



# The digital age— The women's era

**Global Female Leaders  
Outlook 2018**



KPMG International

[kpmg.com/gflo](http://kpmg.com/gflo)



# Key findings

## The digital age — The women's era

Global Female Leaders are ...

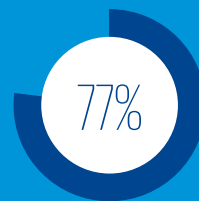


... **confident** about growth expectations and have a **clear** view of what can be achieved.

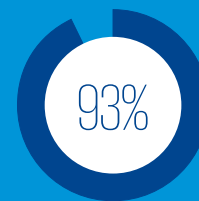


... focused on **innovation** and **organic growth**.

### Growth



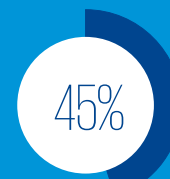
77% are confident about the growth expectations for their company.



93% state that, over the next 3 years, innovation processes and execution will need to be improved in order to achieve organizational growth.



However, 39% expect headcount to be flat or decrease over the next 3 years.



45% plan to focus on organic growth.



### Data deep dive

Visit our interactive online dashboard to review the survey results and filter the data based on your interests.

[kpmg.com/gflo](https://kpmg.com/gflo)



... **digitally oriented** and comfortable with **new technologies**.



... making confident, **data-based** decisions.



... **customer-centric**, with a strong belief in **networking and cooperation**.

## Technology

## Data

## Customers

48%

48% feel comfortable with AI, blockchain, 3D printing and mixed reality.

77%

77% of respondents expect the usage of predictive data models/analytics to increase.

66%

66% see no risk of losing existing customers while focusing on new ones.

53%

53% believe AI will eliminate more jobs than it will create.

58%

58% trust insights provided by data when making critical decisions.

53%

53% of female leaders intend to collaborate with innovative startups (e.g. FinTechs, InsurTechs, HealthTechs).

The data published in this report is based on an online survey of 699 Global Female Leaders in 42 different countries.

**Information regarding Global Female Leaders Outlook demographics and methodology can be found on page 30 of this report.**

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## About us

# 1 Prologue



## 1.1 Foreword

In our digital, technological and VUCA-driven world (volatility, uncertainty, complexity and ambiguity), new capabilities are required in order to survive. Finding the right digital know-how and qualified employees for the inevitable transformation is a challenge. Companies cannot afford to ignore the power of the female workforce.

There is a strong economic imperative for including women in every part of business and our first ever Global Female Leaders Outlook (GFLO) shows that women are well prepared for the challenge.

Participants in the survey affirm that they are very comfortable with new technologies and the business impact of these technologies. They see themselves as digital- and data-savvy, and favor promoting the application of more data analysis in their companies. Global Female Leaders are realistic about growth expectations and possess a

farsighted entrepreneurial vision. They are well-equipped with the necessary skills for successfully driving transformation processes, benefiting from their strong networking and communication skills, openness to innovation, and a straightforward, customer-centric attitude. Global Female Leaders, as our study shows, are well-prepared for—and are embracing—the new digital environment.

We are proud to present you with the results of the first Global Female Leaders Outlook. The report represents the voice of female leaders around the world who understand the times we live in, are business-savvy and instinctively develop and upskill themselves to find their place in the workplace of the future. Put simply, we believe this research shows that female leaders are prepared for the current technological revolution and the digital age can be the women's era.



Susan Ferrier  
Partner  
Global Head of People  
KPMG International



Angelika Huber-Straßer  
Partner  
Head of Corporates  
KPMG Germany



Sigrid Bauschert  
CEO and Founder  
Management Circle

## 1.2 The idea: Global Female Leaders Outlook and Global CEO Outlook

KPMG International published a Global CEO Outlook Study in 2018 for the fourth consecutive year. The report provides highly interesting and meaningful insights every year. However, 84% of the almost 1,300 CEOs who took part in the survey were male leaders of large companies. Furthermore, when asked about the gender of their successor, almost all participants in 2017 indicated that the job would go to a man.

This realization was the impetus for conducting a global female leadership study. Together with Management Circle, we believe that it is important that the many women in leadership positions or who manage their own company are also given the chance to express their opinions on topics such as economic and technological developments, innovation, data usage and customer expectations. The objective of the new Global Female Leaders Outlook was to give a voice to a group that is usually under-represented in reports and analyses. The aim was to

put together a business report that provides insights from women in leadership positions, rather than creating yet another 'gender report'. This is why the GFLO is based to a large extent on the questionnaire used for the Global CEO Outlook.

The project generated an astounding response. Almost 700 Global Female Leaders from around the world participated voluntarily in our online survey. This certainly shows how overdue such a report is, and how important the respondents believe it is to create platforms for Global Female Leaders' voices—both in business and beyond.

Therefore, we are convinced that the GFLO requires no comparison, being a true benchmark in itself. Nonetheless, there are differences between the results of the GFLO and the CEO Outlook. We share some of these differences with you on the following page and encourage you to compare further results yourself ([kpmg.com/ceoutlook](http://kpmg.com/ceoutlook)).

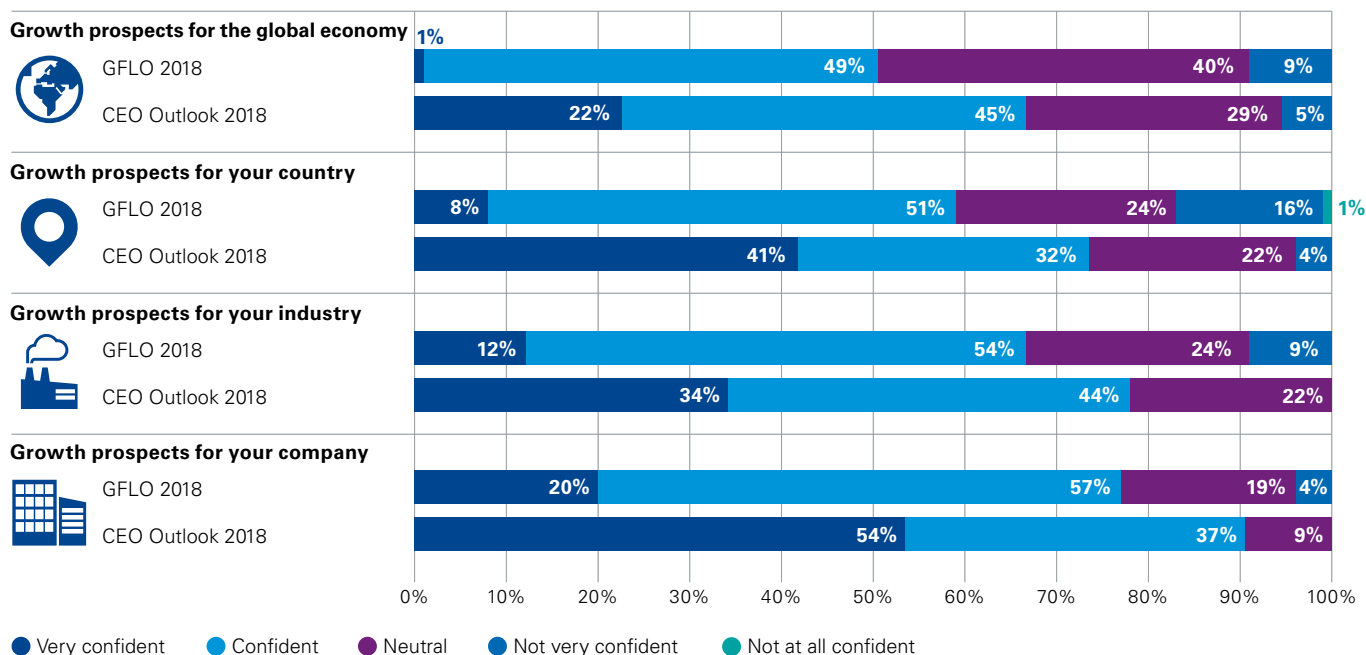


“Success in this disruptive business environment will take courage of conviction and leadership with a focus on long-term results rather than short-term profitability.”

**Maureen Jensen**  
CEO and Chair  
Ontario Securities Commission



**Chart 1: Comparison of confidence about growth prospects for the next 3 years**



**Chart 2: Comparison of feedback**

**GFLO**

**CEO Outlook**

80%

A strong cyber risk strategy is critical to engender trust with our key stakeholders

55%

45%

We are waiting for growth before hiring new skills

52%

45%

Organic growth is the most important strategy for achieving the organization's growth objectives over the next 3 years

28%

47%

AI will create more jobs than it will eliminate

62%

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

# 2

## Results of the Global Female Leaders Outlook



**Digitalization and technological developments, along with a changing political and demographic landscape, have catapulted the world into a new Age of Disruption.**

From a business perspective, we have seen the rise of information and communications technology (ICT) super-companies. We deal with technology-driven unicorns that have raised the bar on company value to previously unseen heights and observe many old-world market leaders struggling to cope with the speed of innovation.

Social media and online shopping have given customers new buying power, enabling them to determine the success or failure of a product or company in just one click. And time is the new cost factor, allowing increasingly less latitude to make thorough, well-founded strategic decisions (e.g. about innovations or go-to-market processes). In other words, the business world is changing at an unprecedented pace.

## 2.1 Growth

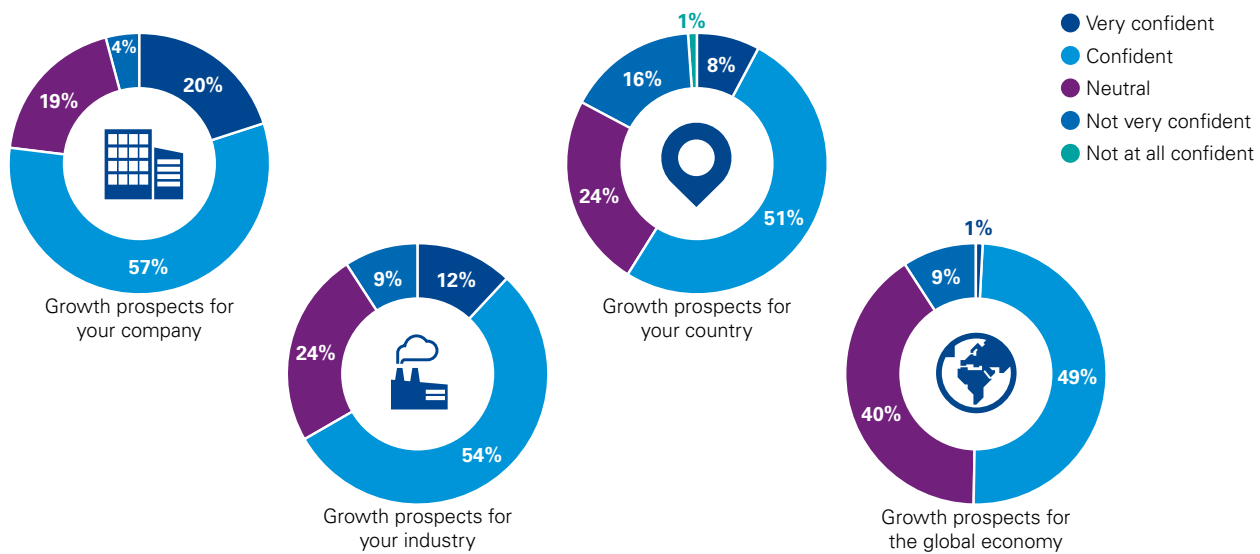
### Global Female Leaders are optimistic about growth potential, growth strategies and headcount.

Finding strategies to face the challenges of digitalization, technological developments, and changing political and demographic landscapes is the aim of any global business leader. Global Female Leaders are optimistic on growth—with realistic, clear and confident opinions about what can be achieved.

Of the respondents, 77% are confident about growth for their own company and 66% believe in growth for their industry. However, 60% expect growth to be harder achieved today than it has been before. This is probably

why Global Female Leaders are less confident about growth for their own country (59%) and, when asked about their view on the growth prospects of the global economy, they are even more cautious. Only 50% are confident about growth prospects for the global economy, with 1% being very confident, another 40% being neutral and almost 10% not being confident. With regard to growth, we see strong differences between the Asia-Pacific (ASPAC) region (emerging markets) and the Americas/EMA region, with Global Female Leaders in the ASPAC region being much more optimistic about their country’s growth (81%) while responding similarly to the Americas/EMA region on other topics.

**Chart 3: Growth prospects for the next 3 years**

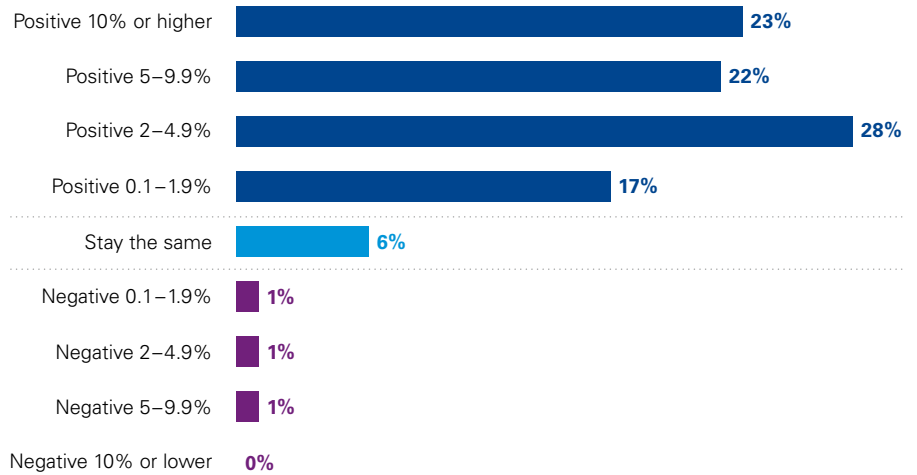


Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

When asked about topline growth, participants reacted positively as well—with smaller companies clearly taking the lead on growth expectations. For comparison purposes, large companies (more than US\$0.5 billion

revenue) expect more moderate topline growth, with 54% expecting growth rates between 0.1% and 4.9%, while only 12% plan to achieve a growth rate higher than 10%.

**Chart 4: Topline revenue growth for the next 3 years**

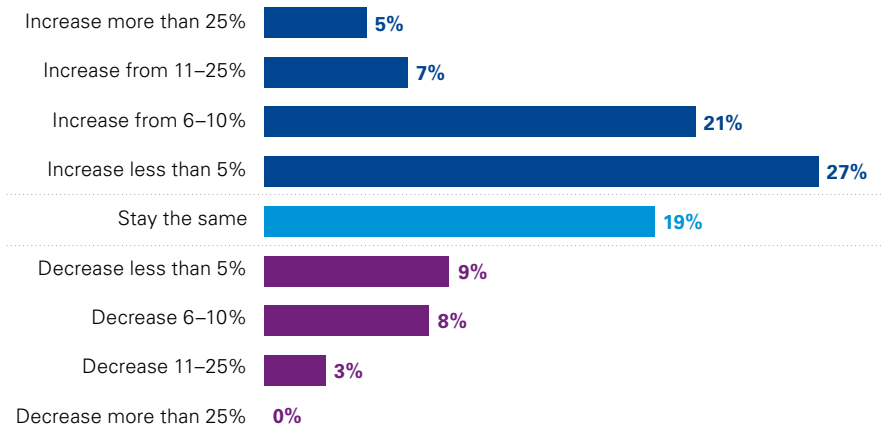


Single choice

Sixty percent of the respondents expect an overall growth in headcount over the next 3 years, while nearly 40% see a shrinking or steady employee base. There is a difference between large and small companies on this topic, with 55% of respondents from larger organizations expecting their headcount to shrink or stay

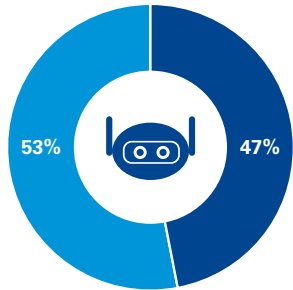
steady. This result supports the opinion shared by Global Female Leaders on how AI implementation will impact headcount. Fifty-three percent see AI eliminating more jobs than it creates, with larger companies expecting to see AI have an even more negative impact on the workforce.

**Chart 5: Change in headcount over the next 3 years**



Single choice

**Chart 6: Perceived effects of AI implementation on workforce over the next 3 years**



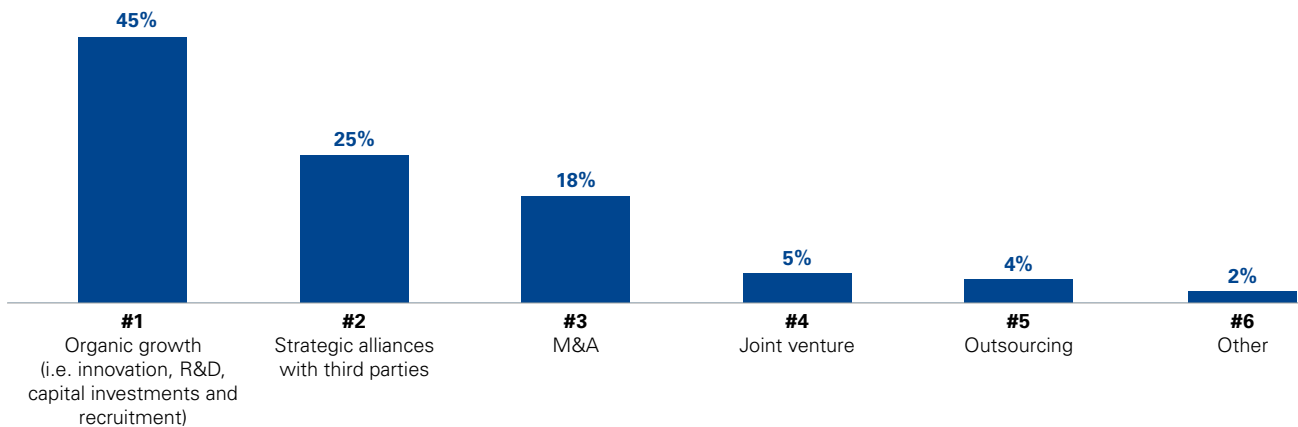
- It will create more jobs than it eliminates.
- It will eliminate more jobs than it creates.

Turning the expected positive growth into reality requires a clearly defined strategy. A company can either rely on its own strengths and grow by optimization (organic growth) or it can grow externally by partnering with other companies or being active in the M&A field.

There is a clear emphasis on organic growth among female leaders. Findings indicate that a large share (45%) believe that focusing on innovation, R&D, capital investments and recruitment is the most important growth strategy. This result is supported by 93% of respondents, who agreed with the statement that their company needs to improve innovation processes and execution over the next 3 years. Another 72% see agility as the new currency of business.

When it comes to inorganic growth, strategic alliances and M&A are the preferred options. When asked about M&A plans, 71% of large enterprises (compared to 41% of small companies) are planning acquisitions that will have a moderate or significant impact on the whole company.

**Chart 7: Most important strategies for growth over the next 3 years**



Top 2 ranking

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

Another interesting result is that 49% think that making products and services available via an online platform provider (e.g. social media platforms) will be a focus for the next 3 years in order to foster growth plans. Furthermore, 53% of female leaders intend

to collaborate with innovative startups (e.g. FinTechs, InsurTechs, HealthTechs) to help them pursue growth objectives. This figure rises to 67% for large companies, indicating that they hope to evolve their business model by investing in startups.

**Chart 8: Actions to help pursue growth objectives over the next 3 years**

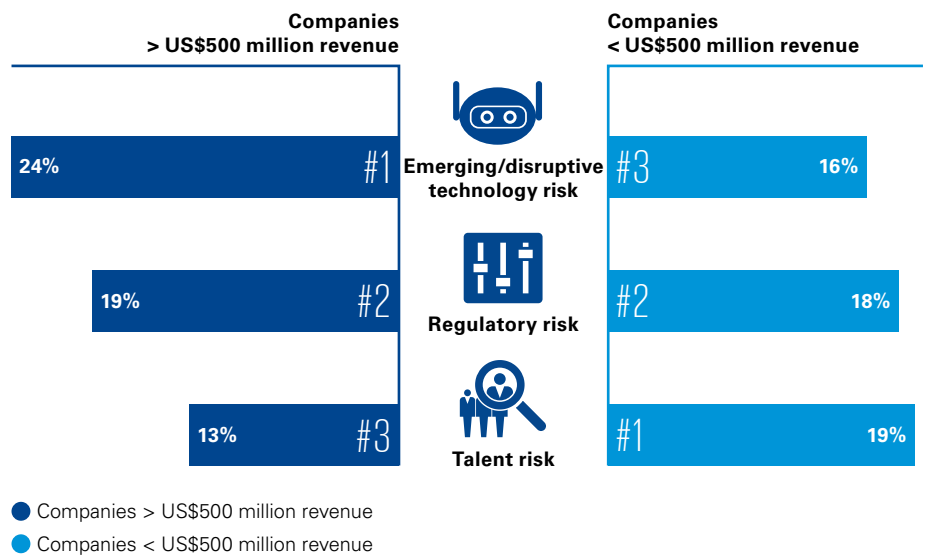


Multiple choice

Opportunities and threats are often closely linked. When asked about the greatest risks to their organization’s growth, participants rated emerging/disruptive technology risks in first place at 19%, increasing to 24% among large companies. Regulatory risk is rated second for all companies, with 18% of respondents naming this

threat within their top three risks. Smaller companies named the risk of lacking talent as the most important at 19%, making it number three in the overall ranking and supporting the fact that it will become increasingly harder for them to secure their share of the required talent and know-how.

**Chart 9: Greatest threats to growth**



Top 3 ranking

## 2.2 Digitalization

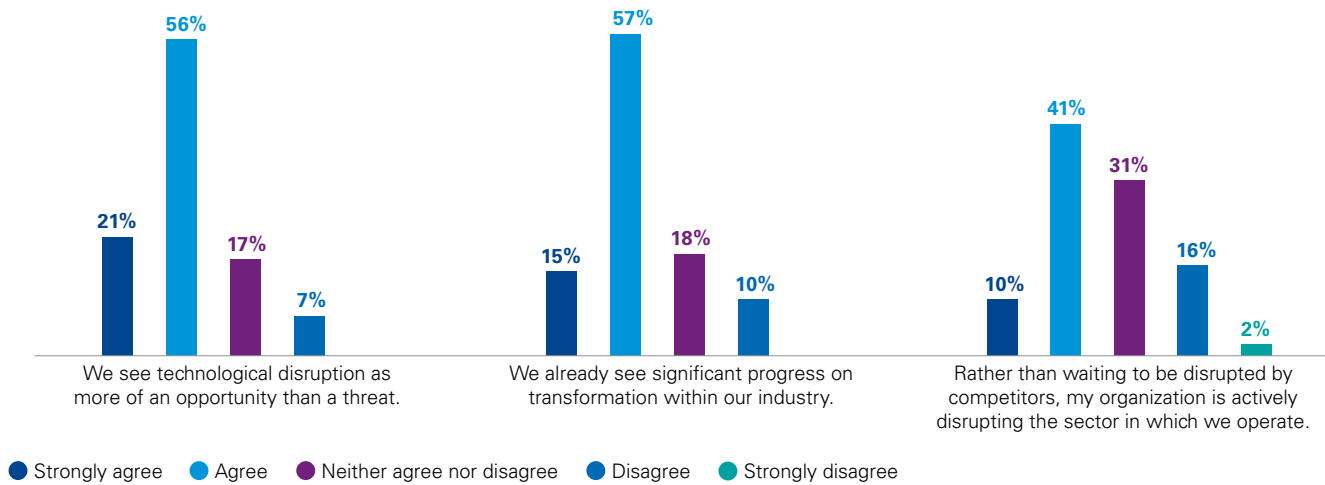
### Comfortable with digitalization, technology, data and customers

Digitalization is the paradigm of our changing world. However, many companies are struggling to find the right path to transform their business models, products and organizations. The implementation of new technologies that rely on data and digital pro-

cesses such as blockchain and AI is presenting an additional challenge.

Global Female Leaders believe that technological disruption is an opportunity rather than a threat (77%), and 72% already acknowledge significant transformation progress within their industry. Furthermore, more than half of respondents consider their company capable of disrupting their sector.

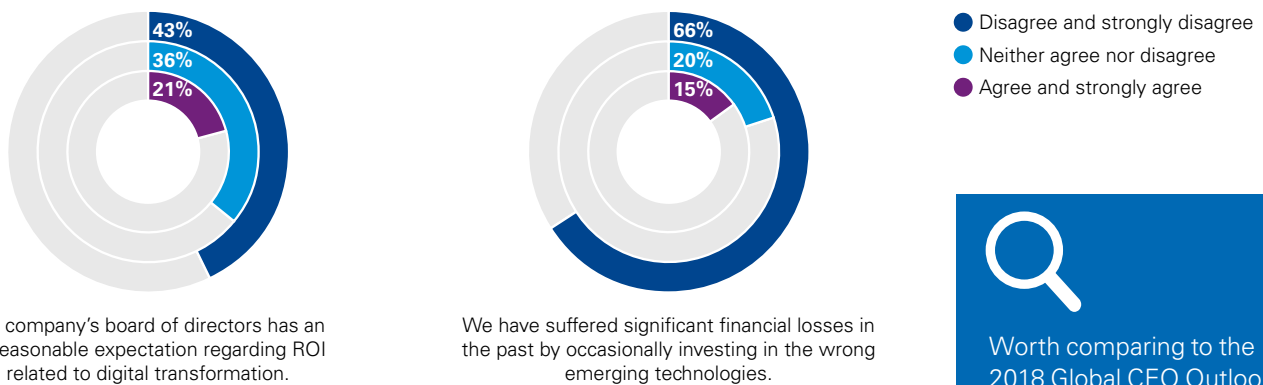
**Chart 10: Statements about disruption within own industry**



Interestingly enough, only 21% of Global Female Leaders feel that their board of directors has unreasonable expectations regarding ROI in the field of digital transformation. Furthermore,

almost two-thirds state that their company has not experienced significant losses due to investing in the wrong emerging technologies over recent years.

**Chart 11: Statements about investment in new technologies**



Worth comparing to the 2018 Global CEO Outlook: [kpmg.com/ceooutlook](https://kpmg.com/ceooutlook)

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

When asked about new technologies, 48% of Global Female Leaders agree that they feel either very comfortable or comfortable with topics such as AI, blockchain, mixed reality and 3D printing. Only 14% state that they feel uncomfortable with new technologies.

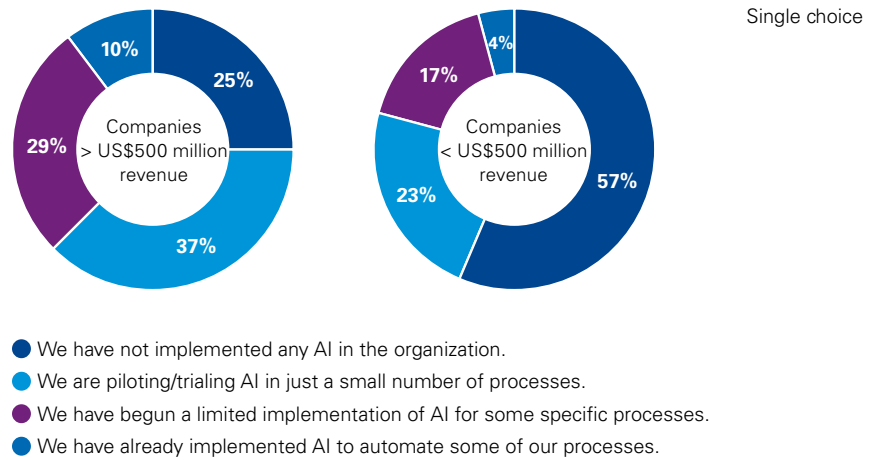
If we take a closer look at technological developments, the status of AI applications in the automation process

offers us important insights. The result shows that AI is in its infancy in many companies. However, there are notable differences between the smaller and larger companies, with only 44% of smaller businesses stating that they have started implementing AI, while 76% of larger enterprises have already launched projects to automate some of their processes.

**Chart 12: Self-assessment concerning new technologies like AI, blockchain, 3D printing and mixed reality**



**Chart 13: Application of AI in automation processes today**



In terms of the benefits that AI will bring to organizations over the next 3 years, Global Female Leaders are pragmatic. They believe that the new

technology will help improve data analysis capabilities (22%), will reduce operational costs (19%) and will increase an organization’s agility (14%).

**Chart 14: Benefits of AI over the next 3 years**



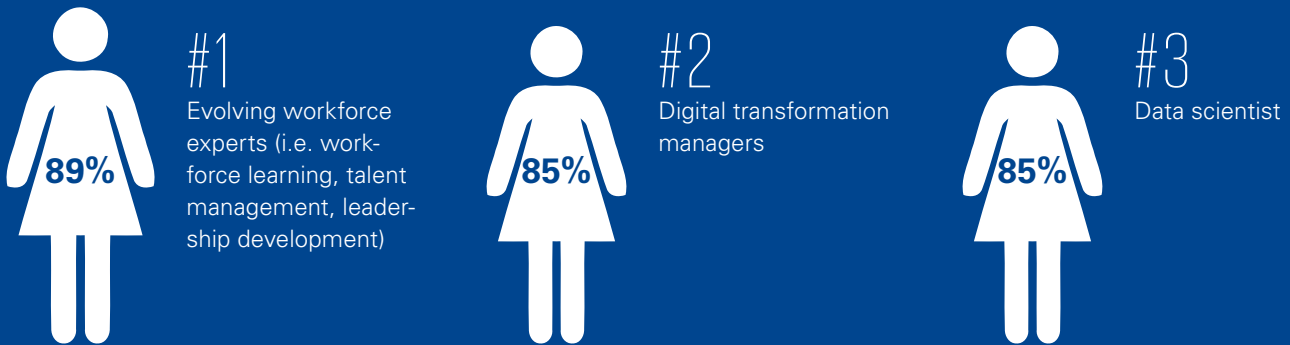
Top 3 rating



Besides the technological aspects, new workforce capabilities and know-how are important for overcoming the challenges of the changing business environment. Global Female Leaders expect digital transformation managers, evolving workforce experts and data scientists to play the most important

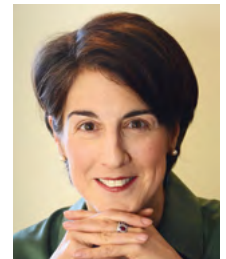
role in successful transformation. Large companies are already feeling the pressure in this area, with 61% of them stating that they are hiring new skills, regardless of future growth targets. Among small companies, almost 49% will wait to achieve a certain growth rate before hiring new skills.

**Chart 15: Skills needed for successful transformation**



Note: Respondents rating the above workforce capability as highly or somewhat important.

“The need for diverse thinking at all levels of an organization is becoming even more important as we grapple with the challenges of technological disruption and society’s increased expectations on businesses.”



**Karina Robinson**  
CEO  
Robinson Hambro Ltd

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.



“We fully expect the broader workforce to be equipped with more skills in analytics, AI, blockchain, etc. when we are more clearly on the execution path. However, in the meantime, we feel that the best option is acquiring third-party talent, which is closest to what is happening in the global marketplace and knows what is working—and what is not.”

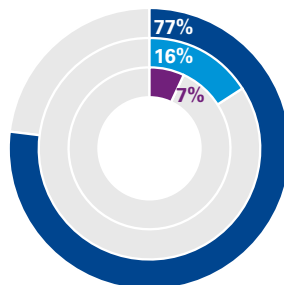
**Anne Marie O’Donovan**  
 Board of Directors  
 Cadillac Fairview, Aviva Canada,  
 Indigo, MDC Partners

Any company that wants to benefit from upcoming technologies like AI and blockchain needs to have strong data analysis skills. This does not seem to be an obstacle for Global Female Leaders. Seventy-seven percent state that their company will increase the usage of predictive models or analytics over the next 3 years. This is supported by the fact that over the last 3 years 58% of respondents trusted insights

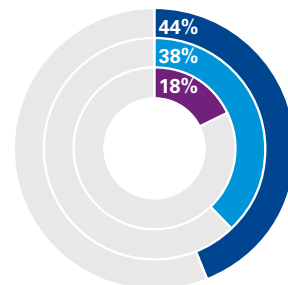
provided by data analysis models/ computer-driven models when making critical decisions.

Consequently, 44% of Global Female Leaders are planning to increase the usage of unstructured data (i.e. text-heavy) compared to structured data (i.e. primarily numeric or fixed field) over the next 3 years.

**Chart 16: Data usage and analysis**



Over the next 3 years, we will increase our usage of predictive models or analytics.



Over the next 3 years, we will increase our usage of unstructured data (i.e. text-heavy) compared to structured data (i.e. primarily numeric or fixed field).

- Agree and strongly agree
- Neither agree nor disagree
- Disagree and strongly disagree



Worth comparing to the  
 2018 Global CEO Outlook:  
[kpmg.com/ceooutlook](http://kpmg.com/ceooutlook)

When asked about which information sources they trust most, 62% of Global Female Leaders stated that they relied on independent secondary information providers, while open data from governance agencies was ranked in second place. Social media and traditional media are considered the least trusted sources. The relatively negative perception of social media may be explained by recent publicity about data leakage among some of the large social media platforms.

The age of online shopping and social media is boosting consumer power. For companies, a good understanding of the customer and a positive brand positioning are essential for increasing revenues. New technologies open up a wide range of opportunities to support both aspects. Indeed, as far as customer data is concerned, the risk of a company damaging its reputation is rising as data security issues and

correct data usage climb higher on the agenda of customers and regulators.

Global Female Leaders tend to be relatively customer-centric. On the one hand, 78% of respondents see the protection of customer data as one of the most important responsibilities to enable growth of the customer base. This is aligned with the firm belief, among 80% of respondents, that a strong cyber risk strategy is critical for cultivating trust among key stakeholders. Global Female Leaders seem to have a clear sense of data protection and usage-related risks. Furthermore, only 13% are afraid of losing existing customers due to disproportional resources spent on acquiring new customers.

#### Chart 17: Trust in different data sources when it comes to strategic decisions

62%

Independent secondary information providers

40%

Open data from government agencies

37%

Government-commissioned research

30%

Traditional media

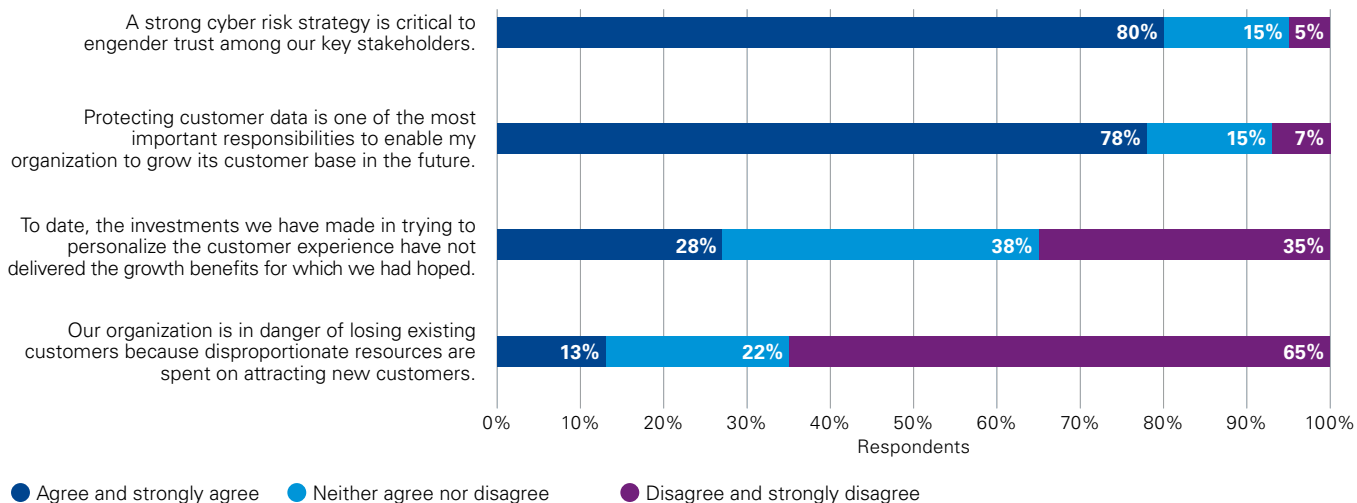
26%

Social media

Respondents have trust or strong trust in data source.

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

**Chart 18: Statements about the customer relationship**



Opinions vary in regard to investments made to personalize the customer experience. Thirty-five percent believe that investments are well-spent for expected growth benefits, 28% believe the opposite and 38% neither

agree nor disagree. Overall, Global Female Leaders are aware of strategic challenges in customer management and make decisions from an entrepreneurial perspective.



“A country such as Mexico cannot afford to ignore the talent of half of its population. I have been blessed with colleagues/clients who have recognized and respected my contributions, but I—along with other women leaders in Mexico—am considered an anomaly and outlier. The lack of opportunities for women at senior levels in Mexico is still very much an issue and needs to be addressed immediately or Mexico will lose competitiveness in our increasingly globalized world.”

**Karen Mauch**  
 Founder & Partner  
 KMex Strategies, LLC,  
 Board Member of GIMSA

## 2.3 Career expectations

### Confident about success factors, quotas and expectations

Global Female Leaders have a strong alignment on what they believe are personal success factors. When asked to rank the most crucial success factors, their first choice was an “active personal network”, followed by “strong communication skills”. The third most important factor was “thorough know-how of new technologies”. All of these aspects strongly support working in a digital environment and with new technologies like AI. Indeed, another valuable leadership quality—the “courage to make unpopular decisions”—was ranked fourth. However, when we look at the board members and CEO levels it ranked third. We also observe a slight difference in answers if we consider the age of participants. Global Female Leaders under the age of 35 rated a good network within their own company as more important than other age groups did.

One interesting aspect of the study is participants’ attitude towards quotas. Only 4% ranked female leadership quotas as a crucial factor for their personal success. However, when asked if women’s enablement programs are a good method of bringing more women into the business world, they agreed with 83% backing such initiatives. Global Female Leaders know how hard it is to fight for their involvement and advancement and want to make it easier for the next generation. Most of the Global Female Leaders do not expect change in these areas to be voluntary, and believe that pressure is needed to reach such a goal.

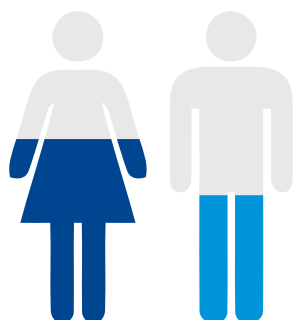
A further point to note is that 59% of respondents believe that their successor will be female. This figure drops to 39% if we isolate responses from C-level executives and vice presidents in large companies. However, with the focus on board member and CEO levels only, replies were more evenly distributed between a male and female successor, while if only heads of department and functional head levels are considered, 62% expect their successor to be female.

### Chart 19: Crucial factors for personal success



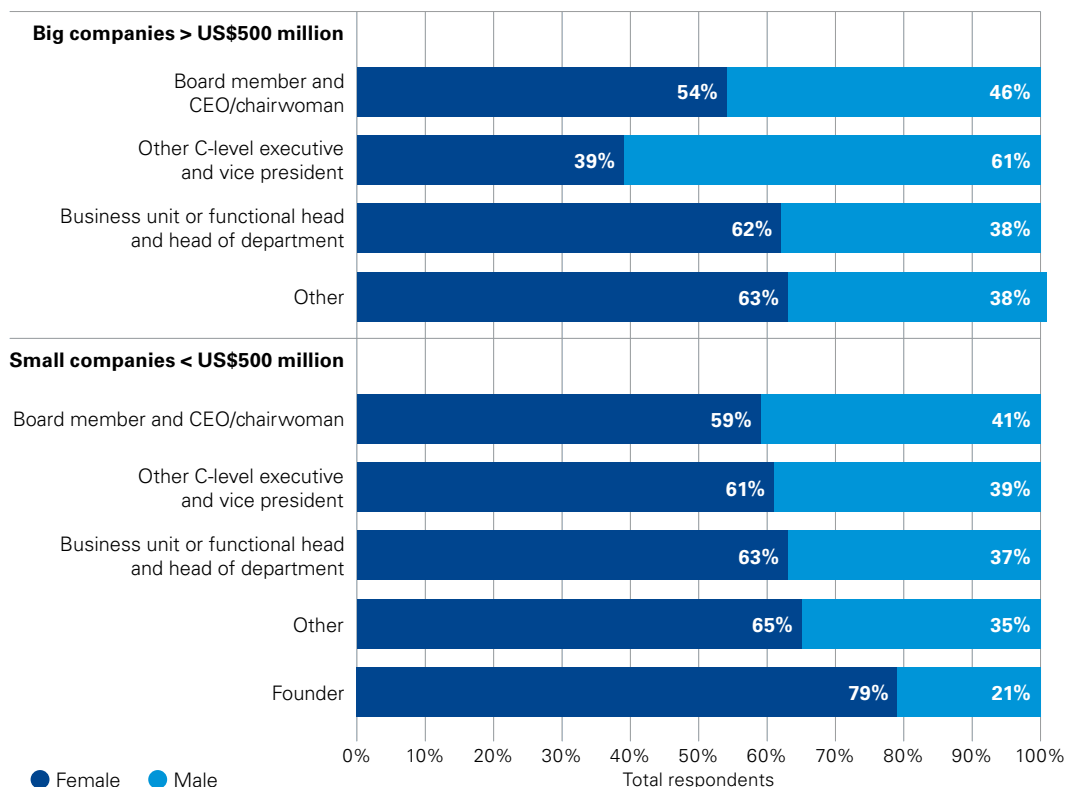
Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

**Chart 20: Gender of successor**



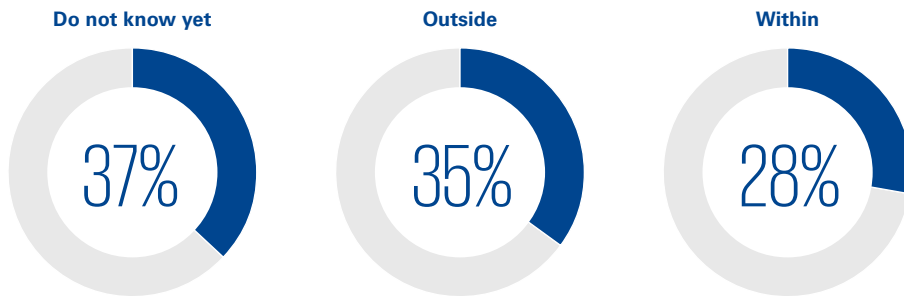
59% of total respondents

41% of total respondents



With regard to their next career step, 35% expect their next job to be outside their current company and 37% do not know where it will be. This indicates a high flexibility among Global Female Leaders to reach out for an opportunity that might arise. Twenty-eight percent of respondents plan to stay within their current company for their next career step.

Another interesting result is the strong correlation between the response and the length of time that the participant has been with her current company. Only 18% of Global Female Leaders who have worked at a company for less than 5 years expect to make their next career step within the company. Among those who have been with a company for more than 10 years, only 27% expect to move up a rung in their career outside the company, intentionally leaving the company to reach their next position—either board member or CEO.

**Chart 21: Next step within or outside the company**

“Women in leadership is a concept that should be as normal as girls and boys going to school together. Until it is, we need to see an equal level of effort spread over two cornerstones:

1. To grow and establish female leadership structures from the first day, in the companies and organizations in which women work, so that women’s potential can be grown on all levels.
2. Raise men’s awareness about the ‘blind spots’ that they have when it comes to female leadership, helping them to support female leadership and see it as a complementary concept to male leadership, rather than one that replaces it.”



**Bettina Berger**  
Founder  
Joyia Consulting

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

# 3 Harnessing disruption



**Digital disruption has changed the way almost every business operates. The opportunities are immense, but only for organizations that understand how much and how fast they need to change. For many companies, digital is a daunting challenge. However, as with any challenge, there are great rewards for those who manage to master the disruption.**

The GFLO proves that these top-level executives are ready and willing to accept digital opportunities. There are four areas in which digital-savvy

organizations and leaders perform better than others. And the results show that Global Female Leaders are well-prepared for the digital future.



**Irina Rubis**  
CEO  
Ekonomika Communication Hub

“Thirty percent of businesses are owned and managed by women. Since 2012, the gender equality topics perception has got minor signs of progress. But it’s still an abyss between gender equality objectives and status quo. Even progressive parts of society, opinion leaders in business and culture, policy-makers are ignorant in terms of gender, gender identity and sexism. So a lot still needs to be done to empower women leadership and educate non-discriminative attitudes and norms.”



**Digital-savvy organizations and leaders do better on**



technology/innovation

- Match technology to outcome
- Pick the right technology
- Identify specific opportunities
- Speed to market

**Global Female Leaders are technology-savvy**

- 48% are (very) comfortable with new technologies.
- 66% state that their company has not financially suffered from investing in the wrong technology.
- 51% see their company as the disrupter of their own sector.
- 93% expect to improve innovation processes and execution.
- 72% see agility as the new currency of business.

When analyzing the results, we can see that Global Female Leaders seem to have a thorough understanding of technology. Furthermore, they seem

to have internalized three of the main paradigms of the digital age: agility and speed to market, as well as the need for constant innovation.

**Digital-savvy organizations and leaders do better on**



customers/data

- Put customers first
- Use insights from analytics
- Build brand on trust
- Communicate openly and differently (e.g. via appropriate networks)

**Global Female Leaders are data-driven**

- 77% expect to increased usage of predictive models or analytics for decision making.
- 58% trusted insights provided by data analysis in the last 3 years and did not overlook recommendations.
- 65% do not think that existing customers will be lost due to too many resources spent on acquiring new customers.
- 80% see a strong cyber risk strategy as critical to building trust.

Global Female Leaders express their openness to data analytics and have trust in the results. They are data-driven and make decisions based on facts. As far as customers are concerned, Global Female Leaders seem to have a good understanding of the needs of digital customer groups. This is probably why they rate the importance of cyber and data security so highly. They are also

aware that communication skills in the new platform/network environment will be critical to success. As the economic power of Global Female Leaders is rising—with female consumers generating a US\$40 trillion spend in 2018—these findings are of particular importance.

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

**Digital-savvy organizations and leaders do better on**



processes/platforms

Construct new processes around technology and customer expectations

Find the right ecosystem for their company (e.g. alliances, startups)

Try to scale using platforms

**Global Female Leaders will drive growth**

**The top two means of achieving growth are:**

45% focus on organic growth, including innovation, R&D and recruiting

25% strategic alliances

**The top two actions for pursuing growth are:**

53% collaboration with innovative startups

49% selling of products and services via online platform providers

Global Female Leaders seem to have a strong entrepreneurial approach regarding growth. This seems to be a more pragmatic approach than the one adopted by the respondents of the Global CEO Outlook. At the same time,

Global Female Leaders are open to innovative input/new business models as well as alternative ways of doing business as they are turning to collaboration with startups and online platform providers in order to pursue growth.



Worth comparing to the 2018 Global CEO Outlook:  
[kpmg.com/ceooutlook](https://kpmg.com/ceooutlook)

“I think that if we all had a better understanding of our biases towards men and women leaders, we would support, mentor and empower other women leaders better.”



**Patricia Vicente**  
CEO  
Panama Jack

**Digital-savvy organizations and leaders do better on**



**talent/culture**

- Recruit talent depending on use of technology
- Rethink traditional role models and boundaries
- Note that diversity has an impact on performance

**Global Female Leaders foster diversity**

- 55% plan to hire new skills, regardless of growth objectives achieved.
- 89% think that evolving workforce experts are crucial for future growth plans.
- 59% expect their successor to be a woman.
- 83% think that women’s enablement programs are still necessary.

Work, as we know it, will change dramatically over the next few years. Virtual workplaces will be common and AI will have a strong impact on the design of work. Coordination and review tasks will become central to many processes. Global Female Leaders recognize the impact of these developments and see the necessity of hiring experts to take care of these changes. They already sense the

urgency of finding the right people and have started to hire relevant talent, irrespective of growth rate. When asked about the inclusion of women and greater diversity in the workplace, most Global Female Leaders still think that pressure is needed before we can see the desired results. Nevertheless, almost 60% of Global Female Leaders expect their successor to be a woman.

Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

## The results of the Global Female Leaders Outlook enable KPMG professionals to set up the following thesis:



Global Female Leaders have a thorough understanding of the strategic and operational requirements of the digital age.



Global Female Leaders are comfortable about new technologies, trust data and are willing to invest in alliances/cooperations. In addition, they have the ability to quickly adjust to new developments.

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Global Female Leaders bring the necessary personal and professional skills for succeeding in a digital environment, strongly focusing on networking and communication skills.



Global Female Leaders are well aware of their personal and professional strengths and bring a positive return to any company and team.

Finally, we would like to underline that there are already many female role models around the world who lead with expertise, business acumen and confidence. Establishing their role within the private business sector, these Global Female Leaders promote the role of women in all other areas of life as well.

Thank you to every Global Female Leader who took part in the survey.

# 4 Demographics and methodology



The data published in this report is based on an online survey of 699 Global Female Leaders in 42 different countries and territories. Sixty-four percent of these occupy an executive-level position such as a board member,

CEO/chairwoman, C-level executive or vice president, and 60% have been with their company for at least 6 years. Thirty-seven percent are employed by companies with revenues greater than US\$500 million. Fourteen key industries are represented.

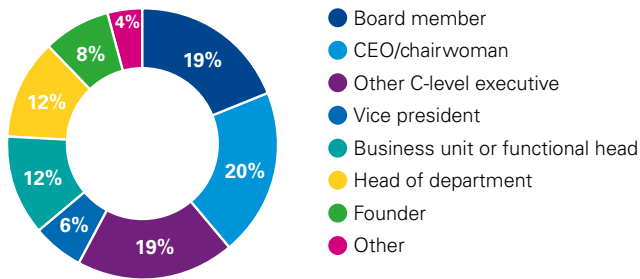
## Methodology

The survey was carried out as an online questionnaire mainly using most of the questions contained in the KPMG Global CEO Outlook. The questionnaire was accessible from 6 March 2018 to 13 April 2018. The survey was completed anonymously. Instead of being widely published, the link was sent to selected female leaders around the world by Management Circle and KPMG

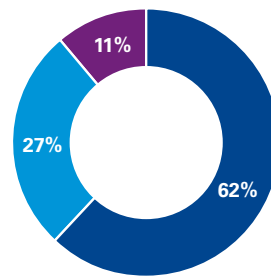
member firms. Some countries used social media to contact selected women in leadership positions.

Please bear in mind that the study is not based on a representative sample in regard to the distribution of feedback from countries, regions and company size.

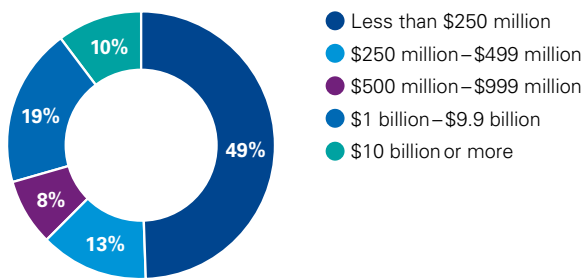
**Chart 22: Respondents by job title**



**Chart 26: Respondents by countries and territories**

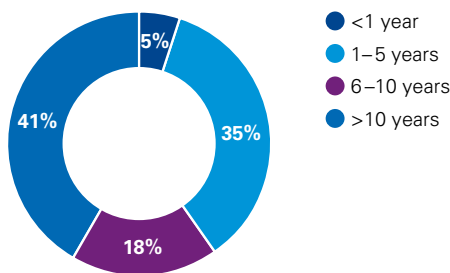


**Chart 23: Respondents by organization revenue in US\$**



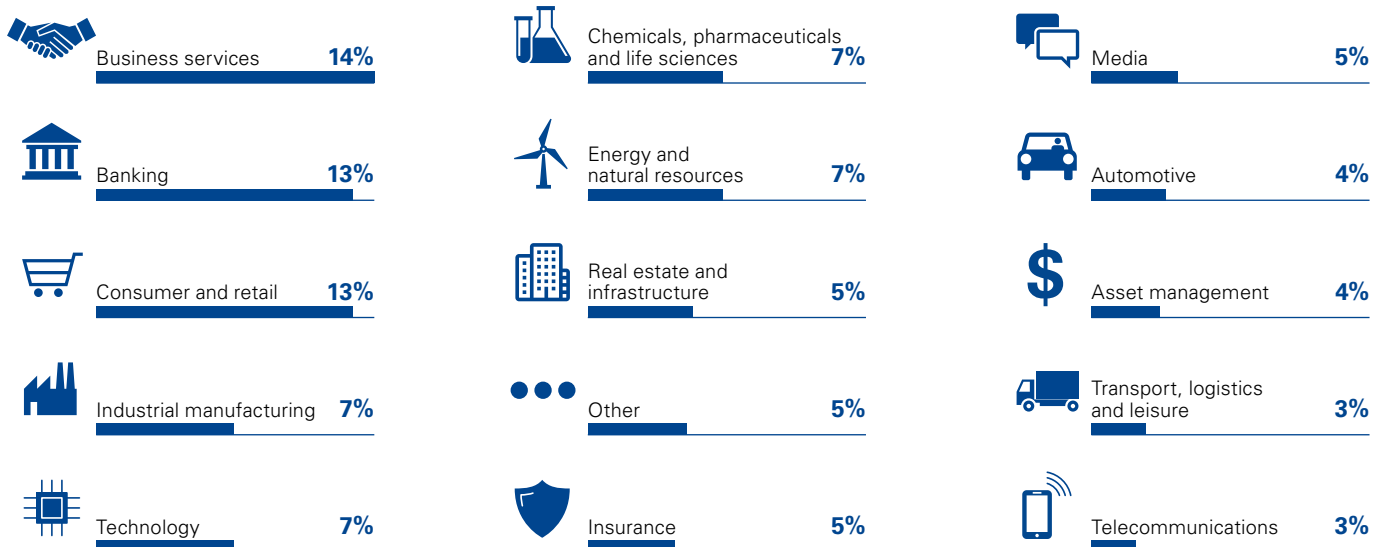
- EMA**  
 Albania, Andorra, Austria, Belgium, Channel Islands, Czech Republic, Finland, France, Germany, Greece, Hungary, Ireland, Isle of Man, Italy, Netherlands, Nigeria, Norway, Poland, Portugal, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey, UK, Ukraine, United Arab Emirates

**Chart 24: Respondents by years of employment in company**



- Americas**  
 Argentina, Brazil, Canada, Mexico, US
- Asia Pacific**  
 Australia, China, Hong Kong (SAR), India, Japan, Malaysia, Myanmar, Philippines, Singapore

**Chart 25: Respondents by sector**



Source: Global Female Leaders Outlook 2018, KPMG International | Note: Percentages may not add up to 100% due to rounding.

# About KPMG International

KPMG is a global network of professional services firms providing audit, tax and advisory services. We operate in 154 countries and have 200,000 people working in member firms around the world. The independent

member firms of the KPMG network are affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. Each KPMG firm is a legally distinct and separate entity and describes itself as such.

# About Management Circle

Management Circle is one of the most renowned providers of professional development training. Specialists and executives from all sectors appreciate its high standards, the wide range of topics and the close link to decision-makers from all industries. They benefit from an ideal combination of knowledge, transferred by renowned experts, and networking in an exclusive setting. Addressing up-to-date

trends and innovations, the company has offered seminars, conferences and conventions since 1989. Management Circle founded Global Female Leaders, the Economic Forum for female executives, in 2013, bringing together top-level executives and thought leaders from around the globe.

**[managementcircle.de](http://managementcircle.de)**



# Project team

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# Notes

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