondent snapshot and analysis

On 21 October 2016, the *Sunday Star Times* newspaper profiled the study in a feature that included a weblink to the survey. This link was also distributed via MPOWER and Convergence Partners to their extensive business networks and contacts (e.g. at the Ministry for Women, the Human Resources Institute of NZ (HRINZ)), and closed in late November 2016.

A total of 828 women responded to the survey, though not all answered every question.[2] All of the respondents engage in the labour market, with over 99% in paid work as employees or in self-employed roles. They represent a good cross-section of the workforce in New Zealand on a number of respondent demographics, and the return number permits some robust statistical and qualitative analyses.

The survey included questions on a wide range of topics including women's:

- perceptions of their career progress to date and reasons for this;
- assessments of the importance of a career/job vis-à-vis their family/household and lifestyle interests;
- workload and career/job flexibility – is it working for them?;
- views on what personal and workplace measures could help to advance their careers;
- perceptions of the significance of organisational challenges and supports to i) their personal career progress and ii) women's general career progress at their organisation;
- the relationship, if any, between perceived challenges and supports to their career advancement, turnover intention, and job, career and life satisfaction;
- career aspirations and the factors that shape them; and
- views on the relationship, if any, between women's seniority at work and organisational performance.

After being 'cleaned', numeric/quantifiable survey data were treated to simple statistical calculations (e.g. cross-tabulations, frequency analysis) and regression modelling, based on the established literature. Qualitative survey data (responses to open-ended questions) underwent manual thematic (aggregation) analyses, with some basic enumeration of the emerging themes.

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[2] Since the cut-off date for data collection for this report, a further 200 completed survey returns have been received. These will be incorporated in subsequent analyses.

2.1   Demographics

AGE

Most respondents were between 35-44 years (35.4%) or 25-34 years (29.4%). Another 20.9% are aged 45-54 years and 8.4% are between 55-64 years (Figure 1). Just 4.6% are aged 15-24 years compared with 16.2% of the national (1,816,630) women female population) and 1.4% are 65 years and over (compared with 19.8% of women aged 65 or more nationally – CIA, July 2016). The respondent base thus comprises a large body of women who are likely have some, if not considerable, workplace experience on which to draw in their survey responses. However, it does not reflect female population or labour force age proportions or participation rates.

Figure 1: Age range profile of respondents (n=790)
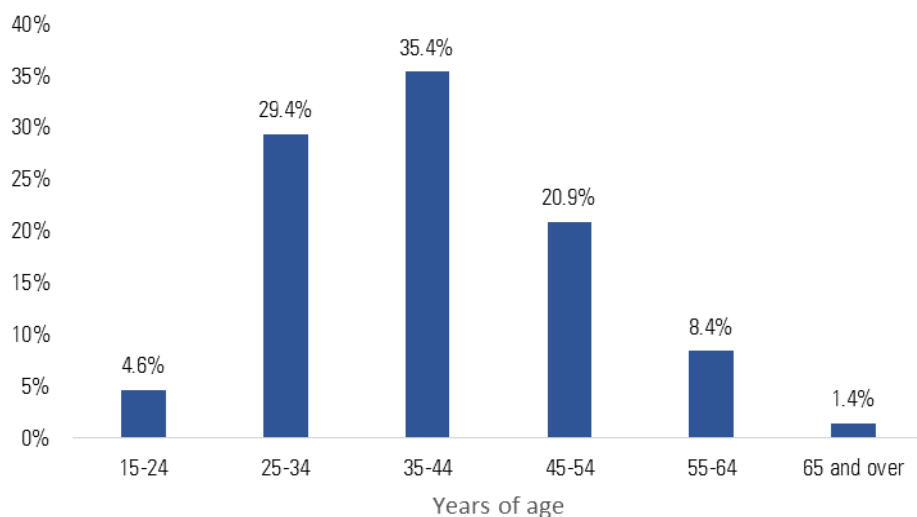
MARITAL STATUS

Of the 782 women who gave marital status data, most (73.9% or 578) were married/partnered whilst 23.7% (185) were single. Nineteen (or 2.4%) identified as 'other'.

EDUCATION LEVEL

Respondents were generally well educated with the vast majority having some form of tertiary qualification. Over one-quarter (29.4%) hold a Bachelor's degree, and Master's degrees and postgraduate diplomas/certificates are held by 21.9% each. A further 10.8% hold a diploma/certificate, 6.5% have a PhD and 5.6% have (a) high school qualification (Table 1). Although the national (Census 2013) proportions of people with different levels of tertiary education has been growing (and the percentage of women nationally is higher than men in each qualification category except Level 4 certificate and PhD – see Statistics NZ, 2016a), the proportion of this survey's respondents at each level of tertiary qualification exceeds the respective national proportion.

Table 1: Education level of respondents (n=744)

	No: of respondents	Percent	Cumulative percent
PhD	48	6.5	6.5
Master's degree	163	21.9	28.4
Bachelor's degree	163	21.9	50.3
Post-grad. diploma/certificate	219	29.4	79.7
Diploma/certificate	80	10.8	90.5
High school qualification(s)	42	5.6	96.1
Other	29	3.9	100
Total	**744**	**100.0**	

ETHNICITY

Four-fifths (80.1%) of respondents identify as (NZ) European, and there are just 4.4% Māori, 3.1% Asian and 0.5% Pacific peoples. A total of 11.2% responded as Other. These figures somewhat over-represent the national proportion of the (working) population who are (NZ) Europeans and clearly under-represent Māori (15%), Asian (12%), Pacific peoples (7%) and Middle Eastern/Latin American/African (1%) (Statistics NZ, 2016b).

REGION

By region, the two most populous parts of the country – Auckland and Wellington – account for more than half of the respondents, though the Wellington region somewhat unexpectedly yielded slightly more respondents than Auckland region (33.2% and 32.3% respectively). They are followed by the Canterbury region (10.6%) and Manawatu-Whanganui (5.6%). There were smaller respondent numbers from each of the remaining 13 geographic areas (as defined by Statistics NZ). Within the Auckland region, the majority of the respondents hail from the Central Auckland Area (156 respondents), followed by 42 from North Auckland, 22 from South Auckland and small numbers from West and East Auckland.

DEPENDENTS

Just over half (52.3% or 433) of the respondents do not have any dependents (children, adult or other dependents such as disabled persons). Of the 47.7% (395) who do, Table 2 shows a breakdown by dependent types and number (columns 3-5). Having one dependent is most common across the dependent types, and dependents are more likely to be children.

Table 2: Dependent types and number for respondents

Dependent type	Number of dependents				
	0	1	2	3 or more	respondent no:
0 to nearly 5 years child(ren)	654	108	40	1	803
5-10 years child(ren)	643	99	58	6	806
11-18 years child(ren)	677	74	51	4	806
19-30 years young adult(s)	754	42	7	1	804
Other dependents (e.g. disabled)	790	14	1	1	806

ROLE AS A CARER

Respondents have an interesting array of care role arrangements for dependent children, elderly family and others (Table 3). The largest single proportion of women – two-fifths (40.4% or 281) – identify themselves as the primary caregiver. More widely, women tend to play a greater level of involvement in child, elder, disabled and other carer roles than men (e.g. Statistics NZ, 2013b; Grimmond, 2014).

Table 3: Carer role arrangements of respondents (n=696)[3]

	Frequency	Percent	Cumulative percent
Spouse	57	8.2	8.2
Other family member	8	1.1	9.3
Paid professional	27	3.9	13.2
Friend(s)	1	0.1	13.4
Other	84	12.1	25.4
It depends	53	7.6	33.0
Roles/tasks shared equally	185	26.6	59.6
Me	281	40.4	100
Total	**696**	**100.0**	

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[3] N= is used throughout the body of this report. N refers to number of respondents.

HOUSEHOLD ROLES

It is interesting to note that, of 711 responses, 299 (42.1%) perceive that they have primary responsibility for household work while a further 267 (37.6%) say that household responsibilities are equally shared. In 109 cases (15.3%), these duties are performed by others (i.e. not the respondent) and, for another 36 (5.0%), 'it depends' in terms of by whom they are carried out by. The results thus indicate that household work often falls to women to varying extents.

2.1   Work

JOB STATUS

Of 789 respondents, three-quarters described their job status as permanent. A total of 7.5% are self-employed, 6.6% hold temporary/short contracts and the remaining 6.8% identify as Other (e.g. casual on-call workers, event-based contractors). These figures are not representative of the national situation wherein women make up 58% of temporary and 48% of permanent employees. Women also form the majority of workers in fixed-term and casual jobs, but men hold the majority in temporary agency and seasonal jobs, and are more likely to work at non-standard times (Statistics NZ, 2014).

WORK EXPERIENCE IN CURRENT ROLE AND OVERSEAS EXPERIENCE

A good proportion of 738 respondents show some 'stickability' when it comes to staying in their current work role. More particularly, 44.3% have held their post for between 1 and up to 5 years. A further 22.6% have been in their current job for more than 5 years, breaking down into 14.0% in their current post for more than 5 and up to 10 years, 7% for more than 10 years and up to 20 years, and 1.6% for over 20 years. One-third (33.1%) have been in their current post for under a year. In addition, emphasising NZ's draw on overseas work experience, half (50.1% or 414) of the respondents have worked overseas, either because they come from another country or left NZ to gain experience.

WORK HOURS

Responses about weekly work hours reflect NZ's rather entrenched long hours' culture. A sizeable 64.0% (502) of respondents work 40 hours or more per week. This breaks down into 51.0% working 40-49 hours, 10.7% working 50-59 hours and 2.3% working 60 hours or more. A further 182 (23.2%) work 30-39 hours per week. Just 12.9% work part-time hours (in NZ, this is under 30 hours per week) (Figure 2).

Figure 2: Weekly work hours of respondents (n=785)
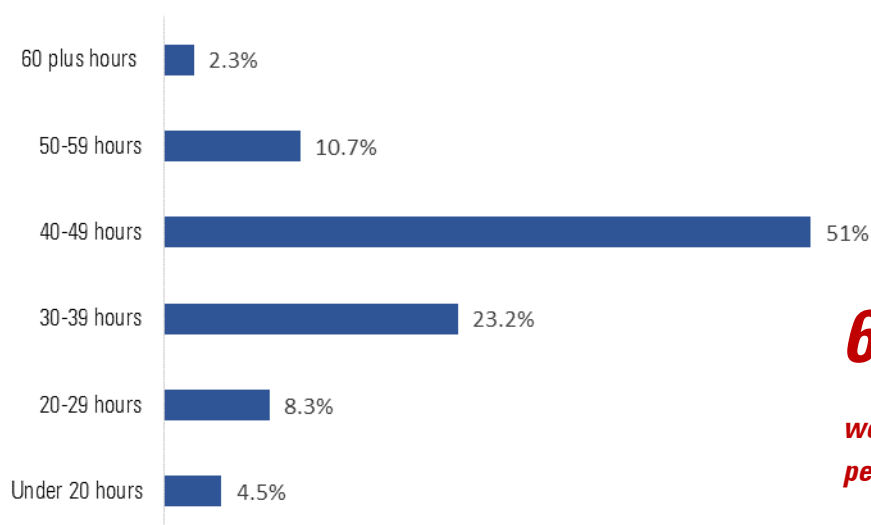
64.0% *of respondents* work **40 hours** *or more per week.*

JOB STATUS

Three-quarters (78.7% or 621) of the respondents hold permanent work positions, fitting with the disproportionate number of respondents who are engaged in some form of management, supervisory and/or professional role. Self-employed, temporary/short contract holders and Other job status holders virtually level-peg at the much lower levels of 7.5%, 6.7% and 6.8% respectively.

SALARY

With regard to salary (including all benefits), the relatively long weekly working hours and seniority/professional work role of a disproportionately high number of respondents appears to have some bearing. More than one-quarter (31.2%) earn $100,001-$250,000 per annum (and a further 2.3% earn over $250,000). Another 29.8% earn $50,001-$80,000 and 19.2% earn $80,001-$100,000. Just 16.8% of the sample earns $50,000 or less per annum, stressing the sample's under-representation of women working in poorer-paying jobs (Table 4).

Table 4: Annual salary of respondents (n=744)

	Frequency	Percent	Cumulative percent
Under $30,000	41	5.5	5.5
$30,001-$50,000	84	11.3	16.8
$50,001-$80,000	222	29.8	46.6
$80,001-$100,000	143	19.2	65.9
$100,001-$250,000	232	31.2	97.0
$250,001-$500,000	17	2.3	99.3
Over $500,000	5	0.7	100.0
Total	**744**	**100.0**	

However, more than one-tenth of respondents (84) did not provide salary band information.

OCCUPATION

A skew in the respondent data can be seen in respect to occupational grouping, with over four-fifths (85.4%) identifying as Professionals or Managers (this breaks down to over half (60.9%) identifying as Professionals and 24.5% as Managers). Some distance behind are Clerical and administrative workers (8%), Community and personal services workers (3%), Sales workers (1.5%) and Technician and trades workers (1.2%).

2.2 Organisation and sector profiles

ORGANISATION SIZE

More than one-quarter of the female respondents (29.0%) work in organisations with over 2,000 staff. Organisations with 201-500 staff and 101-200 staff are next best represented with 12.6% and 11.7% of the respondents respectively, followed by those in companies with 501-1,000 staff (9.3%). Just 8.4% worked in micro-firms (1-5 employees) and 8.5% in small firms (6-20 employees) – Figure 3. This somewhat fits with LEED data which shows that, nationally, of total jobs filled by women, 57.1% are in entities with 50+ employees (Ministry for Economic Development, 2011) though 29% of the total NZ workforce are in enterprises with fewer than 20 people and 38% of the 401,865 self-employed are female (Ministry of Business, Innovation and Employment (MBIE), 2016).

Figure 3: Size of organisation in which respondents work (n=741)
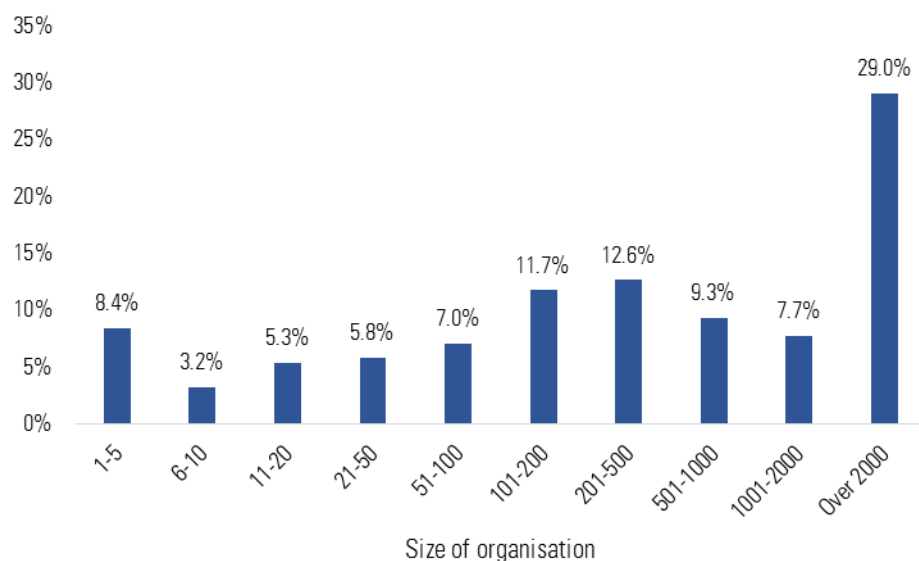
SECTOR

The survey elicited a wide range of respondents by sectoral location although, as per the national situation, most work in service (-orientated) and feminised sectors. The largest single grouping come from Education and training (14.7%) followed by Professional, scientific and technical services (14.3%). They are followed by Public administration and safety (12.3%) and Health care and social assistance (9.2%). Conjointly, these five sectors constitute over two-thirds of the respondents (Figure 4).

Figure 4: Top 10 Sector groups respondents are currently employed in (n=742)
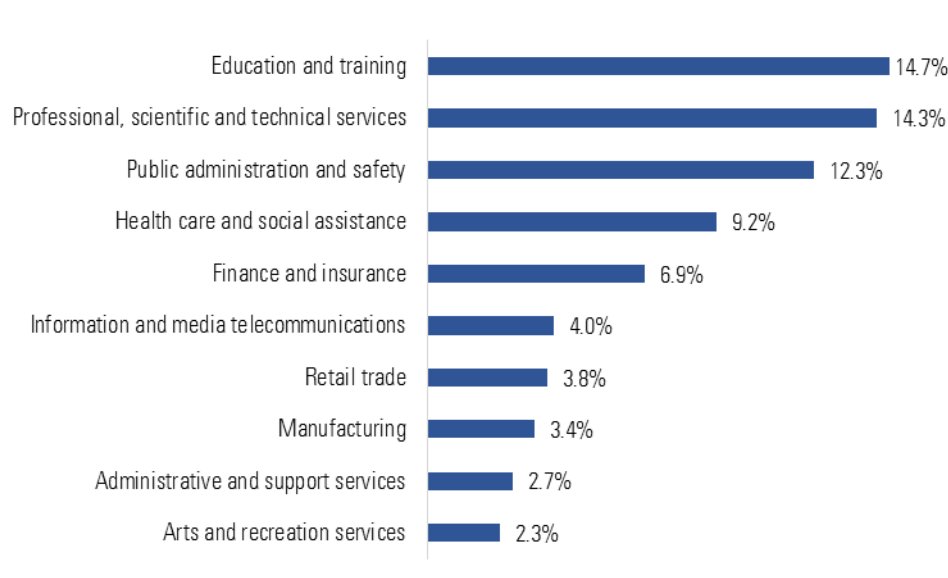
3. Seniority (or otherwise) of women in the workplace

3.1   Women and job seniority

SENIORITY AND DIRECT REPORTS

The respondents are spread across a range of work levels in terms of seniority, with a higher than anticipated proportion working in management roles of some description (53.2) and this is a higher proportion than is the case nationally.[4] A total of 13.6% are middle managers, 12.9% senior management and 9.3% first-level managers. Notwithstanding this, only small proportions (5.2% and 4.2%) describe themselves as Executive managers or Directors/board members. A further 8.6% identify as Other and 6.9% as Supervisors. A large proportion of respondents (53.2%) hold management or supervisory roles (Figure 5).

Of those with direct reports, most (28.6% of the sample or 213 women) manage 1-5 people and 8.2% manage 6-10. Relatively few manage larger numbers of reports (just 3.6% manage 21 or more) – despite the over-representation of large organisations in the sample.

Figure 5: Seniority of respondents: management v non-management (n=743)

53.2% *of respondents* *are currently in* **MANAGEMENT** *positions*
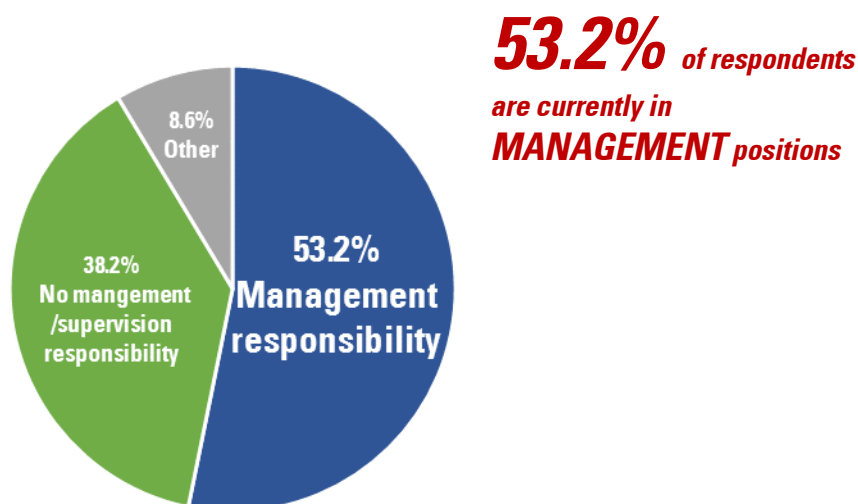
3.2   Demographics

Personal (individual and work-related) demographics were considered in relation to respondents' current work positions (job seniority).

AGE

As expected, there is a positive relationship between age and job seniority among the respondents. Although relatively small in number, the largest percentage of the age cohorts in Directorships/Board member roles are older women (6.9% (11) of the women are aged 45-54 years and 6.6% (4) are aged 55- 64 years), suggesting the significance of work experience and/or service. There is slightly more of an age spread for women in Executive Management:

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[4] Official figures show that women tend to have high representation in senior management in special interest organisations and in government, and low representation in private organisations.

7.2% (19) of women aged 35-44, 6.9% (11) of those aged 45-54 and 8.2% (5) of those aged 55-64 years. These three age groups also dominate Senior Management roles (16.7% (44), 18.1% (29) and 11.5% (7) respectively).

The proportion of women aged 25-34 years starts to grow, combining with these age groups, for those in Middle and First-Level Management. Again, as anticipated, young (15-24 years) and older (65 years and over) dominate the age groups in Supervisory Positions (15.6% (5) and 18.2% (2) respectively) though their absolute numbers are small. Most clearly, however, these two age cohorts, along with other relatively young women (24-34 years), are strongly represented in roles involving No Management/Supervision Responsibility (68.8% (22), 36.4% (4) and 51.2% (110) respectively).

MARITAL STATUS

The respondents' marital status does not vary significantly with job seniority. A greater though still small proportion of married/partnered women (4.6% or 25) hold Directorships/Board membership, compared with 2.9% (5) of single women. This may reflect the influence of intervening factors such as age, life stage and work experience.

For both groups of women, 5.3% are Executive Managers, while a larger proportion (14.6% of single women and 12.5% of married/partnered women) are Senior Managers. The largest proportions - over one-third of each (38.8% of married/partnered and 37.4% of single women) – have jobs with No Management/Supervision Responsibility. The women who identify their marital status as Other are very small in number, constraining analysis of their spread across job levels (Table 5).

ETHNICITY

A breakdown of respondents by ethnic categories does not parallel national proportions. One possible reason for the sample's under-representation of Māori, Asian and Pacific peoples may relate to their current level of seniority and related access to the survey, as well as whose interest was captured by the survey.

Table 5: Marital status and job seniority of respondents (n=734)

	Directorship/ board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Other	No mgmt /supervision responsibility	Total
Married/ partnered	24 4.6%	29 5.3%	68 12.5%	78 14.3%	50 9.2%	39 7.1%	45 8.2%	212 38.8%	546 100.0%
Single %	5 2.9%	9 5.3%	25 14.6%	21 12.3%	22 12.9%	11 6.4%	14 8.2%	64 37.4%	171 100.0%
Other %	1 5.9%	1 5.9%	2 11.8%	2 11.8%	2 11.8%	1 5.9%	3 17.6%	5 29.4%	17 100.0%
Total %	**31 4.2%**	**39 5.3%**	**95 12.9%**	**101 13.8%**	**74 10.1%**	**51 6.9%**	**62 8.4%**	**281 38.3%**	**734 100.0%**

Given this caveat, of the 592 (NZ) European respondents, over one-third (36.8%) have jobs with No Management/Supervisory Responsibility, compared with 39.1% of Asian people and 33.3% of Māori (the figure of 60% for Middle Eastern/Latin American/African and 50% for Pacific peoples should be interpreted with caution as their sample sizes are small). For those identifying as Other (n=88), 47.0% hold jobs with No Management/Supervisory Responsibility. It appears, too, that a disproportionately high number of very senior Māori have engaged with the survey (Table 6).

	Directorship/ board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Other	No mgmt/ supervision responsibility	Total
(NZ) European	20	31	80	83	63	43	54	218	592
%	3.4%	5.2%	13.5%	14.0%	10.6%	7.3%	9.1%	36.8%	100.0%
Maori	4	5	3	3	3	3	1	11	33
%	12.1%	15.2%	9.1%	9.1%	9.1%	9.1%	3.0%	33.3%	100.0%
Asian	1	0	1	3	3	1	5	9	23
%	4.3%	0.0%	4.3%	13.0%	13.0%	4.3%	21.7%	39.1%	100.0%
Pacific peoples	1	0	0	0	1	0	0	2	4
%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	50.0%	100.0%
Middle Eastern/Latin American/African	0	0	1	1	0	0	0	3	5
%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	60.0%	100.0%
Other	5	3	11	10	7	4	4	39	83
%	6.0%	3.6%	13.3%	12.0%	8.4%	4.8%	4.8%	47.0%	100.0%
Total	**31**	**39**	**96**	**100**	**77**	**51**	**64**	**282**	**740**
%	**4.2%**	**5.3%**	**13.0%**	**13.5%**	**10.4%**	**6.9%**	**8.6%**	**38.1%**	**100.0%**

In terms of job status, over four-fifths of (NZ) Europeans hold permanent posts while this is the case for 69.7% of Māori, 60.9% of Asian, 50% of Pacific peoples, all of the 5 Middle Eastern/Latin American/African respondents, and 79.5% of Others. Māori (18.2%) appear to be over-represented in temporary/short contract work.

EDUCATION LEVEL

A total of 543 (79.7%) respondents hold a Bachelor's or higher degree and a further 80 (10.8%) have a Diploma/certificate. With this in mind, it is interesting to note that, whilst these categories of post-high school qualified women are spread across jobs of different seniority, women with PhDs are least represented among Directors/Board Members and Executive Managers and nearly half (45.8%) hold positions with No Management/Supervision Roles, reflecting the nature of their work and their workplaces. And although more than half of women with post-high school qualifications hold Directorship/Board Membership, Management, Supervisory or Other posts, a substantial minority at each post-high school qualification level are located in less senior/more junior roles (i.e. with No Management/Supervision Responsibility). This indicates that other characteristics (e.g. experience) count quite strongly with respect to seniority, a potential qualification/skill-job level mismatch and/or job seniority is defined in ways other than that relating to managerial or supervisory activity.

DEPENDENTS

Women who hold a Directorship/Board Membership or any management-level job are somewhat more likely to have dependents (i.e. children, young adults and/or other) (Table 7).

Table 7: Job seniority and dependents for respondents (n=743)

	Directorship / board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Other	No mgmt/ supervision responsibility	Total
No dependents	14	12	41	45	47	32	33	157	381
- % without deps	3.7%	3.1%	10.8%	11.8%	12.3%	8.4%	8.7%	41.2%	100.0%
With any # of dependents	17	27	55	56	30	19	31	127	362
- % with deps	4.7%	7.5%	15.2%	15.5%	8.3%	5.2%	8.6%	35.1%	100.0%
Total	**31**	**39**	**96**	**101**	**77**	**51**	**64**	**284**	**743**
- % overall	**4.2%**	**5.2%**	**12.9%**	**13.6%**	**10.4%**	**6.9%**	**8.6%**	**38.2%**	**100.0%**

However, further examination finds that, for women with dependents, the *number* matters: across all job levels, the number of women with one dependent (233 of 362 or 64.4% of women with dependents) is greater than that for women with more than one dependent.

ROLE AS A CARE GIVER

A less than conclusive relationship between care roles and seniority emerges from the data (Figure 6).

Figure 6: Carer role by seniority of respondents (n=694)
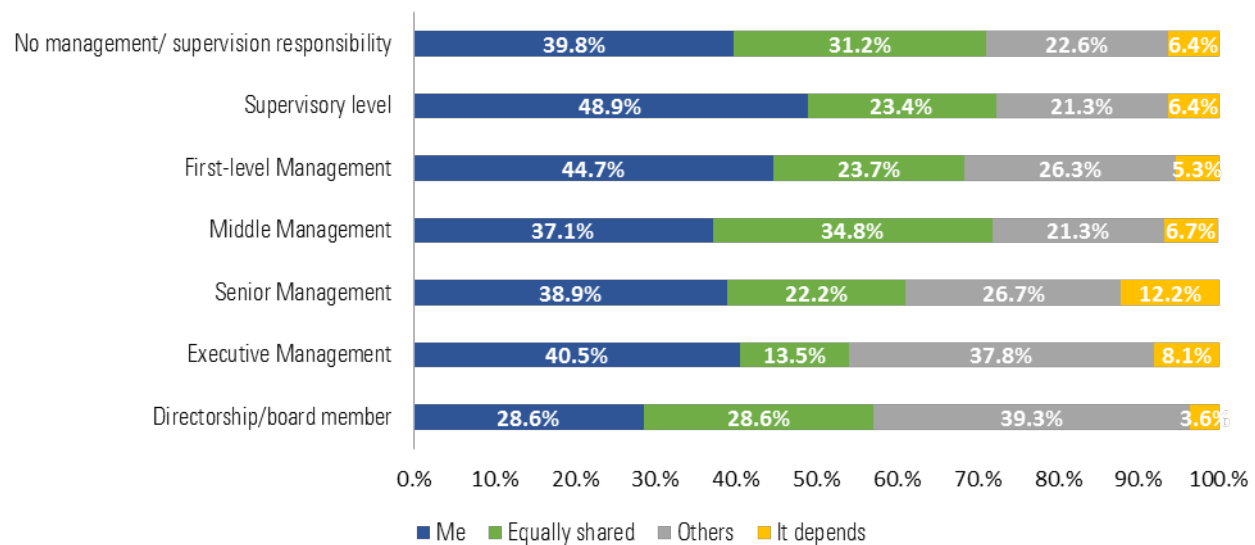
More than one-third (37.7% orp 106) who are the primary carer for children and others hold jobs with No Management/Supervision Responsibility but women who share care responsibilities equally with others

are more highly represented at this job level (45.1% or 83), as are 34.1% (60) of women who have others taking on the bulk of the caring role and 32.1% (17) who say that the level of care responsibility 'depends' (i.e. is situational).

However, women with others as primary carers are slightly more likely to be Directors/Board Members or Executive Managers (6.3% and 8.0% respectively). The overall relatively small differences in seniority for women who are primary carers and those with other care arrangements may partly reflect a disproportionate survey response from women in non-entry positions and those interested in career- and job-related issues.

HOUSEHOLD ROLE

The results show that, while women are often tasked with or involved in household responsibilities, unsurprisingly, they are least likely to be performed exclusively by Director/Board Member respondents (22.2%) but are increasingly conducted by women as one descends the management levels (Executive Manager - 31.6%, Senior Manager – 43.0%, Middle Manager - 45.3%, First-Level Manager – 49.3%). However, this is slightly less so for Supervisors (48%), those in Other jobs (e.g. sole traders, specialist advisors) (39.0%) and those with No Management/Supervision Responsibility (41.6%).

WORK HOURS

Generally, the proportion of women who work long hours (50-59 hours per week) increases as we ascend from first-level (13.2% or 10) to Executive Management (28.2% or 11) levels (relatively few women work 60 hours or more at any level. However, the biggest single proportion of women at any level works 40-49 hours (from 33.3% (13) of women in Executive Management up to 59.4% (60) of Middle Managers).

WORK EXPERIENCE IN CURRENT ROLE

Across the job seniority categories, most respondents – more than three-quarters (77.3% or 568) - have been in their present role between 1 and up to 5 years or for under a year or (44.2% (325) and 33.1% (243) respectively). However, whilst 41.9% of female directors/board members have been in post between 1 and nearly 5 years, a further 35.5% have held them between 5 to nearly 10 years. Also, whilst 31.1% of those in Other posts have held them between 1 to nearly 5 years, another 27.9% have held their role between 5 to nearly 10 years. Only small proportions of women have been in their current roles for more than 10 years though this is the case for 13.7% of supervisors and 13.1% in Other posts.

OVERSEAS WORK EXPERIENCE

Of 743 respondents who indicate both their overseas work experience and job seniority, those with such experience feature more strongly at every level of management as well as in Directorship/Board Membership roles than those without overseas work experience. They are thus less likely to hold Supervisory level, Other and No Management/Supervisory Responsibility roles (Table 8).

JOB STATUS

There are some points to observe about job status and seniority. First, self-employed women (n=52) are highly represented among Directors/Board Members (58.1% (18)) as well as forming 25.0% of those in Other positions, reflecting their qualitatively different employment status. Second, permanent employees (the biggest job status group) form the vast majority of Executive through First-Level Management and Supervisor roles (e.g. 90.6% of Senior Management roles) but only form 59.4% of those with Other job statuses (e.g. casual on-call, event-based contract) (Table 9). Third, the biggest proportion of temp/short contract workers (62.0% (31)) hold roles with No Management/Supervision responsibility.

*Table 8: Overseas work experience and seniority for respondents (n=743)*

	Director-ship/ board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Other	No mgmt/ supervision responsibility	Total
No overseas exp.	11	11	37	37	33	30	29	142	330
%	3.3%	3.3%	11.2%	11.2%	10.0%	9.1%	8.8%	43.0%	100.0%
Overseas exp.	20	28	59	64	44	21	35	142	413
%	4.8%	6.8%	14.3%	15.5%	10.7%	5.1%	8.5%	34.4%	100.0%
Total	**31**	**39**	**96**	**101**	**77**	**51**	**64**	**284**	**743**
%	**4.2%**	**5.2%**	**12.9%**	**13.6%**	**10.4%**	**6.9%**	**8.6%**	**38.2%**	**100.0%**

Table 9: Job status and seniority for respondents (n=742)

	Director-ship/ board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Other	No mgmt/ supervision responsibility	Total
Permanent	10	28	87	90	69	47	38	230	599
%	32.3%	71.8%	90.6%	89.1%	89.6%	92.2%	59.4%	81.3%	80.7%
Temp/short contract	2	4	3	6	3	0	1	31	50
%	6.5%	10.3%	3.1%	5.9%	3.9%	0.0%	1.6%	11.0%	6.7%
Self-employed	18	4	2	3	1	1	16	7	52
%	58.1%	10.3%	2.1%	3.0%	1.3%	2.0%	25.0%	2.5%	7.0%
Other	1	3	4	2	4	3	9	15	41
%	3.2%	7.7%	4.2%	2.0%	5.2%	5.9%	14.1%	5.3%	5.5%
Total	**31**	**39**	**96**	**101**	**77**	**51**	**64**	**283**	**742**
%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

There is a positive correlation between job seniority and salary for the women in the sample. A total of 51.6% of women directors/board members earn $100,000 or more, and 19.3% earn $250,000 or more. The proportions are also high for executive, senior and middle managers, with 84.6% (33), 75.0% (72) and 54.5% (55) respectively earning over $100,000 per annum.

The proportions on high earnings taper away for first-level managers (37.7% of this group) and supervisors (9.8%). Also, 15.9% (10) of women in Other and 11.7% who do not have management/supervision roles earn $100,001-$250,000. Notwithstanding this, large proportions of those without management/supervision responsibility (68.9%), supervisors (66.7%) and Other jobs (60.3%) earn $80,000 or less per year.

ORGANISATION SIZE

Over half of directors/board members (53.3% or 16) work in micro-organisations (1-5 employees), partly reflecting the number of self-employed in this sample. Women in other job roles are more spread across organisations of different sizes. The highest single proportions are as follows: 12.8% (5) of executive managers are in micro-organisations; 34.4% (22) women in Other roles, 33.7% (32) of senior managers, 31.9% (90) of women in roles with no management/supervision responsibility, 31.0% (31) middle managers, 29.9% (23) first-level managers and 19.6% (10) of supervisors are in organisations with more than 2,000 staff, emphasising the respondents' over-representation of large organisations.

SECTOR

In the 5 sectors with the largest respondent numbers, some notable results emerge. In Other Services (n=138), one-third (33.3% or 46) hold jobs with no management/supervision role, followed by 15.9% in middle management. In Education and training (n=108), the profile is similar (40.7% and 16.7%). However, in Public administration and safety (n=91), 57.1% (52) work in jobs with no management/supervision responsibility and a further 13.2% (12) are senior managers. In Healthcare and social assistance (n=68), 39.7% (27) have jobs with no management/supervision role and 13.2% (9) are senior managers. In Finance and insurance, 31.4% (16) are middle managers and 23.5% (12) are senior managers. These results suggest   somewhat differing emphasis with regard to job seniority in key sectors.

4   Career significance and aspirations in context

4.1   Career significance

Respondents were asked to rate on a scale from 0 to 100 (where 0=not at all important and 100=extremely important) the personal importance of their career/job; family/household; and lifestyle/leisure (e.g. sport, church) (Table 10).

Table 10: Personal importance of career, family and lifestyle for respondents

Importance of …	Respondent no:	Mean	Standard Deviation
… career/job	723	78.41	14.951
… family/household	721	88.16	17.690
… lifestyle/leisure	724	72.31	21.639

The mean scores were high across career and lifestyle but particularly so with respect to family/household, possibly reflecting their current familial and job roles.

Looking more closely at the perceived importance of jobs/careers in relation to women's job seniority,   this is high across all job levels, ranging from a mean of 83.74 for those in supervisory roles down to 76.35 for those with no management/supervision responsibility (Table 11). Work is thus considered a fundamental activity by the vast majority of the women in this survey, and more so by managers.

	Respondent no:	Mean	Std Dev.	Std Error
Directorship/board member	29	80.28	14.285	2.653
Executive management	38	78.82	14.469	2.347
Senior management	94	79.45	16.833	1.736
Middle management	95	78.73	14.206	1.457
First-level management	77	79.55	13.792	1.572
Supervisory level	50	83.74	11.243	1.590
Other	62	79.61	16.151	2.051
No management/supervision responsibility	274	76.35	14.572	.880
Total	**719**	**78.49**	**14.754**	**.550**

4.2   Women and workload

In terms of perceived work-life balance (WLB), using a 5-point rating scale, it is not unexpected that permanent workers (n=615) have the highest mean rating (2.69, standard deviation=1.018) when compared to respondents from other job status groups, with those in the Other category (n=54) having the lowest average at 2.18 (standard deviation=1.533). This supports Statistics NZ's (2013a) point that   permanent jobs are more likely to grant a greater sense of job and life security – this may translate into a greater capacity to manage WLB.

4.3   Perceived career success

According to the survey responses, as defined by the respondents themselves – in relation to their age while:

- 43.6% feel that their career is 'behind schedule';
- 42.4% perceive that their career is 'on schedule'; and
- 14.0% believe that their career is 'ahead of schedule'.

When asked to elaborate on their responses, 412 (70.4%) provided comments, breaking down into 203 (79.5%) from those who feel behind schedule, 146 (58.9%) from those who feel on track and 62 (75.6%) from those who feel ahead.

4.3.1   Feeling 'behind schedule'

Of 255 women who feel 'behind schedule', 44 describe but do not rationalize their circumstances. However, 157 (61.6%) give reasons which were manually thematised and are outlined below in order of frequency.

PERSONAL OR INDIVIDUAL-LEVEL FACTORS

Personal or individual-level factors re the most commonly provided reasons, raising an interesting question as to their reference group for assessing if they are 'on schedule'. These factors relate particularly   to having and raising children (n=36), for career/service gaps, reduced working hours or having fewer job opportunities:

- *I also had a child after finishing study while working which meant a change of role and move to part-time   hours which is ultimately a step backwards. (Consultant, 25-34 years)*

- *Men I graduated with are now professors (and I was the top student in my year). I had 10 years off to be a full-time mum and it cost. But I wouldn't change that part of my life. (Senior lecturer, 55-64 years)*

- *Taking time off to raise children has set me back around 5 years. (Teacher, 25-34 years)*

> **"I should have started on my career trajectory about 5 years sooner but I had no idea what options were available to me until my late twenties".**
>
> *Departmental advisor, 25-34 years*

> *Having children has meant I have had to take a sideways step. (Head of customer engagement, 45-54 years)*

However, several women say that they consciously 'opted out' or changed their job status due to having family and, with hindsight, would not change this.

CAREER CHANGES

The next most commonly-cited response concerns individuals changing jobs, careers or sectors (n=25), sometimes more than once:

> *I have changed careers 3 times. If I had begun my current career directly out of university, I would be in a more senior position than I am now. (Analyst, 35-44 years)*

In only a few cases did respondents indicate feel like they are 'catching up' career-wise.

STUDY/TRAINING

A third reason for 'feeling behind' in a career relates to taking time out from the workplace to study/train (n=12), sometimes later in life:

> *… Even with a PhD, I started at the bottom of the organisation, and it's proving to be a long crawl up - meanwhile, others who didn't pursue higher education, are far more advanced in their careers. (Policy advisor, 25-34 years)*

LIMITED JOB DEVELOPMENT OPPORTUNITIES

The same number of women (n=12) also perceived that a lack of job/development opportunities, sometimes accompanied by a feeling of being trapped or staying in a role for too long, has stalled their careers.

Workplace factors first emerged when women referenced practices or behaviours in that setting which favour men over women in relation to career progress. For instance:

> *In the sense more senior management roles haven't been offered to me, but gone to people who are 'mates'. It's happened too often for it not to be very obvious. To the point many women within the organisation feel it's almost not worth even trying to advance. (TV producer, 45-54 years)*

However, only 7 respondents mention these organisational context features.

RELOCATION

Seven women also cite a personal inability to relocate or the impact of relocation for putting the brakes on their career:

> *I need to move up and advance and I am trying every avenue I can; the issue is living away from the large centres. (Researcher, 25-34 years)*

Related to this, the same number feel that moving to NZ has impacted on their careers, with their previous work experience not counting for much over here, for instance:

> *I could have been on a higher career level, if I haven't decided to move to NZ. Moving to NZ meant for my career to start all over again as my previous experience almost didn't count. (Marketing communications executive, 25-34 years)*

POOR EMPLOYMENT CHOICES

A surprisingly low number of women (n=7) also feel that they had made poor employment choices, are uncertain and/or lack knowledge about career possibilities and how to pursue them:

> *I am planning my next steps but am not feeling confident. (Landscape architect, 35-44 years)*

And in line with the minority of women (16.3%) in the total sample who indicate that they would like to stay where

they are rather than progress their careers, only several respondents comment that their careers may 'be behind' considering their age because they do not feel motivated to progress and/or are happy with their status quo.

LIMITED TRAINING/MENTORING

Returning to workplace factors, just 5 noted a lack of or irrelevant training/mentoring or experience as a key factor, for instance:

- *I landed my first 'proper HR job' at 29, which is quite late for entry-level HR people. Prior to that, I'd worked in HR-aligned roles such as recruitment. Because I've not had much in the way of mentoring or formal development opportunities (aside from the ones I've sought myself), I feel like my professional development has been impaired. (Labour inspector, 25-34 years)*

OTHER AREAS OF IMPACT

There are also unexpectedly low numbers who link their career stage to feeling that their skills and experience are not valued by their workplace/sector (n=5), poor or bullying management (n=4), having no or inadequate levels of study/qualifications (n=4) ("*I haven't had access to technological developments that would enable me to expand the scope of the work I do*" - Library manager, 65 years and over); health issues (n=4), including mental health (e.g. depression); wider family circumstances/other life event(s) (n=3) (e.g. "*Would have planned to be where I am earlier in my career, but husband's international assignments stalled my own career development for a few years*" - Senior strategic planner, 55-64 years); actively prioritising lifestyle over job advancements and opportunities (n=3); a change in relationship status (e.g. divorce, becoming a single parent) (n=3); travelling for an extended period (n=3); holding a non-standard employment contract (n=2) or experiencing corporate restructuring/redundancy or job changes (n=2). Only one woman

> *"I have been fortunate in gaining secure employment in an often contract-based environment, which is a great success compared to many people my age in this sector."*
>
> *Programme manager, 25-34 years*

feels that, on account of her age, she is *"running out of time to advance"* (241, Principal advisor, 55-64 years). Furthermore, only a small number (n=10) cite a combination of factors to explain their sense of feeling behind, for example: *Partly due to choices I have made - e.g. switching careers/industries, partly due to overseas travel (which hindered rather then helped my career due to becoming over-specialised). Also, I fell behind after taking time out for children. (Diplomat, 35-44 years)*. It could be, however, that a number of other respondents cite the *main* rather than only influence on their sense of 'being behind' in their careers at a certain age.

4.3.2   Feeling 'on schedule'
`
Of 248 women who feel that their career is 'on track' for their age, 146 (58.9%) left comments – relatively fewer than those who discuss being 'behind' or 'ahead' career-wise.

AGE-RELATED FACTORS

These include remarks (not reasons) from 14 women and 7 people who query the question and/or do not see their career in age-related and other terms. For instance:

- *Not really sure what this means. Where is the right place for people to be career wise at a particular time in life? It's different for everyone. (Senior policy advisor, 35-44 years)*

Notwithstanding this, among the remaining 132 comments, 17 directly referred to a sense of personal or peer-related 'age appropriateness':

- *I feel like I am at the right level of seniority and salary for my age. (Senior policy analyst, 25-34 years)*

- *I'm only 34 and already a medical specialist. Often it takes a few more years. (Medical specialist, 25-34 years)*

RECOGNITION

Twelve equated their sense of 'being on schedule' career-wise with feeling content about their role/career status ("*I'm happy with the level I am at*" - General Manager – HR, 45-54 years). A further 7 relate their career situation to a personal sense of achievement/recognition rather than age *per se*, particularly in relation to their job role, level of seniority or career goals:

- *I feel that at 28, not only have I found the career path I enjoy, but I am making good steps to being very successful in it. I just need to make sure my progress doesn't slow down. (Business change practice lead, 25-34 years)*

- *My skills have only really been recognised in the last 2 years and I've had massive advances in my career since then. Before that was 8 years of drudgery and a lack of advancement. (Residential manager, 25-34 years)*

- *I have everything I want and a good work-life balance even though I'm prone to being a workaholic. I have no interest in becoming 'management' so therefore it's perfect. (Consultant, 35-44 years)*

CHALLENGED

Five tie their career status 'assessment' to feeling positively challenged at work and having a sense of on-going progression. For instance:

- *I feel I'm challenged at work which indicates that I'm at the right level. (Policy advisor, 25-34 years)*

- *I have been progressing at a steady pace towards advancement into higher management, and have only recently changed my mind about the direction I want my career to go, so all in all I'm about where I would expect to be. (Team leader – contaminated sites, 35-44 years)*

WORK EXPERIENCE

Another 3 feel that their career stage reflects their (international) work experience, and 3 more feel that the existence of opportunities to move up or sideways helps to validate their current career/job status:

- *I think I'm employed at the level I should be - still opportunities to move up or sideways. (Principal communications and engagement advisor, 25-34 years)*

- *I have worked in companies that have taken interest in my career and helped me develop. (Premium servicing manager, 45-54 years)*

Conversely, 7 note the aptness of their current career situation in relation to an absence of or limited opportunity to progress in some manner, for instance:

- *I feel it's hard to go up/become a partner. (Veterinarian, 25-34 years)*

- *I'm in a senior HR management role, in my chosen profession, but not an HR Director of a large company which are scarce. (Human resources manager, 45-54 years)*

- *It looks like on schedule but I know it could be better if things weren't lost in politics. (Project delivery manager, 25-34 years)*

- *There are more challenges I would like to be given that I don't feel I am currently being offered. (NZ Operations manager, 25-34 years)*

PERSONAL CIRCUMSTANCES

Significantly, most informants *qualify* their sense of being 'on track' according to personal circumstances, choices, life events and workplace-related factors though there is not the same concentration of responses around certain factors as for those who feel 'behind' in their careers. Again, however, the most common rationale for feeling 'on schedule', given certain/mitigating factors, concerns women's involvement with family commitments:

- *Between raising a family and then starting a career, I feel I am in the right place. (HR administrator, 25-34 years)*

- *I am pleased with where I'm at but hope to speed things up once the children are a bit older. (Category*

Others (n=10) refer to being on track career-wise in relation to other non-work/life commitments and activities or WLB (re)appraisals:

- *I am advancement still at a reasonably low level stage in my career where there has not been much room for. However, I have aimed to develop my career in other ways such as involvement in different groups e.g. CSR groups, external charitable roles etc. (Analyst, 15-24 years)*

- *I've made the decision to enjoy life outside of work more - I'm less prepared to work very demanding hours (80+ per week) like I used to. (Head of People and Capability, 35-44 years)*

For 9 women, their sense of being where they 'should' be career-wise takes into account time out of the workplace or alongside working to study:

- *I am in an entry level position within 6 months of finishing my degree, in the field I want to be in, with clear progression at the end of a 2 year stint. (Graduate, 15-24 years)*

- *At 22, I am working for a regional council and have somewhat done my career path backwards. Most people do it straight from high school by studying and then going into their career. However, I have luckily landed myself in a place where I can study through my workplace to further my career here. (Administrative support, 15-24 years)*

- *Given I have a diploma level qualification, I feel my career is on track as all others in this organisation have degrees where I have life experience. (Regional manager, 55-64 years)*

TRANSITION

Another 8 attribute their current work situation to a change or transition in their job/career:

- *Have moved into different fields of work so advanced as I would expect. (Consultant to exercise industry, 35-44 years)*

- *Given that I have had a change of career from tertiary teaching to L&D, in the last 8 years I have made sufficient progress in this field. (Senior advisor – learning and development, 45-54 years)*

There thus appears to be an element of (constrained) choice for a number of women in terms of feeling on track with their careers. However, 4 women refer to explicit 'setbacks' and how they have sought to counter them:

- *My career progress hasn't been particularly planned but has turned out okay. I think perseverance and effort help to make up for setbacks and detractors over the long term. (Professor, 45-54 years)*

- *Losing my business was a hit. (Optometrist, 45-54 years)*

- *Despite setbacks due to the Christchurch earthquakes (I was made redundant and moved into a related field until my sector regained activity 4 years later), I am at about the place I wanted to be at this stage of my career (Senior academic, 45-54 years)*

> **"I have been offered chances to be what I would consider "ahead of schedule" but declined them for better work-life balance, and feel confident that those opportunities will be available when I'm ready for them."** *Associate teacher, 25-34 years*

LACK OF DESIRE

Several equate their sense of being 'on schedule' with a personal lack of desire to progress or change roles, for instance:

- *I wouldn't want to be any higher or lower in the hierarchy at this stage. (Finance manager, 35-44 years)*

- *I intend to retire in 5 years, I may consider an executive role but I would be fine staying in my current role.*

(Manager – People and Capability, 65 years and over)

Several more felt that their career stage reflects their experience level:

- *I am comfortable with the level I have achieved and the work that I complete for the level of experience that I am. (Solicitor, 25-34 years)*

For 3, their 'on track' career situation highlights their personal approach to and skills at work:

- *17 years as a teacher then became a supervisor, I think this is good for me as I got to the point where I was really driven to make a change, any earlier and I probably wouldn't have had such drive. (Coordinator, 35-44 years)*

Just 2 women feel that they are 'on track' despite management acting as a 'brake' on their progress. As with those who feel 'behind schedule', some 'on track' women reference a range of factors (n=7):

- *After 5 years, 2 stillbirths, divorce and 3 rounds of unsuccessful IVF :-\ (Company director, 35-44 years)*

- *I am 28, without children or mortgage and have finished university, travelled a little and have a good job at a museum and this job has opened up many prospects. (Organiser – Events, 25-34 years)*

Among the remaining women, being on track is qualified by references to their location (e.g. "I've had a number of varied positions at a range of levels, which has meant I have had to move out of large cities to achieve these roles. However, I am now in a position where I am likely to be considered for positions at a higher level in larger, city organisations" (Collection manager, 25-34 years) (n=2); time they have taken off from working to travel (n=1); and being targeted for career progression ("I am in a management position and being targeted for senior leadership opportunities. I am looking forward" - Consulting Services and Implementation Manager – Europe, 25-34 years).

Only 2 explicitly refer to differential treatment of women and men in relation to her career status, for instance:

- *If I was a guy, I might have got here sooner, but I feel that as opportunities arose I took them. (Plant manager, 35-44 years)*

With an eye to the future, though, 4 also view their current career situation with concern about *staying* 'on track':

- *I am 23 years old and finished university when I was 20. In that short time, I am doing OK in that I have reached a good place for now, but I do worry about advancement in future because of the fact that I work in community services area which I know to be undervalued. I also know that I am well paid compared to comparable roles in other organisations, so if I changed job for development purposes I may be on less pay. (Coordinator, 15-24 years)*

- *Currently on schedule, but I am struggling to see how to make the next step or to be recognised at the next level. (National service manager, 35-44 years)*

4.3.3   Feeling 'ahead of schedule'

Just 62 women comment on why they feel 'ahead of their career schedule. Only 4 of their comments do not contain a rationale for their career situation, indicating that women who feel that they are succeeding with their careers generally have a better grasp of why this is the case than a number of those who feel that their careers are lagging or are on track.

The largest single category of response – just under one-quarter (n=15) - explicitly assess their career situation in terms of their age, and sometimes link this to the status of their peers:

- *At the age I am, I feel my previous management experience is well above people the same age. (Checkout supervisor, 15-24 years)*

- *Directorship attained at 37 rather than 57!! (Quantity surveyor, 35-44 years)*

- *I have had opportunities for promotion earlier than would normally be expected for someone my age at my company. (Manager, 25-34 years)*

- *At my age a number of my peers are stay at home mums or doing lesser roles, to be part of senior management is unusual. (Group corporate services manager, 25-34 years)*

However, concern about their career trajectory resurfaces for a couple:

- *I was able to progress fast early, and am always the youngest person in my team/area. I feel I'm starting to stall now and my peers are catching up to me. (Senior strategic projects analyst)*

For 10, it concerns a personal sense of achievement and recognition, sometimes linked to age/life stage:

- *Already breaking into a difficult industry (science). (NECA Tutor, 15-24 years)*

- *Getting into a management position early in my career has meant I have achieved many of the professional goals I had set. (HR and operations manager, 35-44 years)*

- *I am really proud of what I've achieved in my career. (Organisational development consultant, 25-34 years)*

- *I've been out of university for 2 years yet I have already developed a breadth of skills beyond my years. I have yet to apply for a job - I've been shoulder tapped for all positions so far. (Communications advisor, 15-24 years)*

- *I thought being a General manager was the peak but now I am being offered directorships. (General manager – People, systems and technology, 55-64 years)*

> **"I am aware that I am circa 15 years+ younger than others in similar roles. I still feel I haven't achieved my own intended schedule, but am perceived by others to be doing very well."**
>
> *Senior finance manager, 25-34 years*

JOB AUTONOMY, DECISION-MAKING POWER AND RESPONSIBILITY

For a number of women (n=8), a sense of 'being ahead' links to the status of their work in terms of job autonomy, decision-making power and responsibility:

- *Being a consultant means I feel less like I am trapped in having to do everything a certain way. (Senior consultant, 45-54 years)*

- *Challenging work assignments, ability to work with key senior stakeholders, pace of advancement, role title, salary. (Senior advisor – HR programmes, 25-34 years)*

- *I lead a big team and have senior executive responsibility. (General manager, 35-44 years) I have my own business in my chosen field. (Director, 35-44 years)*

For 6 women, being ahead at work relates to the situation (if not age) of their peers:

- *At 36, I am a 3rd tier manager, I am ahead of my peers who remain managers and am respected in my work for delivering. (General manager, 35-44 years)*

- *Compared to people I entered the job market with, I have a relatively senior role, a relatively large income, and a very great job - all of which means I'm terrified of it running out of steam / having peaked. (Senior advisor, 25-34 years)*

- *Most of my peers are in middle to senior management level roles, so I am on par with them if not slightly above in*

terms of my level of responsibility. (Housemaster and English teacher, 35-44 years)

For 4 more, being ahead is linked to a sense of WLB and earning power. This consideration might in turn relate to job status, autonomy and responsibility (above).

Another 4 discussed their personal approaches in ascertaining career success. For example:

- *I have progressed faster than I anticipated, due to pushing for opportunities. In terms of responsibility and position I am ahead of schedule. I intend to change organisations in order to broaden my experience and support future progression. (Senior policy advisor, 25-34 years)*

MAKING SACRIFICES

Only 3 women referred to 'sacrifices' that they perceived they had made to get ahead:

- *Compared to friends, I've advanced well! However, to an extent it has been to the detriment of my personal life. (Telephone channel manager, 25-34 years)*

- *I never went on an OE (but would have loved to!), and haven't taken any significant time out from working since finishing high school/university. Hoping the same can be said when I return from Parental Leave next year. (Senior fundraiser – digital marketing, 25-34 years)*

However, the descriptions above from women taking time out for family commitments, study and so forth suggest an implicit sacrifice away from great career progress, and we might query how gender-related these 'sacrifices' are.

MENTORING

Just 2 women referenced being mentored in relation to being ahead career-wise:

- *I have personally sought out mentors and therefore feel I have begun seriously thinking about my career earlier than most people my age. (Airworthiness engineer, 25-34 years)*

- *I do think, considering I've only been in the workforce for 18 months, my career has gone well. I'm earning a good 10k more than what I expected to be earning at this stage, and I have mentors who have created opportunities for me to learn and stretch myself at work. (editor, 15-24 years)*

Women who provide rationales for their sense of career success generally cite one rather than a range of factors. However, a couple note combined influences.

COMBINATION OF FACTORS

The remaining women attribute 'being ahead' to positive and 'despite' factors, including the existence of job opportunities (e.g. "I have just graduated but there is the possibility of me gaining meaningful full time permanent employment imminently, for which I am grateful as this is definitely not the norm in the current climate" (Call centre operator, 15-24 years) (n=2); changing careers (n=1); studying ("I have started my degree late but I have a lot more work experience and a guaranteed job at the end of my degree" – Cleaner, 15-24 years); and 'despite' location (n=1); not having tertiary education (n=1); being female ("My CEO appointment is in the first of its kind category for a women" – CEO, 45-54 years); and given others' (non-workplace) expectations:

- *I was expected to go to secretarial college, get married and leave work to raise children, so I consider my career pretty successful. I have a PhD, have been a CE and have changed career direction a couple of times. I define success more in terms of doing things I'm interested in rather than a traditional career trajectory. And I do have male friends who have followed the more traditional path who actually had a much smoother ride to the big salaries, simply because they were a better "fit". Nothing personal, but this does result in income discrepancies which still have a big impact on our lives. My ability to sustain a good standard of living in "retirement" will be impacted by that. There is a narrow window between being "too young", "too focused on family" and "too old". I think this is decreasing, but hopefully this study will contribute to that. (Diversity manager, 55-64 years)*

4.4   Career aspirations

Given these results (e.g. around perceived career success), it is not surprising that the vast majority of women (79.2% of 718) have career aspirations – upwards, laterally or in some other respect. Respondents were asked what level they aspired to in their current organisation (partly reflecting their current job levels, the most common levels to aspire to are senior (18.8% or 135) and executive (18.1% or 130) management. A total of 437 (60.9%) are seeking to advance to some level of management or directorship/board membership.

However, 16.3% (117) indicate that they are happy to stay where they are in the workplace which could reflect job satisfaction, perceptions about opportunities to advance and other factors. Some of these respondents are also directors/board members for whom there may be fewer upward career development options. Only 4.5% (32) do not know whether they want to progress (Figure 7).

Figure 7: Current career aspirations of respondents (n=718)
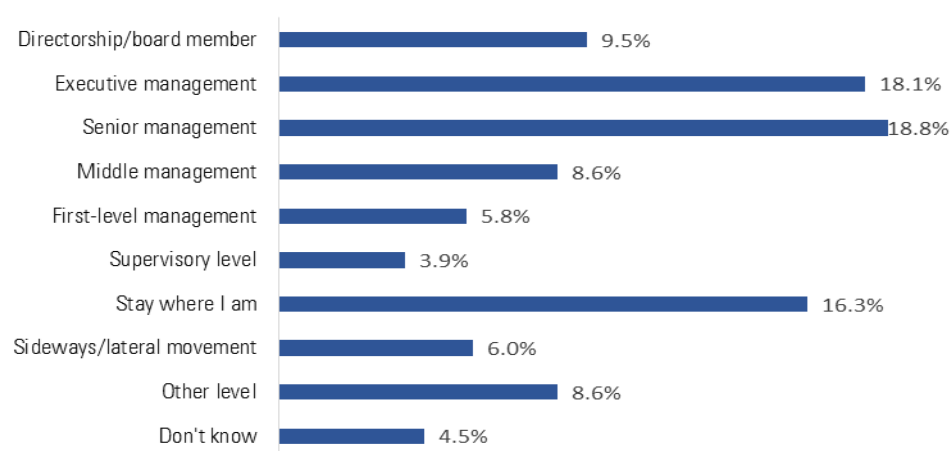
4.4.1   Demographics

AGE

Whilst just under one-quarter (23.3%) of those aged 15-24 years are happy to stay where they are at work, this drops away to just 7.5% of those aged 25-34 years before climbing to 54.5% of those aged 64 and over (Table 12). Career aspirations are thus age-related, with women in their 20s and 30s exhibiting 'stronger' aspirations for career progress.

Table 12: Age groupings and career aspirations of respondents (n=718)

Years	Director/ Board member	Executive mgmt	Senior mgmt	Middle mgmt	First- level mgmt	Supervisory level	Stay where I am	Sideways/ lateral move	Other level	Don't know	Total
15-24	1	4	7	2	1	1	7	1	5	1	30
- %	3.3%	13.3%	23.3%	6.7%	3.3%	3.3%	23.3%	3.3%	16.7%	3.3%	100.0%
25-34	28	35	43	19	18	13	16	15	15	10	212
- %	13.2%	16.5%	20.3%	9.0%	8.5%	6.1%	7.5%	7.1%	7.1%	4.7%	100.0%
35-44	28	64	48	21	10	6	33	12	19	11	252
- %	11.1%	25.4%	19.0%	8.3%	4.0%	2.4%	13.1%	4.8%	7.5%	4.4%	100.0%
45-54	6	23	31	13	9	4	34	11	14	7	152
- %	3.9%	15.1%	20.4%	8.6%	5.9%	2.6%	22.4%	7.2%	9.2%	4.6%	100.0%
55-64	5	2	6	7	3	4	21	2	8	3	61
- %	8.2%	3.3%	9.8%	11.5%	4.9%	6.6%	34.4%	3.3%	13.1%	4.9%	100.0%
65 and over	0	2	0	0	1	0	6	1	1	0	11
- -%	0.0%	18.2%	0.0%	0.0%	9.1%	0.0%	54.5%	9.1%	9.1%	0.0%	100.0%
Total	**68**	**130**	**135**	**62**	**42**	**28**	**117**	**42**	**62**	**32**	**718**
- %	**9.5%**	**18.1%**	**18.8%**	**8.6%**	**5.8%**	**3.9%**	**16.3%**	**5.8%**	**8.6%**	**4.5%**	**100.0%**

MARITAL STATUS

Perhaps unexpectedly, the career aspirations of respondents who are married/partnered are very similar to those who are single. (One might anticipate a difference, for instance, on account of differing household incomes relating to the two marital statuses or depending on age). Nonetheless, a greater proportion of married/partnered women (17.0% versus 13.7% of single women) aspire to stay where they are job-wise. The small number of Other (marital status) respondents does not permit a meaningful analysis of the descriptive statistics (Table 13 overleaf).

ETHNICITY

Only 16.3% of (NZ) Europeans, 16.0% of Other and 12.9% of Māori want to stay where their current role at work. Further, (NZ) Europeans and Māori most commonly aspire to senior (19.4% of respondents each) and executive (18.6% and 16.1% respectively). The biggest difference for the two groups relates to aspiring to a directorship/board membership (9.4% and 16.1% respectively).

Table 13: Marital status and career aspirations by seniority for respondents (n=711)

|	Director/ Board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Stay where I am	Sideways / lateral move	Other level	Don't know	Total
Married/ partnered	49	95	100	43	34	20	90	33	41	23	528
- %	9.3%	18.0%	18.9%	8.1%	6.4%	3.8%	17.0%	6.3%	7.8%	4.4%	100.0%
Single	17	30	34	15	7	8	23	9	17	8	168
- %	10.1%	17.9%	20.2%	8.9%	4.2%	4.8%	13.7%	5.4%	10.1%	4.8%	100.0%
Other	1	4	1	2	1	0	1	0	4	1	15
- %	6.7%	26.7%	6.7%	13.3%	6.7%	0.0%	6.7%	0.0%	26.7%	6.7%	100.0%
Total	**67**	**129**	**135**	**60**	**42**	**28**	**114**	**42**	**62**	**32**	**711**
- %	**9.4%**	**18.1%**	**19.0%**	**8.4%**	**5.9%**	**3.9%**	**16.0%**	**5.9%**	**8.7%**	**4.5%**	**100.0%**

The results show that women with varying educational achievements aspire to jobs at different levels, albeit to differing extents. Of those who want to stay where they are, this concerns just 9% of those with a Masters degree but 33.3% of those holding Other qualifications, 22.0% of those with a Postgraduate diploma/certificate and 20.0% of those with high school qualifications. Concomitantly, higher proportions of those with a Masters aspire to directorship/board membership, executive and senior management (11.0%, 23.2% and 22.6% respectively). While those with a high school qualification similarly aspire to be executive (22.5%) and senior managers (22.5%), a considerably smaller proportion is seeking a directorship/board membership (7.5%). This may reflect their age, views about barriers for those holding lower qualifications to these roles, work experience and other differentials.

Although those with a PhD aspire to various levels of job seniority, they have the highest proportion of all education groups who want to assume a supervisory level role (15.2% (7)).

DEPENDENTS

Having dependents (and/or the number of dependents) are important influences on women's career aspirations in that they generally still play the primary role with regard to providing dependent care. However, the survey results show that women with dependents and those without share very similar profiles in terms of their career aspirations in job seniority terms. There is only a small percentage difference between them with regard to wanting to stay put (17.3% and 15.3% respectively), re-emphasising that that the vast majority of women – with dependents or otherwise – intend to progress in some way at work (Figure 8).

Figure 8: Current career aspirations of respondents with and without dependents (n=719)
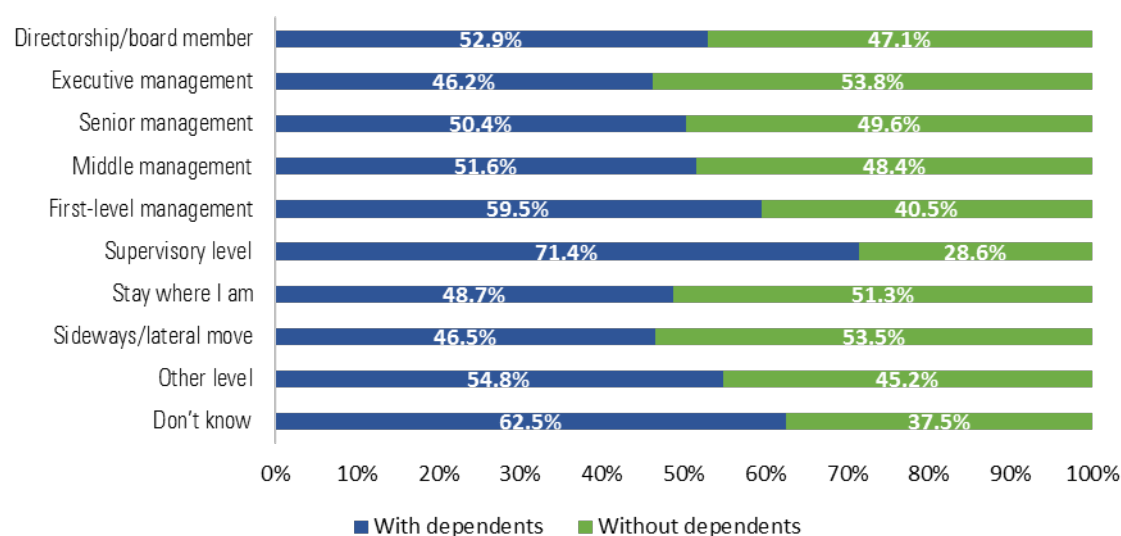
REGION

The response numbers from a number of regions are too small to meaningfully relate to different levels and types of career aspiration. However, for regions with higher counts (Wellington: n=238, Auckland: n=226; Canterbury: n=77; and Manawatu-Whanganui: n=39), the majority of respondents have some level of career aspiration in terms of job seniority, with those happy to stay where they are constituting just 16.4%, 15.5%, 11.7% and 17.9% respectively.

ROLE AS A CARE GIVER

Of those who indicate that they are primarily responsible for care duties (n=280), just 17.1% or 48 are content to stay where they are in the workplace. This proportion is comparable with those who have others available as the primary carers (13.1%) or feel that the onus of the carer role 'depends' (17.0%). It is also only slightly lower than for women who have equal share arrangements with respect to care responsibilities (19.6%). There is considerable similarity

as well in terms of women in different care arrangements and their aspirations to different levels of management and other roles. Only with respect to directorships/board membership do women who are primary carers (6.8%) trail other groupings (12.0% of those who have others as caregivers, 15.1% of those for whom care roles are situation-dependent, and 9.2% of women for whom care roles are split evenly with others.

HOUSEHOLD ROLE

A total of 16.7% (50) of women who see themselves as the primary person responsible for household tasks are not looking to progress at work, somewhat higher than those with others who do the bulk of household work (10.1%) or feel that 'it depends' when it comes to such (8.3%). Less expected is that 19.2% of those who equally share these duties are happy to stay put at work, suggesting other factors are at play.

WEEKLY HOURS

A number of descriptive statistics cells on respondents' weekly hours and career aspirations are too small to analyse (i.e. for those working fewer than 30 hours per week or 50 hours or more per week). However, for those which are large enough to consider, it emerges that, among women working 30-39 hours per week (n=163), 1 in 5 (20.2%) want to stay where they are job-wise. This is considerably higher than the proportion of the 369 women working 40-49 hours per week who want to stay put. Whilst both categories of women aspire to all levels of management, supervisory roles and other forms of change, the only other real difference between them is that a smaller proportion of women working 30-39 hours (13.5%) than those working 40-49 hours (19.5%) would like to become executive managers; this may, in part, reflect their current level of job seniority.

YEARS IN CURRENT ROLE

The proportion of women with less tenure (i.e. under 1 year in post and from 1 up to 5 years) was smaller (14.1% (33) and 13.1% (42) respectively) than in the case of women with longer tenure in their current role. Significant proportions of women with under a year in their present job are also aspiring to executive (23.1%) and senior management (20.5%); the figures are similar for those with 1 to 5 years in post (19.7% and 20.6% respectively). Somewhat differently, women who have held their current position for longer are notably less likely to aspire to these levels more likely than the 'shorter' tenure women to aim for Other level roles.

A higher proportion of women with more than 10 and up to 20 years in their current position (10.2%) also do not know what their career aspirations are in terms of job seniority (Table 14).

Table 14: Years in current position and career aspirations (job seniority) for respondents (n=712)

Years	Director/ Board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisory level	Stay where I am	Sideways/ lateral move	Other level	Don't know	Total
<1 yr	21	54	48	20	14	11	33	12	12	9	234
- %	9.0%	23.1%	20.5%	8.5%	6.0%	4.7%	14.1%	5.1%	5.1%	3.8%	100.0%
1-5 yrs	34	63	66	27	21	8	42	18	26	15	320
- %	0.6%	19.7%	20.6%	8.4%	6.6%	2.5%	13.1%	5.6%	8.1%	4.7%	100.0%
>5-10 yrs	8	6	14	6	5	6	24	10	16	2	97
- %	8.2%	6.2%	14.4%	6.2%	5.2%	6.2%	24.7%	10.3%	16.5%	2.1%	100.0%
>10-20	3	7	4	7	2	2	11	3	5	5	49
- %	6.1%	14.3%	8.2%	14.3%	4.1%	4.1%	22.4%	6.1%	10.2%	10.2%	100.0%
>20 yrs	1	0	2	1	0	1	4	0	2	1	12
- %	8.3%	0.0%	16.7%	8.3%	0.0%	8.3%	33.3%	0.0%	16.7%	8.3%	100.0%
Total	67	130	134	61	42	28	114	43	61	32	712
- %	9.4%	18.3%	18.8%	8.6%	5.9%	3.9%	16.0%	6.0%	8.6%	4.5%	100.0%

OVERSEAS EXPERIENCE

There are also some discernible differences in the career aspirations of women linked to whether or not they have overseas work experience. The most 'popular' career aspiration for women without such experience is senior management (19.7% of 320) while it is executive management for women with overseas experience (20.6% of 399). Conjointly, 30.9% of women who have worked overseas want to be directors/board members or executive managers, compared with 23.4% of other women

JOB STATUS

The biggest single proportions of permanent workers (20% (117) and 19.8% (116)) aspire to executive and senior management. The proportions seeking other upward or other progress are much smaller. For temps/short term contract staff, however, 25.5% (12) want to stay where they are (we do not have data on whether they hold multiple jobs or not), followed by 17.0% (8) who want to be senior managers. The emphasis for self-employed women is different again - 31.3% (15) want to stay where they are but 22.9% (11) aspire to directorships/board membership. For the small Other category (n=39), their largest proportions want to stay put (25.6% (10), become senior managers (17.9% (7)) or go to another level (17.9% (7)).

SALARY

Of those earning $30,000 or less (n=34), 41.2% (14) want to stay put at work, suggesting that pay is but one driver of career ambition. Only half that proportion (21.3% or 17) of those earning $30,001-$50,000 want to stay still while about the same proportion (20.1% or 44) of those earning $50,001-$80,000 want to be senior managers. The largest single proportions of those earning $80,001-$100,000 aspire to executive (20.0% or 28) and senior management (17.1% or 24) whilst 28.7% (64) and 23.3% (52) of those on $100,001-$250,000 want to be executive and senior managers respectively.

Although their numbers are small, among those earning $250,001-$500,000, significant proportions (48.8% (7) and 25.0% (4)) aspire to executive management and directorships/board membership respectively whilst, for the highest income earners ($500,001 and above), 80.0% (4) want to be directors/board members.

OCCUPATION

By occupation, most managers (51.4% (92) aspire to executive and senior management; only 8.4% wish to stay where they are. Professional women are different, with 16.9% (73) wanting to stay still and a more broadly distributed range of aspirations, peaking at 17.6% (76) wanting to be senior managers. Among Clerical and administrative workers, the biggest single proportion wants to stay put (21.5% (14)), followed by 16.9% aspiring to first-level and another 15.4% to senior management. Workers in this category also have the largest share (13.8% (9)) looking to Other job levels.

ORGANISATION SIZE

The biggest proportions of women in micro-organisations (35.7% (20), 19.6% (11) and 17.9% (10)) want to stay where they are, move to other levels and become directors/board members respectively. A greater percentage of women in organisations with 6-10 employees want to stay put (40.9% (9) though the women's sample number in these firms (n=22) limits further analysis. Women in firms with 11-20 employees are relatively evenly spread in their aspirations to different job levels though 25.7% (9) want to stay put. Those in firms with 21-50 employees are not dissimilar (25.6% (11) want to stay where they are) but 20.9% (9) want to become senior managers. Just 15.4% (8) women in firms of 51-100 employees want to stay where they are while 23.1% (12) want to become senior managers and 17.3% (9) executive managers. Firms with 101-200 employees have the most (21.4% (18)) women wanting to stay put but in firms of 501-1,000 people, only 1.5% (1) want to do this while more than half (29.4% and 25%) aim to be executive and senior managers respectively. This may partly reflect a greater sense of job opportunities and career paths (at least in numeric if not more meaningful terms) in larger workplaces (cf. Vorhauser- Smith, 2012).

In the sectors with the highest number of responses (totaling 543 or 75.8% of the sample), 17.9% (24) women in Other services are happy to stay where they are while 23.1% (31) want to be executive managers. In Education and training (n=104), 24.0% (25) do not want to progress but 22.1% (23) want to be senior managers and a further 13.5% (14) aspire to Other levels. In Professional, scientific and technical services (n=98), 17.3% (17) want to stay where they are whilst 20.4% (20) aspire to executive management. For Public administration and safety (n=91), however, just 6.6% (6) women want to stay put; 19.8% (18) want to be executive managers and 18.7% (17) senior managers. In Healthcare and social assistance (n=66), 25.8% (17) want to stay still but 19.7% (13) want to be senior managers. Finally, in Finance and Insurance (n=50), only 4% (2) women want to stay where they are; 38.0% (19) and 30.0% (15) want to be senior and executive managers respectively (Table 15).

Table 15: Largest sectors and career aspirations for the respondents (n=716)

Occ. Group	Director-ship/ board member	Executie mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisor level	Stay where I am	Sideway move	Other level	Don't know	Respondent No:
Other services	16	31	15	9	8	4	24	7	17	3	134
- %	11.9%	23.1%	11.2%	6.7%	6.0%	3.0%	17.9%	5.2%	12.7%	2.2%	
Edn & Training	6	7	23	12	5	3	25	5	14	4	104
- %	5.8%	6.7%	22.1%	11.5%	4.8%	2.9%	24.0%	4.8%	13.5%	3.8%	
Prof'l, scientific & technical	8	20	16	9	3	6	17	7	7	5	98
- %	8.2%	20.4%	16.3%	9.2%	3.1%	6.1%	17.3%	7.1%	7.1%	5.1	
Public admin. & safety	7	18	17	9	10	6	6	8	5	5	91
- %	7.7%	19.8%	18.7%	9.9%	11.0%	6.6%	6.6%	8.8%	5.5%	5.5%	
Healthcare & social assistance	3	8	13	2	4	4	17	5	7	3	66
- %	4.5%	12.1%	19.7%	3.0%	6.1%	6.1%	25.8%	7.6%	10.6%	4.5%	
Finance & insurance	5	15	19	3	3	1	2	0	1	1	50
- %	10.0%	30.0%	38.0%	6.0%	6.0%	2.0%	4.0%	0%	2.0%	2.0%	
Total	**45**	**99**	**103**	**44**	**33**	**24**	**91**	**32**	**51**	**21**	**543**

Finally, we considered women's current jobs and their career aspirations (n=716). Those who are currently directors or board members typically aspire to more of the same (37.9% (11)) or stay put (34.5% (10)). A further 13.8% (4) want to go to Other levels but few are interested in management roles; there seems to be more limited upward mobility options for these women. For executive managers (n=36), 75.0% – split almost 50:50 – aspire to a role at the same level or as senior managers; just 5.6% want to stay where they are. For women who are senior managers, 52.7% (49) want to move up to executive management and a further 12.9% (12) to a directorship/board membership. Again, few (9.7% (9)) want to stay put. Most middle managers are looking to senior (47.4%) and executive (24.2%) management, with just 8.4% looking to stay still.

4.4.2   Career aspirations over time

Respondents were asked whether they feel that their career aspirations have altered over the last 5 years. Descriptive statistics indicate that more than half (61.2% (438)) feel that they have changed somewhat, 7.6% (126) say that they have changed a little, and 21.2% (152) feel that they have not altered.

Women were asked to comment on why they perceived their career aspirations over the last 5 years had changed somewhat, a little or not at all. Qualitative(thematic) analysis found that, of the 510 who commented, 26.7% (136) feel that they have become more/remained ambitious due to increased confidence; receiving mentoring; opportunities opening up; their children becoming older and feeling they can focus more; and because they needed more income due to life circumstances. Nearly one- quarter (24.7%) reference a need for WLB for having children, health issues, their

partner's work, wanting to make a difference, not feeling work is 'worth it', stress, balancing hobbies and experiencing management.

Table 16: Seniority and career aspirations for respondents (n=716)

	Director-ship/ board member	Executive mgmt	Senior mgmt	Middle mgmt	First-level mgmt	Supervisor level	Stay where I am	Sideway move	Other level	Don't know	Respondent No:
Dir/Bd member	11	1	1	0	0	0	10	2	4	0	29
- %	37.9%	3.4%	3.4%	0.0%	0.0%	0.0%	34.5%	6.9%	13.8%	0.0%	100.0%
Exec. Mgt	14	13	0	0	0	0	2	1	4	2	36
- %	36.9%	36.1%	0.0%	0.0%	0.0%	0.0%	5.6%	2.8%	11.1%	5.6%	100.0%
Snr mgt	12	49	10	1	0	0	9	4	2	6	93
- %	12.9%	52.7%	10.8%	1.1%	0.0%	0.0%	9.7%	4.3%	2.2%	6.5%	100.0%
Mid mgt	6	23	45	7	0	0	8	0	3	3	95
- %	6.3%	24.2%	47.4%	7.4%	0.0%	0.0%	8.4%	0.0%	3.2%	3.2%	100.0%
First-level mgt	6	11	20	16	2	0	12	8	1	1	77
- %	7.8%	14.3%	26.0%	20.8%	2.6%	0.0%	15.6%	10.4%	1.3%	1.3%	100.0%
Superv. Level	4	6	12	6	6	0	9	1	5	1	50
- %	8.0%	12.0%	24.0%	12.0%	12.0%	0.0%	18.0%	2.0%	10.0%	2.0%	100.0%
Other level	5	5	8	3	2	3	12	5	13	5	61
- %	8.2%	8.2%	13.1%	4.9%	3.3%	4.9%	19.7%	8.2%	21.3%	8.2%	100.0%
No Mgt/Superv. Responsibiility	8	22	39	29	32	24	55	22	30	14	275
- %	2.9%	9.9%	14.2%	10.0%	11.0%	0.7%	20.0%	9.9%	19.9%	5.1%	100.0%
Totals	**66**	**130**	**135**	**62**	**42**	**27**	**117**	**43**	**62**	**32**	**716**
- %	**9.2%**	**18.2%**	**18.9%**	**8.7%**	**5.9%**	**3.8%**	**16.3%**	**6.0%**	**8.7%**	**4.5%**	**100.0%**

Around 15.7% have horizontal rather than vertical aspirations (e.g. wanting more qualifications, wider and different experiences, more responsibility). Nine percent cite a change (e.g. restructuring, relocation, career shift, going into business, pursuing study) as reasons for altering career aspirations while 8.2% felt disappointed/discouraged from their careers due to restructuring, bullying, sexism, awful cultures, poor management and lack of clarity around not getting opportunities. Just 5.1% felt that they have become less ambitious, relating this to losing confidence, interest in career, lowering expectations and deciding career advancement is not worth it.

However, 58.1% of 546 women have clear, positive aspirations for the next 2 years, wanting to move upwards to improve their pay, attain more secure/permanent work, complete a qualification that will lead to promotion, and take on more responsibility/challenging roles. For example

- *Develop my current business idea into a highly successful business (Barrister/director, 45-54 years)*

- *To reach executive management and board positions. (Group corporate services managers, 25-34 years)*

- *To have a CEO position within New Zealand. Hold directorships within New Zealand. (National service manager, 35-44 years)*

- *Ideally to experience high level management and then move across into governance. (Senior road safety advisor, 25-34 years)*

- *Move into a senior business analyst role. (Unemployed, 45-54 years)*

- *Move into management within a multinational organisation. (Senior advisor – HR programmes, 25-34 years*

- *Wanting to make a difference. In the early years of my career it was all about climbing the ladder and personal excellence and I got into exec. Roles which in the end I found did not fulfil me. I over-relied on mentors and now I know I have to step up to what I want and be my own mentor (Director, 55-64 years).*

A total of 24.0% want to consolidate their position or improve their skills/education, some indicating that this will lead to eventual upwards movement. For instance:

- *Wanting to always learn more and be challenged. (Relocations manager, 35-44 years)*

- *To be known as a really successful executive manager who grows great people and teams. (Group risk manager, 45-54 years)*

- *An aspiration to want to continue learning and enriching myself. A want to keep changing and developing so as not to go stale in what I am doing. As I get better at what I do, I wish to mentor and coach others and help them where I've maybe struggled in the past. (Analyst, 35-44 years)*

- *Being able to build on previous work history. (Quality systems advisor, 45-54 years)*

- *To be challenged, the opportunity to learn on the job, the opportunity to be fairly autonomous and to be surrounded by good people. (General manager, 35-44 years)*

Neither group see WLB as impeding these aspirations.

A total of 9.3% want a complete change – new role/job, industry, country – often due to dissatisfaction with their current role, via retraining, moving into consultancy and starting their own business. Meanwhile, 8.1% are leaving the workforce (retiring), dissatisfied or dejected and so winding down and passing on opportunities, or taking time out to have children, refresh and sometimes spend their energies on the needs of others at work (e.g. succession planning).

There is thus some dissonance for many women in terms of their recent work experiences and their hopes and dreams for coming years.

5   Barriers to career progress

Respondents were asked about perceived barriers to progressing their career in respect of personal and organisational factors.

5.1   Individual barriers

The survey comprised a series of questions which asked respondents to consider i) the extent to which their career advancement has been inhibited by personal circumstances and/or ii) perceptions about their personal abilities to advance their career. The former included areas such as family circumstances, adult relationship circumstances, lack of personal resources, lack of commitment to one's job or occupation, and wanting to focus on professional skills rather than move up the organisational ladder. The latter included areas such as confidence level, sense of self-esteem, public speaking ability, interpersonal skills, intellectual ability, sense of personal efficiency, sense of personal effectiveness and level of technical skills. Respondents also iii) assessed their 'career-related self-efficacy' (e.g. their confidence about making good career decisions, confidence in their ability grow and improve professionally, being able to deal with most problems that crop up in their career, feeling able to deal efficiently with challenges in their occupation if they choose to) (Lyness and Thomson, 2000).

Correlation analysis[5] (for n≥701) shows a small negative link between perceptions of personal circumstance barriers to career advancement and a sense of career-related self-efficacy (coefficient of -0.19), and a modest negative correlation between personal ability barriers to career progress and respondents' sense of career-related self-efficacy (coefficient of -0.34).

In line with this, women's perceptions of personal circumstances barriers to career advancement positively correlate with barriers to their personal abilities (coefficient of 0.23).

5.2   Organisational barriers

As well as personal barriers, respondents were asked about their perceptions of an array of organisational barriers to

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[5] Pearson correlations at the 0.05 significance level. Correlation is a measure of association ranging from 0 (no relationship) to 1 (perfect association), with negative numbers indicating an inverse relationship.

their career advancement. Potential barriers to feeling a sense of (organisational) 'culture fit' included a feeling of pressure to fit in or adapt to the culture; feeling like an outsider; not feeling comfortable asserting views because of possible consequences; feeling that one could not make mistakes and learn from them without threatening one's job or future; feeling held accountable to a higher standard than others; and feeling that people tend to recommend and select people like themselves.

These cultural areas were examined in relation to perceptions about the level of barriers to being part of organisational informal networks, mentoring, career management processes, developmental assignments and obtaining opportunities for geographic mobility (Lyness and Thomson, 2000).

Correlation analysis for a sample of n≥646 found that, as perceptions of a lack of cultural fit increase, so too do those of barriers to informal networks, mentoring, career management processes, development assignments and obtaining opportunities for geographic mobility (with strong positive correlations of 0.58, 0.68, 0.53 and 0.64 respectively in the first four areas and 0.31 for geographic mobility).

6 Facilitators of career advancement

6.1 Individual facilitators

As well as perceived barriers (see Section 5), respondents were asked about perceived facilitators of their career progress in respect of personal and organisational factors. These include questions which asked respondents to consider the extent to which their career advancement has been facilitated by i) having a good track record, ii) their ability to manage their own career, iii) develop relationships, iv) mentoring arrangements, and v) undertaking developmental assignments (Lyness and Thompson, 2000).

Around managing their own career, respondents were asked whether they felt their career had been facilitated by initiating their own job changes, moves across functions and businesses, having a clear idea of their career goals and taking personal risks. In terms of developing relationships, they were asked about their capacity to develop relationships with senior managers, develop an informal network, have credibility with peers and be assertive. On mentoring, the survey asked about the extent that their career advancement was perceived to be facilitated by having moral support and encouragement from their mentor/manager during stressful times, having help from their mentor in establishing key relationships, receiving advice from their mentor about solving difficult business problems, having senior managers who facilitate their career progress, having role models, having a mentor or someone who provides good advice on career opportunities, working for managers who take an interest in their career and having information about organisational politics from their mentor/manager (assuming they have one/more). In terms of developmental assignments, respondents were asked about whether their career advancement was facilitated by being offered key job assignments, having breadth of assignments/experiences, and having job assignments with bottom line responsibility and accountability for important tasks.

Analysis shows that, for n≥581,[6] perceptions of having a good personal track record in relation to career progress positively correlates from a small to moderate extent with other facilitators (managing one's career, developing relationships, mentoring arrangements and undertaking developmental assignments), with coefficients of 0.32, 0.41, 0.22 and 0.34 respectively.

6.2 Organisational facilitators

Respondents also considered a range of organisational facilitators in relation to career advancement: i) process issues, ii) outcome issues, iii) empowerment processes (Paré, Cirano, Tremblay *et al.*, 2001, adapted from Tremblay, Sire and Balkin, 2000) and iv) more statements relating to development job assignments (Lyness and

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[6] The 'equal to or more than' sign is used as the number of respondents vary because of missing values.

Thomson, 2000).

Process issues concern criteria used to grant promotions being clearly defined, employees knowing how to obtain a promotion, promotions being fundamentally determined by unfair political gains, criteria used to grant pay raises being known by employees, and management transparency in terms of compensation management. Outcome issues include perceptions of salary being fair internally and compared with what is offered elsewhere, supervisors providing directives in a fair manner, employees considering that their compensation level reflects their level of responsibility, and pay increases and/or bonuses received in the last 2 years by the respondent adequately reflecting her recent performance evaluations. On empowerment practices, respondents were asked about the latitude given to employees for the organisation of their work (i.e. work schedules), the autonomy of employees in the respondent's work unit in regard to project management, employees in the unit having liberty in the conduct of their work, and their being extensively involved in key decision-making. Finally, developmental job assignment statements relate to the respondent having access to assignments/jobs that require learning new knowledge and skill, having had good opportunities for getting developmental assignments/jobs at their current company, and since working there, having lots of chances to pursue challenging assignments (Pare *et al.*, 2001)

Correlation analysis showed that, for n≥585, process issues (procedural justice in the workplace) moderately and positively correlate with outcome issues (distributive justice), empowerment practices and obtaining developmental assignments (with coefficients of 0.44, 0.36 and 0.32 respectively).

7 Turnover intention, job satisfaction, barriers and facilitators

7.1 Turnover intention and job satisfaction

Unfulfilled careers/jobs and career aspirations can form part of the rationale for a person's intention to quit an organisation. Respondents were asked to respond to statements about their turnover intention (defined in terms of thinking about leaving the organisation, planning to look for a new job, intending to ask people about new job opportunities, and not planning to be in the organisation much longer – Kelloway, Gottlieb and Barham, 1999).

Although it was noted earlier that a good proportion of the women have been in their current job for a significant period of time, many would move on if the opportunity presented itself. More than one-third (37.9%) either agree or strongly agree that they are thinking about leaving their organisation. A further 20.8% provided a neutral response, meaning that only 36.7% are not thinking about quitting. Even more (42.5%) are planning to look for a new job while nearly half (49.2%) intend to ask people about new job opportunities. Indeed, 28.3% do not plan to be in their current workplace for much longer (Table 17). However, some of those planning to look for/ask others about new job openings may be looking to move within their workplace.

Table 17: Turnover intention from respondents

Statement	Respondent No:	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am thinking about leaving this organisation	586	84	131	122	155	94
- %		14.3%	22.4%	20.8%	26.5%	11.4%
I am planning to look for a new job	584	83	125	128	150	98
- %		14.2%	21.4%	21.9%	25.7%	16.8%
I intend to ask people about new job opportunities	587	75	113	110	189	100
- %		12.8%	19.3%	18.7%	32.2%	17.0%
I don't plan to be in this organisation much longer	**587**	**93**	**156**	**172**	**86**	**80**
- %		**15.8%**	**26.6%**	**29.3%**	**14.7%**	**13.6%**

Correlation analysis shows a strong negative correlation (coefficient of -0.56) between respondents' turnover intention (Kelloway, Gottlieb and Barham, 1999) and job satisfaction (defined here in terms of most days feeling enthusiastic about work, feeling fairly satisfied with one's present job, feeling like each day work will never end, finding real enjoyment in one's work, and considering one's job rather unpleasant – Judge, Bono *et al.*, 2005). However, there

is a moderate positive relationship (0.42) between life satisfaction (defined in terms of one's life feeling close to ideal in most ways, the conditions of one's life, being satisfied with one's life, achieving the important things that one wants in life, and not changing much if one could live his or her life over – Diener, Emmons *et al.*, 1985) and career satisfaction (defined as feeling satisfied with the success one has achieved in his or her career, the progress made towards meeting overall career goals, progress with meeting one's goals for income, progress with goals for advancement, and progress with goals for developing new skills – Greenhaus, Parasuraman and Wormley, 1990), as per other studies (e.g. Moynihan, Boswell and Boudreau, 2000).

7.2   Personal barriers, turnover and satisfaction

For n≥589, perceptions of barriers in one's personal circumstances in relation to career advancement positively correlate with turnover intention. And as perceptions of these barriers increase, job, career and life satisfaction moderately decrease (coefficients of -0.15, -0.23 and -0.21 respectively). The pattern is the same between personal abilities and career advancement and job, career and life satisfaction (coefficients of -0.13, -0.16 and -0.20 respectively) but there is no statistically significant correlation with turnover intention. A growing sense of career-related self-efficacy is moderately and positively related to job, career and life satisfaction (coefficients 0.29, 0.33, and 0.28 respectively).

7.3   Organisational barriers, turnover and satisfaction

For n≥587, perceptions of a lack of cultural fit positively correlates with turnover intention (0.39) and there is a moderate negative correlation with job (-0.39), career (-0.28) and life (-0.22) satisfaction. The pattern of relationships is similar with other organisational barriers, and even stronger in some of cases (e.g. there is a strong positive correlation between perceived barriers to mentoring arrangements and turnover intention (0.45) and a negative relationship between these barriers and job, career and life satisfaction (-0.41, -0.43 and -0.26 respectively)). This is interesting as respondents report mentoring to be their most wanted organisational initiative (see Section 9). Barriers to undertaking developmental assignments are strongly, positively associated with turnover intention (0.45) and negatively associated with job, career and life satisfaction (-0.39, -0.47 and -0.27 respectively). Similar patterns occur in relation to barriers to career management and turnover intention (0.40), job satisfaction (-0.31), career satisfaction (-0.41) and life satisfaction (-0.26), being excluded from or having limited access to informal networks (correlates of 0.29, -0.25, -0.24 and 0.19 respectively), and more weakly, barriers to geographic mobility (correlates of 0.20, -0.14, -0.16 and -0.14) (Table 18).

7.4   Personal facilitators, turnover and satisfaction

Interestingly, the presence of individual career facilitators did not have any effect on turnover intentions (although they did have small positive effects on job, career and life satisfaction).

7.5   Organisational facilitators, turnover and satisfaction

For n≥585, perceptions of procedural fairness, outcome fairness, empowerment practices and obtaining developmental assignments for career advancement all negatively correlate with turnover intention (-0.33, -0.41, -0.35 and -0.37 respectively) and moderately positively link with job, career and life satisfaction, particularly in the case of outcome issue fairness and career satisfaction (0.43), empowerment and job satisfaction (0.42), developmental assignments and job satisfaction (0.41) and developmental assignments and career satisfaction (0.47) (Table 19).

Table 18: Perceived organisational barriers, turnover and satisfaction – correlation output

	Barriers to Cultural fit	Barriers to networking	Barriers to mentoring	Barriers to career mgmt	Barriers to develop-mental assignment	Barriers to geographic mobility	Turnover intention	Job satisfaction	Career satisfaction	Life satisfaction
Barriers to Cultural fit										
Barriers to networking	0.58									
Barriers to mentoring	0.68	0.55								
Barriers to career management	0.53	0.40	0.69							
Barriers to development al assignments	0.64	0.48	0.71	0.66						
Barriers to geographic mobility	0.31	0.27	0.30	0.28	0.35					
Turnover intention	0.39	0.29	**0.45**	**0.40**	**0.45**	0.20				
Job Satisfaction	-0.39	-0.25	-0.41	-0.31	-0.39	-0.14	**-0.56**			
Career satisfaction	-0.28	-0.24	-0.43	-0.41	**-0.47**	-0.16	-0.28	0.33		
Life satisfaction	**-0.22**	**-0.19**	**-0.26**	**-0.26**	**-0.27**	**-0.14**	**-0.21**	**0.36**	**0.42**	

7.6 Current organisational measures to support women's advancement at work

In addition, respondents were asked to rate how useful they feel their organisation currently is for supporting women's advancement in the workplace with respect to certain initiatives. It transpires that mentoring for women is seen as seen by respondents as having the most utility of the initiatives listed in Table 20, with only 28.4% (160) saying it has no usefulness at all. Women-only training and quotas received the highest proportions of responses that indicate women do not see them as useful in their workplace for supporting women's advancement. However, in terms of being extremely useful in this way, childcare facilities/assistance emerged slightly ahead of mentoring (12.9% and 11.7% respectively). It can be noted that significant minority proportions of women note that each of the initiatives are not applicable/undertaken in their workplace.

Table 19: Perceived organisational facilitators, turnover and satisfaction - – correlation output

	Process issues	Outcome issues	Empowerment	Obtaining developmental assignments	Turnover intention	Job satisfaction	Career satisfaction	Life satisfaction
Process issues								
Outcome issues	0.44							
Empowerment	0.36	0.41						
Obtaining developmental assignments	0.32	0.36	0.44					
Turnover intention	-0.33	-0.41	-0.35	-0.37				
Job satisfaction	0.31	0.37	0.42	0.41	-0.56			
Career satisfaction	0.30	0.43	**0.29**	**0.47**	**-0.28**	0.33		
Life satisfaction	**0.17**	**0.26**	**0.20**	**0.27**	**-0.21**	**0.36**	**0.42**	

Women were also asked to indicate whether they felt that their organisation is a good place to work. Encouragingly, two-thirds (66.4%) feel that their company is good while only 94 (16.5%) do not. However, the same proportion (17.1% or 97) are not sure, suggesting that there is a need for some organisations to strategically seek to shift the mindset of some of their employees.

Of those who are positive about their workplace, this links to a range of factors, including (in order of frequency): perceptions that their workplace offers flexible work conditions and/or measures that enable work/home balance or family-friendly; provides challenges, opportunities and support; treats all staff fairly/equally or there is equal opportunity, diversity and inclusivity are well accommodated; good colleagues; great working conditions for all; has some women in high-ranking roles that people can look up to; advancement is seen as a possibility; interesting work; great culture; represents women well at all levels or senior levels; and has good corporate social responsibility. For instance:

- *My boss understands the home/work balance and offers family friendly hours and time in lieu for appointments. Unlimited sick pay too. (Coordinator, 35-44 years)*

- *The work culture in my organisation is excellent. Very good, supportive and clever people so you are learning (and supported to learn) all the time. (Senior advisor, 35-44 years)*

- *While my organisation does not actively seek to advance women, it is ingrained into our culture. 75% of our team is women, and we have women in some significant leadership positions. We are flexible for our working mum, but do not have structured policies or quotas to ensure this. (Practice manager, 24-34 years)*

Some also value that their workplaces were taking steps to reduce any gender inequality.

For the smaller group who do not think their organisation is a good place to work, a key range of reasons were given, including: a lack of respect from men (and sometimes other women) and old boy networks; few women in senior roles; (relatively) poor pay; lack of career prospects; perceived difficulty of working up the career ladder; poor (e.g. sexist, racist, ageist) treatment by management and/or colleagues; systemic inequality and sexism; inflexible work practices; and bullying. For example:

- *I don't think there are any long-term career prospects for women in my business unit in my company/My business unit also has a very high attrition rate. (Director, 35-44 years)*

- *Little to no support network, undervalue the administration function. (HR Administrator – 15-24 years)*

- *There is no minimal or no collaboration, flexibility or value afforded to most staff members. (Medical secretary, 55-64 years)*

- *Women are often held to higher standards but it is the men that are promoted. Unless you are part of an exclusive click [sic] which involves being based in Asia. (Associate director, 25-34 years)*

- *On paper and in terms of policy, the organisation appears like an equal, supportive, family friendly environment but the reality is different. Women do not get the support needed by line management and outside of ticking a few boxes in an annual review form nothing happens to train, promote or advance women, especially those who work part time - this is partially due to budgets and policy bound HR who appear not to be engaged in policy enactment but more directed toward risk mitigation. (Senior lecturer, 45-54 years)*

- *Lack of flexibility in work practices, particularly in corporate services areas. (Associate strategic advisor, 25-34 years)*

> **"There are still many women at lower level managers' role but as you go higher up, it's the men that hold the majority of the senior roles (apart from the usual HR type roles)."**
>
> *Safety and well-being business partner, 55-64 years*

- … (T)here is a general lack of desire to challenge the norm and look for better ways to win business. Doing things the way they have always been done is not working, but there is no change. *(Business development executive, 35-44 years)*

- It's male run despite being female-dominated. Men are given opportunities. Constantly. It is not safe to criticise this. *(Entrepreneur, 35-44 years)*

- I don't believe that executive management place value on women in leadership in our organisation. *(NZ operations manager, 25-34 years)*

- It is fairly dead end which suits me at this point in my life but I wouldn't recommend younger women to work here if they were looking for advancement - although young men are given chances (secondments) women are rarely encouraged to apply for these nor are they successful when they do (they are seen as strident for insisting on being given a chance and therefore "not a good fit"). *(Executive assistant, 65 years and over)*

Among those who are not sure, some qualify their responses, for instance, because their organisation has a very flat structure or due to other reasons, for instance:

- My response is dependent on which department the woman would work in, sales is excellent for women, office-bound/administration is not as good and I wouldn't recommend. *(Corporate sales manager, 45-54 years)*

- The people are good but the clientele are difficult and the finances are not great. *(Library manager, 66 years and over)*

*Table 20: Respondents' perceived utility of their organisation for supporting women's advancement*

Initiative	Respondent No:	Not useful at all	Somewhat useful	Moderately useful	Considerably useful	Extremely useful	NA	Don't know
Mentoring for women	564	160	82	72	63	66	78	43
- %		28.4%	14.5%	12.8%	11.2%	11.7%	13.8%	7.6%
Women-only support networks	564	173	84	63	54	57	96	37
- %		30.0%	14.9%	11.2%	9.6%	10.1%	17.0%	6.6%
Women-only training	564	238	62	33	33	29	119	50
- %		42.2%	11.0%	5.9%	5.9%	5.1%	21.1%	8.9%
Quotas (e.g. in recruitment, promotion)	565	222	39	38	30	27	121	88
- %		39.3%	6.9%	6.7%	5.3%	4.8%	21.4%	15.6%
Focus on women in career management processes	564	163	62	55	71	57	92	64
- %		28.9%	11.0%	9.8%	12.6%	10.1%	16.3%	11.3%
Childcare facilities/assistance	565	204	50	37	36	73	102	63
- %		36.1%	8.8%	6.5%	6.4%	12.9%	18.1%	11.2%
Activities to promote women at work	564	200	63	50	52	65	91	43
- %		35.5%	11.2%	8.9%	9.2%	11.5%	16.1%	7.6%

8   Women and workplace performance

For n=568, nearly half of the women - 46.7% (265) – agree that, in their company, the 'business case' for women in senior/leadership roles is positively linked to organisational commercial performance. Yet, 19.4% disagree and a significant 33.9% do not know (Figure 9). The latter are less likely to proffer a rationale for their response, moreover.

46.7% *of respondents* *believe an increased presence of* **women leaders** *in senior roles can improve organizational* **commercial performance**
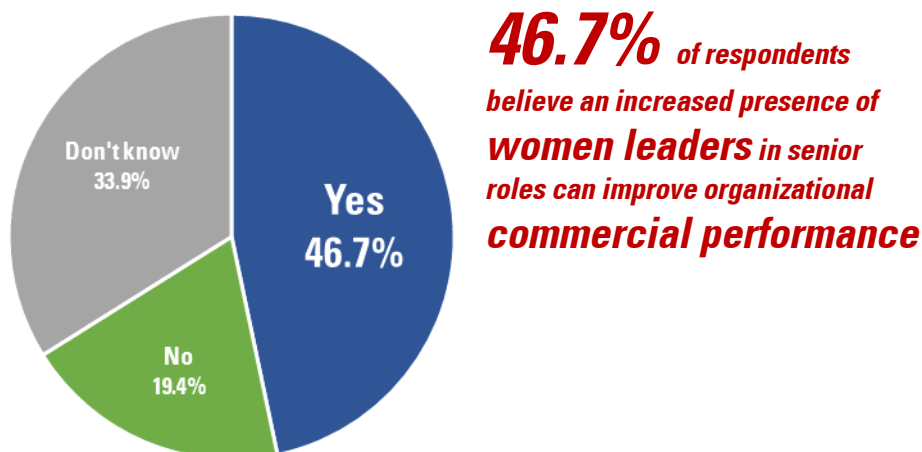
From those who indicate a positive link between women in senior roles and organisational performance, the most common reasons encompass (in order of frequency):

- a belief that greater diversity of opinion and perspective provides a richer view and greater input into organisational processes and outcomes;
- having balanced positions improves performance;
- evidence that they have read about supports the idea of a link; and
- 'essentialist' features of female and male behaviours and ways of working.

For example:

- *Research indicates that this is the case. Also, having a more diverse senior leadership, including more women, provides a greater diversity of thought and creativity. (Professor, 45-54 years)*

- *Clients like working with women. (Partner – financial advisory services, 45-54 years)*

- *There would be less time wasted on placating enormous male egos and dealing with their constant squabbling and falling-out amongst themselves. (Ambassador, 45-54 years)*

- *It's not just about a blanket increase, it's also about the capability of the individual. The question is a deliberately loaded one - and it would be interesting to swap the gender and ask the same thing. A question worth exploring is what women could bring to senior or leadership roles. (Team leader, 35-44 years)*

- *A diversity of thought will always affect the bottom line. (Senior advisor, 45-54 years)*

- *Because the women are used to working so hard and having so many balls in the air they work efficiently and effectively. They have had to as it is the only way to get through all the work. They could bring these skills to leadership roles. (Barrister/director, 45-54 years)*

- *Diversity is proven to increase commercial performance. (Category manager – building and construction, 35-44 years)*

- *Our current senior leadership is all male. More women would bring better diversity and therefore more innovation. (Engineer, 25-34 years)*

- *Offer different perspectives, organisation and interpersonal skills. (Accountant, 25-34 years)*

- *Evidence shows. Additionally, I strongly believe diversity in all forms helps lift performance and engagement. (Performance and delivery manager, 25-34 years)*

- *Sort of. In client feedback I have heard that women photographers are preferred in certain circumstances because of their perceived empathy. But often male photographers have more perceived confidence which is a major factor in securing bookings. (Owner/creative director/photographer, 25-34 years)*

- *Yes, but on the basis women are allowed to behave like women and are not expected to behave like men! (Chief officer – customer management, 35-44 years)*

Among those who do not see a link between women in higher roles and performance, comments relate to the following factors (again, in order of frequency):

- gender at work has no connection with quality;
- factors other than gender-related ones influence performance;
- performance is not a strategic goal for their organisation;
- small organisational size makes the gender and performance question irrelevant; and
- attitudes of women in senior roles is part of the problem.

For example:

- *N/a due to being a not for profit. (Well-being implementation officer, 55-64 years)*

- *My organisation has a very good mix already, having more will not make it better. (Plant manager, 35-44 years)*

- *Small business which is limited by other things. (Senior brand manager, 35-44 years)*

- *I work for a public sector organisation so we don't have a commercial performance goal. However, I do believe that having a gender and ethnically representative senior management team is important. (senior information officer, 45-54 years)*

- *Not particularly; the organisation seems to be working very well and the men in charge listen to women's voices. I am sure that as the women in the firm progress to the top, they will add to the overall performance, but not necessarily more than men would. (Lawyer – senior associate, 35-44 years)*

> **"I don't think gender is relevant to how well you do your job."**
>
> Chief marketing officer, 45-54 years

Among those who are not sure about there being a connection between women in senior roles and organisational performance, fewer gave reasons than is the case for the women who said 'yes' or 'no'. However, for those who do comment, there is a wide range of factors that are not easily categorised (and thus, able to be prioritised). For instance:

- *Everyone in senior or leadership positions need to be people of integrity. In my organisation internal office politics and gaming dictates the behaviour of staff regardless of gender. (Chief advisor, 35-44 years)*

- *I have read articles where this is the case so while potentially, yes, we do have women in leadership roles now and we do have an increasing number of women in leadership roles (ratio) however some of the women have definitely been selected based on them being safe choices and pleasing people which I am unsure whether that bodes well for commercial / economic performance. (Teacher, 25-34 years)*

- *As above. We have one leader who is the business owner. It's hard to comment. (Project manager, 35-44 years)*

- *Don't know, it's always been a primarily female-run organisation. (Staff and outcomes facilitator, 25-34 years)*

9 What can be done?

9.1 Organisational-level initiatives

Respondents were asked whether they felt that their organisation could do more to support the advancement of women leaders in *their* workplace. Of n=569, most (62.7% or 357) feel that more can be done. A much smaller proportion (17.8% or 101) say nothing more can be done by their workplace (Table 20). Nearly 1 in 5 (19.5%) do not know, suggesting a lack of clarity in a number of cases around the nature of workplace initiatives and their perceived (potential) impacts for women.

Figure 10: Perceptions of whether organisations can do more to advance women leaders from respondents (n=569)

62.7% of respondents believe organisations can do more to **advance women leaders**
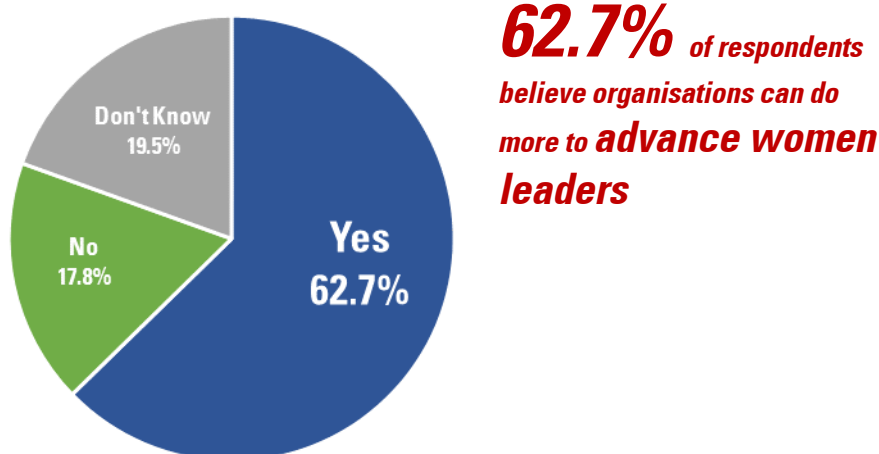
Most of the women (i.e. the majority of the sample) who feel that their organisations can do more to help women advance suggested the initiatives shown in Table 21 in order of frequency:[7]

Table 21: Respondents' suggested initiatives for their workplaces to help women advance (n=357)

n	Initiative	Selected quotes from respondents
63	Informal and formal mentoring of women	• *Provide a realistic and supportive network of mentors for women, particularly at middle management level. (Regional Manager, 45-54 years)* • *Creating a culture of women managers being active in guiding other women. (Social Worker, 35-44 years)*
49	Flexible work arrangements (FWA)/WLB	• *More flexible working hours, remote access/working from home options. (Manager, 35-44 years) Family-friendly focus. (Senior Advisor, 35-44 years)* • *Maternity leave policy is way behind other similar organisations. (Business Planning and Governance Manager, 25-34 years)*
44	Initiatives to encourage cultural shifts in an organisation that lead to greater inclusivity and support	• *Be better at recognising professional skills and knowledge held by women. Also encourage a culture of men taking time off to care for children and advocate for this as being of benefit to men and women both. (Web Content Specialist, 25-34 years)* • *Less (un)conscious bias towards women, particularly ethnic women. We need to break down institutional racism that is still so pervasive in our society. Women make up half the population, so surely it is time to embrace the*

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[7] Such suggestions supplement those initiated by external bodies such as Diversity Works and Global Women.

		richness of perspectives that women bring to enable more inclusive, effective and positive transformative change for our communities, locally, regionally, nationally and globally. Together, we can achieve more, better. (Policy Team Leader/Senior Policy Analyst, 35-44 years)
37	Informal and formal women's networks and support groups/mechanisms	• *More support for women who raise concerns about inequality, poor behaviour, sexism and harassment. (Venue Manager, 25-34 years)* • *Support and have facilities in place. We have too much talk around this. (Premium Servicing Manager, 45-54 years)* • *… There are a number of women working within my workplace, but for general staff there are limited opportunities for advancement so a support network would also be helpful. (Administrator, 35-44 years)*
31	Training and development sessions/workshops for women only, certain groups of women managers and/or all staff	• *Educate male managers about unconscious bias. I think many men would be horrified to hear how they are perceived by women working for them, as the advantage they give other men is not given consciously. (Manager, Strategic Communications, 45-54 years)* • *Ensure male managers get appropriate training to address biases and monitor to address 'boys' clubs'. (Senior Advisor, age grouping unknown)*
20	Promotion/championing/sponsorship of varied types of women into leadership roles and gender-aware succession planning	• *Provide an environment where you could develop leadership skills, appreciate financially and career wise those that do exhibit leadership. (Lab Technician, 55-64 years)*
17	Initiatives to encourage management styles that help to progress women's advancement	• *Training on more collaborative/coaching management styles and a diversity of skill sets over a* • *'command and control' mentality (Senior ranger, 35-44 years)*
17	Greater recruitment and selection of women	• *… encouraging and hiring female managers and directors (we currently have no women in senor* • *positions. (Brewing and Beverage Manager, 25-34 years)* • *In a traditionally male-dominated industry, our population is 12% woman, so the first step is getting more women in the door. This is something we are focusing on. (HR Advisor, 35-44 years)*
15	Greater women's/diversity representation at various organisational levels	• *Take a little less notice of those who promote themselves loudly and look a little deeper. (Senior lecturer, 55-64 years)* • • *I would like to see the senior executive take a stronger stance on including more women in management roles and on the leadership team. (I'm working on that...) we have various development opportunities to work with leaders and shift their thinking regarding diversity. (Manager, People and Capability, 65 years and over)*
11	Quotas and targets for women at all levels	• *Financial Services in NZ is a very male dominated industry which has a large number of woman in the entry level admin roles and men in the management roles at the top. To change this a quota system perhaps or a better diversity programme needs to be instilled. (Industry Training Advisor, 45-54 years)* • *Be bold and use quotas or a system of "not more than xxx number of men in senior roles". Big change needed otherwise it will be another 25 years before we have senior women represented in powerful roles. (Lecturer, 55-64 years)*
11	Transparency around pay (processes), better/equal pay and closure of the gender pay gap	• *I think the workplace could be a lot better with equal pay - I know that the male recruitment advisors are paid far more than the females. (Administrator – Recruitment and HR, 15-24 years)* • *Equal Pay/Maternity Pay. (Corporate Sales Manager, 45-54 years)*
8	Women's leadership programmes and courses	• *Our OD team are working on a leadership initiative for women leaders in senior roles, but would be great if one day they could extend this to leaders below GM level. (Labour Inspector, 25-34 years)*

		• *Identify possible women leaders, future leaders and offer them opportunities to develop into such roles. (Museum Development Advisor, 35-44 years)*
		• *Create a women's leadership programme to enable and empower young women to lead from where they stand or go on to leadership roles. (Senior Policy Advisor, 25-34 years)*
7	Highlight women's successes and women (and men) role models	• *My organisation has women in several high-level positions e.g. the Chief Executive, half of the Council, and several high level managers. These role models are the best thing the organisation can have to support the advancement of women leaders. (Senior Academic, 45-54 years)*
		• *Leading from the top with regards to attitudes towards women in leadership and helping others realise that women bring something different to leadership. (Team Leader, 35-44 years)*
		• *Highlight women currently in non-traditional roles/avoid a dominant undercurrent of women in 'supporting' roles. (Senior Communications Advisor, 45-54 years)*
4	Transparent work processes	• *Less bias in assigning developmental opportunities. Grow the person more broadly rather than just for specific roles. (Chief of Staff, 35-44 years)*
		• *Being transparent about what is needed to be an exec. (Head of Customer Engagement, 45-54 years)*
4	(better) recognition/valuatio n of women's skills and knowledge	• *Establish affirmation teams (as per the women of Obama's administration) who will reaffirm women's work and women's voices in a visible and assertive way (avoiding the bossy/catty stereotypes). (Senior Solicitor, 35-44 years)*
		• *Stop expecting women to take minutes, clean up the kitchen and organise social events. (Communications Advisor, 25-34 years)*
3	Consistent, non-sexist/'other-ist' and inclusive language	• *Show respect/Acknowledgeskills/Not tolerate sexist comments in staff meetings. (Researcher, 35-44 years)*
1	Establish an equity committee	• *Use equity committees to address pay inequity, advancement of all women not just 1-2% at top and give better training and support (budgetary in particular) to line management to manage workloads and responsibilities of women who work flexibly and who have at times needed access to flexible work. (Senior Lecturer, 45-54 years)*
1	Dedicated women's amenities	

Mentoring of women at work is thus the most widely cited initiative by respondents (n=63) to encourage women's advancement. It was suggested that mentors could help, for example:

- identify what the options are for advancement, how that could look and to achieve it;
- women to gain confidence at work;
- women to understand how they can help other women at work;
- women to identify, remove, challenge or minimise barriers they see in their world which prevent them from progressing at work; and
- facilitate organisational culture change and identify and remove implicit bias.

The next most commonly-suggested initiatives are FWA/WLB; initiatives to encourage cultural shifts at work that lead to greater inclusivity and report; networks and support mechanisms; and training and development opportunities. With regard to impactful FWA, this was discussed in terms of childcare facilities; support for dependent-related leave; encouraging WLB initiatives for aspiring and already-senior women and/or men, as well as temporary/permanent workers (e.g. via working from home; in-house childcare; support for dependent-related needs such as sick leave; flexible working hours; greater capacity for part-timers to move flexibly around the organisation or to other work locations; job-sharing; having outcome-based jobs rather than fixed hours of work). None of the women

referenced specific legislative   provisions that employees can trigger to see FWA from their employer.[8] One woman adds:

- *Our organisation needs to change its culture so that the 'group norm' becomes an acceptance for men and women to utilise flexible working practices and family friendly policies without feeling like they would be looked down upon or their careers would suffer. It is fine to have good policies, like we do, but there has to be an environment that genuinely encourages people to utilise them. (Deputy director – HR, 35-44 years)*

Various aims were advanced for women's (support) networks and related support, including networks where women can 'bounce ideas off each other'; networks where women come together in a safe environment to support one another to realise their potential; and   training involving all staff and managers, including middle managers.

On training, this was discussed in terms of preparing women to take over positions when others move on; being open to many women (e.g. not just managers); developing young women early in their careers; empowering women; developing awareness of gender bias and how it affects workplace interactions;   leadership; educating staff; and being nuanced to reflect sectoral specificities.

With the suggestions around shifting the cultural values and associated practices and behaviours in workplaces to encourage women's advancement, a number observed a 'boys' club' in their workplace; this was even often the case in organisations/sectors with heavier female employment as men tended to   predominate at the managerial and executive levels. A good proportion of the suggestions indicated the need for considerable change (e.g. *"Completely overhaul masculinity inherent in management culture"* (Advisor, 25-34 years) and highlighted a need for transparency and the challenging unconscious bias and social norms.

A number of women suggest multiple initiatives at different organisational levels,[9] recognizing women's   diverse issues and circumstances. Some also observed a need for a multi-sector policy approach (e.g. via   student education, working with the government). Another 11 women say do 'anything' as nothing or little is currently done in their workplaces (cf. Cox, 2001). Only two say that there are insufficient resources   and two feel that there is no problem to solve. Two more do not know what could be done to ameliorate   women's advancement at work although one noted:

This question cited the following possible initiatives for respondents to evaluate in terms of how useful they would be for their organisation in supporting women's advancement: mentoring for women; women-only support   networks; women-only training; quotas; focusing on women in career management processes; childcare facilities/assistance; activities to promote women at work; and other.

- *This sort of problem is hugely complex, so I suppose if my organisation committed to rigorously and transparently investigating this, that would go some way to helping. (Policy Advisor, 25-34 years)*

Some also stressed tailored initiatives to help with women's specific circumstances (e.g. special support of Māori women's and others' 'mainstream' advancement) -

- *Many of us are already 'executive management' of our tribes and hapu (that doesn't stop for maternity leave!) no training course will help teach that! Also recognise the benefit of cultural skills that come with Maori women to an organisation. The organisation perceives itself as liberal but the white privilege pervades it. (Manager, 35-44 years)*

- as well the 'normalisation' of diversity aims and practices, involving both women and men, in workplaces   processes.

Reinforcing the study's utility, 7 women feel that women themselves should be asked by their employers   about what

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[8] See Part 6AA, Flexible Working, of the Employment Relations Act 2000.
[9] This question cited the following possible initiatives for respondents to evaluate in terms of how useful they would be for their organisation in supporting women's advancement: mentoring for women; women-only support networks; women-only training; quotas; focusing on women in career management processes; childcare facilities/assistance; activities to promote women at work; and other.

they need to progress at work, including via surveys and needs assessments. This fits with the advocacy by several for collecting and monitoring data on women at work (e.g. on their seniority, pay and progress compared to those of men).

However, many women are under no illusions of the challenges ahead to bring about change. For instance:

- *This takes a lot of energy and the only people prepared to put in the effort are the women in the organisation. (Manager, People and Capability, 65 years and over)*

- *To support the advancement of women leaders, workplaces need to undergo radical change - not just pay lip service to flexibility and supporting both women and men with family commitments, but to genuinely show that these things are prioritised. At this stage, many 'working' mothers are expected to do it all - effectively by pretending at home that they don't have a job; and pretending at work that they don't have a family. That is unsustainable, and eventually one of those commitments will suffer. (Team leader, 35-44 years)*

Some noted this decline in a tough climate of 'restructuring and money saving'. Indeed, whilst equal employment opportunities (EEO) and positive action have helped women at work in recent years, women's advancement and empowerment has been glacial with patchy progress (e.g. Human Rights Commission, 2010; Parker, 2013). The call for positive discrimination by some women (e.g. via quotas and targets) may reflect a wider sentiment that more needs to be done to quicken the pace of change. Respondents also stress a need to balance an accommodation/celebration of women's diversity (including those who want a career as well as those who want a job) with equity concerns so as to advance them alongside men via overall organisational changes and focused measures. Indeed, several respondents note that their organisation has initiatives aimed at helping women to advance but perceive their effects to date as less than optimal. The quality of and 'buy-in' to initiatives are thus of paramount importance.

In the above comments, it can also be seen that a number are made in relation to changing particular organisational/HR functions. The 'front end' of women's engagement with workplaces – recruitment and selection processes – are singled out as particular areas where steps can be taken to improve women's opportunity, representation and influence (e.g. via positive discrimination in hiring; actively encouraging applicants from female-dominated parts of the organisation, with one respondent suggesting that more women should be hired 'so that there are more of us to promote' (Quantity Surveyor, 25-34 years)). Also suggested were measures aimed at shifting management approaches to more coaching, collaborative and/or servant-leader styles (e.g. Greenleaf, 1991) which arguably value 'female ways' of leading.

10. Discussion and recommendations

10.1 Discussion

This survey-based project highlights women's situation in NZ workplaces, influences on their engagement with and progress at work, their perceptions of career progress, and their career aspirations. All women throughout NZ were invited to complete the questionnaire, and those who did reflect a good cross-section of women in the labour market along a range of personal and work-related characteristics and circumstances. The study involved both quantitative and qualitative analyses of survey data, and a number of key findings will be discussed here.

First it emerges that women engage with paid work in various ways over a range of functions and occupations. Given national statistics, a higher than expected proportion of women in this study work in management roles of some description.[10] Even so, just 5.2% are executive managers, 4.2% are directors/board members and 12.9% are senior managers. Findings from other studies suggest NZ trails many nations in terms of women's

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[10] Official figures show that women tend to have high representation in senior management in special interest organisations and in government, and low representation in private organisations.

representation in senior management (e.g. the Grant Thornton International Business Report (2015) shows that NZ is in the bottom 10 countries in terms of senior roles held by women). Our survey provides some evidence of sectoral and occupational segregation, with the International Labour Organization (2016) observing that gender-based occupational segregation has increased further over the last two decades with skill-based technological change. Thus, despite increasing participation at entry level in NZ, '(w)omen's low representation at the top … remains systemic and frustrating [and] (i)t appears largely immune to economic cycles, despite the global financial crisis being regularly used as an excuse for women's slow progress' (Human Rights Commission, 2012: 2).

Second, both expected and more surprising findings emerged in relation to women's characteristics and circumstances and their job seniority. For example, the positive relationship between women's age and job seniority, as well as between their job seniority and annual salary, might be anticipated; less expected are the relatively similar levels of job seniority for both married/partnered and single respondents. Furthermore, women in directorship/board membership or any management roles are somewhat more likely to have dependents though, across all job levels, those with one dependent exceeds those with more. The less anticipated findings suggest that other factors are at play, such as women's age, life stage, work experience and level of assistance with dependents, and further examination of such in the NZ context would be illuminating.

Third, national statistics show that a higher proportion of men than women work longer hours (i.e. 40 hours or more) as there is a higher incidence of part-time work among women and more women working fewer hours. However, the percentage of men working 40+ hours per week decreased more than it did for women from 1995 to 2011 (OECD, 2013). Following this, this study shows that the proportion of women working long hours (50-59) per week increases as we ascend management levels (though few women work 60 or more paid hours a week). Moreover, the biggest single proportion of women respondents at any job level works 40-49 hours (including more than half of middle managers). This aligns with other research that shows that middle managers in NZ and beyond often have long work weeks (e.g. Hassard, McCann and Morris, 2009) – a pattern that is exciting and fulfilling for some (Buchanan, 2013) but stressful, with more psychosomatic symptoms, lower family satisfaction and poorer emotional health for others (e.g. Burke and Fiksenbaum, 2009).

Notwithstanding this, in both high and lower income countries, women continue to work fewer hours than men in paid employment, while performing the vast majority of unpaid household and care work (OECD, 2013). Although this gender gap remains substantive, it has decreased over time, mostly because of some reduction in the time spent by women on housework, while there have been no significant reductions in their time spent on childcare. However, women continue to work longer hours per day than men when both paid work and unpaid work are taken into consideration (International Labour Organization, 2016). In this study, significant proportions of working women in both management/supervision roles and non-management/supervision roles undertake care duties though women with others on hand as primary carers are slightly more likely to be directors/board members and to hold positions without management/supervision duties. Women are also often tasked with or involved in household duties; and although they are least likely to be performed exclusively by directors/board members, these duties are increasingly performed by women workers as one descends the management levels. Thus, many employed women are still carrying out most unpaid household and care work, with implications for their capacity to increase or make choices about their hours in paid work.

Fourth, by job status, it is notable that self-employment features strongly among women respondents who are directors/board members (and who often work in micro-organisations) whilst permanent positions - the biggest job status group for the total survey group - form the vast majority of executive through first-level managers and supervisor roles and just over half of those with Other jobs (e.g. casual on-call workers, event-based contractors). Further, nearly two-thirds of temps/short contract workers have roles without management/supervision functions. This corresponds with the national situation wherein temps are less likely than permanent workers to work as managers in NZ (Statistics NZ, 2013a). Non-permanent workers in NZ also tend to engage in less senior positions than their counterparts in countries such as Germany where more temps are used across a broader array of jobs and skill levels, with some specialised temp agencies for technically-educated/highly qualified workers (e.g. Spermann,

2011).

Fifth, this study confirms that work is considered a key activity by the vast majority of working women, and more so by women managers. Career advancement is also a major concern for a large majority although it is not every woman's priority or aim for various reasons including their current job satisfaction, perceptions about opportunities to progress and life stage. This is significant given that two-fifths of the respondents see their career as 'behind schedule' while two-fifths feel that it is on track and just 14% 'ahead' of schedule. Focusing on those who felt behind, this is most commonly attributed by women to their role in having and raising a family, followed by changing jobs, careers or sectors; taking time out to study/train; a perceived absence of job/development opportunities; negative organisational practices (e.g. sexism); an incapacity to relocate/the impact of relocation; moving to NZ in the case of women from overseas; making poor employment choices; age; and a lack of or irrelevant training/mentoring or work experience. These diverse rationales underscore the need for nuanced and context-sensitive responses by individuals, organisations and other parties so as to ameliorate women's career development. They also highlight the significance of listening hard to working women's views about what inhibits and/or enables their career progress, and particularly, to what combinations of factors are seen to help a relatively small proportion of women feel ahead career-wise. In addition, women who feel that their careers are on track or ahead convey a sense of 'constrained choices', mitigating/qualifying factors and sacrifices in achieving their current job status, stressing the need for a holistic examination of women's roles within the workplace that is sensitive to their situation outside that setting.

Sixth, women's assessments of their career progress are interesting when examined in relation to their career aspirations. Nearly four-fifths of the respondents want to advance their career, albeit from different starting points, with women in their 20s and 30s showing the 'strongest' aspirations for career development. Furthermore, the majority of (NZ) Europeans, Māori and Other groups want to move on at work, and the first two groups most commonly aspire to senior and executive management. However, the difference in their proportions seeking directorships or board member roles (9.4% and 16.1%) sits uneasily with the finding that 'Māori women are excelling in many areas … [but] they are absent from many NZ boardrooms' (Ministry for Women's Affairs, 2009: 1). And while the 2015 stocktake by the Ministry for Women which shows that women now comprise 43% of people on state sector boards and committees – a new record (Ministry for Women, 2016a) – Māori account for just 1.5% of board chairs and 2% of directors, with Asian representation even lower; there are also no women chief executives in *any* of NZ's top 50 companies (e.g. Radio NZ, 2016). Progress along gender as well as ethnic lines is clearly uneven and inadequate and in dire need of further examination.

Indeed, more than half of the respondents have career aspirations for the next couple of years and more than one-quarter feel that they have become more or remained as ambitious about their careers over the last five years. This reflects the wider, steady evolution in women's career aspirations during and since the twentieth century, resulting in their increased workforce participation rates with a multitude of factors influencing their career aspirations and development over the years (e.g. Nieva and Gutek, 1981). Yet, with more than two-fifths of women in our survey feeling that their career is 'behind schedule', a dissonance between many women's recent work experiences and their hopes for coming years is evidenced. Women's experiences reflect complex realities, involving desires to live a full life and realizing that work impacts on that, but their dreams are aspirational and often do not reflect the likely trajectory of their recent work experiences.

Seventh, this study highlights a difference in the career aspirations of women with overseas work experience and others. The most 'popular' career aspiration for women without such experience is senior management while it is executive management for women with overseas experience. Conjointly, however, nearly one-third of women with overseas work experience want to be directors/board members or executive members, compared with just under one-quarter of other women. In part, this reflects the former group's existing greater concentration in senior roles. While research on such is scant, a recent empirical study of 30 NZ-based organisations by Lockyer (2010) found that having the ability to adapt to the host country's business culture is the most important culture competency

selection criterion for expatriate managers while having previous international assignment experience is regarded by employers the least important. Yet as he observes, '(s)ince the deregulation of the New Zealand economy in the 1980s and the growth of globalisation, many NZ-based organisations are continuing to move their operations overseas to assist their growth and lower their costs. These strategies have required expatriates to run these operations' (Lockyer, 2010: 1). There are clear policy and practical implications for firms to assess, understand and fully use their employees' overseas work experience so as to maximize positive business outcomes whilst responding to the needs of those seeking career development.

Eighth, a greater proportion of women respondents from larger firms want to progress their careers than is the case for women in smaller entities - just 1.5% of women in firms with 501-1,000 employees want to 'stay put' compared with 35.7% of those in micro-organisations, for example. This may reflect their current level of seniority; it could also indicate a greater sense of job or other development opportunities in larger workplaces on account of access to training and other 'core' HR processes, as well as more structured processes for supporting the career development of 'high potential' workers at key transition points (e.g. Hirsch, 2007). Although most employees in NZ work in large organisations (see MBIE, 2016), smaller firms employ many women and need to critically evaluate their attractiveness to staff in career development terms to engage and retain their talent.

Ninth, another disconnect emerges between the factors mentioned by women who feel on track or ahead with their career progress, and the organisational initiatives that they recognize as having assisted this progress. For instance, for the 62 women who feel ahead, they mostly saw this to relation to their age and sometimes the job status of their peers. A number of these women, like those who feel on track, reference implicit and explicit sacrifices (e.g. with family or other commitments) to achieve this level of career progress and we can query the gendered nature of this. Yet, only two women cite being mentored in relation to being ahead career-wise[11] while women's responses elsewhere in the survey show this to be the most commonly-suggested means of improving their career situation.

Tenth, it emerges that many women respondents would leave their current workplace if an opportunity arises; only just over one-third are not thinking about quitting. Their turnover intention suggests that organisations need to do more. Alongside this, our statistical analysis reveals that women's perceptions of barriers relating to their personal circumstances and career advancement are linked to turnover intention, and as perceptions of these barriers increase, job career and life satisfaction moderately decrease. The patterns are similar when women's perceptions of barriers related to/based on personal abilities are examined except in relation to turnover intention. This re-emphasises the need for strategies for improving women's career progress that include an appreciation of individual circumstances - be they instigated by the individuals themselves, their workplace and/or other parties. With organisational barriers, women's perceptions of their lack of cultural fit are also tied to turnover intention, and negatively relates to their job, career and life satisfaction. Similar (and sometimes stronger) relationship patterns occur with other organisational barriers; notably, barriers to mentoring arrangements and turnover intention are strongly linked. And while individual-level facilitators of career progress and turnover intention are not found to be linked, these facilitators do have small, positive relationships with job, career and life satisfaction levels. Also, women's views of workplace process and outcome fairness, empowerment practices and obtaining developmental assignments for career advancement negatively correlate with turnover intention but positively link to the three satisfaction gauges. Organisations can consider these results in efforts to stem their negative implications and strengthen positive relationships.

Finally, the 'business case' for gender diversity asserts a positive link between the presence of women in senior/leadership roles in the workplace and organisational commercial performance (Ministry for Women, not dated; Borkin, 2011; Roberson, Holmes and Perry, 2017). In this study, just under half of the women agree with this in relation to their own organisation, and some of them reference studies and evidence – yet nearly one-firth disagree

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[11] This could reflect a number of perceptual biases, however (e.g. a tendency to attribute our success to internal factors and to underestimate the role of external factors).

and one-third do not know. This might suggest that the 'business case' for women in senior organisational positions (e.g. Sayers and Ang, 2013) does not or is yet to resonate widely and/or that those who responded with 'No' do not see it as legitimate.

10.2   Recommendations

Respondents' comments indicate that there is a considerable range of initiatives that organisations can undertake in seeking to ameliorate women's career progress in NZ workplaces. Organisational parameters (e.g. size, scale, lifespan, resources, structure), combined with women's own characteristics including their current level of job seniority and aspirations to progress at work will bear on what is deemed strategic, possible or preferable. Grounded in the survey data, the recommendations below are suggested with such factors in mind:

1. **Recognition that an imbalance exists** – many respondents' survey inputs reflect that there is often a perceived gender-based differential in terms of women workers' career progress vis-à-vis that of men. Wider recognition by organisations of the nature and scale of the imbalance is necessary in the first instance so as to enable subsequent steps to address it;

2. **Multiple initiatives -** as some respondents suggest, a comprehensive response to bridging the gap between women's current job status and career aspirations can involve multiple, complementary initiatives at different organisational levels. This aligns with approaches promoted elsewhere (e.g. Kossek, Lobel and Brown, 2008) whilst recognizing the need for these measures to be tailored so as to respond to women's – and organisations' - diverse characteristics and circumstances;

3. **Long-term change horizon –** because women's career situation often reflects institutional, systems-related, behavioral and attitudinal influences, organisational initiatives need to be conducted with an eye to the long term, as well as to shorter-term achievement markers, so as to effect meaningful, intended change for women. It is not realistic, for example, to anticipate a significant shift in workplace culture in a matter of weeks or perhaps even months, and long-term initiatives need to be girded by features such as a clear vision, measurable goals and top-down commitment to their pursuit irrespective of external conditions;

4. **Awareness and use of complementary equality/diversity approaches –** as the study results indicate, organisational initiatives to assist or expedite women's career progress may reflect differing concepts   of gender equality (e.g. formal/liberal equality measures which stress a blanket equality approach of 'same treatment for all' through affirmative action that accommodates women's particular circumstances to radical/outcome-oriented approaches – see, for example, Jewson and Mason, 1986; Sayers and Ang, 2013). While there is relatively little research on the interactive impacts of differing equality/diversity approaches within the workplace context (Parker, 2003), this needs careful consideration so as to maximize the likelihood of attaining well-supported and desirable change and minimization the chances of disadvantaging any particular worker group;

5. **Strategic cohesion** – workplace initiatives to improve women's career trajectories may be widely regarded as being within the purview of HR(M) but it is vital that HRM strategies are supported/enhanced by and in turn support/enhance wider organisational strategy and aims;

6. **Multi-sector approach** – although they may seek strategic cohesion (see above), workplaces can only effect a proportion of the change needed to improve women's workplace progress. A cross-agency approach (e.g. via student education, working with government bodies, consulting career coaches) is more likely to lead to shifts in how women engage with and become empowered at their workplace. The need for such is emphasised by findings such as a significant proportion of working women perceiving that they need to make sacrifices outside the workplace so as to progress at work and *vice- versa*. Furthermore, Hirsh (2007: 5) notes that 'the norm is that most employees are expected to manage their own careers at work, with a bit of help from their line managers and more informal help from anyone else they can find'; career guidance could also be sought/purchased from specialist providers (e.g. career coaches) though they seem to obtain most of their work through major employers. Individual workers in NZ, as

in the UK (e.g. Watts, Hughes and Wood, 2005), do not have a tradition of purchasing their own in-depth career guidance and neither do most of their employers (Hirsh, 2007) though some major employers could respond to a lack of career support for the majority of (female) employees by developing more pro-active approaches (e.g. by strengthening the support given by line managers via more collective processes for reviewing and supporting the skill and career development needs of employees; one-to-one career discussions or career workshops for groups delivered by HR or training advisers within the business; self-help information on career options; career planning tools made available in electronic form, often on the company intranet; the use of HR shared service organisations in respect of expert advice on career issues; and publicly-funded careers services. Hirsh and Jackson (2004) and Yarnall (2008) describe some of these in more detail);

7. **Women's diversity and diverse initiatives** – from respondents' comments, it emerges that much of organisations' responses to developing careers are targeted to senior or high potential staff. Tailored measures are thus needed to cater to the wider body of women with career aspirations, and with regard to the differential level of options available to aspiring women (e.g. those who are very senior may face fewer upward options, which helps to account for more than one-third of women in this group aspiring to more of the same kind of work which may have the unintended effect of blocking access to directorships/board membership for women at other levels of job seniority). For instance, for professional employees, professional bodies may offer career support, including informal networking and events, and structured continuing professional development (e.g. HRINZ, Diversity Works, Institute of Directors' mentoring programme for women, Institute of Management NZ's short course on diversity management); other employees may be able to access support through their trade union, adding to the 'web' of career support from different sources (Hirsh, 2007).

8. **Active listening and responses to women's voices** – many of the women in this study are clear about the measures that their workplaces could undertake to help ameliorate women's career progress. The results outlined in Section 9 highlight measures that women themselves feel would be most useful in this respect, and in particular, mentoring, FWA/WLB measures; initiatives to encourage cultural shifts in their workplace; networks and support mechanisms; and training and development activities. Each initiative in turn needs to reflect the characteristics and circumstances of the women and organisation involved. Future research might also seek managers and leaders' views as to the perceived viability of such measures;

9. **Identifying the gap between career trajectories and aspirations** – women respondents varied in their sense of achievement around career progress. Particularly for the significant proportion who feel 'behind' in their 'career schedule' and in light of the career ambitions of women which do not necessarily reflect their recent career trajectory, it is important for organisations to develop an understanding of career inhibitors and facilitators – as well as the extent and realisability of the effort needed to achieve women's career aspirations;

10. **Monitoring and benchmarking** – endeavours to improve staff engagement with their workplace are frequently poorly monitored or benchmarked, and women engage somewhat differently than men with their work and workplace (e.g. Robertson-Smith and Markwick, 2009), and this is evidenced by some of the respondents' remarks. As part of a long-term approach wherein improvements to women's career progress and workplace engagement is regarded as a perpetual work-in-progress (e.g. on account of the dynamism of women's career aims, more than one-quarter of respondents indicated that they have become more or remained ambitious in their career aspirations, shifting policy emphases in terms of preferred equality approaches), monitoring and benchmarking may themselves be regarded as on-going activities;

11. **A false dichotomy between measures and outcomes** –suggested initiatives from the respondents for facilitating women's career progress embrace both processes and outcomes (e.g. some women feel that having more women role models in the workplace is an outcome in itself whilst others see it as a vehicle to improving career changes for women; still others recognize that their presence assumes certain

conditions that enable them to exist). A perception of processes and outcomes as intertwined in their character and measurement may provide a more useful approach;

12. **Recalibrating what constitutes career development in the workplace** – as Hirsh (2007) observes, career development involves a wide range of processes and activities yet some of its most important enablers in organisations would not generally be seen as career processes at all (e.g. job design and the job-filling process have a key influence). A number of respondents in our study cited both 'supply-' and 'demand-side' enablers (see Section 9.1); to their already-comprehensive list, we can add: self-managed learning and support for gaining qualifications; the generation of information from the performance management or appraisal process which is used in internal selection decisions; graduate entry schemes and development programmes at key transitions for selected and more widely-defined groups of employees. Career development is also influenced by informal processes, a number of which the respondents cited (e.g. internal networks, mentors/advisors). Hirsh *et al.* (2001) assess that these informal measures are very important and should not be seen in a negative way. Indeed, '(e)mployees may need more encouragement to use informal career support [more] effectively' (Hirsh, 2007: 5), and other research indicates that this is particularly the case for working women (e.g. Pringle, Giddings, Harris *et al.*, 2014).

13. **Consonance between career trajectory and aspirations** – the findings show some dissonance for many women between their recent career experiences and trajectories and the ambitions of their career aspirations. This mismatch appears to be a key area for further investigation by organisations, scholars and others seeking to achieve a greater degree of 'fit' between the two, as well as providing a check on the practicality of women's career hopes, thereby avoiding more negative outcomes such as their disillusionment about their potential and available career options which could in turn knock on to less engagement or disengagement in the workplace and even withdrawal. Indeed, the need for such is reinforced in that 'reality check' research and commentaries on career aspirations has thus far largely focused on young people (e.g Ball, 2013; Mann, Massey, Glover *et al.*, 2013). The types of careers women 'choose' and factors influencing their choices are relevant issues to examine, especially since women continue to lag men in terms of their ongoing over-representation in lower- paying, traditionally female-oriented jobs (e.g. Ministry for Women, 2016b; Watson, Quatman and Edler, 2002). The insights gained in this study into women's career aspirations and interests may also be useful in expanding career options available to women. As Domenico and Jones (2006) emphasise, there is also a need to study female adolescents in the early stages of career development, as aspirations are often crystallised during this time;

14. **Closing the gap between experienced and expected impacts of career development measures** – a level of disconnect emerged in terms of the factors that women respondents highlighted as contributing to their career progress and those which they anticipate could improve their current situation. This might suggest that both the 'business' and 'personal' cases for women's career development need to be demonstrated by workplaces and others to women workers as linked to actual organisational initiatives designed to advance their careers;

15. **Minimizing barriers to and facilitating women's career advancement** – the study results suggest that initiatives to target women's career development need to not only identify barriers to and facilitators of such, but also to seek to minimize the former and maximize the latter. In general terms, this is important for encouraging women's career, job and life satisfaction and curbing their turnover intention, with its many associated costs;

16. **Awareness-raising of existing initiatives to assist career advancement** – as part of a multi-sector approach (see above), women workers need to become better informed about initiatives in their workplace and beyond that can assist their career aims. For instance, the non-reference by respondents to the FWA options enshrined in the ERA 2000 suggests a potentially pivotal function for their firm in terms

of raising staff awareness of existing regulatory and policy provisions that may assist their WLB and widen their career options; and

17. **Reconceiving of non-standard work** – other than self-employment, women respondents are under-representative of their national presence in non-standard forms of work (e.g. temporary/fixed-term contracts, casual jobs). A joined-up policy approach might be developed within and beyond organisations whereby different forms of non-permanent work are valued and given tailored support (e.g. via specialised temp agencies) in line with some overseas approaches.

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