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2018 Korean Women Manager Panel

Jihyun Hong
Taehong Kim
Nanjue Kim
Seohyun Lee
Byungyoo Jeon
Jihye Park
Miyoun Park



Korean Women's Development Institute



2018 Korean Women Manager Panel



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Korean Women's Development Institute

225 Jinheung-ro Eunpyeong-gu

Seoul 03367

Korea

www.kwdi.re.kr

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Jihye Park
Miyoun Park

I . Background and objectives

- Women's representation should improve in order to promote gender equality. However, the glass ceiling facing Korean female employees still remains a very serious issue.
 - In 2017, Deloitte, a global accounting firm, conducted research on the percentage of women in boards of directors in 44 nations around the world. According to the research, the share of chairwomen in boards of directors in Korea was as small as 1.1%, leading Korea to rank 38th among the 44 nations. Moreover, the percentage of female directors in the boards in Korea amounted only to 2.5%, causing the nation to place 43rd among the 44 nations.¹⁾
 - In accordance with the 2018 report on affirmative action, the percentages of female employees and managers have consistently

1) Deloitte (2017), [Women in the boardroom – A global perspective], 5th edition (p.27, p.79)

jumped in Korea since the system was introduced in 2006. However, the share of female managers is much lower than the average percentage of female employees. In particular, in the public sector, the share of female managers remains very low.²⁾

- The government recognized that in the context of overcoming the glass ceiling, the share of women in high-ranking positions should be raised by helping female managers maintain their career and laying stress on the effective use of female human resources. Against this backdrop, conducting the first wave in 2007 and completing the 7th wave in 2018, the Korean Women Manager Panel Survey aims to identify how female human resources have been used and to establish basic data for the purpose of promoting female managers' career development and their empowerment.
- This paper is designed to conduct surveys on female managers' working conditions and their career development, as well as on customary practices in or obstacles to their entry into managerial positions, and thereby to set up basic time series data that will contribute to devising policies for supporting women to maintain their career through work-life balance and to fully show their capabilities as key talents for companies.

2) Ministry of Employment and Labor (2018), Press Release on '2018 Affirmative Action Operation Results', Oct. 31, 2018

II . 2018 Korean Women Manager Panel information

1. Outline

- For the 7th wave of the Korean Women Manager Panel Survey conducted in 2018, 1,022 persons were added to maintain the sample size. As a result, a survey of a total of 2,347 female managers was carried out mainly through online systems (web, fax, and email), along with mail and door-to-door surveys.
- The Women Manager Panel Survey consists of a survey of incumbent female managers and research on those who are no longer classified as female managers due to career change. A survey of HR managers for companies to which female managers belong was implemented to identify how human resources are managed in such businesses.
- Unlike the 6th wave of the survey, the 7th wave conducted in 2018 additionally include questions about ‘sexual harassment prevention training,’ ‘how companies deal with sexual harassment and violence,’ ‘the pay gap between male and female employees in charge of similar jobs,’ ‘opinions on wage disclosure systems,’ ‘the existence of children who were born after Jan. 01, 2008,’ and ‘the use of childbirth or child care leave for spouses.’

2. Survey participants

- Female managers whose position is ‘assistant manager or higher’ and who are working for companies employing 100 or more persons

took part in this survey. The survey focused on the career of working women, thereby including female assistant managers who are deemed to be the lowest-level managers.

3. Survey process

- The survey of a total of 4,301 participants was conducted, including the existing sample (2,361 persons) for the first wave of the survey (2007), the new sample (918 persons) for the 4th wave thereof (2012), and the new sample (1,022) for the 7th wave (2018).

〈Table 1〉 Results from the 7th Wave of the Survey (Unit: persons, %)

Classification		Original sample	Those excluded from the survey	Effective sample (A)	Those of which the survey was completed	Sample maintenance rate (B/A * 100)
7 th wave 2018		4,301	117	4,184	2,699	–
Panel classification	Existing panel	2,361	54	2,307	1,032	44.7
	New panel 2012	918	63	855	645	75.4
	New panel 2018	1,022	0	1,022	1,022	–

Note 1) Childbirth leave/child care leave, leave of absence, working abroad.

III. Results- Female managers

1. Working hours, wages, bonuses, and vacations

- Female managers work for a weekly average of 50.4 hours. Their ordinary working hours are estimated at 46.6 hours while overtime hours are assessed at 3.8 hours. They are deemed to spend 69.7 minutes getting to and from work.
- How frequently they work at home after work or on weekends was studied. The results are as follows: 30.5% → not at all; 37.5% → rarely; 28.8% → occasionally; and 3.2% → frequently
- As of 2017, the average monthly wage for female managers is found to be KRW 4.014 million while an average yearly incentive for them is estimated at KRW 6.355 million.
 - As of 2017, average monthly wages are distributed by group as follows: 24.2% → KRW 3.01 ~ 4.00 million; 21.9% → KRW 2.01 ~ 3.00 million; 21% → KRW 5.01 million or more; and 18.7% → KRW 4.01 ~ 5.00 million.
- Female managers were asked about the level of wages that are offered to their male counterparts who are in charge of similar jobs and have the same academic background, qualifications, and length of service. The highest percentage (51%) of respondents replied that their wages are the same as those of their male counterparts. 25.2% said that their wages are smaller than those of their male counterparts. 20.4% answered that they have no idea, and 3.4%

responded that their wages are higher than those of their male counterparts.

- Female managers were also asked about needs for wage disclosure programs. The degree to which they are needed, which is translated into specific points, is as follows: ‘programs for checking the wages of colleagues in charge of the same job on a need-to-do basis’ → 2.8 points; ‘programs where companies disclose the wages of all employees by position, work area, and gender’ → 3.1 points. In other words, respondents recognize higher needs for the latter.

2. Characteristics of women managers’ teams and responsibilities

- The gender distribution and the average number of members of the teams to which female managers belong are as follows: males → 54%, 10.3 persons; females → 46%, 8.8 persons.
- 19.4% of female managers work as the leaders of their teams.
 - According to the results of their attribute evaluation, the following points are given to each item: 3.8 points → ‘I have decisive effects on the evaluation of team members.’; 3.6 points → ‘I have decisive effects on the promotion of team members and other HR management issues.’; 3.3 points → ‘I participate in key decision-making processes for employers (business strategy and restructuring).’
- Their opinions on team members were also studied. In terms of the

degree to which they agree, each item is arranged in descending order as follows: 1) 'Female members are superior to their male counterparts in terms of job performance.'; 2) 'Male members are more loyal to their teams than their female counterparts.'; 3) 'I feel more comfortable when working with female members.'; and 4) 'My team members feel uncomfortable because I am female.'

- 77.7% said that their immediate superiors are male while 22.3% replied that such superiors are female.
- Their immediate superiors are the most positively evaluated in the following contexts: 1) 'My superior allows me to change OT and vacation plans due to personal reasons.'; 2) 'My superior helps me effectively maintain work-life balance.'

3. Networks

- How frequently female managers have had meetings with their colleagues after business hours over the past one month was surveyed, producing the following results: once to twice (59.9%); none (19.8%); three to four times (15.3%); five to six times (3.3%); seven times or more (1.7%).
- Companies for which female managers are working are found to have the following organizations: labor unions (53.5%), other representative bodies (13%), female employee associations (14.7%), and other official organizations (9.1%).
- Female managers were asked about whether to join unofficial

organizations in their companies. The results are as follows: Yes (27.8%); No (54.1%); and no unofficial organizations (18.2%).

○ Female managers were asked about whether there are mentors who help them in and out of their companies. Yes (53.6%); the average number of mentors is 2.2.

- The reasons why mentors within their organizations are deemed to be important are as follows: 1) They accept and support me emotionally and psychologically, respectively. (51.2%); 2) They act as role models. (18.3%); 3) They properly coach me when I need help in terms of career management. (17.9%); 4) They make my job performance visible in my company. (10.7%); and 5) They help me fulfill challenging duties. (1.9%).

○ Female managers were asked about external networks that help them fulfill their duties. 1) people in the same industry (49.5%); 2) people in the same field of study (19.4%); 3) people who relate to their old schools (11%); and 4) clients and business partners (9.3%).

4. Organizational culture

○ Their degree of satisfaction with their current employers is as follows: satisfaction with their colleagues → 3.8 points (highest); satisfaction with their wages → 3.4 (lowest).

○ The evaluation of HR management systems produced the following results by item: ‘Management-related information such as management policies and performances is frequently offered to

employees.’ → 3.5 points (highest); ‘HR management is based on capabilities and performances.’ and ‘Performance assessment criteria are clearly presented.’ → 3 points (lowest)

- The evaluation of CEOs produced the following results: ‘CEOs tend to emphasize the importance of female human resources whenever occasion offers.’ → 2.9 points; ‘CEOs treat male and female employees fairly.’ → 3.3 points; and CEOs recognize, trust, and respect employees as human resources.’ → 3.3 points.

5. Career management

- Focusing on the existing sample numbering 1,325 accumulated by 2016, the percentage of female managers who experienced changes in job, team, and position after the previous survey was studied. The result show that 40.6% experienced such changes. Their length of service at the current workplace was also surveyed, producing the following result: 59% said that they have worked at the current workplace for 17 years or longer. They are found to have worked at the current workplace for 220.8 months on average.
- 1,022 female managers newly added for this survey were asked about on which area they put the highest emphasis to join the current company. The results are as follows: GPA management or preparation for employment-related written tests → 41%; preparation for interviews → 22.6%; accumulation of various experiences → 16.8%; information gathering → 10.1%; personal connections management and networking → 3.9%; identification of aptitude and

interests → 3.2%; and others → 2.3%. They are found to have had the highest interest in GPA management and preparation for written tests and interviews.

IV. Results- Career changers

- A total of 148 female managers experienced changes in the 7th wave of the survey. Among them, 68 changed jobs while 80 were non-employed.

1. Pre-resignation situations

- Their experiences at the workplace when resigning from their jobs were surveyed, producing the following result. Both job changers and the non-employed replied that they have heavy workloads and that it is unlikely for them to grow and to be promoted.
- At the time of resigning, female managers were compared with their male counterparts in charge of similar jobs, who have the same academic background, qualifications, and length of service, in the context of wages. 33.8% of job changers said that there are no differences in wages while 25.0% responded that their wages are lower than those of their male counterparts. 8.8% answered that their wages are higher than those of their male counterparts. On the other hand, 57.5% of the non-employed said that there are no differences in wages while 23.8% replied that their wages are lower than those of their male counterparts. 5.0% answered that their wages are higher than those of their male counterparts. More non-employed

than job changers said that there are no differences between women and men in wages.

- They were asked about whether their employers directly or indirectly recommended them to resign. 20.6% of job changers said that they were recommended to resign while 22.5% of the non-employed replied that they were recommended to do so.
- The biggest reasons for deciding to resign are as follows: The highest percentage (17.6%) of job changers are found to have decided to change jobs due to heavy workloads while the highest percentage (31.3%) of the non-employed are found to have decided to resign due to 'no persons who take care of their children' and 'needs for supporting the learning activities of their children.'
- Whether they resigned from their jobs voluntarily or involuntarily was also surveyed, producing the following results: 70.6% of job changers and 60.0% of the non-employed resigned voluntarily, respectively. The former is 10.6%p higher than the latter.

2. Child care at the time of resigning

- 69.1% of job changers and 71.3% of the non-employed replied that they have a child (or children). Among them, 33.8% of job changers and 42.5% of the non-employed are found to have a preschool child (or children). The former is 8.7%p higher than the latter.
- The survey of female managers having a preschool child (or

children) was conducted to identify their difficulties in child care. 95.6% of job changers said that they experience serious or slight difficulties in child care while 88.2% of the non-employed responded that they undergo serious or slight difficulties in child care

- The survey of female managers having a school child (or children) was carried out to identify their difficulties in child care on a 4-point scale. 67.8% of job changers said that they experience serious or slight difficulties in child care while 58.6% of the non-employed answered that they undergo serious or slight difficulties in child care.
- The number of female managers who experienced childbirth after the 6th wave of the survey (2016) is as follows: job changers → 8; the non-employed → 8. The number of female managers who are now pregnant is as follows: job changers → 10; the non-employed → 9. Among married women, the percentage of female managers who experienced pregnancy and childbirth after the previous survey is as follows: job changers → 26.4%; the non-employed → 30.9%. Three out of ten female managers are found to have resigned immediately after pregnancy and childbirth.
- The average age of career changers is as follows: job changers → 39.7; the non-employed → 40.6. The latter is 0.9 year older than the former. In terms of age distribution, 90% or higher of both job changers and the non-employed are in their 30s to 40s.

3. Household situations

- The household assets and debts of job changers and the non-employed, as well as their spouses' yearly income, were surveyed, producing the following results: The average household assets of job changers and the non-employed are estimated at KRW 568.73 million and KRW 674.08 million, respectively. The latter is KRW 153.5 million higher than the former. On the other hand, the average household debts of job changers and the non-employed are assessed at KRW 69.66 million and KRW 54.84 million, respectively. The former is KRW 14.24 million higher than the latter. The spouses' yearly income is as follows: job changers → KRW 57.17 million; the non-employed → 71.58 million. The latter is KRW 14.41 million higher than the former.

4. Sexual harassment at the workplace

- Female managers were asked about whether they had experienced sexual harassment at the workplace where they worked before resigning. 26.5% of job changers and 21.3% of the non-employed said, 'yes.' In other words, two out of ten female managers are found to have experienced sexual harassment at the workplace.
- 90% or higher of both job changers and the non-employed said that it is mandatory to participate in sexual harassment prevention training.
- They were asked about whether there are grievance teams that are regarded as sexual harassment control bodies. 27.9%, 35.3%, and

36.8% of job changers said, ‘yes,’ ‘no,’ and ‘no idea,’ respectively. In connection with the existence of sexual harassment control officers at the workplace, 27.9%, 33.8%, and 38.2% of job changers answered, ‘yes,’ ‘no,’ and ‘no idea,’ respectively. In relation to the first question, 43.8%, 42.5%, and 13.8% of the non-employed replied, ‘yes,’ ‘no,’ and ‘no idea,’ respectively. With respect to the second question, 55.0%, 33.8%, and 11.3% of the non-employed said, ‘yes,’ ‘no,’ and ‘no idea,’ respectively. The percentage of job changers who said ‘yes’ to the first question is 15.9%p lower than the share of the non-employed who said so while the share of job changers who answered ‘yes’ to the second question is 27.1%p lower than the percentage of the non-employed who said so.

5. The status of job changers at the new workplace

- The new positions of those who changed their jobs after the 6th wave of the survey (2016) are distributed as follows: deputy general managers → 25.0%; managers → 22.1%; executives/assistant managers → 11.8%; and employees → 16.2%. In case they are working as employees at the new workplace, their position is deemed to have been demoted. Their average working period is as long as 14.1 months. The working period by position is as follows: employees → 16.0 months; assistant managers → 18.8 months; managers → 12.9 months; deputy general managers → 11.4 months; general managers → 13.7 months; and executives → 15.5 months.

6. Vocational training for and reemployment of the non-employed

- 15.0% of the non-employed are experiencing vocational training but

68.8% replied that they have plans to reenter the labor market in the future, showing their high intention to be reemployed.

- 38.2% replied that they have plans to do jobs similar to their previous ones when being reemployed while 41.8% answered that they have plans to do jobs different from their previous ones. 20.0% said, ‘no idea.’ This means that they are unlikely to do jobs that relate to their previous ones.
- Their job-seeking activities were examined, producing the following results: 20.0% replied that they have sought jobs over the past month. Their means to seek jobs are as follows: ‘through the Internet’ → 68.8%; through their friends and relatives → 37.5%.

V. Results- Human Resources Managers

1. General status of companies

- Focusing 346 companies belonging to the 2018 Women Manager Panel Survey, the industry, the size of companies, the percentage of regular female employees, and the type of companies were examined. The biggest percentage (26.3%) of the companies belong to the areas of publication/sciences/business services. In terms of size, 45.4% belong to the category of companies employing 100~299 persons. The percentage of regular female employees hired by them is as follows: Companies where the share of regular female employees is 40% or higher, 10~19%, less than 10%, 20~29%, and 30~39% account for 37.0%, 20.8%, 16.2%, 14.2%, and 11.8%,

respectively. In terms of company type, 87% of the companies numbering 301 are regarded as private firms while 13% numbering 45 are considered as public businesses. Therefore, most of them belong to the private sector.

- 56.6% of participating companies have labor unions. The bigger the firms are, the more likely they are to have labor unions. 88.9% are public firms while 51.8% are private businesses.
- 58.1% and 41.9% of HR managers surveyed are male and female, respectively. In the context of industry type, the share of male respondents in the area of public administration is as high as 78.9%, In the case where the share of regular female employees is 30% or higher, the percentage of male respondents is similar to that of female respondents. However, when the share is less than 30%, the former is higher than the latter.

A. Gender of CEOs and organization of boards of directors

- 93.4% and 5.8% of CEOs of companies to which female managers belong are male and female, respectively. The percentage of the leadership shared by men and women is as low as 0.9%. In every industry, the share of male CEOs is 90% or higher.
- 79.2% of participating companies have a board of directors. Among 274 businesses with a board of directors, companies having female directors number 112 (40.9%). The higher the percentage of regular female employees in the companies is, the higher the share of

businesses having female directors. Among companies where the percentage of female employees is 40% or higher and in which the board of directors exist, 52.9% are reported to employ female directors.

- Focusing on businesses having a board of directors, the share of female directors was studied, producing the following results: The percentage of female directors is estimated at 9.2%. The percentages of female executive and non-executive directors are 8.7% and 9.9%, respectively.

B. HR of participating companies

- The average number of regular employees for participating companies is 828.8. Among them, the share of women is estimated at 32.2% (266.9 persons).
- By position, employees number 381.9 (46.1%). Among them, the share of women is 42.5% (162.7 persons). The percentage of employee-level women in the female workforce as a whole is assessed at 61.0%. Among all of the assistant managers numbering 118.4, the share of women is 38.5% (45.6 persons). The percentage of assistant managers among the whole female workforce is evaluated at 17.1%. The average numbers of managers and female managers are 150.6 and 36.3, respectively. 24.1% of the whole manager-level workforce is female. The share of managers in the whole female workforce is about 13.6%. The average numbers of deputy general managers and female deputy general managers are 100.7 and 14.0, respectively. 13.9% of the whole deputy general

manager-level workforce is female. The share of deputy general managers in the whole female workforce is estimated at 5.2%.

- The share of women in each business area excluding ‘others’ was studied, producing the following results. The sale services has the highest percentage of women (49.3%), followed by ‘planning and management’ (30.8%), ‘R&D’ (18.6%), and ‘production & manufacturing’ (15.9%). In the category of businesses employing 90 or fewer persons, ‘production & manufacturing’ has the highest percentage of women (50.2%).
- The share of women in each business area for key human resources was surveyed, producing the following results: ‘Planning and management’ has the highest share of women (30.6%), followed by ‘production and manufacturing’ (29.3%), ‘R&D’ (23.3%), ‘sale services’ (22.5%), and ‘others’ (18.7%).

C. Organizational characteristics

- 70.8% of participating companies are found to have an HR management committee.
- Participating companies were asked about whether they operate diversity management systems and mentoring programs offering fair opportunities to employees and managing the diversity of HR. 19.1% replied that they have diversity management systems while 36.1% said that they have mentoring programs.

- Participating businesses were asked about whether they have main products for female customers. 25.1% said, 'yes.' 63% of those in the fields of 'wholesale and retail trade' and 'accommodation and food service activities,' answered positively. The bigger the companies are and the higher the percentage of regular female employees is, the more likely they are to have major products for female clients.
- Performance-based culture was evaluated as follows: 'Our company puts stress on performance' (3.7 points). 'Working late at night is highly evaluated in our company' (2.2 points). 'Employees in our company should give top priority to their jobs in order to survive' (2.7 points). The degree to which those in the areas of 'wholesale and retail trade' and 'accommodation and food service activities' agree to performance-based culture is relatively high. 3.9 points, 2.4 points, and 2.8 points were given to the aforementioned items, respectively. In terms of the degree to which they agree to performance-based culture, private firms outpaced public businesses.
- Work-life balance promotion culture was assessed as follows: 'I feel uncomfortable when leaving work on time' (2.5 points). 'It is hard to take time off during weekdays due to personal or family business' (1.9 points). 'I feel uncomfortable when not participating in get-together or gatherings' (2.5 points). 'Male employees feel uncomfortable when they apply for childbirth or child care leave for spouses' (2.8 points). The degree to which they agree to the items is lower than 3 points (below average) on a 5-point scale. The degree to which they agree to the last item is relatively higher (2.8

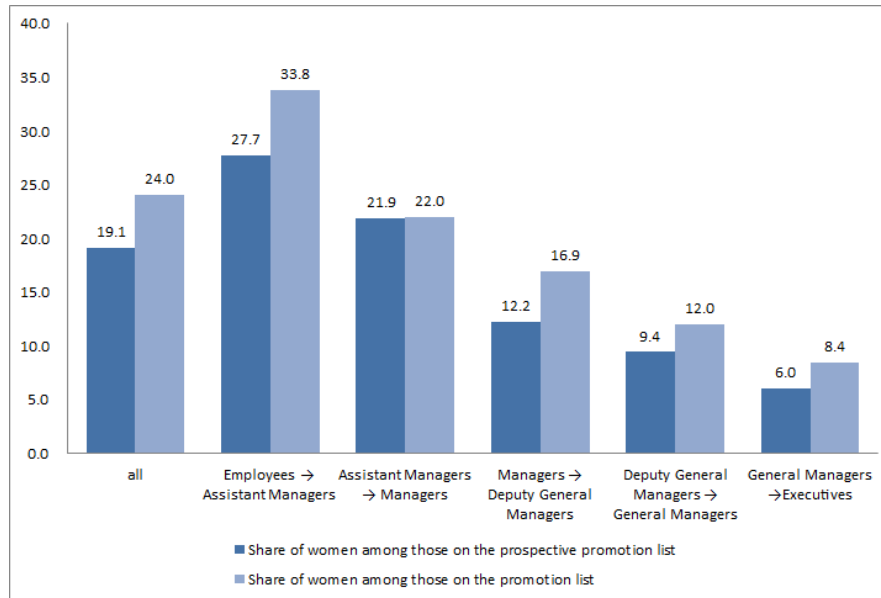
points), showing that paternity rights are not sufficiently ensured.

2. HR management

- As of 2017, the average number of newly recruited employees is 126.8, of which women number 56.5 on average. The number of recruited women by position is as follows: employees → 42.7; assistant managers → 12.7; managers → 0.6; deputy general managers → 0.2; general managers → 0.1; and executives → 0. The number of all the employees recruited, whose position is ‘manager or higher,’ is less than 10 while the number of female employees recruited, whose position is ‘manager or higher,’ is less than one. This means that almost no female middle managers are newly recruited.
- As of 2017, the share of women among the whole workforce recruited is estimated at 44.6%. Their percentage by position is as follows: employees → 42.7%; assistant managers → 65.1%; managers → 20.0%; deputy general managers → 13.6%; general managers → 8.2%; and executives → 2.9%. Only the share of women among newly recruited assistant managers is higher than 50%. No female executives were newly recruited in the following industries: manufacturing, construction, transportation, financial/real estate activities, public administration, arts associations, and big companies employing 2,000 or more persons.
- 42.5% of companies are found to have female interviewers. The shares of female interviewers in the areas of ‘human health and

social work activities,’ ‘arts/membership organizations,’ and ‘education’ are estimated at 9.1%, 16.7%, and 18.2%, respectively, which are lower than 20%. Big businesses employing 2,000 or more persons have the lowest percentage of female interviewers (26.1%).

- As of 2017, the share of women among those on the prospective promotion list is assessed at 19.1%. The percentage of women among those who are supposed to be promoted from employees to assistant managers is the highest (27.7%). The higher the position is, the lower the share of women among those on the prospective promotion list is. The share of women among those who are supposed to be promoted to executives is the lowest (6.0%).
- The share of women among those who were promoted in 2017 is 24.0%. The percentage of women among those on the prospective promotion list is 19.1% while the share of women among those who were promoted is 24.0%. A significant share of women on the prospective promotion list are found to have been actually promoted. Even by position, the percentage of women among those who were promoted is higher than the share of women among those on the prospective promotion list.



〈Figure 1〉 Percentage of women among those on the promotion and prospective promotion lists

- HR managers were asked about the period required for promotion by gender. Except for the case where company members are promoted to executives, it takes more time for women to be promoted to assistant managers, managers, deputy general managers, and general managers.
- Top ten departments in terms of the share of women who are managers or higher were researched, producing the following results: Management planning has the highest percentage of women who are managers or higher (20.8%) while the shares of those women in marketing and domestic sales are as low as 9% and 8%, respectively. In the area of construction, there are no companies where a number of female employees who are managers or higher

are assigned to planning, R&D, and HR/labor management. In the spheres of public administration and education, there are no businesses where many female managers are assigned to HR/labor management.

- 24.3% of companies replied that they have special systems in which human resources belonging to specific job groups are differently recruited, promoted, and assigned.
- Companies were asked about the relocation of female managers who are pregnant or have an infant/infants, producing the following results: The highest percentage (66.2%) of the companies answered that there are no cases where female managers want relocation. 42.1% of businesses in the realm of public administration and 43.5% of companies employing 2,000 or more persons gave the same response, which are deemed to be the lowest level. This signifies that a higher percentage of the aforementioned female managers in the area of public administration or hired by companies employing 2,000 or more persons need relocation. Regardless of whether proper measures are taken to meet the needs of female managers who want relocation, firms in the field of public administration and companies employing 2,000 or more persons are deemed to have more actively promoted work-life balance.
- In terms of evaluation systems, 52.3% introduce objective MBO (management by objectives) systems while 68.2% operate competency evaluation systems.

- In the context of wage systems, 85.5% introduce annual salary systems while 53.5% and 23.5% operate salary step systems and job-based pay systems, respectively.
- In terms of performance-based pay systems, 53.2% introduce individual performance-based pay systems while 52.3% operate group performance-based pay systems. More than half of the companies introduce performance-based pay systems.
- Focusing on companies participating in the 7th wave of the survey (2018), the gender pay ratio by position was surveyed, producing the following results: assistant managers → 97.9%; managers → 97.7%; deputy general managers → 98.5%; and general managers → 97.8%. Therefore, the gender pay gap for deputy general managers is deemed to be the smallest. Between assistant managers and general managers, the gender gap in the performance-based annual salary is higher than differences in the basic annual salary and incentives. In particular, the gender wage ratio for general managers in the performance-based annual salary is estimated at 85.1%, which is the only area where the ratio is less than 90%. In other words, the gender gap in this area is deemed to be the highest.
- In connection with wage disclosure programs, the following survey results were produced. The degree to which they are needed, which is translated into specific points on a 5-point scale, is as follows: ‘programs for checking the wages of colleagues in charge of the same job on a need-to-do basis’ → 2.2 points; ‘programs where companies disclose the wages of all employees by position, work

area, and gender → 2.3 points. Generally, the degree to which respondents agree to the programs is deemed to be low. Respondents in the area of human health and social work activities give 2.5 points and 2.7 points to the former and the latter, respectively, showing the highest level of acceptance for the two systems.

- In terms of education and training support, 84.1% replied that they regard them as official business and pay education and training costs. As a result, most companies are deemed to recognize education and training as official duties and thereby provide financial support. 7.8% said that they do not offer any financial support. Businesses in the area of arts associations/membership organizations have the highest percentage (16.7%) of those that do not provide any support.
- In connection with education and training required for the effective fulfillment of duties, a higher percentage of respondents reveal that female managers need leadership and technical training more than male managers.
- In the context of employee support systems, 56.6%, 24.3%, 33.5%, and 51.7% answered that they operate ‘family care leave systems,’ ‘workplace child care facilities,’³⁾ ‘child care subsidies,’ and ‘selective welfare systems,’ respectively, all of which are deemed to be less than 60%. 70.1%, 79.9%, and 77.3% of the companies are found to use ‘menstrual leave,’ ‘shorter working hours systems

3) Businesses employing 300 or more female managers or 500 regular workers should operate workplace child care facilities. Different obligations are imposed, depending on the size of companies.

during pregnancy,’ and ‘shorter working hours systems for child care,’ respectively. The percentage of companies operating and using the other programs is 80% or higher.

- 48.6% of companies participating in the 2018 survey are found to have cases where paternity leave is used.
- 69.9% have cases where male employees apply for paternity leave. Businesses in the area of public administration have the highest percentage (84.2%) of those having such cases while companies in the sphere of education have the lowest percentage (36.4%) of those having such cases.
- As of 2017, the share of women among those resigning from office is estimated at 39.3%. The percentages by position are as follows: employees → 44.3%; assistant managers → 36.3%; managers → 25.1%; deputy general managers → 7.8%; and executives → 9.3%. Considering that the higher the position is, the lower the share of women is, it is unusual to see that the percentage of women among executives resigning from office is 1.5%p higher than the share of women among general managers resigning from office.
- In connection with improving the effectiveness of Affirmative Action, the highest percentage (52.9%) of companies wanted tax credits for long-serving female employees. 43.1%, 35.0%, 23.3%, and 17.6% preferred ‘incentives for exemplary businesses in female employment,’ ‘support for female manager cultivation and training,’ ‘improving CEOs and executives’ awareness of female

employment,’ and ’support for retraining female employees who return to work after childbirth.’ Except for tax credits and incentives, a relatively higher percentage of companies wanted ’support for female manager cultivation and training’ and ’improving CEOs and executives’ awareness of female employment.’ This should be seriously considered when the government devises public policies. The Korean Institute for Gender Equality Promotion and Education (KIGEPE) under the Ministry of Gender Equality and Family needs to carry out policies for training female managers in public and private firms, linking them to Affirmative Action projects.

- 22.5% replied that they operate women networks such as female employee associations and gender equality committees. In other words, one out of five companies is found to have such networks. The main objectives of such networks are as follows: 83.3% → friendship promotion; 64.1% → information exchange; 56.4% → counseling; 42.3% → women’s right improvement; 12.8% → leadership training; and 6.4% → career development.
- The highest percentage (44.2%) of companies have adopted ‘selective working hours systems, followed by ‘flexible working systems (36.1%), ‘working hours conversion systems (21.7%), ‘homeworking systems (19.9%), ‘part-time workers recruitment systems (18.5%), and ‘teleworking systems (14.2%).’ More than 50% of companies in the area of public administration have introduced flexible working hours systems, which is deemed to be the highest. The introduction of the 52-hour workweek system has played a key role in facilitating the introduction of flexible working

hours systems. A relatively higher percentage of businesses in the following fields have introduced flexible working hours systems: construction → 58.3%; public administration → 73.7%, big companies employing 2,000 or more persons → 52.2%, and public firms → 73.3%.

- In the following programs, the percentages of women among system users are deemed to be at the highest level: part-time workers recruitment systems → 76.1%; working hours conversion systems → 75.9%. Flexible working systems are the program where the percentage of women among system users is the lowest (11.4%).
- The shares of sexual harassment prevention training programs at the workplace are as follows: special lectures by external experts → 44.5%; training via in-house Internet programs → 19.4%; audiovisual education via videos (etc.) → 15.9%; lectures by internal professionals or business managers → 12.1%; outsourcing to outside companies (free education based on cooperation with financial companies) → 4.9%; and document distribution → 3.2%. In the realm of construction, the share of document distribution is as high as 16.7%.
- 94.8% replied that it is mandatory for employees to participate in sexual harassment prevention education and training programs while 3.8% said that employees are supposed to take part in such programs voluntarily but that no incentives are offered. 1.4% responded that employees are supposed to attend such programs voluntarily and that incentives are offered. In other words, 5.2% answered that

employees participate in the programs voluntarily.

- In the context of operating sexual harassment control systems at the workplace, 80.9% said that there are sexual harassment-related grievance bodies at the workplace while 78.6% answered that there are regulations on preventing sexual harassment and handling related incidents. 70.5% responded that there are committees in charge of investigating and dealing with sexual harassment incidents while 68.5% replied that there are separate business manuals for handling sexual harassment incidents. The share of such systems at the workplace is deemed to be low in the fields of construction and transportation but is considered to be high in the area of public administration.



Korean Women's Development Institute

225 Jinheung-ro, Eun pyeong-gu
(1-363, Bulgwang-dong) Seoul, 03367, Korea
TEL 02.3156.7000 FAX 02.3156.7007
<http://www.kwdi.re.kr>