

Elevate the System

2024

THAILAND

We do not need to change women —

we need to change systems.

Elevate the System: Challenges and Realities



**DOWNLOAD
FULL REPORT**

Please use this country report along with the Key Findings and Frameworks found in the full *Elevate the System* report that includes insights from five countries across the Asia Pacific region.

1 Inclusion Has Become a Dilemma

Challenge: With increased focus and investment on women leadership, why are we still struggling to get more women into senior roles?

Reality: Inclusion has become more complex and challenging to navigate.

2 Leaders Must Mind the Hidden Gap

Challenge: With all leaders facing similar hurdles in their sprint to senior positions, how can organizations make progress in ensuring a level playing field?

Reality: The hurdles that women leaders need to jump are considerably higher.

3 Feminine Superpowers Are Getting Women Leaders Into a Bind

Challenge: The Double Bind and Double Flex lead women to burn out at a faster rate.

Reality: Feminine strengths are becoming essential in the AI Era, yet women often do not get credit for displaying them.

4 Women Leaders Need to Ask For More

Challenge: Challenging job assignments and increased exposure tend to be key experiences that propel careers forward, and yet women are more reluctant to take them up.

Reality: Overall, women are being offered more, but are asking less.

5 We Must Elevate the System

Challenge: Without removing systemic barriers, we can not fully tackle the internal barriers that hold women back

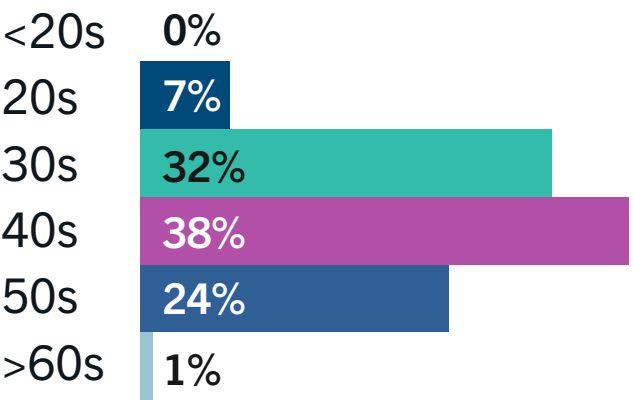
Reality: We do not need to change women, we need to change systems.

About the Research

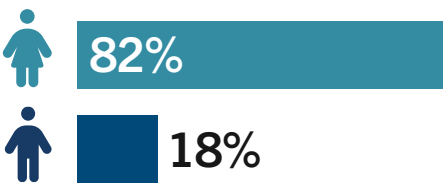
Survey (Nov. 2023 – Mar. 2024)

213 SURVEY
RESPONDENTS

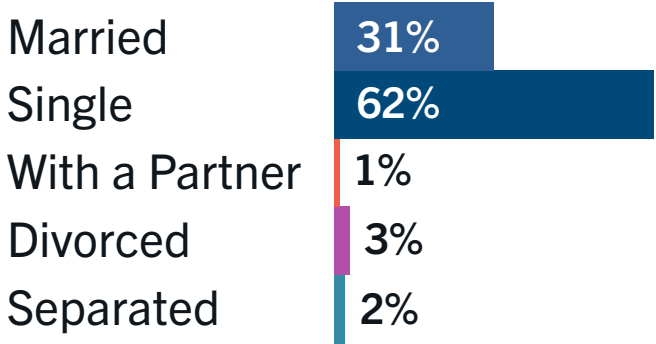
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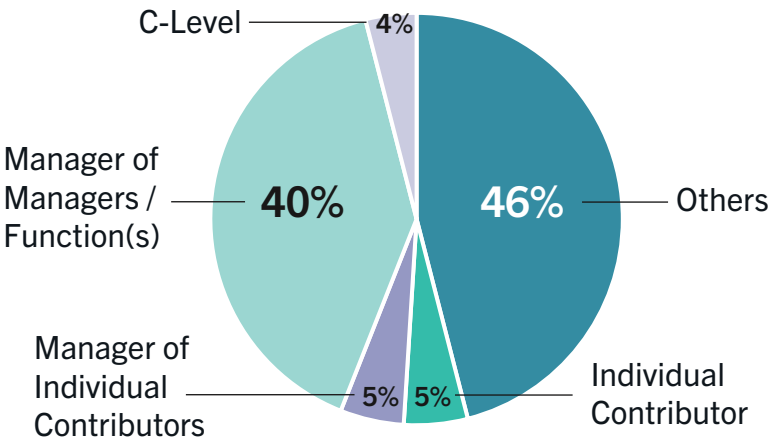
Gender:



Marital Status:



Organizational Level:



Question: Select the response that best represents your opinions regarding gender equity in the workplace.

Safety	In MOST workplaces, women are hit-on or harassed related to their gender.	29%
	In MY workplace, women are hit-on or harassed related to their gender.	15%
Pay	In MOST workplaces, there is a gender pay disparity.	28%
	In MY workplace, there is a gender pay disparity.	16%
Opportunity	In MOST workplaces, men and women have equal opportunities.	89%
	In MY workplace, men and women have equal opportunities.	95%

Table presents % of respondents agreeing/strongly agreeing to the statements

Question: Select the response that best represents your opinions regarding gender equity in the workplace.





				GAP (SHE SAYS-HE SAYS)
Safety	In MY workplace, women are hit-on or harassed related to their gender.	22%	13%	-9%
Pay	In MY workplace, there is a gender pay disparity.	23%	14%	-9%
Opportunity	In MY workplace, men and women have equal opportunities.	97%	95%	-2%



Table presents % of respondents agreeing/strongly agreeing to the statements

Question: Select the response that best represents your opinions regarding gender equity in the workplace.

IDENTITY

		
Struggling with conflicting values and how I prioritize them	69%	67%
Struggling to live a life that is consistent with my values and priorities (not other's expectations and priorities)	62%	56%

AGENCY

		
Feeling weighed down by surrounding constraints, that it is a “limited” or “no choice” situation	67%	58%
Feeling torn in accepting the trade-offs between meeting own needs and the needs of others	54%	47%

Top 5 Factors Hindering Growth of Women Leaders

To what extent do you agree that these factors hinder women from becoming senior leaders?

(Figure denotes % of respondents agreeing/strongly agreeing to the statements)



44%

Our society expects women to take on more family responsibilities than men.

43%

Women prioritize family over work.

42%

Men are unaware of the bias they hold against women.

39%

Men in the family do not support women being senior leaders.

39%

Our society expects women to behave in certain ways that hinders them from becoming senior leaders.



Our society expects women to take on more family responsibilities than men.

51%

Our society expects women to behave in certain ways that hinders them from becoming senior leaders.

43%

Women prioritize family over work.

42%

Men are unaware of the bias they hold against women.

39%

Organizations lack formal programs that support women leadership development.

34%

Top 5 Gaps in Perception

To what extent do you agree that these factors hinder women from becoming senior leaders?

(Figure denotes % of respondents agreeing/strongly agreeing to the statements)



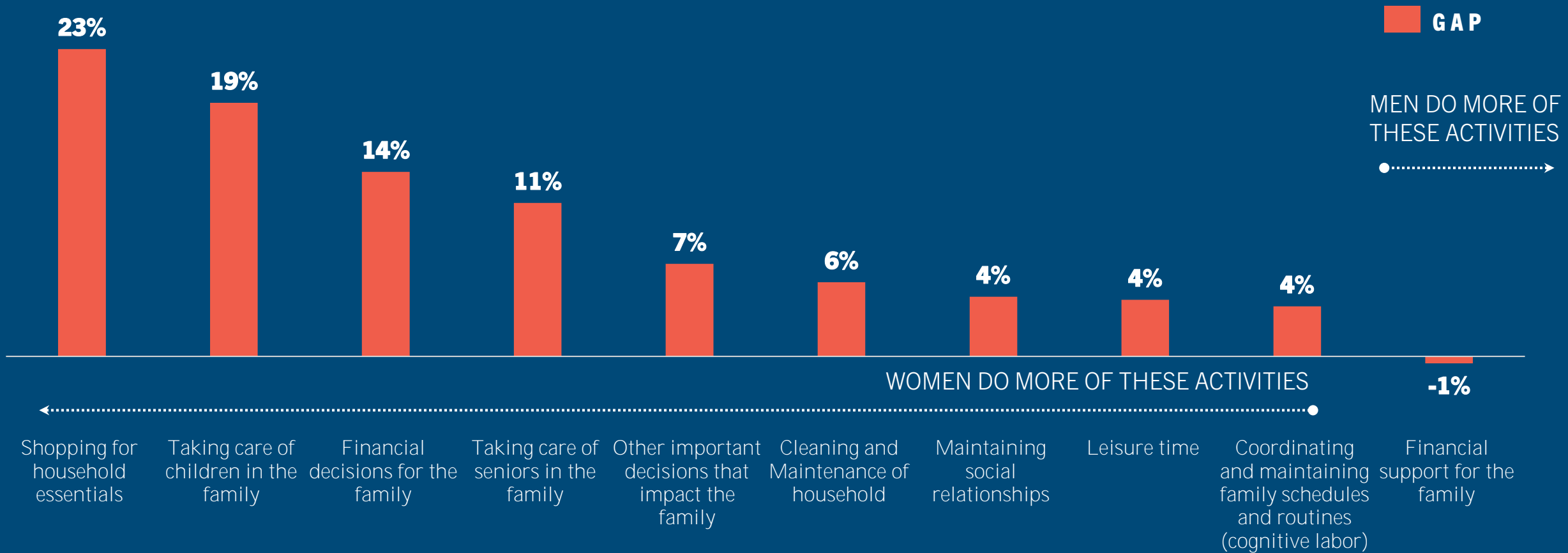
				GAP (SHE SAYS-HE SAYS)
Family	Men in the family do not support women being senior leaders.	39%	22%	17%
Organization	Organizations have a “male-centric” culture.	22%	8%	14%
Internal	Women lack the capability to be senior leaders.	13%	2%	11%
Organization	Male managers are less likely to promote women than men.	30%	19%	11%
Organization	Men in the workplace do not support women being senior leaders.	32%	22%	10%

Table presents % of respondents agreeing/strongly agreeing to the statements

Division of Activities in Dual-Career Couples

How are the following activities divided between you and your spouse/partner (total 100%)?
(Gap = % of activity that women say they do - % of activity that men say they do)

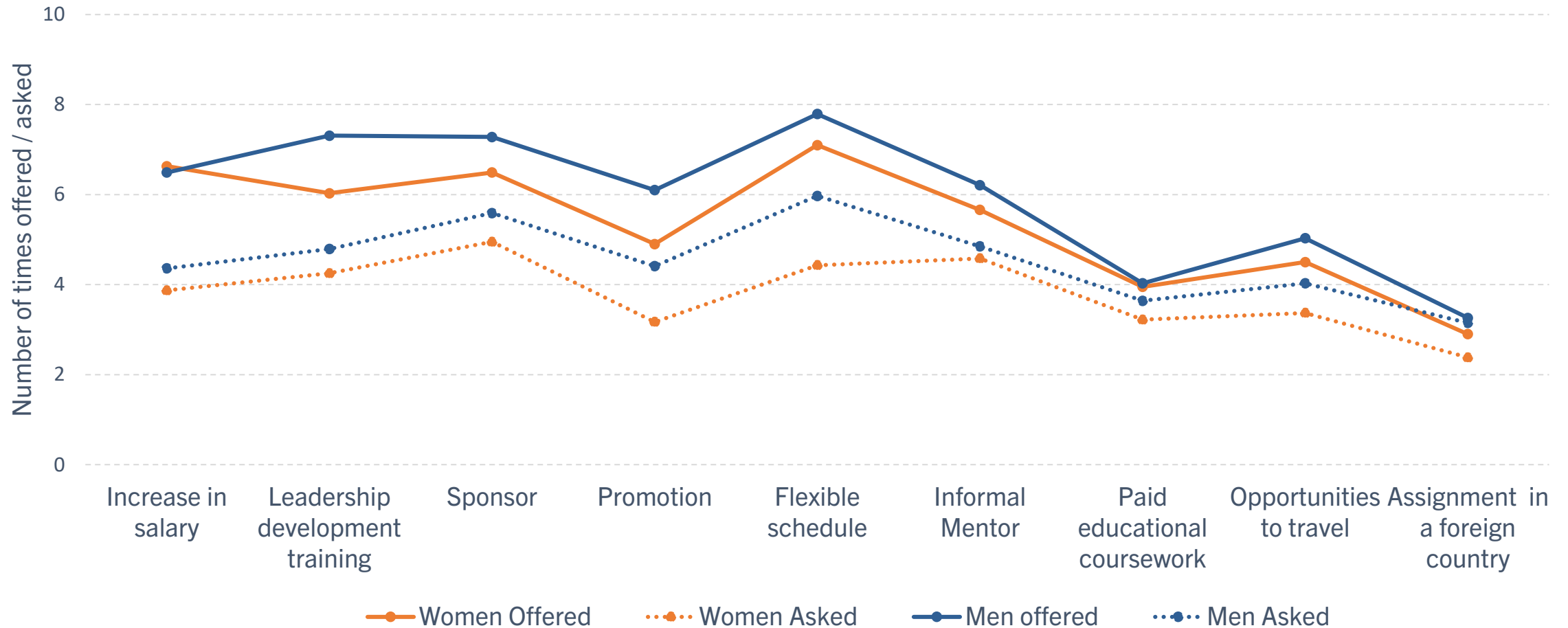


Factors Considered Important for Career Advancement

How important are the following opportunities for your career advancement?
(Figure denotes % of respondents rating the statements important/extremely important)

BENEFITS	Increase in salary	97%
JOB EXPERIENCE	Promotion	93%
PEOPLE	Sponsor	93%
COURSES	Leadership development training	95%
BENEFITS	Flexible schedule	92%
PEOPLE	Informal Mentor	85%
COURSES	Paid educational coursework	80%
JOB EXPERIENCE	Opportunities to travel	64%
JOB EXPERIENCE	Assignment in a foreign country	50%

Development Opportunities - Offered and Asked



*The number of times women and men had asked for or been offered career-progressing opportunities.
From left to right, the items are in the sequence of importance level from high to low*

Opportunities Exist to Raise the Level of Action and Advocacy



85%

79%

AWARE - In my organization, men are aware of the benefits brought by gender diversity.

87%

78%

DISCUSS - In my organization, men participate in the discussion of gender diversity.

80%

78%

TAKE ACTION - In my organization, men take actions to support women leadership development by being their mentors, sponsors, etc.

85%

82%

ADVOCATE - In my organization, senior male leaders advocate for gender diversity.

Figure denotes % of respondents agreeing/strongly agreeing to the statements

Key Takeaways

01

In Thailand inequity gaps on safety, pay, and development are less acute than the rest of the countries across Asia Pacific, with male leaders expressing greater awareness of gender inequities.

02

Both men and women in Thailand struggle with identity and agency issues. Men struggle slightly more than women, whereas in the rest of the region women struggle more.

03

Push factors like societal expectations and lack of support from organizations and men are seen as key challenges to women taking up senior leadership positions in Thailand.

04

Among dual-career couples women leaders report doing a major portion of the activities connected with coordination of routines and upkeep of the family, leading to higher rates of burnout.

05

Leadership development training, sponsorship, mentoring and promotion are offered more to men, and women are also asking for these developmental opportunities far less.

06

Women leaders in Thailand indicate that in their organizations, male leaders display a high level of action and advocacy for gender diversity.



At the Center for Creative Leadership, our drive to create a ripple effect of positive change underpins everything we do. For 50+ years, we've pioneered leadership development solutions for everyone from frontline workers to global CEOs. Consistently ranked among the world's top providers of executive education, our research-based programs and solutions inspire individuals in organizations across the world — including ⅔ of the Fortune 1000 — to ignite remarkable transformations.

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