

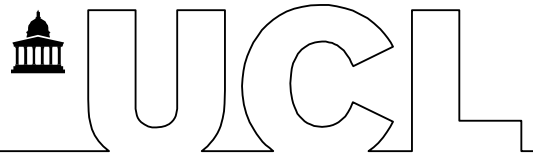
**Career advancement of female HR: A Multi-
dimensional study in Private enterprise in Shunde,
China**

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Abstract

Background

Gender inequality has been one of the most important social issues in the world. This is especially the case when it comes to its complex effects in the workplace. Differences between genders in the workplace have attracted a lot of research and attention among social scientists and those who investigate the labour market. Traditionally, women have tended to lag in the workplace by different metrics, including the issues of the pay gap and representation. In markets like China, despite there being progress in the past few years, this has not necessarily translated into changes in the number of women in leadership positions. One of the most affected industry sectors is the human resource department.

Purpose of the Research

Focusing on the field of human resources, this study investigates whether and why women face barriers to higher positions and promotions in such a feminised industry.

Methods

This paper used a mixed-methods research design with 115 semi-open-ended questionnaire responses and 3 in-depth interviews. The qualitative data gathered is then analysed using the NVIVO (12) software, with the quantitative data analysed using the STATA (17) software.

Results

The research found that there has been a trend towards the feminization of the field of HR, where women find themselves having the traits that make them successful in such a people-facing sector. The combination of the fact that this sector is female-dominated, and the traditional views of women means that women constantly face barriers to promotion. This is then coupled with the traditional systemic barriers that women face almost across the world, including challenges with family life and child-rearing.

Recommendation

Under the traditional pattern of not being able to break through gender stereotypes, females not only stick to their own beliefs and pursuits, but also focus on self-improvement and growth, and constantly improve their professionalism and comprehensive ability, to cope with today's increasingly fierce competition in the workplace, which may be accompanied by gender discrimination against women.

Keywords: Women, Career advancement, Human Resources, workplace, China

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Chapter 1: Introduction

Background and motivations

Gender inequality in the labour market remains one of the most pressing social issues, attracting the attention of both researchers and the public. Although there are some positive trends, such as the increasing number of women in senior management in technology and professional services, global indicators remain insufficient. For example, the share of women in senior management positions increased from 31.1% in 2016 to 32.6% in 2022, but there was a slight decrease in 2023, highlighting the ongoing challenges in this area (Zahidi, 2023). Occupational segregation by sex remains a key driver of the gender pay gap, as men and women often receive different career assignments and opportunities for professional development. More experience in different positions and institutions increases the likelihood of promotion and future salary, but this impact is particularly felt by women. Statistical discrimination and features of the gender selection process contribute to this inequality (Kaori, Yuki, & Hideo, 2019). Barriers to women's career advancement remain significant despite their professional strengths such as patient, creative, and pragmatic behaviour due to both physiological and sociocultural factors (Chen & Tian, 2016). One of the major barriers is the underrepresentation of women in HR and leadership positions, which limits their access to key career opportunities and networks of influence. These barriers include workplace stereotypes and biases, lack of access to mentoring and development opportunities, and systemic discriminatory practices (Borna, Afrasiabi, Sadati, & Gifford, 2022).

Gender segregation remains a pressing issue in the Chinese workplace despite the country's significant economic gains. While horizontal occupational gender segregation is showing signs of improvement, vertical occupational gender segregation persists, particularly in industries such as science and technology, finance, and engineering. Women in these sectors face numerous challenges and constraints that hinder their career advancement. Vertical occupational gender segregation was also evident in some female-dominated fields, such as human resources, where female workers also face barriers to career development, promotion, pay, and power distribution. Over the past decades, as women's education levels and labour force participation have increased in China, their career aspirations have also increased (World Bank Group, 2024). However, the proportion of women promoted to managerial positions in China remains lower than in other countries, raising questions about the factors that hinder their advancement. Key challenges include family responsibilities,

caution, difficulties in integrating into male-dominated social circles, and preconceived notions. Women in China also face several significant barriers to career advancement, particularly in management. The main barriers include cultural stereotypes that limit women's roles to domestic responsibilities, institutional barriers and discrimination, and traditional gender norms (Cook, 2023). In addition, the family responsibilities that women often face limit their opportunities for professional advancement. Furthermore, the marginalization and underrepresentation of women in leadership positions exacerbate the problem by creating difficulties for their career advancement and effective participation in professional networks (Cook, 2023). Thus, the underrepresentation of women in leadership positions is an important aspect of this issue in the region. It is worthwhile to conduct a literature review and examine gender dynamics using mixed methods analysis to identify the barriers that affect women's progress in HR and assess the career advancement situation of women in HR in China.

Research question

The key question of this research, "How do gender dynamics affect the career development opportunities of HR professionals in private enterprises in Shunde, China?", serves as the basis for an in-depth analysis of the influence of gender on career development in this professional field. This research question focuses on how differences in gender roles and perceptions affect the career development opportunities of HR professionals in private enterprises. The study aims to uncover both the positive and negative aspects that affect women's career development in this field, identify specific opportunities for their career advancement, and understand the barriers they face.

To achieve this goal, two key sub-questions were formulated:

- 1) What are the main barriers that female HR professionals in private enterprises in Shunde face compared to their male counterparts?
- 2) How do perceptions of gender equality and organizational support affect the career development and satisfaction of HR professionals in these private enterprises?

Exploring these sub-questions aims to identify key barriers and opportunities to advance gender equality in the workforce and empower women leaders. This research will help to understand how to overcome the glass ceiling – the invisible barriers that prevent women from reaching the highest levels of career growth – and propose strategies to create a

more inclusive and supportive organizational environment.

Research Aims and Objectives

The main objective of this study is to conduct an in-depth examination of the gender dynamics that influence the career advancement of HR professionals in private enterprises in Shunde, China. This study will aim to identify and understand the barriers and facilitators that impact the career advancement of both men and women in the field, with a focus on gender-specific challenges and opportunities. The study will take a detailed look at the gender-specific barriers that female HR professionals face compared to their male counterparts. This includes examining the impact of gender stereotypes that may limit women's career advancement opportunities; analyzing organizational culture that may promote bias and discrimination; and investigating discriminatory practices such as unequal career advancement opportunities and lack of support for women in organizations. In addition, the study will focus on assessing the perceptions of gender equality among HR professionals in private enterprises. It is important to understand how perceptions of gender equality affect employees' career satisfaction, engagement, and professional development. The results are expected to help identify how differences in perceptions of gender equality may contribute to differences in career success and job satisfaction between men and women.

The study will also cover the extent and effectiveness of existing organizational support mechanisms aimed at promoting gender equality. These mechanisms include work-life balance policies, mentoring programs, and professional development opportunities. Analyzing the effectiveness of these measures will assess how much they contribute to reducing gender barriers and creating a more inclusive organizational culture.

Based on the findings, the study will provide organizations with practical recommendations on how to improve gender equality and support the career development of HR professionals. The proposed strategies will be aimed at reducing gender barriers, improving organizational culture, and creating an environment that promotes equal opportunities for all employees.

Research structure

This paper is structured into six chapters. The Introduction outlines the background, research question, and aims. Following this, the Literature Review explores topics such as

feminization in HR, professional segregation, and gender diversity, identifying the research gap. Next, the Methodology details the research design, ethical considerations, and data collection through surveys and interviews. Subsequently, the Research Findings section provides descriptive summaries and both quantitative and qualitative analyses. Afterwards, the Discussion interprets the results and addresses implications or limitations. Lastly, the Conclusion summarizes the study's outcomes, followed by the bibliography.

Chapter 2: Literature Review

Feminization in Human Resources Industry

The human resources (HR) industry has garnered significant attention in recent years, largely due to the substantial increase in female employment within the profession (Legge, 1987; Faugoo, 2011; Xiao & Cooke, 2020). This trend is evident globally, with statistics indicating a surge in the proportion of women working in HR roles. For instance, in France, women comprise 95% of the workforce in this field since 2004 (Brandl et al., 2008). In the United States, the percentage of women employed in HR rose from 27.3% in 1970 to 53.2% in 1990, and by 2023, it had reached 76.5% (U.S. Bureau of Labor Statistics, 2024). Similarly, women constitute 76% of HR professionals in China (Wang, 2023). Furthermore, research suggests that women possess qualities such as patience, creativity, cooperation, consideration, and pragmatism, which align with the direction of feminization in the HR field (Tabassum & Nayak, 2021). These attributes are increasingly valued in HR management, as organizations prioritize empathy, relationship-building, and collaborative problem-solving. Women's natural aptitude for nurturing and developing talent, coupled with their strong interpersonal skills, makes them well-suited for roles in recruitment, training, and employee development, areas that are integral to the feminization of HR (Wegrzyn, 2023). Their empathetic approach also contributes to fostering a supportive and inclusive workplace culture, which is essential for attracting and retaining diverse talent in today's competitive labour market. Moreover, as HR functions evolve to focus more on strategic workforce planning and organizational development, women's strengths in communication, adaptability, and relationship management become even more valuable, positioning them as key drivers of HR innovation and transformation (Stainback et al., 2016).

From the above, it is evident that the HR industry is undergoing a feminization trend, which represents a significant change in the occupational structure, with an increasing proportion of women among HR professionals and managers. However, the feminization process, as Karoliny and Sipos (2017) argue, has a complex impact on the status and status characteristics of the profession. The main theories explaining this phenomenon include queueing theory and devaluation theory. In this context, queueing theory suggests that an increase in the number of women in a particular profession is associated with a decrease in its status and attractiveness. In the context of HR, this manifests itself in the fact that positions in a given field are often perceived as less prestigious and highly paid, especially when they

become female-dominated. As a result, as a profession becomes more “feminized,” a decrease in wages and status is observed, which is further supported by empirical research indicating a general decrease in wages in female-dominated professions (Chauhan et al., 2022). In turn, devaluation theory focuses on the social exclusion and undervaluation of women in strategically important roles. According to the theory, when women reach senior positions, they often face obstacles such as lack of support and bias, which reduces their chances of achieving significant strategic positions. In HR, this may manifest itself in women’s under-involvement in strategy development, as well as in limited opportunities for their career advancement compared to men (Chauhan et al., 2022). Therefore, although the number of women in HR is increasing, this is not always accompanied by an increase in their influence or salaries. On the contrary, their strategic role in companies often remains limited. This state of affairs may be due to persistent cultural stereotypes that associate women with more administrative and less strategic tasks (Chauhan et al., 2022). As a result, a high degree of occupational gender segregation persists, with women more often occupying roles associated with routine and administrative functions, while men predominate in strategic and leadership positions. In China in particular, the feminization of HR has led to an increase in the number of women in the profession, but this process is accompanied by high levels of occupational segregation and limited career opportunities for women (Cook, 2023). All of this reflects deeply ingrained gender biases in HR and China’s patriarchal structures.

Professional Segregation in HR

The issue of gender segregation demonstrates the complex interplay between professional and gender identities. As Ainsworth and Pekarek (2022) argue, professions can be gendered, meaning that they are either associated with a particular gender or have specific gender coding that changes over time. The HR profession serves as a clear example of this phenomenon. While HR has traditionally been perceived as a female profession due to its associations with caring for people and organizational administration, HR as a broader sector associated with rationality and productivity has historically been dominated by men (Ainsworth & Pekarek, 2022). This binary and the intersection of different gender codings are complex and multifaceted. Consequently, HR today is a mixture of gender associations that retains both historical feminine traits, such as caring and support, and more modern masculine ideas related to management, strategy, and control. These tensions manifest themselves in how professional roles are perceived and enacted in practice. For example, women in HR may face pressure to conform to gendered expectations of being caring and

supportive, which may conflict with the need to exhibit more ‘masculine’ qualities such as assertiveness and strategic thinking (Ainsworth & Pekarek, 2022). Professional identity in HR is thus intertwined with gender identity, and changes in these associations influence how the role is perceived and enacted. The HR profession is a dynamic context in which traditional gender norms and professional expectations collide and interact (Ainsworth & Pekarek, 2022). Therefore, to better understand the profession as gendered, it is important to consider how these associations evolve and transform across time and context.

Overall, differences between female and male HR professionals persist in their status, position, authority, and remuneration (Simpson & Lenoir, 2003; Brandl et al., 2008), suggesting occupational segregation in the field. For example, Khan et al.(2023) measured the occupational segregation of male and female workers in Pakistan using microdata from the Labour Force Survey for the period 2013–2018. The results of the study showed that female segregation explained the majority of overall gender segregation, even though the female labour force participation rate in Pakistan is significantly lower than that of males. Occupational segregation is particularly pronounced among older workers, both male and female, with the level of segregation in the older age group being significantly higher for women than for men at any age (Khan et al., 2023). In the professional sphere of HR, gender segregation is reflected in the fact that women are more likely to occupy administrative and less strategic roles, while men predominate in more senior and strategic positions. Particularly in organizations that emphasize employee engagement, a tendency attributed to gender stereotypes surrounding managerial ability (Involvement, 2008). For example, while male managers are typically associated with traits such as ambition, aggressiveness, and competitiveness (Tabassum & Nayak, 2021), female managers are often perceived as embodying kindness, empathy, and helpfulness. These biases contribute to inequalities in career advancement, even when men and women occupy similar positions, responsibilities, and performance levels, perpetuating vertical patterns of occupational segregation (Brandl et al., 2007).

Moreover, scholars argue that there is a functional division of labour between men and women in HR that results in horizontal occupational segregation (Brandl et al., 2008). Female HR professionals are primarily assigned to roles in the soft areas of HR, such as training and recruitment, while their male counterparts dominate in areas such as compensation and industrial relations. This division corresponds to societal expectations

regarding emotional labour, where women are expected to display warmth and empathy, while men are encouraged to be tough and objective. Consequently, these gendered divisions in job functions perpetuate discrimination and reinforce the functional division of labour in HR. For example, recruitment, training, and development are often classified as “soft” HR functions, while compensation, benefits, and industrial relations are classified as “hard” HR functions (Simpson & Lenoir, 2003). Consequently, occupational segregation by gender in HR shows significant differences between men and women. This results in significant differences in pay and status between men and women in this field. Despite the growing number of women in HR, their role is often limited to less prestigious administrative functions, which affects their wages and career advancement. Research shows that women with higher education still face occupational segregation, as even high qualifications do not always compensate for gender differences in wages and career opportunities (Khan et al., 2023). Theories such as devaluation theory and difference-compensation theory partially explain gender segregation in HR. According to devaluation theory, the work performed by women is perceived as less valuable and less paid compared to male-dominated occupations. Difference-compensation theory suggests that women may choose jobs with less favourable working conditions to compensate for other benefits, such as schedule flexibility. However, evidence shows that these theories do not fully explain the pay gap and gender stereotypes continue to have a significant impact on occupational distribution and wages in HR (Khan et al., 2023). Overall, there remains a high degree of occupational gender segregation in HR, which has a significant impact on the status and pay of women.

Women’s Advancement in HR

Many barriers hinder women from advancing in HR. It is worth noting that social norms play a key role in shaping and maintaining HR practices. Research shows that norms can both facilitate and hinder women’s successful career advancement. In social practice and policy, HR norms serve not only as a set of unwritten rules that guide and regulate employee behaviour but also as tools that can perpetuate existing gender differences. For example, traditional norms can contribute to the formation of persistent biases and stereotypes that negatively affect the perception and advancement of women into leadership positions (Christensen et al., 2022). Thus, despite the presence of formal rules and policies, norms within organizations are often more influential because they shape unwritten expectations and behavioural standards that can contribute to creating barriers for women. Mainly because norms can maintain and reproduce existing social and organizational inequalities, preventing

women from having equal opportunities for advancement. Norms can also distort practices and policies, contributing to the creation of hybrid, incompatible, or discriminatory systems that make it difficult to achieve substantive equality and fairness in women's career advancement (Christensen et al., 2022).

In addition, several key barriers to women's career advancement in HR and other fields can be identified that are related to bias and gender roles. In particular, traditional attitudes towards gender roles, according to which women are often associated with family responsibilities and household duties, limit their opportunities in the workplace and reduce their career advancement. This particularly affects women in countries with deep patriarchal traditions, such as China (Qing, 2020). At the same time, existing gender stereotypes shape women's expectations, are considered a significant problem that hinders their career advancement, and can limit professional opportunities (Tabassum & Nayak, 2021). For example, the expectation that women should be the primary caregivers in the family may reduce their motivation to invest in professional development and hold high-ranking positions, which in turn leads to lower income (Qing, 2020). Gender stereotypes are considered a significant problem that hinders women's career advancement (Tabassum & Nayak, 2021), which can be explained by social role theory (Eagle & Carli, 2007). Men and women who act according to their social roles are often divided by gender, which helps confirm gender stereotypes (Koenig & Eagly, 2014). Because women are more involved in caregiving, they are characterized as nurturing, caring, and concerned about relationships. In contrast, men are often perceived by society as demonstrating masculine traits such as leadership, strength, and confidence (Vogel et al., 2003; Skelly & Johnson, 2011). Candidates required for leadership positions must possess technical and rational knowledge as well as an acceptable level of qualities that are perceived as masculine, and those candidates who are more qualified and better meet social expectations of leadership will be preferred by hiring managers. Some managers or supervisors may believe that women do not possess sufficient masculine qualities or leadership qualities required for promotion to leadership positions, which may hinder their progress (Gooch, 1994).

Furthermore, differences in education and career expectations can also act as a barrier. Traditional gender roles can limit women's access to education and professional opportunities. Research shows that women raised under traditional gender norms may have low educational expectations and invest less in career development, resulting in less lucrative

career paths and lower income (Qing, 2020). Moreover, women with traditional gender attitudes are more likely to experience barriers to career advancement (vertical segregation) and to choose high-paying occupations (horizontal segregation) (Qing, 2020). Cultural stereotypes may contribute to women not being considered for leadership positions or other prestigious positions, limiting their career prospects. Finally, deep-seated cultural norms and patriarchal traditions shape social expectations and constraints that may hinder women's career advancement. This includes both formal and informal barriers, such as a lack of flexibility in work schedules or inequality in access to professional training and development (Qing, 2020). Thus, there are many barriers caused by deep cultural and institutional norms that hinder women's progress in HR.

Legg (1987) argues that women in HR face a paradoxical situation. When the function is marginal to strategic management, women can rise to the top echelons of the organization. However, when the function is perceived as essential to strategic decision-making, women are politely marginalized, if not dismissed outright. Empirical research has shown that female HR managers are underrepresented in senior positions and has identified barriers to women's advancement, including attitudinal barriers and the double burden of family responsibilities, in addition to the significant impact of gender stereotypes (Brandl et al., 2008). Gooch's (1994) study of the career trajectories of female HR professionals in the UK found that attitudinal barriers and lower career expectations were among the factors preventing women from achieving senior positions. If managers believe that women lack the traits typically valued in senior positions, such as ambition, competitiveness and self-motivation, they may deny development opportunities, thereby hindering women's promotion prospects. In addition, a significant number of respondents indicated that a balanced life was more important than career advancement due to multiple identities. This is because most respondents felt that more senior positions could interfere with family life. Consequently, women tend to prefer mid-level positions to senior positions. Hoobler et al. (2009) found that because women experience greater conflict between family and work, they are unable to focus on their work and career and therefore have a weaker sense of responsibility. Additionally, women appear to be less likely to be considered "fit" and high-performing than men because they are perceived as being responsible for their families, which may be considered incompatible with holding a leadership/managerial position. In a similar vein, Samuelson et al. (2019) noted the same result, namely that the greater work-family conflict experienced by female workers creates uniquely challenging barriers to leadership positions

for them.

Thus, family responsibilities, lack of mentoring, and organizational support can also be key barriers to women's career advancement (Chauhan et al., 2022). The researchers confirm the opinion of previous authors that family responsibilities are considered one of the main barriers, especially in traditional societies where women often bear the main responsibility for household chores and child care. While in the study under review, most women were single and had fewer family responsibilities, which made their career advancement easier, for married women, having family support remains critical. Lack of such support can exacerbate difficulties in balancing work and personal life, which negatively affects their career prospects (Chauhan et al., 2022). Lack of mentoring also poses a significant barrier. Mentoring helps women solve organizational problems, guides them in career development, and contributes to their effectiveness. Without mentors, women may face difficulties in performing their duties and achieve less success in their careers (Chauhan et al., 2022). Finally, organizational support plays an important role in creating a supportive work environment. High levels of support can offset the impact of family responsibilities by providing women with resources and support to achieve career goals. According to Chauhan et al. (2022), the presence of organizational support contributes to women's career advancement as it helps them cope with professional challenges and achieve improvements in salary, management level, and promotion. Moreover, investing in women's education and human capital development directly contributes to their growth and influence in the HR field (Liu & Tian, 2013). Either way, the factors mentioned have a significant impact on women's career success and advancement in the HR field.

In addition, the quantity and quality of human capital also clearly become a barrier to career advancement in the HR profession (Liu & Tian, 2013). Promotion may be possible depending on factors such as the number of years of education completed before joining the job, the highest degree earned, and whether the highest degree was obtained from a major university. In HR, master's degree holders have the fastest promotions, while doctoral degree holders have the slowest. An HR industry report by LinkedIn reported that HR graduates graduate 0.5 years faster than graduates from other fields, and the fastest time to promotion to director is 7.7 years for those with a postgraduate degree, while the longest promotion time is an average of 8.4 years for those with a doctoral qualification (LinkedIn, 2017). Furthermore, in the Chinese context, gender dynamics pose additional challenges for women seeking

advancement in HR. The prevalence of male-dominated leadership circles and social norms makes it difficult for women to integrate and establish influential networks (Han et al., 2022). Research by Bain & Company and SpencerStuart (2023) shows that exclusion from male-dominated networks can significantly hinder women's career trajectories by limiting their access to support networks and high-level business contacts, thereby shortening their career paths.

Career Growth of Women in HR in China

In light of all the above challenges, China has made significant strides in promoting gender equality and creating a more inclusive society for women. These efforts have been reflected in various aspects of the workforce, including the career growth of women in HR. In recent years, there has been an increase in the number of women in leadership positions in China. An important milestone in supporting women in the labour market is the National Women's Development Program from 2021, aiming to maintain the proportion of women in the labour force at around 45% and achieve 40% of women in urban units by 2030. According to the National Bureau of Statistics (2022), women accounted for 43.2% of the working population, and 40.5% of them worked in non-private enterprises (Brancaccio, 2024). This trend continued in 2023, with China showing good results in closing the gender gap in labour force participation and economic opportunity. The gender gap has closed to 72.7%, and the parity in the labour force participation rate is 81.5%, which is higher than the global average (Brancaccio, 2024). In addition, the Chinese government has been actively working to improve conditions for women in the labour market. Important initiatives include job fairs for women, skills training systems, and an updated law on the protection of women's rights and interests aimed at protecting women from discrimination in the recruitment and career advancement process (Brancaccio, 2024).

However, despite the overall increase in women's representation in corporate management, local companies still demonstrate a slower pace of gender diversity. As of 2023, women held 15.7% of corporate board seats (Brancaccio, 2024). The Consumer, Information Technology, and Energy sectors still have predominantly male boards, indicating the underrepresentation of women in these fields. Thus, despite the progress made, gender equality challenges remain in China. Traditional gender norms and unconscious biases still affect women's career advancement. Research shows that women face lower salaries than men and have difficulties with work-life balance. The average salary for women in 2023 was

12.9% lower than that of men (Brancaccio, 2024). Societal expectations of women as caregivers also make career advancement difficult, as women often take on more household responsibilities, limiting their opportunities for advancement. However, with continued efforts and support from government programs, women in China have the chance to achieve significant career advancement and make significant contributions to society.

Gender Diversity in the Management Team

In recent years, there has been a growing assertion that diversity within upper management is not only ethically sound but also yields favourable outcomes for organizations, both in terms of economic performance and commercial success (Harel et al., 2003; Cook & Glass, 2015; Compton et al., 2019). Specifically, female executives are believed to play a significant role in fostering corporate technological innovation and enhancing corporate social performance (Macaulay et al., 2018). Lei and Kuang's research (2023) highlights that the influence of female executives on corporate technological innovation is particularly pronounced in non-state-owned firms, those operating in competitive product markets, and those characterized by high levels of marketization. This finding corroborates Armstrong et al.'s (2010) study, which indicates a positive association between diversity and equality management practices and various performance metrics, including workforce innovation, labour productivity, and employee turnover rates. Female managers are observed to stimulate organizational innovation and enhance leadership creativity by encouraging employees to pursue novel ideas and facilitating the exchange of information through their extensive professional networks (Cook & Glass, 2015). However, the performance benefits associated with female board directors may vary depending on the location of the organization. Research by Compton et al. (2019) suggests that improvements in return on assets and investment are more evident in organizations situated in regions where traditional gender equality norms are more prevalent. Nonetheless, gender equality in hiring and promotion is expected to be more equal when management teams are more diverse (Cook & Glass, 2015). In Moss's (1977) seminal study, it was shown that men in senior corporate positions tend to hire other men in senior management positions. In other words, increasing female representation in decision-making positions may benefit women, in part because female decision-makers may also participate in in-group preferences. In addition, female executives serve as signals of organizational support. In other words, the presence of women in top management is highly likely to be a result of organizational support. As Iseke and Pull's study (2019) illustrated, the presence of female executives may also indicate that the

organization provides support in balancing work and family issues. While this type of policy may benefit both men and women, it may benefit women more than men given that women bear the majority of childcare and household responsibilities (Kalysh et al., 2016), resulting in a higher percentage of women on the top management team.

In the context of China, women's career advancement in HR is particularly important. Traditional gender roles and social norms in the country can pose significant barriers for women seeking leadership positions in the field. Despite progress in achieving gender equality, women still face limitations related to gender stereotypes and traditional expectations. Research suggests that the presence of women in senior management can signal greater adoption of equality and support policies, which can significantly impact women's career prospects in HR (Iseke & Pulla, 2019). For women working in HR, female representation in senior positions can contribute to a more inclusive and supportive work environment. This may include the implementation of policies aimed at supporting work-life balance, which is particularly relevant for women who traditionally bear the bulk of family responsibilities (Kalish et al., 2016). In China, where such family responsibilities often have a significant impact on women's career opportunities, having female leaders can help develop and implement programs that promote equality in career advancement. This, in turn, can increase women's overall job satisfaction and engagement in the workforce. In addition, having women in leadership positions can help eliminate gender bias in hiring and promotion processes. Female managers may be more likely to support and promote women in their fields, which can lead to improved career prospects for female HR professionals in private enterprises in China. Thus, creating a more equal and inclusive environment within organizations can not only promote women's career advancement in HR but also improve the overall business performance and innovation capabilities of companies in the region.

Research Gap

The existing literature provides insights into the experiences of women within the field of human resources. However, much of the literature appears fragmented, often focusing on specific aspects such as women's career progression or gender-related challenges within the workplace. In addition, many of the studies are outdated, which may distort the real situation regarding women's career advancement in HR. This highlights a significant gap in comprehensive research on women's career paths in management and the need to examine more current data. Moreover, most of the literatures are based in developed countries like the

US and France, and less in developing countries or emerging economies. China, as an emerging country, is still below the world average in terms of distribution at the executive level, even though there have been some efforts to promote gender equality and women's empowerment in recent years, with Chinese women starting their careers at a higher level than women in other countries.

Currently, women in China are less likely to be promoted to senior management than not only Chinese men but also women in other countries (Wang, 2023). Only 19% of executives are women, compared with an average of 25% in other countries (Han et al., 2022). In addition, only a small proportion of Chinese women are in executive positions compared to men, and women executives tend to work in functional departments. Therefore, this article tries to analyse the employment environment for women in China by investigating gender inequality in the so-called female-dominated Human Resources fields, with a special focus on promotion and development. It also tries to use this article to make an appeal to society and enterprises to pay more attention to and consider gender equality as a strategic consideration for the future of enterprises, to bring more innovative development.

Chapter 3: Methodology

The study focuses on HR professionals in private enterprises with more than 200 employees in Shunde, encompassing both male and female participants. This target group is chosen based on the distinct characteristics and operational environments of private enterprises compared to state-owned enterprises (SOEs). SOEs have a quite complex definition in China and are different from those in Western countries. Chinese SOEs generally lack a unified HR management system aligned with corporate development strategies (Jiang, 2018). HR departments in SOEs are predominantly engaged in traditional personnel management, functioning more like administrative units rather than strategic partners in talent management (Feng, 2002). This situation restricts the role of HR in motivating and retaining talent and limits their involvement in high-level strategic decision-making (Gao, 2004). Similar issues are observed in public sector organizations and institutions in China (Brandl et al., 2008; Xu, 2012). Thus, HR professionals from SOEs, public sector organizations, and institutions are excluded from this study to avoid data bias arising from differing HR management practices.

Additionally, small enterprises are excluded from this study. Small enterprises in China typically exhibit a "personalized" management style, heavily reliant on interpersonal relationships rather than institutional systems (Yu, 2016). These enterprises often face significant limitations in terms of capital and scale, which impacts their HR practices. The organizational structure is simple, and management practices are often subjective and arbitrary, with a strong focus on immediate business needs rather than long-term HR planning. HR departments, if they exist, are frequently outsourced, which misaligns with the objectives of this research. According to Oliver (1997) and Caudron (1993), a professional manager is generally required once the employee base exceeds 150, and for firms with more than 200 employees, a separate HR department becomes necessary. Therefore, this study limits its scope to enterprises with more than 200 employees to ensure that the HR functions align with the research objectives. This inclusion and exclusion strategy ensures a more accurate and relevant analysis of HR practices and gender dynamics within the specified target group.

Research Design

This study aims to examine gender dynamics using a mixed methods approach, incorporating both quantitative and qualitative methods to collect comprehensive data. Quantitative data is collected through an online survey, designed to gather insights on participants' backgrounds (e.g. academic qualifications, industry, years of experience), their views on HR feminization, career advancement, and perceived barriers. These data will be analyzed using statistical methods to identify trends, such as promotion rates among female HR professionals across various industries and organization types, offering a broad overview of HR trends in private enterprises.

In addition to the survey, qualitative data will be gathered through in-depth interviews, allowing participants to share personal experiences regarding career progression and future aspirations. This provides a deeper understanding of the organizational dynamics that cannot be captured by quantitative data alone (Yildirim, 2015). The combination of these methods increases the validity and reliability of the findings by triangulating the data and offering both breadth and depth. By integrating quantitative analysis with detailed qualitative insights, the research provides a holistic view of the factors influencing gender equality in HR (Field et al., 2023), enabling the development of targeted strategies to address these issues.

1. Survey Design

The survey for this research is meticulously designed to collect comprehensive data across six sections, informed by current academic research. The survey is facilitated through Wenjuanxing.com, a widely used survey platform in China, ensuring accessibility and ease of use for respondents.

The first section focuses on gathering human capital data, such as age group, highest education level, field of study, years of work experience, industry, job functions and current job level (Liu & Tian, 2013). Indeed, the age groups are calculated based on the Chinese education system, with typical entry into the workforce at age 25 for humanities graduates and retirement for women at age 56 (Feng et al., 2019). The industry options are based on the top eight industries in Shunde, as identified by QICHACHA (see figure 1), while HR functions and job levels are designed according to LinkedIn's industry reports on functional divisions (LinkedIn, 2017).

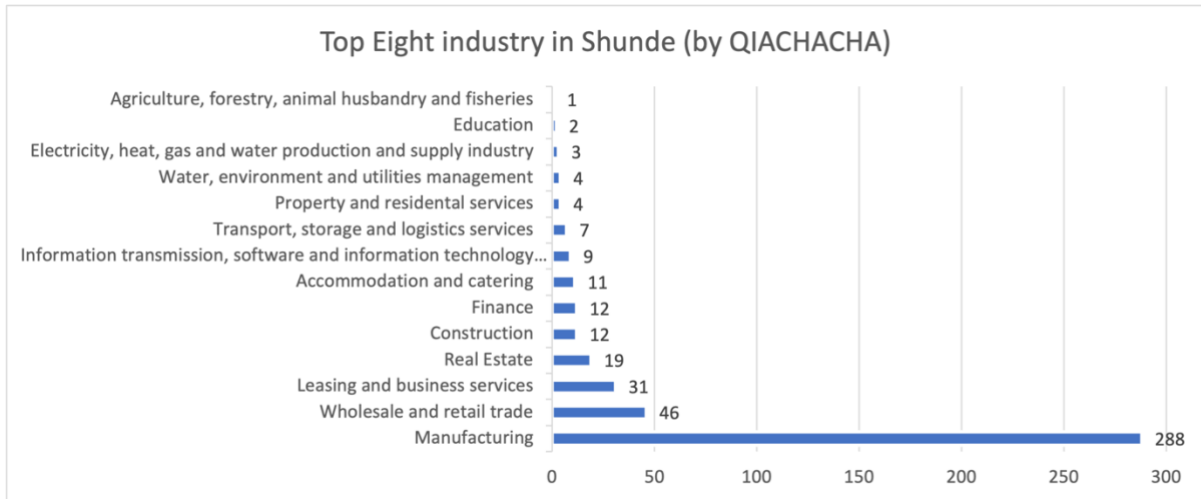


Figure 1 - Top eight industries in Shunde

The second section provides a broad overview of the respondents' promotion experiences. For example, "Have you ever experienced a promotion (excluding title changes without a salary increase) in your current organization/company?" Further, the third section provides insights into gender barriers to women's advancement in human resources as identified in academic research. Questions explore gender pay gaps and the gender ratio of peers and senior colleagues to reflect on the feminization of HR and the underrepresentation of women in senior HR roles.

The fourth section extends the discussion on gender issues by focusing on the impact of marriage and childbirth on women's careers, with questions like, "What type of impact do you believe marriage and childbirth will have on your career advancement?"

Lastly, the fifth section is inspired by LinkedIn China's HR industry slogan, "The more social, the more successful." This section examines the unique value of social networking in the HR profession, with questions such as, "How much do you think a broad network of contacts helps with career advancement in HR?"

Research Collection and its Ethical Considerations

1. Sampling process

Shunde is selected as the study region due to its strategic importance and representativeness in analysing HR career development within private enterprises. Located in Guangdong Province, Shunde is one of China's most economically developed and industrially

advanced regions (Shunde.Gov, 2024). The area is renowned for its thriving private sector, particularly in manufacturing, technology, and retail industries, making it an ideal context for studying HR practices, especially in private enterprises.

In recent years, Shunde has emerged as a crucial hub for industry, trade, and scientific and technological services, consistently ranking at the top of the National Comprehensive Strength Districts for 12 consecutive years (Shunde.Gov, 2024). This economic vitality has led to a high concentration of private companies that are at the forefront of implementing new management practices and HR innovations, making Shunde a valuable case study for exploring career development dynamics within HR.

As a result, Shunde provides a rich sample for analysis and allows us to explore how contemporary economic and organizational trends affect the career development of women in HR departments. In addition, the diversity of industries in the region, including manufacturing, trade, and high technology, creates unique conditions for a comprehensive analysis. Research in such a multi-industry region allows us to consider differences in HR practices depending on industry specifics and corporate culture. This can provide a deeper understanding of how gender dynamics and career paths may vary across business types and companies' levels of technological maturity. Finally, the availability of information through the QICHACHA website provides significant advantages for selecting and analyzing target companies. The QICHACHA platform provides detailed data on private enterprises in Shunde, including information on the number of insured employees. This allows for the effective identification of companies that meet the research criteria and ensures the reliability of the information collected. Unlike the total number of employees, which may include outsourced or temporary workers, data on insured employees is a more reliable indicator of a company's size and workforce composition. In addition, social insurance for employees is mandatory under Chinese labour law, making the number of insured employees a useful indicator for assessing a company's true size and sustainability. The proposed criterion will eliminate companies with an uncertain workforce and focus on those with a clear organizational structure and stability. Therefore, Shunde, with its economic development, industry diversity, and availability of accurate information through resources such as Qichacha, is an ideal sample for investigating women's career development in private HR departments. This choice of region allows for a comprehensive and in-depth analysis that can be applied to a wide range of economic and organizational contexts.

This initial screening resulted in a list of 493 companies (see Appendix 1). The data extracted for these companies include establishment dates, company types, industry classifications (both national economic and QICHACHA classifications), company sizes, number of insured employees, annual reports, and contact information (phone/email). These data are necessary to determine the companies' eligibility and suitability for the study.

The distribution of industries among these companies shows a predominance of manufacturing, wholesale and retail trade, and scientific and technical services. Furthermore, the breakdown shows that there are 329 private enterprises and 164 foreign enterprises. This distribution allows for a detailed analysis of HR practices, reflecting the different operating contexts and regulatory environments faced by different types of companies. To ensure representativeness and diversity in the study, stratified random sampling will be used for surveys, while purposive sampling will be used for interviews. Stratified random sampling allows for a representative survey sample to be obtained by dividing the population into strata based on industry or company type, and then randomly selecting samples from each strata. Purposive sampling, on the other hand, will select key informants and experts who can provide in-depth insights into specific aspects of HR practices.

2. Recruitment process and its ethical considerations

The recruitment process involved posting survey invitations on social media platforms (e.g., WeChat) and within an HR WeChat group that I got. Additionally, companies identified via QICHACHA will be contacted through the email addresses provided on the platform. The recruitment emails were designed with confidential ccs to safeguard all potential participants. Meanwhile, a participation information sheet will be attached to the invitation email as it provides a detailed explanation of the research (for example the mixed-method approach) and guides what participants will do if they participate (privacy and how their data will be processed).

Further, because in-depth interviews are based on answering the questionnaire questions before they are conducted, they will only be conducted with respondents who have indicated their willingness to do so at the end of the survey. The in-depth interviews will be conducted only after interviewees have reviewed and signed the informed consent form, ensuring they fully understand and agree to the terms of their participation. This recruitment process aims to maximize participation and ensure transparency and ethical standards throughout the study.

Data Process & Analysis

For qualitative data, NVivo was used to find out the most frequently mentioned words by respondents and to find their links. For quantitative data, Stata was used for regression analysis, and then the results into graphs, charts or tables.

The collected data was compared and contrasted with the existing literature. For example, the relationship between educational background or work experience (human capital) and career advancement. Furthermore, data can be examined based on other subgroups, such as industry groupings. A report from LinkedIn (2017) claims that the more traditional the industry, the more men in HR, such as agriculture and education. In relatively young industries such as arts, media and consumer goods, the proportion of female HR is relatively higher than average, which could result in disparities in different progression in various industries.

1. Data from Survey

After collecting all the raw survey data, which included respondents' personal information in string form, the string variables were converted into numeric variables using operationalized coding in STATA to facilitate further data analysis. This process involved encoding the string variables into a numeric format using the encode command in STATA, which allows for statistical analysis by assigning numeric values to categorical variables. For example, gender was encoded with males as 1 and females as 2. Similarly, educational levels were categorized, with post-secondary education assigned as 1, a bachelor's degree as 2, a master's degree as 3, and a doctorate as 4. Similarly, the promotion experience has also been encoded, if the respondent answers “yes” then assigned as 1 otherwise assigned as 0. This method streamlined the data, making it easier to perform statistical analyses and examine relationships between variables and respondent’s promotion experience.

2. Data from Interviews

The interview data was open-ended, which allowed us to ask follow-up questions and seek elaborations on the points that the respondents were making via the survey. For example, if the respondent said no promotion experience in their current company but has been there for more than 2 years, then there will be some questions to investigate the reason and respondent’ view. However, there was an essential question- “What motivated you to pursue a career in the human resources field?” to see the reason for choosing this field and its

experiences, and “What kind of supportive measures would you like to see in the future for businesses, or your industry? Or policies that will be put in place?”

3. Data Storage and Cleaning

A separate USB stick with a file-specific password will be used to store all raw data and all relevant files and data are planned to be deleted at the project submission date. This will be specifically noted in the consent form and participant information sheet.

Chapter 4: Research Findings

Descriptive Summary

A total of 115 survey responses and 3 interview responses were collected between July 1st and August 10th, 2024. The survey data highlights several key aspects of respondent distribution. Of the respondents, 66% identified as female, while 34% identified as male. The majority of participants (53.04%) were aged between 36 and 45 years. Educational qualifications showed that most respondents hold an undergraduate degree (53%), and most of them have majored in Human Resource Management (49%) or a related field (34%).

Industry-wise, 32% of the respondents are employed in the manufacturing sector, and 59% work in foreign enterprises. In terms of HR functions, recruitment and staffing (50.43%) and performance management (48.7%) were the most commonly reported responsibilities. Additionally, a significant portion of the sample holds mid-to-senior-level positions, with HR Managers (32.2%) and Senior HR Managers (30.4%) making up the majority of participants. These figures provide a clear overview of the demographic and professional distribution of the survey respondents.

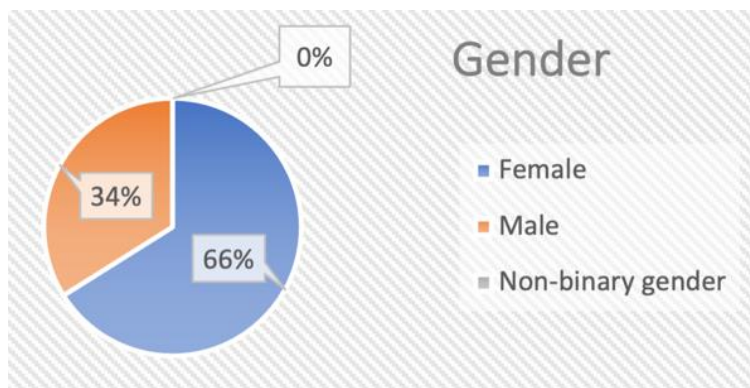


Figure 2 - Respondent distribution by gender

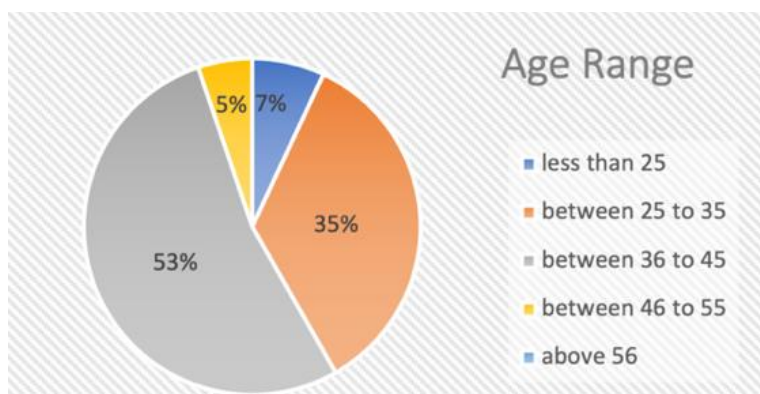


Figure 3 - Respondent distribution by age range

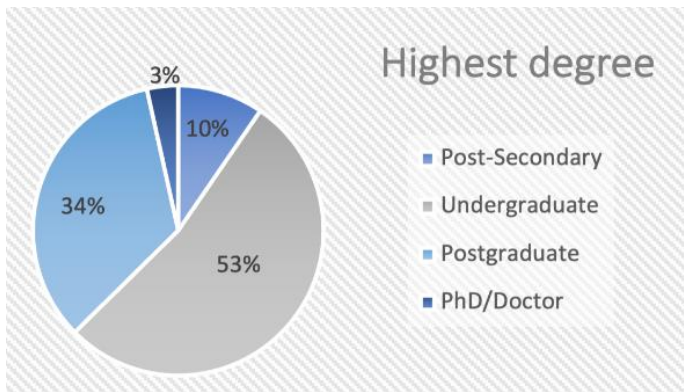


Figure 4 - Respondent distribution by degree held

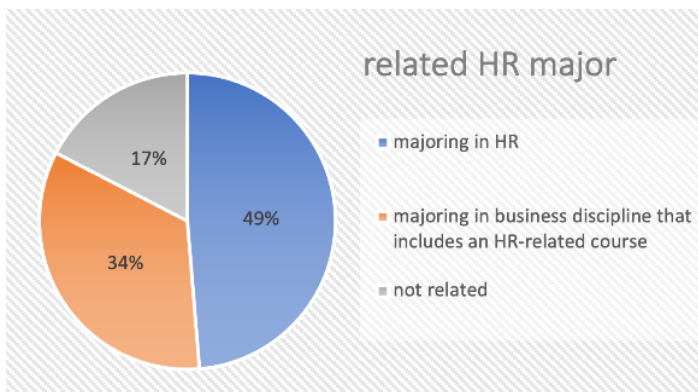


Figure 5 - Respondent distribution by major

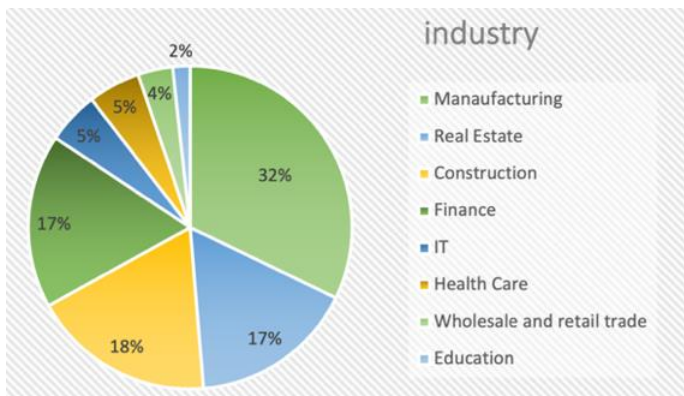


Figure 6 - Respondent distribution by industry-based

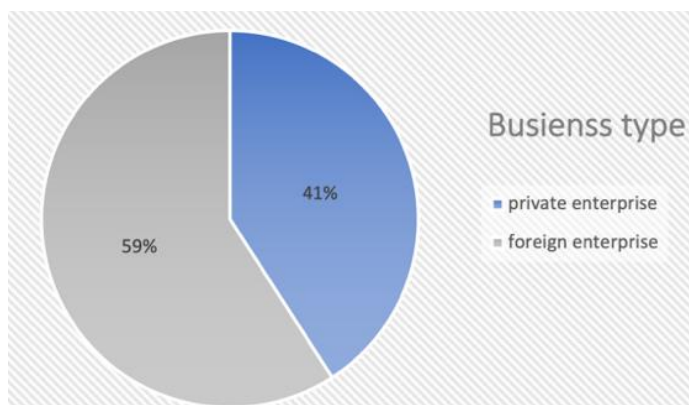


Figure 7 - Respondent distribution by business type

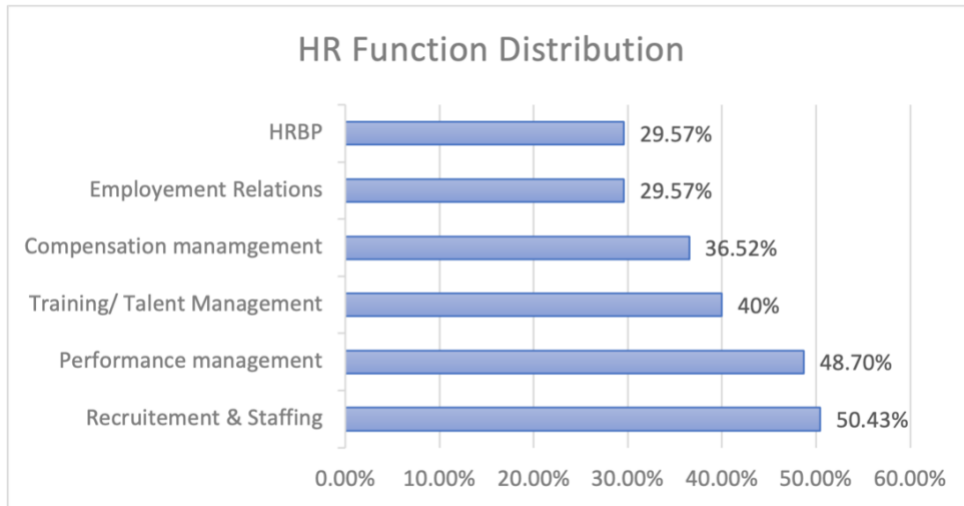


Figure 8 - Respondent distribution by HR Function

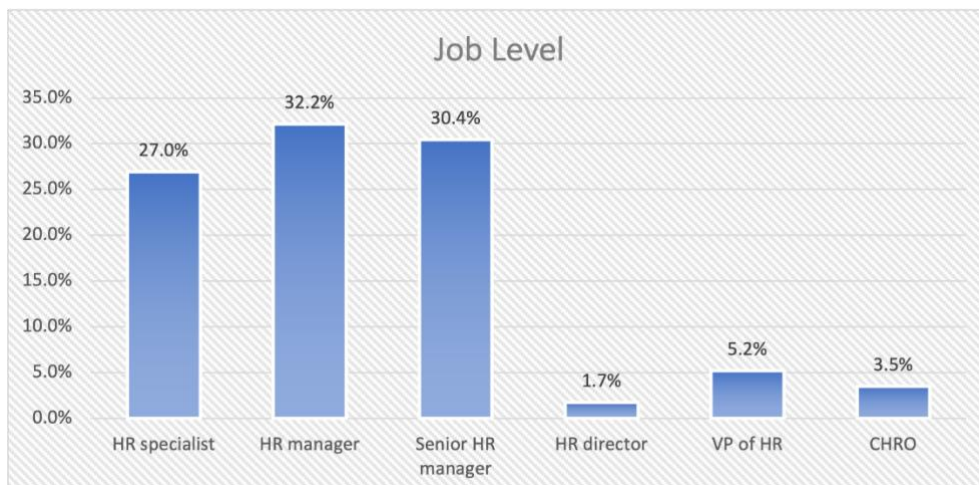


Figure 9 - Respondent distribution by job level

Quantitative analysis

The qualitative analysis was done on Stata, with the multidimensional analysis looking into the effects of various factors on the dependent variable, which was whether the respondents had a promotion or not. The multidimensional research covered the following aspects:

1. Human Capital

The tables below examine personal factors such as gender, age, years of experience, and educational level. Among these variables, only gender showed a statistically significant relationship with promotion chances as the dependent variable. However, promotion opportunities may be influenced by multiple interrelated factors rather than a single cause. For instance, promotion is not solely determined by gender. Table 1 shows the relationship

between age and promotion likelihood, with no significant correlation found, as the p-value of 0.687 exceeds the 0.05 threshold required for statistical significance.

Table 1 Age and Promotion chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Age	.024	.06	0.40	.687	-.095	.144	
Constant	1.659	.161	10.32	0	1.34	1.978	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.001	Number of obs			115	
F-test		0.163	Prob > F			0.687	
Akaike crit. (AIC)		145.582	Bayesian crit. (BIC)			151.072	

*** $p < .01$, ** $p < .05$, * $p < .1$

Table 2 examines the relationship between education level and promotion chances, showing no statistically significant relationship, as indicated by a p-value of 0.554, which exceeds the 0.05 threshold. Similarly, Table 3 explores the impact of the highest degree held on promotion opportunities, with results showing no significant correlation ($p = 0.184$). Table 4, however, shows a significant relationship between gender and promotion likelihood, with a p-value below the 1% significance level. Lastly, Table 5 assesses work experience, which also shows no statistically significant impact on promotion chances, with a p-value of 0.326.

Table 2 Level of Education and Promotion Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Edu	-.036	.061	-0.59	.554	-.157	.085	
Constant	1.806	.147	12.26	0	1.514	2.097	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.003	Number of obs			115	
F-test		0.352	Prob > F			0.554	
Akaike crit. (AIC)		145.390	Bayesian crit. (BIC)			150.879	

*** $p < .01$, ** $p < .05$, * $p < .1$

Table 3 Degree and Promotional Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Degree	.147	.11	1.34	.184	-.071	.366	
Constant	1.453	.206	7.06	0	1.045	1.86	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.016	Number of obs			115	
F-test		1.783	Prob > F			0.184	
Akaike crit. (AIC)		143.947	Bayesian crit. (BIC)			149.437	

*** $p < .01$, ** $p < .05$, * $p < .1$

Table 4 Gender and Promotional Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Gender	-.266	.085	-3.11	.002	-.435	-.097	***
Constant	2.163	.148	14.66	0	1.871	2.456	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.079	Number of obs			115	
F-test		9.676	Prob > F			0.002	
Akaike crit. (AIC)		136.299	Bayesian crit. (BIC)			141.789	

*** $p < .01$, ** $p < .05$, * $p < .1$

Table 5 Experience and Promotional Chance

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Exp1	.009	.009	0.99	.326	-.009	.027	
Constant	1.616	.115	14.09	0	1.389	1.844	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.009	Number of obs			115	
F-test		0.973	Prob > F			0.326	
Akaike crit. (AIC)		144.762	Bayesian crit. (BIC)			150.251	

*** $p < .01$, ** $p < .05$, * $p < .1$

2. Industry-based (e.g., Manufacturing/Real estate/Financial institution etc.)

As per Table 6 below, there was no significant correlation between the industry and the promotional chances as the p-value was 0.462, which is higher than the significant value of 0.05.

Table 6 Industry and Promotional Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Industry_1	-.01	.013	-0.74	.462	-.036	.016	
Constant	1.812	.129	14.01	0	1.556	2.068	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.005	Number of obs			115	
F-test		0.544	Prob > F			0.462	
Akaike crit. (AIC)		145.195	Bayesian crit. (BIC)			150.685	

*** $p < .01$, ** $p < .05$, * $p < .1$

3. Type of business (private or foreign enterprise)

Table 7 illustrates the relationship between the type of business and the chances of promotion. The type of business was a significant factor in the chances of promotion based on gender, with a p-value of 0.031 being significant at $p < .05$.

Table 7 Type of Business and Promotion Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Business_1	-.166	.076	-2.19	.031	-.317	-.016	**
Constant	2.123	.188	11.28	0	1.75	2.496	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.041	Number of obs			115	
F-test		4.782	Prob > F			0.031	
Akaike crit. (AIC)		140.981	Bayesian crit. (BIC)			146.471	

*** $p < .01$, ** $p < .05$, * $p < .1$

4. Job function in HR (e.g., Recruitment & Staffing or Performance management)

As per Table 8 below, there was no significant correlation between the dependent and the independent variable. In this case, the p-value of 0.686 was higher than the 10% significance level.

Table 8 Job Position and Promotion Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Position_1	-0.001	.003	-0.40	.686	-0.007	.005	
Constant	1.756	.095	18.50	0	1.568	1.944	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.001	Number of obs			115	
F-test		0.164	Prob > F			0.686	
Akaike crit. (AIC)		145.581	Bayesian crit. (BIC)			151.071	

*** $p < .01$, ** $p < .05$, * $p < .1$

5. Job level (e.g., HR specialist/manager/senior manager)

In line with Table 9 below, there was no significant correlation between the promotion opportunities and the job level of respondent positioning. In this case, the p-value of 0.804 was higher than the 10% significance level.

Table 9 Job Level and Promotion Chances

Promo	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
level_1	.005	.018	0.25	.804	-.032	.041	
Constant	1.697	.109	15.52	0	1.48	1.913	***
Mean dependent var		1.722	SD dependent var			0.450	
R-squared		0.001	Number of obs			115	
F-test		0.062	Prob > F			0.804	
Akaike crit. (AIC)		145.685	Bayesian crit. (BIC)			151.175	

*** $p < .01$, ** $p < .05$, * $p < .1$

6. Gender Dynamics & Career Advancement

Gender dynamics and career advancement were analysed as per Table 10 below. The fact that only gender showed a significant relationship with the likelihood of promotion prompts further research into the effects of gender on several other aspects of the information gathered. Further differences based on gender were investigated to then determine whether

gender affected such issues as the highest degree one achieved, the years of experience and the job levels. Further research also looked into the likelihood of differences between men and women in the likelihood of promotion.

The analysis is done here based on the null hypothesis of differences being zero between male and female respondents in terms of their likelihood of promotion. The probability calculations show the probabilities of the differences in gender being less than zero, more than zero, or the likelihood of there simply being a difference between the two. The results show a t-statistic of -3.1107, degrees of freedom of 113, and a p-value of 0.0024. This implies that there is a very low probability of the differences between the genders simply being due to chance. One can therefore be confident that there is a difference between the genders in terms of their likelihood of promotion.

Table 10 Gender Dynamics and Career Advancement

Two-sample t test with equal variances

Group	Obs	Mean	Std. err.	Std. dev.	[95% conf. interval]	
Female	76	1.631579	.0557	.4855816	1.520619	1.742539
Male	39	1.897436	.0492161	.3073547	1.797803	1.997069
Combined	115	1.721739	.0419724	.4501038	1.638592	1.804886
diff		-.265857	.0854663		-.435181	-.0965329

diff = mean(Female) - mean(Male) t = -3.1107
H0: diff = 0 Degrees of freedom = 113

Ha: diff < 0 Ha: diff != 0 Ha: diff > 0
Pr(T < t) = 0.0012 Pr(|T| > |t|) = 0.0024 Pr(T > t) = 0.9988

Further, when looking into the answer from asking 'Have you ever experienced limitations in promotion opportunities due to the gender factor?', there are around 72.2% of respondents said yes, of which 35 are male and 48 are female. However, because the reason for choosing 'yes' was optional, therefore, these male respondents were not provided the reason, but several of the females in this group indicated the reasons, for example, because of maternity, pregnancy or preferring to promote male than female issues (see figure 11). It further confirms that promotion opportunities differ according to gender.

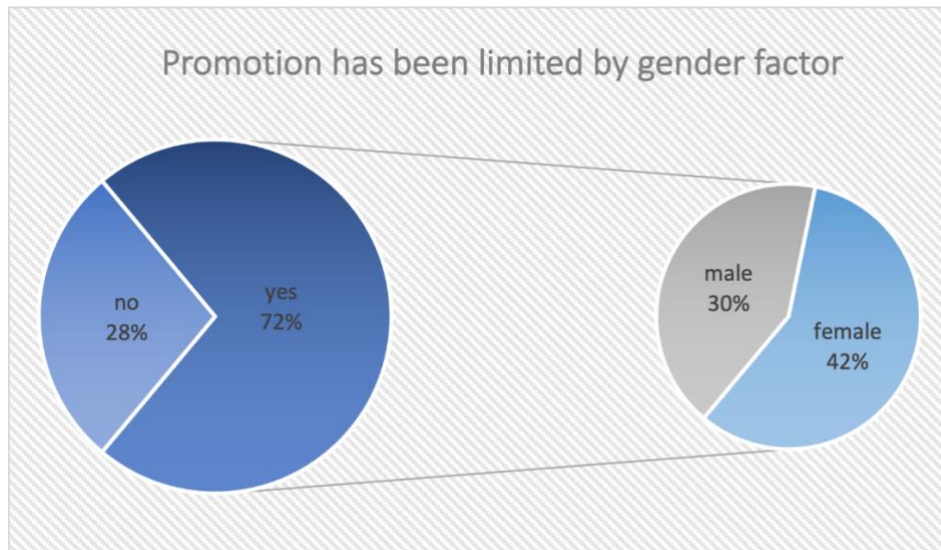


Figure 10 - Survey response of gender issues and promotion

- * 6. 您是否曾因性别原因而在晋升机会方面受到限制? [Have you ever experienced limitations in promotion opportunities due to the gender factor?]

曾有过 [Yes] 【考虑我可能生孩子，就不给我升了】 The company is not giving me a promotion considering that I might have a baby

- * 6. 您是否曾因性别原因而在晋升机会方面受到限制? [Have you ever experienced limitations in promotion opportunities due to the gender factor?]

曾有过 [Yes] 【生育问题】 Fertility issue

- * 6. 您是否曾因性别原因而在晋升机会方面受到限制? [Have you ever experienced limitations in promotion opportunities due to the gender factor?]

曾有过 [Yes] 【生育】 Fertility issue

- * 6. 您是否曾因性别原因而在晋升机会方面受到限制? [Have you ever experienced limitations in promotion opportunities due to the gender factor?]

曾有过 [Yes] 【more likely to promote male】

Figure 11 - Reasons for choosing yes from female respondents

7. Marriage & Advancement

When asking "Do you think marriage and parenthood will impact your career advancement?", 46.96% of respondents indicated that they believe these factors would affect their career progression, while 40.87% did not think so. Notably, among those who expressed concerns about the impact of marriage and parenthood, 17 male respondents also answered affirmatively. This highlights that the perceived effects of family responsibilities on career advancement are not limited to females but extend to a portion of the male respondents.

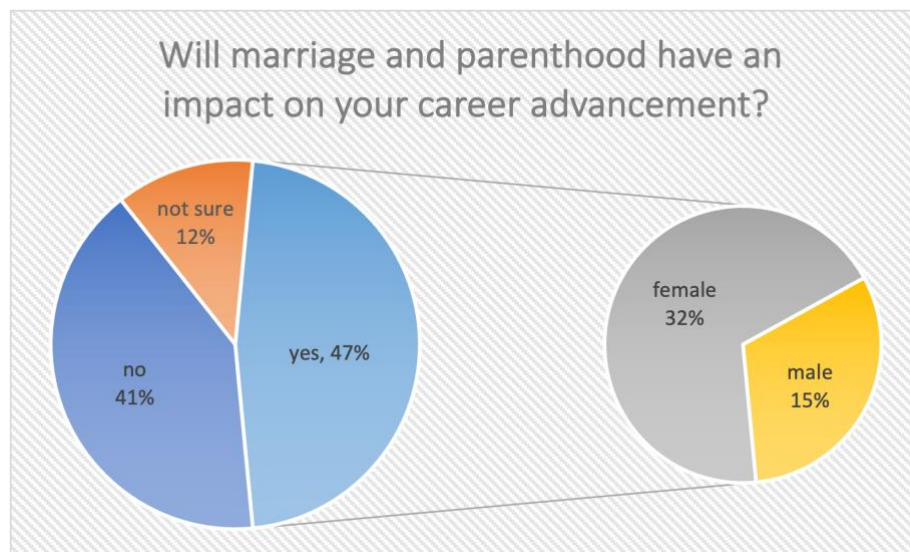


Figure 12 - Impact of marriage and parenthood by gender

Further, when asked about the type of impact marriage and parenthood would have on their career, the majority perceived it negatively. Specifically, 40% viewed the impact as very negative, and 40.87% saw it as somewhat negative. In contrast, only a small percentage (7.83%) believed marriage and parenthood would have a somewhat positive impact, and notably, none of the respondents anticipated a very positive impact, indicating a widespread concern that family responsibilities pose a potential challenge to career advancement.

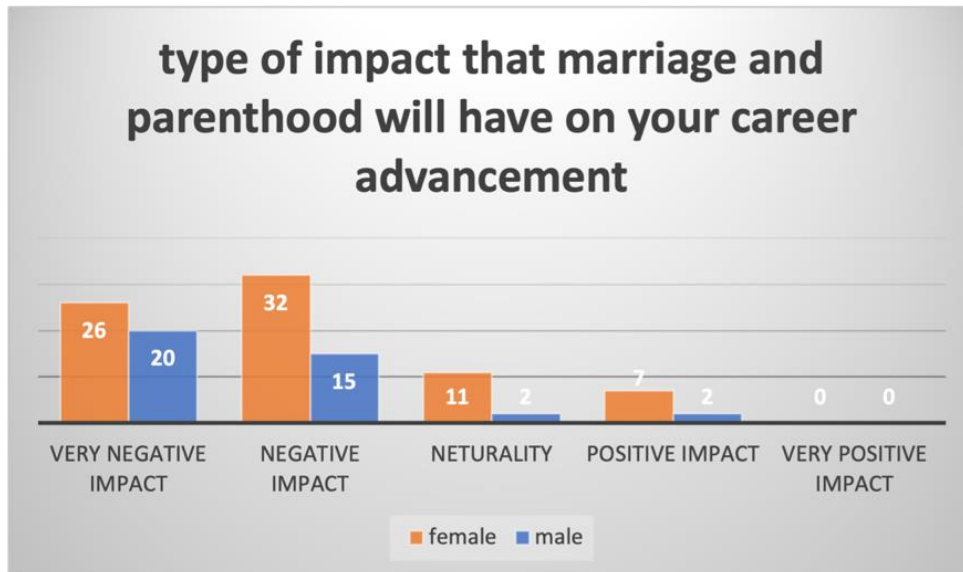


Figure 13 - Type of the impact marriage and parenthood would have on respondents' career

8. Networking & Advancement

The analysis in Table 12 revealed a significant relationship between networking and career advancement, as indicated by a p-value of 0.043, which is below the 0.05 threshold for significance.

Table 11 Networking and Advancement

Source	SS	df	MS	Number of obs	=	115
Model	.829492478	1	.829492478	F(1, 113)	=	4.21
Residual	22.2661597	113	.197045661	Prob > F	=	0.0425
Total	23.0956522	114	.20259344	R-squared	=	0.0359
				Adj R-squared	=	0.0274
				Root MSE	=	.4439

Promo	Coefficient	Std. err.	t	P> t	[95% conf. interval]	
Attendance1	.0851711	.0415116	2.05	0.043	.0029291	.1674131
_cons	1.525475	.1042292	14.64	0.000	1.318978	1.731972

Especially, when respondents were asked, “How helpful do you think a wide network of contacts is for HR career advancement?”, 83% perceived a wide network as positively related to their HR career, while 7% rated it as not helpful. This suggests that the majority of respondents recognize the value of a broad network in advancing their HR careers.

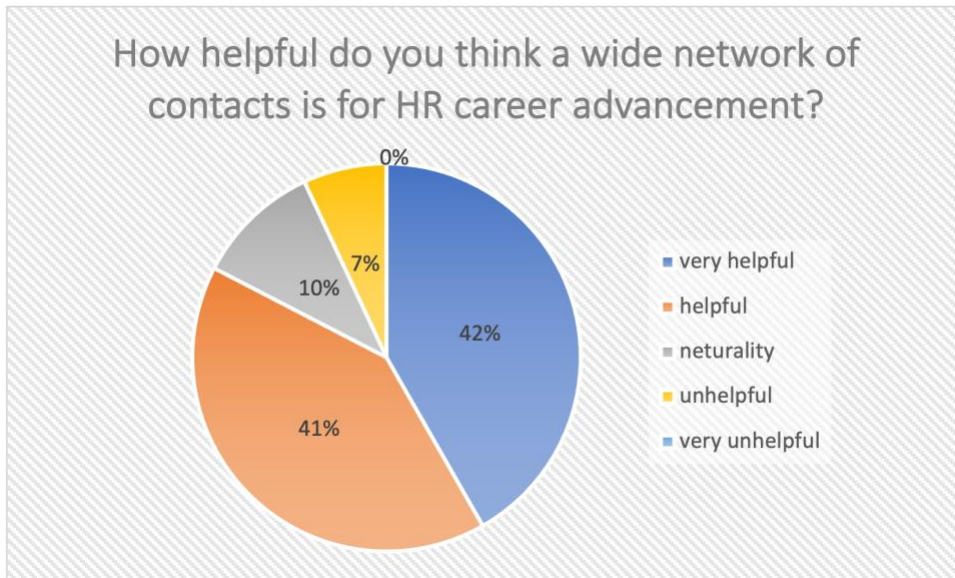


Figure 14 - How helpful of wide network for HR Career Advancement

Additionally, 30.43% of respondents reported attending industry conferences or social events at least once a month and 35.65% attended at least once every quarter, further highlighting the essential role that social networks play in career advancement within the HR field in China.

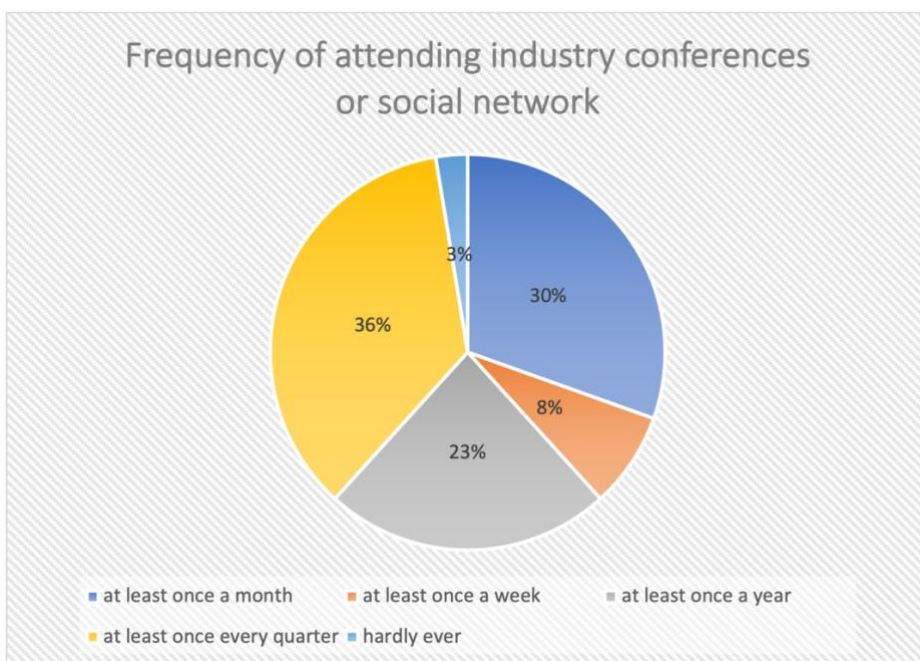


Figure 15 - Frequency of attending industry conferences or social events

9. *Performance of Executive level*

When asked how many males and females work at the respondent's level, the results are shown below. It was very obvious that women outnumber men in lower roles such as HR specialists, peaking at the senior manager level, but their presence declines sharply in higher positions like directors and VPs. Men, on the other hand, dominate at the director level and above, with their representation peaking in mid-level roles. The number of males and females remains nearly equal at very few job levels, indicating a significant gender imbalance, especially in higher executive roles such as CHROs, where male dominance becomes more pronounced.

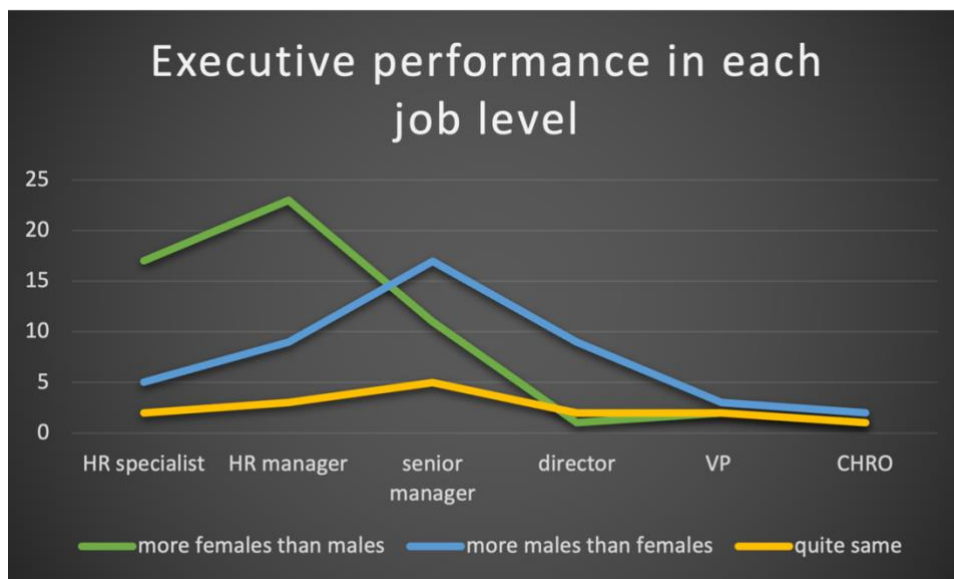


Figure 16 - Performance of Executive level

Qualitative analysis results

Based on the coding on Nvivo software, the researcher established the following 4 themes: feminization of HR, Promotional Opportunities, Gender equality and Gender discrimination. By word similarity, the codes were classified as follows. It illustrates the biggest codes that appeared in the data based on the levels of word similarity and how they appeared in the text. Gender discrimination appeared as the biggest single theme by word similarity, while feminization of HR and matters of gender equality were a part of or related to the larger glass ceiling theme.

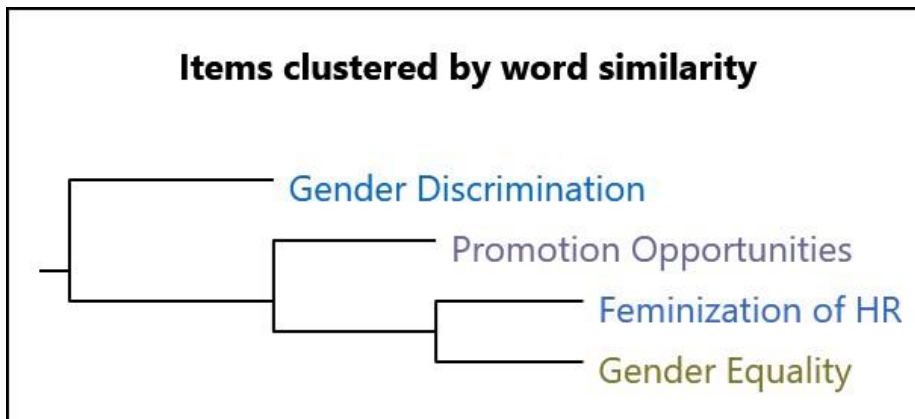


Figure 17 - Items clustered by word similarity

The figure below emphasises the issues of the glass ceiling and inequality in the workplace were the most common across the interview results and transcript.

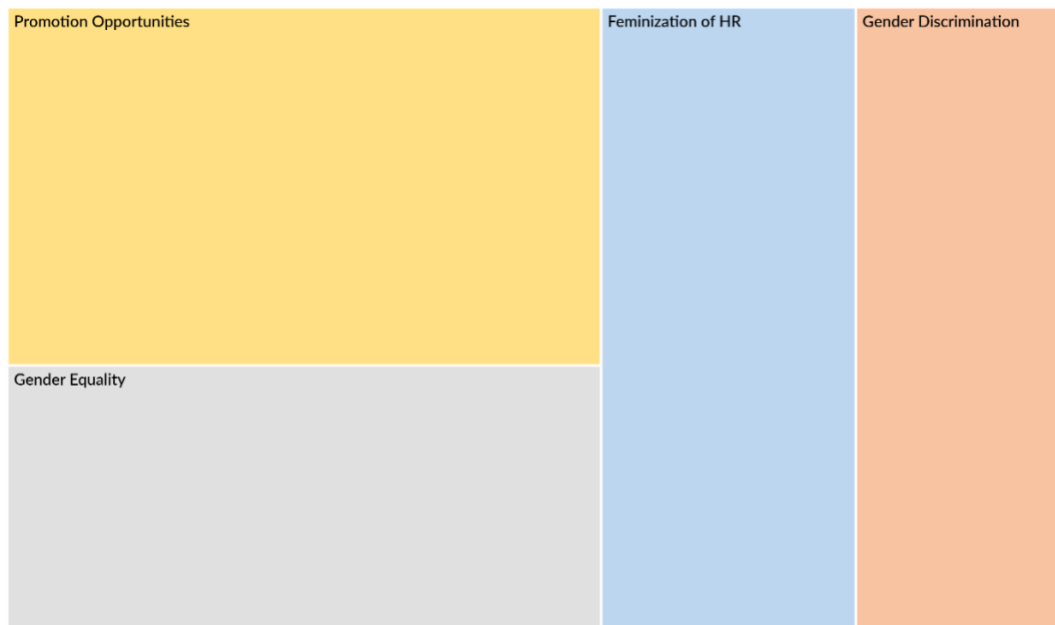


Figure 18 - Code frequencies

The word frequency graph below shows the 40 words with the highest frequency of occurrence in the three interview transcripts. The figures with the highest frequency of occurrence are 'change' and 'people'.



Figure 19 - Word Frequency

The open-ended questions that were part of the survey revealed important information about the respondents and their circumstances. When asked about the expectations of the businesses they worked for in terms of the advancement opportunities in the field of human resources, there were varied answers. However, one of the responses tended towards the balance between men and women and the opportunities they had for improvement and advancement (Transcript 1). The respondents expected more development opportunities for women, with most respondents looking for the promotion of more women to the middle and senior levels (Transcript 2). The respondent demanded promotions that were based on merit rather than being based on or driven by gender differences (Transcript 3). Elaborate responses posited that the HR field was different from such fields as sales and technology. However, this does not mean that the pursuit of promotions based on merit should not happen. Policy recommendations included the provision of opportunities for improvement and professional development for women. Furthermore, given the systemic barriers that women face, the policy recommendations focused on the establishment of counselling services for female respondents, as well as committees for the protection of the rights and interests of female employees. Furthermore, recommendations included the encouragement of women to join trade associations and professional organizations that would advance their power and position, and the promotion of policies that push for equality in men and women.

Chapter 5: Discussion

Gender disparities continue to be a pressing issue in labour markets, particularly in the form of the "glass ceiling," which prevents women from advancing into leadership roles. Despite a growing female presence in the workforce—reflected in 66% of survey respondents—this increase has not resulted in equal representation at senior levels. Recent policies promoting work-life balance, such as flexible schedules and parental leave, have facilitated women's participation, especially in human resources (HR), a field increasingly dominated by women due to valued traits such as patience, collaboration, and empathy.

However, while HR has become more feminized, significant barriers persist in preventing women from ascending to managerial positions. This research focuses on identifying those obstacles, with a particular emphasis on the HR sector in China. Although China has made progress toward gender equality, including initiatives like the National Women's Development Program targeting 40% female representation in urban areas by 2030, the glass ceiling remains firmly in place. In 2022, women comprised 43.2% of the workforce, a figure that continued into 2023, yet these gains are not mirrored in leadership roles.

Through surveys and interviews with HR professionals in Shunde District, this study explores how promotion opportunities for women are influenced by their multifaceted identities. The findings suggest that gender remains a critical determinant of career progression. This research offers a comprehensive examination of career development barriers and facilitators, focusing on the feminization of HR, promotion dynamics, gender equality, and policy reforms aimed at improving women's advancement in the workplace.

The following themes emerged from the data and its subsequent analysis.

1. Feminization of HR

Based on the results, there seems to be a clear trend towards the feminization of HR in the various organizations analysed. It is important to note that the organizations that had employees sampled were private organizations. These were organizations where the bar for hiring based on gender was not necessarily as high as the government institutions in terms of the equality of outcome rather than equality of opportunity. The past few years have seen the Chinese government pass laws that are meant to protect women from discrimination and increase their chances of participation in the labour force (Interesse, 2022). These are laws

that prohibit such things as discrimination based on gender, greater opportunities for women to not only train in but also increase their chances of success in the human resource field. This is reflected in the results. The majority of the respondents were found to have trained in the human resource field rather than other fields which would then have led them to the HR field.

In absolute terms, the gender of the respondents showed an expected pattern that would be consistent with the literature and recent expectations. The majority of the respondents were female. Out of the 115 individuals who responded to the questions, 76 were female while 39 were male. This shows just how skewed the field of human resources is in terms of the gender balance. Further questions were also able to point to this trend. For instance, when asked about the number of respondents in their grade of the same hierarchical level as them, the responses followed the same pattern. These responses were able to provide a clearer picture than the absolute numbers of the respondents earlier. During the sampling process, there was some element of non-probability sampling to include a considerable number of men in the sample. The aim here was to ensure a balance of outcomes and opinions, with the men providing a baseline for control that would then enable the researcher to determine whether there truly were differences based on gender, or whether the issues persisted across the genders. However, with every other respondent providing gender ratio results from their workplace of employees at the same level, it was easy to then understand just how feminized the field of HR had become. There were only a few organizations where the male respondents outnumbered the female respondents. In fact, in some areas, there were no male employees, only female employees on the staff (Transcript 2). One of the most common answers was that there were more female than male employees (see Figure 16). These results were consistent with the conclusions made by such researchers as Brandl et al., (2008) and Tabassum & Nayak, (2021) who outline the issue of feminization of HR, as well as provide the reasons for the apparent feminization. Tabassum & Nayak (2021) stated that the HR field, and the average organization in general, have all evolved to require employees who are more attuned to their soft skills. Women tended to focus less on the hard skills in school and instead majored in the soft skills that are required to succeed in the field of human resources. One respondent, for instance, found that they did not excel in finance at the university. They then decided to study organizational performance, which is a huge part of the reason why they ended up in the HR field (Transcript 1).

It is important to note that the HR field can vary from one industry to the next. These variations might end up affecting what is important to the HR professionals, and eventually affect how or whether they end up gaining access to promotions. At face value, the HR role is a relatively constant and consistent one across different professions and industries. They work to balance the interests of the organization against the interests and needs of the employees. Regardless of the industry, such things as the safety of the employees and workforce development are key roles that the HR departments play. However, some responses pointed to the fact that HR needs vary based on the industry. Some industries seemed to have differences in perception of the roles of women based on the nature of the work they do, further contributing to the general perception of HR as a place that is dominated by women and reinforcing attitudes against the potential promotion of women. For example, one respondent said that there would be a difference between hours working in a manufacturing company (labour intensive) and in a company in the technology sector (focused on people efficiency) (Transcript 3). Respondents did in fact, categorize the HR sector into various fields depending on how they work, and how they eventually would affect outcomes for women. According to respondents, the HR functionalities vary for individuals in the fields of traditional manufacturing, marketing and marketing economics, and the real estate sectors (Transcript 2). The roles of women in these industries in general tend to then affect the perceptions of women in the same industries, which affects chances of promotion by gender. In sum, the industry where the HR professional works will determine the likelihood of promotion, especially for women, given the perceptions of women in the industry.

Networking also plays a critical role in the outcomes of the discussions presented by the respondents. This is especially the case when considering the differences between the higher levels of HR and the lower levels of HR. Opportunities and willingness to network vary for employees on different tiers of the HR profession (Transcript 3). Networking is seen as one of the determinant factors of chances of promotion, especially for women in the HR profession. Modern HR is identified by HR professionals as a field that deals more with the functional areas of the organization rather than the actual business of KPI areas of the company. In this regard, it is more relationship-oriented, especially given that it deals with employee issues. This places networking at a premium. Furthermore, in most cases, relationships between lower and higher-level employees are hierarchical in nature. These hierarchies make it difficult for women particularly, to form networking relationships with

those in the higher levels, typically the men. In a world where there is gender imbalance and a patriarchal society, attitudes towards women tend to impact their chances of achieving success through networking.

In short, the HR field, and the likelihood of promotion in the said fields, does not just happen in isolation. Eventually, the promotions happen in the larger societal context. In a country like China, the implication is that traditional perceptions of the role of women and men and the differences between them eventually matter. Traditionally, it is expected that men and women would want and tend towards different things. Women should be the ones to want a conventional family and to take care of the kids. On the other hand, men are expected to be the ones to work. In such an environment, the respondents note that promotions are likely to be accorded to men rather than women.

2. Promotion Opportunities

The results reveal that the lack of promotion opportunities remains one of the biggest issues in the HR field. Generally, women face various systemic barriers in the workplace that prevent them from reaching the highest possible levels of career growth they can achieve. The reviewed literature suggests that this effect manifests in various ways. The first is in the income levels. The average Chinese woman tends to make less than the average man. Granted, one of the mentioned reasons is often the fact that women and men tend to choose different occupations, which is evident in the field of HR and is one of the major conclusions of this study. Ideally, one might conclude that the feminization of HR means women tend to avoid higher paying roles such as finance roles, and instead tend towards the lower paying jobs such as the human resource jobs. However, this theory does not necessarily adequately describe the situation at the moment concerning the pay gap. The research mentions the difference-compensation theory as an explanation, but the theoretical approach does not fully provide explanations for the wage differences. In the case of the HR field, the difference compensation theory might be adequate in explaining why there are differences between women who go into HR and the men who go into, say, finance. However, it would not explain the differences within the HR field itself, which, given that it is dominated by women in terms of absolute numbers, should have them earning more. The wage gap is one of the ways through which this manifest.

The second way it does is that women do not advance into top leadership positions, despite being qualified and in recent years being more active participants in the workforce. The data generally shows that women are less likely to be promoted than men, both anecdotally and from the analysis. Looking at the data gathered from the respondents when asked about the individuals who are above them in managerial positions, most of the respondents reported that there were more men than women in managerial positions even in the field of HR where the numbers are dominated by women. According to Christensen et al., (2022), although there are formal rules at the moment that govern how the country treats women, they are still perceived, subconsciously or otherwise, as being inferior and therefore less likely to perform when allowed opportunities for advancement. Such norms tend to produce and reproduce waves of systemic bias and inequalities, preventing women from advancing. They can also distort the effects of policies at the localized, organizational levels. Norms might also lead to situations where women might be promoted by name only, without a corresponding change in the pay they receive, which would be another reason why a pay gap might exist in the human resources field. Moreover, even when women earn higher incomes, it does not necessarily change the societal perception they have (Zhang & Huang, 2020). High-earning women face greater social barriers and discrimination than women who earn less. The result is that the overall representation of women in top-level managerial positions is very low. Women face discrimination not only early in their careers but also late on. Despite the proportion of women in the workforce in China being higher than the global average, the share of women in corporate leadership in the country is lower than the global numbers and is growing much slower than the global average. This is despite evidence that the inclusion of women in leadership positions is likely to result in higher earnings for the company (Noland, et al., 2016). Women tend to struggle with the lack of promotional opportunities, having them struggle to break into the higher echelons of management in their companies.

3. Gender Equality

In China, deeply entrenched social norms and institutional inequalities continue to pose significant challenges to women's career progression in the human resources sector. China has traditionally been a patriarchal society. The forces of patriarchal dominance have for a long time controlled the fates of women in Chinese society. In recent years, there have been suggestions that the Chinese have reached a post-patriarchal era. However, the numbers in the workplace do not reflect this. A substantial proportion of respondents acknowledged

that gender inequality in the workplace plays a critical role in limiting promotional opportunities, with 46.96% agreeing that marriage and parenthood negatively impact career advancement. The majority of those affected were women, reflecting the enduring influence of traditional gender roles (男主内女主外), which prioritize familial responsibilities for women over career aspirations. This aligns with prior research suggesting that societal expectations surrounding caregiving roles disproportionately hinder women's opportunities for career advancement. Furthermore, the perception of this impact being overwhelmingly negative highlights the persistent barriers women face in professional settings, where these gendered expectations exacerbate challenges to reaching leadership positions. These findings are consistent with broader literature, emphasizing the detrimental effects of gender discrimination at both societal and familial levels on workplace outcomes. This also underscores how deeply embedded gender norms continue to limit women's career trajectories, even in professions like HR, where women are more prevalent.

The fact that the human resources field is dominated by women means that it is stereotypically given feminine connotations. The women in the organization, especially those that are in the lower levels, are seen as providing caregiving and organizational administration. On the other hand, men are regarded as holding the reins of power in the field's more generalized associations with reason and efficiency (Ainsworth & Pekarek, 2022). Gender coding and the imagery that is associated with this manifest in complex ways in the organization, ways that eventually lead to women not receiving the advancements in a career that they might be due to their qualifications or experience. The modern human resources field, despite the laws and the stress on female empowerment and equality, is still seen in a binary way. On one hand, women are seen as being the ones to provide care and support care and support while men focus on management, strategy, and control. This image means women are less likely to be promoted from one field to the other, as this is seen as unnatural. Furthermore, the persistence of these notions only reproduces these effects in subsequent generations. Change therefore becomes difficult to come by.

Even though these perceptions are not spoken, and strictly speaking, are illegal given the new laws that the government has passed over the past few years, they still produce expectations in the workplace, which again are unspoken and more informal, yet equally as powerful, even in the face of official policy. For instance, according to Ainsworth and Pekarek (2022),

women working in human resources may encounter expectations to be nurturing and supportive, which could clash with the desire to display more masculine traits like aggression and strategic thinking. Thus, gender identification is intrinsic to professional identity in human resources and shifts in these linkages impact performance in the field. Also, Ainsworth and Pekarek (2022) summarized that the HR profession is a place where professional expectations and traditional gender standards intersect and clash. Consequently, these linkages change and develop over time and in different contexts, and this is crucial to keep in mind if we want to comprehend the profession as gendered.

4. Policy Changes

Human resources as a profession encounter distinct challenges, particularly in China. Like many other countries, it is predominantly occupied by women. In most organizations, including those represented by the respondents, the human resources field is largely female-dominated. Additionally, these organizations operate within a predominantly patriarchal society with entrenched norms governing gender relationships. This combination of factors complicates the implementation of policy changes. To address these challenges, several proposed policies could enhance promotion opportunities and address the glass ceiling issue. A critical initial step is cultural transformation. Before altering specific policies, it is essential to address the workplace and societal cultures that perpetuate outdated norms and impede legal reforms (Duong, 2023). Respondents have expressed a desire for more inclusive policies that ensure women receive the same opportunities and protections as men.

Culture significantly impacts both the implementation and outcomes of policies at various levels—macro, meso, and micro. It influences not only how policies are enacted but also their effectiveness. Many proposed policies aim to establish a culture of gender equality as a prerequisite for successful policy change. Therefore, fostering this cultural shift is crucial for advancing meaningful and effective policy reforms.

China suffers from a problem that many countries still struggle with. Despite there being changes in the law, these changes do not necessarily translate to improvements in the number of women that are promoted.

Implications of recommendation or Limitations

1. Cultural Changes

To change the chances of promotion of women, especially given the norms that govern society, it would be important to change the perception of women in society. The problems that are associated with Chinese women are closely related to the constructed image of the ideal woman. With the advent of modernity and the opening up of the world, the perceptions of women might have changed. However, the changes in China have not been significant enough to result in changes in culture. The current case has the ideal woman being loosely defined as a woman with specified physical features and social characteristics, as well as some expected behaviours.

The conventional Chinese expectation for a lady is to adhere to her husband's family customs, which entail marrying at a young age and having no possessions other than her paid-up inheritance. Primarily, she ought to bear a son, as he will perpetuate her husband's family name through the male line. Traditional Chinese notions of womanhood revolve around her obligations as a daughter, spouse, and parent. A multifaceted archetype of the ideal woman in contemporary China has arisen due to the process of modernization and reforms, which, while not completely transforming the traditional figure, have introduced novel characteristics. Evidence suggests that conventional perspectives on gender roles and the family continue to be prevalent in contemporary society. A study conducted by Qian and Li (2020) revealed a prevalent endorsement of gendered family roles among both Chinese men and women. The concept of filial piety is universally embraced by individuals of all ages and educational backgrounds. However, those born after 1978 exhibit a somewhat reduced emphasis on perspectives about the role of women within the family (Hu & Scott, 2016). The conceptual basis for filial piety is derived from the traditional Confucian teachings on social hierarchy and the moral obligation to show respect to one's parents and ancestors. Feuchtwang (2016) identifies father-son connections, elder-subordinate partnerships, and male-female interactions as instances of hierarchical social roles. Traditional types of filial piety are preserved via modernization, which simply modifies them. The 2012 amendment to the Protection of the Rights and Interests of Elderly People officially gave legal recognition to the prioritization of filial piety. The statute mandates that adult children must provide care for their elderly relatives and make regular visits to these individuals. According to prevailing beliefs, the sole offspring, regardless of gender, is expected to accept responsibility for their

elderly parents, and this obligation is particularly relevant for them (Hu, 2017). Furthermore, apart from filial loyalty, the focus on women's age in connection to marriage and procreation also exposes their role within the households. With regards to marriage, the contemporary Chinese ideal woman does not delay entering into matrimony until she reaches her late twenties.

Within gender debates, the notion of leftover women emerges as a prominent example of filial piety (Fincher, 2016). Indeed, the Ministry of Education has a precise and official definition for the term, which often refers to unmarried women who are older than 27, have a substantial income, and possess a significant level of education. According to Fincher (2016), both the state and the media commonly use the term '*sheng nv* (剩女)' to refer to unmarried women, which is also widely used in civil society. The term perpetuates gender preconceptions, which have significant repercussions for marriage institutions and women. This observation illustrates that the matter of women's marriage extends beyond individual houses and has an impact on both the entire society and the state. Particularly, it underscores the notion that ideal women do not get into marriage until their late twenties. Due to its establishment of the optimal age for marriage, it induces concern among women upon reaching that age (Qian & Qian, 2014). Women's reproduction also demonstrates a socially conditioned anticipation. A fundamental responsibility of women in traditional societies is to bear children, therefore guaranteeing the perpetuation of the family lineage. Implemented in 1978, family-planning regulations have imposed a limit on the number of children permitted per couple, therefore reinforcing women's assigned responsibility as caregivers. The level of public concern for women's reproductive health has increased in recent years. A significant number of individuals in their thirties who do not have children are encouraged to conceive by the use of a medical terminology known as '*gao ling chan fu*(高龄产妇)', or elderly women, which has a resemblance to the '*sheng nv*' terminology employed in discussions about marriage (Gu, 2021). The term childless woman above the age of 35 is medically defined as a woman who has not given birth and is above 35 years old. However, in Chinese, the phrase has acquired a new connotation, characterizing women who are thirty years old and over. Notwithstanding the scarcity of data on how this discourse impacts women's lives, the reproductive function of women remains significant.

It is only through changes in the perception of women in the workplace and society in general that one might then lead to changes in attitudes towards their promotion. Granted, the intersection between the corporate world and society is not necessarily wide enough to result in sustainable changes in the perception of women in society. However, changes in the organizational culture are a place to start. The appointment of women to managerial positions and the provision of opportunities for them to succeed despite the traditional barriers they have always faced play an important role in ensuring that women get more promotions.

2. *The Pay Gap*

Among the most significant challenges in the workplace and a barrier to achieving gender equality is the disparity in wages between males and females. The gender pay gap refers to the disparity in average wages between males and females. Several countries are grappling with the problem of pay inequality. For example, in the United States, women earn approximately 82% of the compensation that males receive. Black women get 63 cents and Latina women earn 55 cents for every dollar earned by white, non-Hispanic men (Furiani, 2023), highlighting a more significant level of inequality for women belonging to racial minority groups. The phenomenon of salary inequality is also observed in China. The median salary for women in 2023 was 12.9% less than that of men (Brancaccio, 2024). These disparities have a detrimental impact on a woman's quality of life, retirement savings, and financial security. To achieve gender equality in the workplace, it is imperative to eliminate the disparity in wages. One suggested strategy is to implement a salary parity policy. Therefore, it is imperative to create equal pay for male and female employees. One effective strategy is to enhance the accessibility of pay information. By divulging earnings, firms can effectively mitigate pay discrepancies between men and women. Organizations may also identify and rectify wage disparities by conducting periodic salary audits.

Mere advocacy for equitable compensation is insufficient. It is important to address the underlying structural problems that give rise to it. Two forms of workplace discrimination are the maternal penalty and occupational segregation, which compel women to select lower-paying employment and deter them from taking time off to care for their children (Furiani, 2023). Employee benefits such as paid parental leave and flexible work arrangements serve as effective means for organizations to demonstrate their endorsement of diversity and inclusion within the workplace. Undoubtedly, apart from its ethical implications, the need to diminish the wage gap is crucial for the expansion of firms and the entire economy. Research

indicates that firms that aggressively recruit and embrace individuals from diverse backgrounds tend to maintain a higher number of innovative and accomplished personnel.

3. *Facilitating community involvement via means of negotiation*

Organizations are strongly encouraged to use social discourse and collective bargaining to develop and implement gender equality policies. Nevertheless, the ultimate decision on how to do so rests with each entity. These channels provide management with the opportunity to gain deeper insights into the existing obstacles to gender equality. By collaborating with employees and their representatives, management can collectively devise creative solutions. Negotiating collective agreements and engaging in social discourse at the national or sectoral level are more inclined to promote inclusive and gender-equal employment systems. Joining a business or employer organization is one method to mitigate the gender wage gap. Furthermore, you can contribute to the resolution of disparities by engaging in social discourse and establishing collective bargaining agreements. In professions or industries that are heavily influenced by women, it would be particularly advantageous to guarantee that a collective agreement includes workers in the lowest-paid occupational groups. This can contribute to the reduction of the gender pay disparity.

4. *Developing and implementing a comprehensive policy on equal pay*

Successful implementation of carefully crafted equal pay rules can effectively achieve the principle of equal pay. Core to such workplace action is a collaborative endeavour including management, employees, and their representatives.¹⁶ To be effective, equal pay laws should promote the collection of pay data that is separated by sex, adopt job evaluation methods that apply objective and gender-responsive criteria, and calculate the salary gap among jobs of equivalent value. Furthermore, apart from requiring regular assessments of wage equity, they should include measures for suitable adjustments in salary to eradicate gender-based wage disparities. Furthermore, in the event of gender pay disparities, it is imperative to establish and implement measures to address them by allocating specific (temporary) money. Enhanced recruiting and selection procedures that do not seek information on an employee's salary history should also be included in the comprehensive equal pay policy. The gender pay gap will remain unchanged if salaries are exclusively determined by historical earnings. This implies that the value of a job, rather than the past earnings of a woman or man, should determine the current or future income. An increasing number of governments are enacting laws that prohibit employers from inquiring about a candidate's salary history.

5. Measurement of Pay Gap and Gender-Neutral Job Evaluations

To ascertain the fairness and equality of compensation, it is beneficial to compare and assess several occupations. Gender-neutral job evaluations are valuable for comparison assessing various professions and determining the fairness of the remuneration. Factors like as skills, productivity, responsibilities, and working conditions are taken into account throughout the process, which is relevant to a broad spectrum of professions. Conducting systematic, formal, and inclusive objective job evaluations, particularly in large organizations, can result in improved pay equity by comparing the performance of males and females across various sectors, companies, or employers. It is imperative to exercise great care in eliminating gender bias in the classification process, which is a very complex procedure with several available methods.

To adequately tackle the gender pay disparity, upon its identification, organizations should initially ascertain the employees who bear the main responsibility for it. Subsequently, rather than granting salary increases to all employees, it is advisable to allocate raises in a manner that effectively narrows the disparity, while also considering administrative objectives such as equity and parity. Identifying the overall gender pay gap inside the corporation is a commendable initial measure, but it has the potential to obscure underlying, more systematic wage inequalities at different hierarchical levels of the organization. Thus, optimal strategies also include the public dissemination of data regarding wage disparities among different employee classifications or pay bands.

6. Promoting transparency in remuneration and reporting

Due to its promotion of knowledge exchange and facilitation of internal and external deliberations on effective strategies, transparency plays a particularly vital role in diminishing the gender wage disparity. Establishing transparency is of utmost importance in eliminating wage inequality. When employees are aware that their compensation is fair and not influenced by prejudice, they are more inclined to exert more effort and collaborate as a cohesive unit. Equitable remuneration can be attained through collective bargaining or individual arbitrations, provided that both employers and employees are provided with precise information regarding salaries. This material is highly valuable for evaluating gender bias, resolving wage disparities, and addressing other associated concerns. Furthermore, this will reduce the probability of companies encountering allegations of unjust remuneration.

Conversely, withholding salaries can cultivate an atmosphere of distrust and ambiguity among colleagues or between employers and employees, therefore sustaining gender-based prejudice in the workplace. Empirical data suggests that the gender pay disparity diminishes when firms adopt a policy of transparency regarding it. Moreover, the implementation of pay transparency not only leads to a decrease in total labour costs due to a decelerated increase in male remuneration, but it also enhances the gender equilibrium within the organization and increases the number of women advancing to higher-level work roles.

Chapter 6: Conclusion

Undoubtedly, gender inequality is an imperative global social issue. Indeed, this statement holds especially true when contemplating the numerous ways in which it might impact work productivity. Considerable effort and resources have been dedicated by social scientists and labour market experts to the examination of gender disparities within the professional environment. Numerous factors have contributed to the historical underperformance of women in the workplace, such as the disparity in wages and representation between genders. While there has been modest progress in recent years, it has not necessarily led to a shift in the proportion of women occupying top positions in markets like China. The Human Resources department is one of the most severely affected sectors in the corporate realm. The focus of this study is to investigate whether women in China have challenges in progressing their careers within the field of human resources.

According to the study's findings, the field of human resources is experiencing a shift towards femininity, as an increasing number of women demonstrate the necessary personality traits for success in a profession that directly interacts with individuals. Persistent promotion barriers for women arise from the sector's female predominance and entrenched traditional gender dynamics. Complicating matters further are the enduring structural barriers, such as those linked to family life and raising children, that women face worldwide.

Based on the results and the discussion, the paper outlines several policies that would be useful in improving outcomes for women. First, the researcher encourages a change in the cultural perceptions and norms around women. Women are generally viewed as subservient and at the lower end of a hierarchical system. Secondly, the report suggests policies at the organizational level that would increase the chances of promotion for women and reduce the gender inequality they face. Such policies include a commitment from the top-level executives, which is an important cultural factor that signals changes in the position of women.

Organizations can also participate in social discourse to change not only the internal cultures but also get the chance to influence the external cultural perceptions of women. Policies on equal pay will also be useful in demystifying matters around promotion and merit. Such policies include ensuring equal pay for equal work across the genders, measurement of

the state of equality and reporting, as well as neutral job evaluations. Such policies should go above and beyond the basic minimums that are required by laws that call for equality among the genders.

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Appendix

Appendix 1 – Companies list that target group may in

Company Name	Business type	Business size	Industry type
美的集团股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	租赁和商务服务业
佛山市顺德区碧桂园物业发展有限公司	有限责任公司 (外国法人独资)	L(大型)	房地产业
广东联塑科技实业有限公司	有限责任公司 (港澳台法人独资)	L(大型)	制造业
广东锦力电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东成德电子科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
佛山市云米电器科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东乐善智能装备股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东合捷电器股份有限公司	股份有限公司 (外商投资、未上市)	S(小型)	制造业
广东银泰金融服务有限公司	有限责任公司 (非自然人投资或控股的法人独资)	S(小型)	租赁和商务服务业
佛山市顺德区拔萃人力资源有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	租赁和商务服务业
佛山市百姓堂药业连锁有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东合创领兴五金建材有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	批发和零售业
广东博意建筑设计院有限公司	有限责任公司 (非自然人投资或控股的法人独资)	L(大型)	建筑业
广东省顺客隆商业连锁有限公司	有限责任公司 (非自然人投资或控股的法人独资)	L(大型)	批发和零售业
佛山市顺德区大参林药业有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	批发和零售业
广东海信冰箱营销股份有限公司	股份有限公司 (非上市、自然人投资或控股)	L(大型)	批发和零售业
碧桂园农业控股有限公司	有限责任公司 (非自然人投资或控股的法人独资)	S(小型)	租赁和商务服务业
广东联塑班哈新能源科技集团有限公司	有限责任公司 (外国法人独资)	M(中型)	科学研究和技术服务业
广东博嘉拓建筑科技有限公司	有限责任公司 (外国法人独资)	L(大型)	科学研究和技术服务业
广东东黎后勤服务有限公司	有限责任公司 (自然人投资或控股)	S(小型)	租赁和商务服务业
广东美博制冷设备有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	制造业
美的置业集团有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	房地产业
广东大家制药有限公司	有限责任公司 (外商投资、非独资)	M(中型)	制造业
佛山市顺德区悦华多媒体制品有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
国药集团广东环球制药有限公司	有限责任公司 (港澳台合资)	M(中型)	制造业
广东法迪奥厨卫科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
周生生珠宝(佛山)有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
广东顺德酒厂有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东锻压机床厂有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东睿住智能科技有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
佛山市顺德区震德塑料机械有限公司	有限责任公司 (港澳台合资)	M(中型)	制造业
广东凯华电器股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
腾越建筑科技集团有限公司	有限责任公司 (外商投资、非独资)	L(大型)	建筑业
广东龙越建筑工程有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	建筑业
广东志达精密管业制造股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东奥特龙电器制造有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	制造业
喜威(佛山)液化石油气有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	电力、热力、燃气及水生产和供应业
广东铂美物业服务股份有限公司	股份有限公司 (外商投资企业投资)	L(大型)	房地产业
佛山市虹桥家具有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区乐普达电机有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东绿润环境科技有限公司	其他有限责任公司	M(中型)	制造业
千玺机器人集团有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	住宿和餐饮业
广东万昌印刷包装股份有限公司	股份有限公司 (港澳台与境内合资、未上市)	M(中型)	制造业
广东盈峰材料技术股份有限公司	股份有限公司 (中外合资、未上市)	S(小型)	制造业
佛山市顺德区顺茵绿化设计工程有限公司	有限责任公司 (非自然人投资或控股的法人独资)	L(大型)	建筑业
广东富华机械装备制造有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
昇辉控股有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
科顺民用建材有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
泛达机电股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东日出东方空气能有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东万家乐燃气具有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	制造业
佛山市顺德区碧桂园房产置业有限公司	其他有限责任公司	M(中型)	房地产业
大自然家居(中国)有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	批发和零售业
广东省袁记食品集团有限公司	其他有限责任公司	M(中型)	租赁和商务服务业
广东恒基金属股份有限公司	股份有限公司 (港澳台投资、未上市)	L(大型)	制造业
广东惠而浦家电制品有限公司	有限责任公司 (外商投资企业法人独资)	L(大型)	制造业
广东冠盛新材料股份有限公司	股份有限公司 (港澳台投资、未上市)	M(中型)	制造业
广东美涂士建材股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东永通起重机械股份有限公司	股份有限公司 (非上市、自然人投资或控股)	S(小型)	制造业
广东顺德三合工业自动化设备股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业

广东美的生活电器制造有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
广东诚加装饰设计工程有限公司	有限责任公司 (外商投资企业法人独资)	L(大型)	建筑业
海信容声 (广东) 冰箱有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
广东美的厨房电器制造有限公司	其他有限责任公司	L(大型)	制造业
森达美信昌机器工程 (广东) 有限公司	有限责任公司 (港澳台法人独资)	L(大型)	批发和零售业
广东星徽精密制造股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
广东奔朗新材料股份有限公司	股份有限公司 (上市、自然人投资或控股)	M(中型)	制造业
广东海川智能机器股份有限公司	股份有限公司 (上市、自然人投资或控股)	M(中型)	制造业
广东德美精细化工集团股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
广东申菱环境系统股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
科达制造股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
广东美的制冷设备有限公司	有限责任公司 (中外合资)	L(大型)	制造业
广东东亚电器有限公司	有限责任公司 (港澳台与境内合资)	L(大型)	制造业
广东顺德农村商业银行股份有限公司	股份有限公司 (非上市、自然人投资或控股)	S(小型)	金融业
广东德尔玛科技股份有限公司	股份有限公司 (港澳台投资、上市)	L(大型)	制造业
广东华声电器实业有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东宏石激光技术股份有限公司	股份有限公司 (非上市、自然人投资或控股)	L(大型)	科学研究和技术服务业
广东美的暖通设备有限公司	其他有限责任公司	L(大型)	制造业
广东瑞德智能科技股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
海信家电集团股份有限公司	股份有限公司 (港澳台与境内合资、上市)	L(大型)	制造业
科顺防水科技股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
广东万和新电气股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
广东莱尔新材料科技股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	科学研究和技术服务业
广东格兰仕集团有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
广东美的厨卫电器制造有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
广东容声电器股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
伊之密股份有限公司	股份有限公司 (港澳台与境内合资、上市)	L(大型)	制造业
广东威灵电机制造有限公司	有限责任公司 (港澳台法人独资)	L(大型)	制造业
小熊电器股份有限公司	股份有限公司 (上市、自然人投资或控股)	L(大型)	制造业
广东哈士奇制冷科技股份有限公司	其他股份有限公司 (非上市)	L(大型)	科学研究和技术服务业
广东胜威保安集团有限公司	有限责任公司 (自然人投资或控股)	M(中型)	租赁和商务服务业
佛山市顺德金纺集团有限公司	有限责任公司 (自然人投资或控股)	L(大型)	批发和零售业
佛山市顺德区新马木工机械设备有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东顺德川崎汽车零部件有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东浪登服装有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
广东盈峰科技有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
广东松下环境系统有限公司	有限责任公司 (外国法人独资)	L(大型)	制造业
广东福田电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东省顺德开关厂有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
佛山市顺德区屏荣食品发展有限公司	有限责任公司 (外国法人独资)	S(小型)	制造业
广东嘉腾机器人自动化有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东立新新材料科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	S(小型)	制造业
广东必达保安系统有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
科凡家居股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
佛山市顺德五沙热电有限公司	其他有限责任公司	M(中型)	电力、热力、燃气及水生产和供应业
广东特丽洁环境工程有限公司	有限责任公司 (外商投资企业投资)	L(大型)	科学研究和技术服务业
巴德富集团有限公司	有限责任公司 (自然人投资或控股)	L(大型)	科学研究和技术服务业
广东长鹿旅游休博园有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	水利、环境和公共设施管理业
广东顺德伯渡服务外包运营管理有限公司	有限责任公司 (外商投资企业与内资合资)	M(中型)	租赁和商务服务业
广东顺德新客奇医院有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	教育
广东豪德数控装备股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东白燕粮油实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区全兴水产饲料有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区顺达电脑厂有限公司	有限责任公司 (外国法人独资)	L(大型)	制造业
广东省东原厨具实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东康宝电器股份有限公司	其他股份有限公司 (非上市)	L(大型)	制造业
广东腾安机电安装工程有限公司	有限责任公司 (非自然人投资或控股的法人独资)	L(大型)	科学研究和技术服务业
广东赛普智能制造股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
佛山市艾凯控股集团有限公司	有限责任公司 (自然人投资或控股)	L(大型)	科学研究和技术服务业
广东美格尔特电器科技实业有限公司	有限责任公司 (港澳台投资、非独资)	S(小型)	制造业
广东东泰五金精密制造有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
海信 (广东) 厨卫系统股份有限公司	股份有限公司 (外商投资企业投资)	L(大型)	制造业
广东世创金属科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东省安心加科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	科学研究和技术服务业
广东绿之彩科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业

广东同方瑞风能科技股份有限公司	其他股份有限公司（非上市）	S(小型)	制造业
广东俊朗松田电器有限公司	有限责任公司（港澳台投资、非独资）	M(中型)	制造业
广东碧越建筑工程有限公司	有限责任公司（非自然人投资或控股的法人独资）	M(中型)	建筑业
广东金发物业股份有限公司	股份有限公司（港澳台投资、未上市）	L(大型)	房地产业
广东志达家居实业有限公司	有限责任公司（自然人独资）	S(小型)	制造业
佛山市顺德区有德五金有限公司	有限责任公司（外国法人独资）	M(中型)	制造业
广东创阳新材料科技有限公司	有限责任公司（自然人投资或控股）	S(小型)	制造业
佛山市嘉峻制衣有限公司	有限责任公司（自然人投资或控股）	S(小型)	制造业
汤浅蓄電池（順德）有限公司	有限责任公司（港澳台投资、非独资）	M(中型)	制造业
顺特电气设备有限公司	有限责任公司（外商投资、非独资）	L(大型)	制造业
广东伟经日用五金制品有限公司	有限责任公司（港澳台合资）	L(大型)	制造业
广东圆融新材料有限公司	有限责任公司（自然人投资或控股的法人独资）	M(中型)	制造业
松柏（广东）电池工业有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
佛山市鸿金源精密制造有限公司	有限责任公司（港澳台法人独资）	S(小型)	制造业
佛山市麦克罗美的滤芯设备制造有限公司	有限责任公司（中外合资）	M(中型)	制造业
广东奥荣电器有限公司	有限责任公司（港澳台投资、非独资）	M(中型)	制造业
广东天元建筑设计有限公司	有限责任公司（非自然人投资或控股的法人独资）	M(中型)	建筑业
广东信德资产评估与房地产土地估价有限公司	有限责任公司（自然人投资或控股）	S(小型)	租赁和商务服务业
广东森海运动用品有限公司	有限责任公司（港澳台投资、非独资）	M(中型)	制造业
广东高力威机械科技有限公司	有限责任公司（自然人投资或控股）	S(小型)	制造业
佛山市顺德区大馨电器实业有限公司	有限责任公司（港澳台投资、非独资）	S(小型)	制造业
佛山市顺德建筑设计院股份有限公司	股份有限公司（非上市、自然人投资或控股）	L(大型)	科学研究和技术服务业
广东英海建筑工程有限公司	有限责任公司（自然人投资或控股）	M(中型)	建筑业
佛山市顺德区冠宇达电源有限公司	有限责任公司（自然人投资或控股）	M(中型)	制造业
广东金禾面粉有限公司	有限责任公司（自然人投资或控股）	L(大型)	批发和零售业
广东丰明电子科技有限公司	有限责任公司（港澳台合资）	M(中型)	制造业
广东华润涂料有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
佛山市顺德区保利达电器有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
佛山市顺德区思进制衣有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
广东威奇电工材料有限公司	有限责任公司（港澳台投资、非独资）	M(中型)	制造业
丰田合成（佛山）汽车零部件有限公司	有限责任公司（外商投资、非独资）	M(中型)	制造业
广东泰明金属制品有限公司	有限责任公司（台港澳与境内合资）	M(中型)	制造业
佛山市美的开利制冷设备有限公司	有限责任公司（港澳台与境内合资）	M(中型)	制造业
佛山市顺德区锡山家具有限公司	有限责任公司（外国法人独资）	M(中型)	制造业
佛山市顺德区安爱工业有限公司	有限责任公司（港澳台法人独资）	L(大型)	制造业
广东智源机器人科技有限公司	有限责任公司（非自然人投资或控股的法人独资）	L(大型)	科学研究和技术服务业
佛山市银河兰晶科技股份有限公司	股份有限公司（非上市、自然人投资或控股）	M(中型)	制造业
佛山市顺德区美的洗涤电器制造有限公司	有限责任公司（港澳台投资、非独资）	L(大型)	制造业
广东伟仕达电器科技有限公司	有限责任公司（自然人投资或控股）	S(小型)	制造业
广东甘竹罐头有限公司	有限责任公司（自然人投资或控股）	M(中型)	制造业
广东顺德创喜邦盛家居有限公司	有限责任公司（自然人投资或控股）	M(中型)	居民服务、修理和其他服务业
广东炬森精密科技股份有限公司	股份有限公司（非上市、自然人投资或控股）	L(大型)	制造业
佛山市沃特测试技术服务有限公司	有限责任公司（自然人投资或控股的法人独资）	L(大型)	信息传输、软件和信息技术服务业
广东顺德昶盛机械制造有限公司	有限责任公司（自然人投资或控股）	S(小型)	制造业
佛山市顺德区东亚汽车部件有限公司	有限责任公司（港澳台与境内合资）	L(大型)	制造业
佛山美云智数科技有限公司	有限责任公司（非自然人投资或控股的法人独资）	L(大型)	科学研究和技术服务业
佛山市顺德区凯硕精密模具自动化科技有限公司	其他有限责任公司	M(中型)	制造业
广东东箭汽车智能系统有限公司	有限责任公司（自然人投资或控股的法人独资）	S(小型)	制造业
广东铁可立信息科技有限公司	有限责任公司（自然人投资或控股）	M(中型)	信息传输、软件和信息技术服务业
赛特莱特（佛山）塑胶制品有限公司	有限责任公司（外国法人独资）	M(中型)	制造业
佛山市顺德区炬荣金属制品有限公司	有限责任公司（港澳台与境内合资）	S(小型)	制造业
广东科龙模具有限公司	有限责任公司（港澳台投资、非独资）	S(小型)	制造业
广东德润纺织有限公司	有限责任公司（港澳台与境内合资）	M(中型)	制造业
连达（广东）电子有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
佛山裕顺福首饰钻石有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
佛山市顺德区金泰德胜电机有限公司	有限责任公司（中外合作）	L(大型)	制造业
佛山市顺德区顺泰食品厂有限公司	有限责任公司（港澳台法人独资）	M(中型)	制造业
广东伊之密精密注塑科技有限公司	有限责任公司（外商投资企业法人独资）	L(大型)	制造业
佛山顺德矢崎汽车配件有限公司	有限责任公司（外国法人独资）	L(大型)	制造业
佛山市东华恒业厨卫有限公司	有限责任公司（自然人投资或控股的法人独资）	L(大型)	批发和零售业
广东中宝电缆有限公司	有限责任公司（外商投资企业法人独资）	M(中型)	制造业
广东碧有味餐饮有限公司	有限责任公司（非自然人投资或控股的法人独资）	M(中型)	住宿和餐饮业
广东君豪高科地下空间建设有限公司	有限责任公司（自然人投资或控股的法人独资）	M(中型)	建筑业
佛山市顺德区家骏塑料五金制品有限公司	有限责任公司（港澳台投资、非独资）	M(中型)	制造业

广东美的供应链有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东精准德邦物流有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	交通运输、仓储和邮政业
生力 (广东) 啤酒有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
佛山市顺德海尔电器有限公司	有限责任公司 (外商投资企业与内资合资)	M(中型)	制造业
佛山市威灵洗涤电机制造有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
广东美的环境科技有限公司	其他有限责任公司	M(中型)	科学研究和技术服务业
广东图特精密五金科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	L(大型)	制造业
佛山市顺德区阿波罗环保器材有限公司	有限责任公司 (外商投资、非独资)	M(中型)	制造业
广东亿达汽车密封件股份有限公司	股份有限公司 (非上市、自然人投资或控股)	S(小型)	制造业
佛山市顺德区广顺燃气有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
佛山市顺德区勒流镇百顺电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东亿讯电子有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
广东安能保险柜制造有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市慧城信息科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	信息传输、软件和信息技术服务业
广东圣大通信有限公司	其他有限责任公司	S(小型)	批发和零售业
佛山安得智联科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
广东顺建规划设计研究院有限公司	有限责任公司 (自然人投资或控股)	M(中型)	科学研究和技术服务业
佛山市威王日用电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
中宝华南电子 (佛山) 有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
广东金百惠贸易有限公司	其他有限责任公司	M(中型)	批发和零售业
广东天天商场有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东君兰和玥商务管理有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	租赁和商务服务业
联盟班皓光伏新能源科技 (广东) 有限公司	有限责任公司 (外商投资企业法人独资)	L(大型)	科学研究和技术服务业
佛山顺德光启尖端装备有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	制造业
佛山市博钢金属科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区大润发商业有限公司	有限责任公司 (港澳台法人独资)	M(中型)	批发和零售业
佛山市小熊智能电器有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
佛山市科达机电有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
广东伟经金属制造有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
丰田合成 (佛山) 橡塑有限公司	有限责任公司 (外商投资、非独资)	L(大型)	制造业
广东顺德周大福珠宝制造有限公司	有限责任公司 (外商投资企业法人独资)	L(大型)	制造业
佛山市顺德区裕达珠宝首饰制造有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
广东联塑机器制造有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
日东电工 (佛山) 有限公司	有限责任公司 (外国法人独资)	S(小型)	制造业
广东日钢机械有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
广东泰科电子有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
广东高达电子有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区震德精密机械有限公司	有限责任公司 (港澳台合资)	M(中型)	制造业
广东联合包装有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
佛山市顺德区容声塑胶有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
佛山市天劲新能源科技有限公司	其他有限责任公司	L(大型)	科学研究和技术服务业
库卡机器人 (广东) 有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	制造业
广东美的希克斯电子有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	科学研究和技术服务业
广东同江医院有限公司	有限责任公司 (自然人投资或控股)	L(大型)	教育
佛山市顺德区旺海饲料实业有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东领尚净水科技有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	科学研究和技术服务业
佛山市顺德区东奥宏特印染有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东威特真空电子制造有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
佛山金科房地产开发有限公司	其他有限责任公司	M(中型)	房地产业
爱三 (佛山) 汽车部件有限公司	有限责任公司 (外商投资、非独资)	M(中型)	制造业
浦项 (佛山) 钢材加工有限公司	有限责任公司 (外商合资)	M(中型)	制造业
佛山市樱顺卫厨用品有限公司	有限责任公司 (外商投资企业法人独资)	S(小型)	制造业
广东前进牛仔布有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
佛山东海理化汽车部件有限公司	有限责任公司 (外商投资、非独资)	L(大型)	制造业
广东伟经家居制品有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
海信容声 (广东) 冷柜有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
威士伯涂料 (广东) 有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区利宝饲料有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
佛山市顺德区琅美地毯制品有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
广东美芝制冷设备有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	制造业
广东美芝精密制造有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东万和热能科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	科学研究和技术服务业
广东小熊科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	制造业
美的集团电子商务有限公司	有限责任公司 (自然人投资或控股的法人独资)	L(大型)	批发和零售业
佛山市顺德区伊戈尔电力科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业

广东朗硕健身器材有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区东菱智慧电器科技有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	制造业
佛山市顺德区美的电热器制造有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
河钢浦项 (广东) 汽车板有限公司	有限责任公司 (外商投资企业与内资合资)	M(中型)	制造业
佛山市美的清湖净水设备有限公司	有限责任公司 (外商投资、非独资)	M(中型)	制造业
广东德怡电子科技有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
广东圣特斯数控设备有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区精艺万希铜业有限公司	有限责任公司 (港澳台投资、非独资)	S(小型)	制造业
广东美梦思床具有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
索奥斯 (广东) 玻璃技术股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东敏申电机股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东百威电子有限公司	有限责任公司 (自然人投资或控股)	L(大型)	制造业
佛山市新协力汽车运输有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	交通运输、仓储和邮政业
斯特华 (佛山) 磁材有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德彩辉纺织集团有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
佛山市顺德区鸿运公共交通有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	交通运输、仓储和邮政业
佛山市顺德区新翔混凝土有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区雄发工艺有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东鸿业管桩有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
佛山市卓睿酒店管理有限公司	其他有限责任公司	S(小型)	租赁和商务服务业
广东顺昌印刷有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东恒美电热科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	制造业
广东华丽宝实业有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东麦格纳汽车镜像有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
广东翔泰精密机械有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	制造业
广东申菱商用空调设备有限公司	其他有限责任公司	S(小型)	制造业
佛山市顺德区赛恩特实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东信华电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区溢天服装实业有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区巴德富实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区朴田电器有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德罗浮宫家具有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东力源液压机械有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东顺德欧宁科技电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市佳越罗浮宫物业管理有限公司	其他有限责任公司	S(小型)	房地产业
广东碧丽饮水设备有限公司	其他有限责任公司	M(中型)	制造业
佛山市顺德区杰润五金塑料有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东泰耀汽车科技有限公司	有限责任公司 (非自然人投资或控股的法人独资)	S(小型)	制造业
广东栗子科技有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	科学研究和技术服务业
广东美智智能科技有限公司	有限责任公司 (自然人投资或控股)	L(大型)	科学研究和技术服务业
佛山市将轩金属制品有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	制造业
佛山市天斯五金有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市霍斯智能控制科技有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市方普防护技术有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区顺汽公交有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	交通运输、仓储和邮政业
广东水护盾健康科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
佛山市顺德区兆建商品混凝土有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
碧有味餐饮服务 (佛山) 有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	住宿和餐饮业
佛山市顺德区天品电器科技有限公司	有限责任公司 (中外合资)	S(小型)	制造业
广东皓耘科技有限公司	有限责任公司 (非自然人投资或控股的法人独资)	L(大型)	科学研究和技术服务业
广东美的精密模具科技有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区美的饮水机制造有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	制造业
佛山市顺德区北涌镇怡兴物业管理有限公司	其他有限责任公司	S(小型)	房地产业
佛山市顺德区源峰五金电器有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东银泰保安服务有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	租赁和商务服务业
广东索奇实业有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东盈科电子有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东宏日科技股份有限公司	股份有限公司 (非上市、自然人投资或控股)	M(中型)	科学研究和技术服务业
佛山市盈特金属制品有限公司	有限责任公司 (港澳台自然人独资)	M(中型)	制造业
广东锦华电风扇有限公司	其他有限责任公司	M(中型)	制造业
佛山市顺德区创辉煌物业管理有限公司	有限责任公司 (自然人投资或控股)	S(小型)	房地产业
佛山市顺德区恒顺杰电子有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
佛山市顺德区骏辉建筑工程劳务有限公司	有限责任公司 (外国法人独资)	M(中型)	建筑业
佛山市顺德区康雅电器有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区德粘堡实业有限公司	有限责任公司 (港澳台投资、非独资)	S(小型)	制造业

广东易洁宝环境工程有限公司	有限责任公司 (自然人投资或控股)	M(中型)	居民服务、修理和其他服务业
卡奥斯创智物联(佛山)有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	制造业
广东樱奥厨具有限公司	有限责任公司 (港澳台与境内合资)	S(小型)	制造业
佛山市顺德区联进纺织有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	制造业
佛山市顺德区陈村镇振华电机有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区新飞腾纺织服装有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区恒兴微电机有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
佛山市顺德区一拓电气有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东东荣金属制品有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
广东赛意信息科技有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
佛山市顺德区美安达彩印包装有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东金美达实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
植物医生(广东)生物科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
广东利昌实业有限公司	有限责任公司 (自然人独资)	M(中型)	制造业
广东小太阳砂磨材料有限公司	有限责任公司 (港澳台投资、非独资)	M(中型)	制造业
佛山市小熊厨房电器有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	制造业
广东邦克厨卫有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
佛山市顺德区恒广裕电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东大明拉斐电气有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区怡景制衣厂有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
佛山市美梦思睡眠科技有限公司	有限责任公司 (港澳台投资、非独资)	L(大型)	科学研究和技术服务业
佛山市顺德区万怡家居用品有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区勒流镇锦锋电镀有限公司	有限责任公司 (外商投资企业法人独资)	S(小型)	制造业
佛山市顺德区崭亮实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东惠洁宝电器有限公司	有限责任公司 (自然人投资或控股的法人独资)	XS(微型)	制造业
广东凯恒电机有限公司	有限责任公司 (外商投资企业与内资合资)	S(小型)	制造业
佛山市德骏电器实业有限公司	有限责任公司 (港澳台与境内合资)	M(中型)	制造业
佛山唯意电器有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东顺德汇盈物业管理有限公司	有限责任公司 (自然人投资或控股)	M(中型)	房地产业
广东绿源环境工程有限公司	有限责任公司 (自然人投资或控股)	M(中型)	农、林、牧、渔业
佛山市顺德区友基电子有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东昌盛电器有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东伟经日用品有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区龙德纺织有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
佛山市顺德区新的电机实业有限公司	有限责任公司 (港澳台与境内合资)	S(小型)	制造业
佛山市顺德区合宝汽车销售服务有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东得高家居科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
广东万和网络科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	信息传输、软件和信息技术服务业
广东大宇科技实业有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市瑞翌电子商务有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	批发和零售业
广东新威博电器有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市小熊生活电器有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
广东朗道建材科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	科学研究和技术服务业
广东世联电器有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
广东诗奇制造有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业
佛山市顺德区启业服装有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
广东磨克科技有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东格兰仕电器配件制造有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	制造业
广东长能包装实业有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
周生钻石(广东)有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
广东锐亮家电有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
广东纯米电器科技有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	制造业
佛山良辉电子有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	信息传输、软件和信息技术服务业
佛山市顺德区普丰塑料容器包装实业有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区星俊劳务派遣有限公司	有限责任公司 (自然人独资)	S(小型)	租赁和商务服务业
佛山方信网络科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	科学研究和技术服务业
佛山市巨鑫珠宝有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市顺德区精锐电池科技有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市金常来不锈钢有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
佛山市顺德区成田橡胶制品有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东亿龙电器科技有限公司	有限责任公司 (港澳台法人独资)	M(中型)	制造业
佛山市远景涛汇电机有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区远诚电气有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区南威浦金属实业有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区悍高家具制品有限公司	有限责任公司 (自然人投资或控股的法人独资)	M(中型)	制造业

佛山市顺德区容桂万喜电器燃气具有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山西艺家具有限公司	有限责任公司 (港澳台法人独资)	S(小型)	制造业
佛山市顺德区骏达电子有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
佛山市顺德区齐奎纸箱有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区津津食品有限公司	有限责任公司 (自然人独资)	S(小型)	制造业
佛山市顺德区哥顿酒店有限公司	有限责任公司 (自然人投资或控股)	M(中型)	住宿和餐饮业
佛山丝润纺织有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
鹰美 (佛山) 制衣有限公司	有限责任公司 (外商投资企业法人独资)	M(中型)	制造业
佛山市软通动力科技有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	信息传输、软件和信息技术服务业
佛山市海欣光电科技有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东合胜热能科技有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	科学研究和技术服务业
佛山市顺德区惠尔电器制品有限公司	有限责任公司 (外国法人独资)	S(小型)	制造业
佛山市顺德区万佳泓不锈钢制品有限公司	有限责任公司 (自然人投资或控股)	XS(微型)	制造业
佛山市顺德区勒流港货柜码头有限公司	其他有限责任公司	S(小型)	交通运输、仓储和邮政业
佛山市顺德区永业塑包装有限公司	有限责任公司 (自然人投资或控股)	M(中型)	批发和零售业
佛山市顺德区百汇明家具配件有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区北涌镇宝盛电子有限公司	有限责任公司 (自然人投资或控股)	M(中型)	制造业
广东顺德人资企业管理有限公司	有限责任公司 (自然人投资或控股)	M(中型)	租赁和商务服务业
佛山市顺德区易拓电器配件有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
平安银行股份有限公司佛山分行	其他股份有限公司分公司 (上市)	-	金融业
广东顺威精密塑料股份有限公司顺德模具分公司	股份有限公司分公司 (上市、自然人投资或控股)	-	制造业
佛山市万鹿鸣科技有限公司	有限责任公司 (自然人投资或控股)	XS(微型)	科学研究和技术服务业
广东和融物业服务服务有限公司	有限责任公司 (外商投资企业法人独资)	S(小型)	房地产业
佛山市顺德区酷杰环境工程有限公司	有限责任公司 (自然人独资)	M(中型)	水利、环境和公共设施管理业
广东彤日园林环境工程有限公司	有限责任公司 (自然人投资或控股)	S(小型)	建筑业
广东顺腾企业管理有限公司	有限责任公司 (自然人独资)	M(中型)	租赁和商务服务业
北京百度智图科技有限公司佛山分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	科学研究和技术服务业
佛山市顺德区美的酒店管理有限公司顺德美的万豪酒店	有限责任公司分公司 (自然人投资或控股的法人独资)	-	住宿和餐饮业
佛山市顺德区本宁电子有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
广东电网有限责任公司佛山顺德供电局	有限责任公司分公司 (自然人投资或控股的法人独资)	-	电力、热力、燃气及水生产和供应业
中国移动通信集团广东有限公司佛山分公司	有限责任公司分公司 (外商投资企业法人独资)	-	信息传输、软件和信息技术服务业
广东顺德农村商业银行股份有限公司均安支行	股份有限公司分公司 (非上市、自然人投资或控股)	-	金融业
保利物业服务股份有限公司顺德分公司	其他股份有限公司分公司 (非上市)	-	房地产业
佛山市迪源汽车贸易有限公司	有限责任公司 (自然人投资或控股)	S(小型)	批发和零售业
公诚管理咨询有限公司第六分公司	有限责任公司分公司 (非自然人投资或控股的法人独资)	-	租赁和商务服务业
深圳市科陆电子科技股份有限公司佛山分公司	其他股份有限公司分公司 (上市)	-	制造业
周生 (中国) 商业有限公司佛山分公司	分公司	-	批发和零售业
广东顺德农村商业银行股份有限公司乐从支行	股份有限公司分公司 (非上市、自然人投资或控股)	-	金融业
广东顺德农村商业银行股份有限公司大良支行	股份有限公司分公司 (非上市、自然人投资或控股)	-	金融业
佛山市顺德区宏港金属制品有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市宏建物业管理有限公司	有限责任公司 (自然人投资或控股)	S(小型)	批发和零售业
佛山司昌科技有限公司	有限责任公司 (外商投资企业法人独资)	XS(微型)	科学研究和技术服务业
佛山市顺德区冠力人力资源服务有限公司	有限责任公司 (自然人投资或控股)	M(中型)	租赁和商务服务业
佛山市顺德区磊鸿机械有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
碧桂园生活服务集团股份有限公司容桂分公司	股份有限公司分公司 (外商投资企业投资)	-	房地产业
广东省广播电视网络股份有限公司佛山顺德分公司	其他股份有限公司分公司 (非上市)	-	信息传输、软件和信息技术服务业
广东伟经日用五金制品有限公司伦敦货架分公司	分公司	-	制造业
中国移动通信集团广东有限公司顺德分公司	有限责任公司分公司 (外商投资企业法人独资)	-	信息传输、软件和信息技术服务业
广东顺德农村商业银行股份有限公司杏坛支行	股份有限公司分公司 (非上市、自然人投资或控股)	-	金融业
美智光电科技股份有限公司广东分公司	股份有限公司分公司 (非上市、自然人投资或控股)	-	科学研究和技术服务业
佛山市华声电子装配有限责任公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	制造业
佛山市顺德区大良车城埃安汽车销售服务有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	批发和零售业
中建二局集团华南有限公司佛山分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	建筑业
广东罗浮宫国际家具博览中心有限公司佛山罗浮宫酒店	有限责任公司分公司 (自然人投资或控股)	-	住宿和餐饮业
佛山市青瑞不锈钢有限公司	有限责任公司 (自然人投资或控股的法人独资)	S(小型)	科学研究和技术服务业
保利 (佛山) 物业服务服务有限公司顺德分公司	其他有限责任公司分公司	-	房地产业
佛山市青三时代钢业有限公司	有限责任公司 (自然人投资或控股)	S(小型)	批发和零售业
广东碧深电器销售有限公司	有限责任公司 (自然人独资)	S(小型)	批发和零售业
广州珠江城市管理服务集团股份有限公司顺德分公司	其他股份有限公司分公司 (非上市)	-	租赁和商务服务业
佛山市格皓电子技术有限公司	有限责任公司 (非自然人投资或控股的法人独资)	M(中型)	科学研究和技术服务业
广东南油对外服务有限公司顺德分公司	其他有限责任公司分公司	-	租赁和商务服务业
佛山市顺德区保利房地产有限公司佛山新城酒店管理分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	租赁和商务服务业

佛山市佰润建材有限公司	有限责任公司 (自然人投资或控股)	S(小型)	制造业
佛山市顺德区博派汇骏达物流有限公司	有限责任公司 (自然人投资或控股)	S(小型)	交通运输、仓储和邮政业
佛山市顺德区宝兴酒店有限公司新世界酒店	分公司	-	住宿和餐饮业
广东龙光集团物业管理有限公司顺德分公司	有限责任公司分公司 (自然人投资或控股)	-	房地产业
青岛海信国际营销股份有限公司顺德分公司	其他股份有限公司分公司 (非上市)	-	租赁和商务服务业
佛山市钜拓模具科技有限公司	有限责任公司 (自然人独资)	M(中型)	科学研究和技术服务业
佛山市顺德区盈致智慧城市环境服务有限公司	有限责任公司 (非自然人投资或控股的法人独资)	S(小型)	水利、环境和公共设施管理业
广东中奥物业管理有限公司佛山第二分公司	分公司	-	房地产业
中国石化销售股份有限公司广东佛山顺德石油分公司	分公司	-	批发和零售业
佛山市丰胜劳务服务有限公司	有限责任公司 (自然人投资或控股)	S(小型)	租赁和商务服务业
佛山市顺德区均安镇得圣餐饮有限公司	有限责任公司 (自然人投资或控股)	S(小型)	住宿和餐饮业
广东邮电人才服务有限公司顺德服务部	有限责任公司分公司 (自然人投资或控股的法人独资)	-	租赁和商务服务业
佛山市祥道咨询服务有限公司	有限责任公司 (自然人独资)	S(小型)	租赁和商务服务业
佛山市顺德区恒顺杰电子有限公司北滘禧涌分公司	有限责任公司分公司 (自然人独资)	-	制造业
中智广州经济技术合作有限公司顺德分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	租赁和商务服务业
吉安伊戈尔电气有限公司广东分公司	其他有限责任公司分公司	-	制造业
广东民企人力资源开发服务中心有限公司顺德分公司	有限责任公司分公司 (自然人投资或控股)	-	租赁和商务服务业
佛山市顺德区海骏达酒店有限公司海骏达广场分公司	其他有限责任公司分公司	-	住宿和餐饮业
安徽伯渡劳务服务有限公司顺德分公司	有限责任公司分公司 (非自然人投资或控股的法人独资)	-	租赁和商务服务业
佛山市顺德区保安服务有限公司大良分公司	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
福建邦世服务外包有限公司佛山分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	租赁和商务服务业
广东百威电子有限公司顺德第二分公司	其他有限责任公司分公司	-	制造业
佛山市先威人力资源保障服务有限公司顺德分公司	有限责任公司分公司 (自然人投资或控股)	-	租赁和商务服务业
百胜餐饮 (广东) 有限公司顺德嘉信餐厅	分公司	-	住宿和餐饮业
江苏今元人才科技有限公司佛山顺德分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	科学研究和技术服务业
爱玛客服务产业 (中国) 有限公司顺德分公司	分公司	-	房地产业
广东天天商场有限公司均安商场	有限责任公司分公司 (自然人投资或控股)	-	制造业
广州绿高社区居民服务有限公司顺德分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	居民服务、修理和其他服务业
广东天天商场有限公司北滘天天商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
东莞市园林绿化工程有限公司佛山顺德分公司	有限责任公司分公司 (自然人投资或控股)	-	居民服务、修理和其他服务业
广东星巴克咖啡有限公司顺德大良东乐路店	分公司	-	住宿和餐饮业
广州不木人力资源有限公司佛山顺德分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	租赁和商务服务业
广东天天商场有限公司物流商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
广东天天商场有限公司伦敦天天商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
广东天天商场有限公司大良新世界商场	内资分公司	-	批发和零售业
广东天天商场有限公司大良分公司	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
深圳睿智企业管理服务有限公司顺德分公司	有限责任公司分公司 (自然人投资或控股的法人独资)	-	租赁和商务服务业
广东天天商场有限公司大良东康商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
广东天天商场有限公司大良桂峰商场	内资分公司	-	批发和零售业
广东天天商场有限公司容桂天天商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
东莞市前锦众程人力资源有限公司顺德分公司	其他有限责任公司分公司	-	租赁和商务服务业
广东天天商场有限公司勒流名铸商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
广东特丽洁环境工程有限公司龙江分公司	有限责任公司分公司 (自然人投资或控股)	-	水利、环境和公共设施管理业
广州越秀物业发展有限公司顺德分公司	分公司	-	房地产业
广东天天商场有限公司伦敦大成商场	有限责任公司分公司 (自然人投资或控股)	-	批发和零售业
安徽省鸿翎供应链有限公司佛山分公司	有限责任公司分公司 (非自然人投资或控股的法人独资)	-	租赁和商务服务业