European study of stereotypes and the perception of gender equality in global corporations

Summary of results from European companies

April 2018
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- The populations studied
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Our methodology

<table>
<thead>
<tr>
<th>A survey of perceptions:</th>
<th>Questionnaire completed online:</th>
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</thead>
<tbody>
<tr>
<td>– stereotypes men and women have of men and women</td>
<td>– By men and women, managers and senior executives</td>
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<tr>
<td>– perceptions of gender parity and discrimination</td>
<td>– At 4 global companies (L’Oréal, Oracle, Engie, BNPP)</td>
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<td></td>
<td>– across 3 European countries (Germany, France, Italy)</td>
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Our research question

What are the obstacles to women’s professional development?
How can we improve gender parity at all levels?

How this study innovates:
- Differences in perception analyzed by age range and by sex
- Stereotypes analysed by hierarchical levels
- Comparisons by country
- University validation
Survey response

- Nearly 2,400 responses
  - Roughly 1,000 in France of which 72% women and 28% men
  - Roughly 400 in Germany of which 53% women and 47% men
  - Roughly 1,000 in Italy of which 49% women and 51% men

- A comparative study by country and by company
  - A global report
  - Country-specific reports
  - Company-specific reports
  - Each company can benchmark its culture with the global norm

- Special Focus on:
  - Stereotypes
  - and the perception of an equality culture in companies
Who were the respondents?

Gender mix of the sample
59% women and 41% men

Marital Status
18% of the women were single and 37% childless (48% in Germany)
12% of the men were single and 24% childless (26% in Germany)

Profile
66% of the women and 42% of the men work in support functions;
34% of the women and 58% of the men work in operational or front-line jobs;
40% of the women and 45% of the men are managers;
92% of the women and 99.5% of the men work full-time.
Gender stereotypes in Europe

Stereotypes were measured by presenting a set list of 15 words; respondents ticked one or several words to complete the sentences, “Women/ Men are…”

Women are:
- organised
- pragmatic
- good listeners
- They are not: authoritarian

Men are:
- career-minded
- political
- strategic
- They are not: good listeners & intuitive

Women senior executives are:
- pragmatic
- tenacious
- career-minded
- They are not: good listeners

Male senior executives are:
- career-minded
- political
- strategic
- leaders
- They are not: good listeners & intuitive

• In Green: most cited words, in order of frequency
• In Red: less cited words (less than 15%)
• In bold: words cited by over 50% of respondents
Analysing gender stereotypes

Stereotypes are similar in the 3 countries
The differences are:

- **France**: Stereotypes vary depending on hierarchical levels. Women senior executives are perceived as being quite different from women in general, similar to men. There is a fundamental opposition between clichés of women in general and senior executives.

- **Italy & Germany**: Stereotypes do not vary according to hierarchical level. Women and women senior executives are perceived in the same way.

- **Germany**: Women are career-minded, but not authoritarian

- **Italy**: Women tenacious and poor listeners
Explanations for perceptions of women senior executives

- self-censorship
- jokes about women
- Fewer women seek power
- women promoted due to affirmative action policies

The reasons for masculinization of women vary from country to country, for example self-censorship is less present in Italy. In Italy, women senior executives rarely perceive such masculinization.
The perception of engagement in companies

Globally little difference in perception. Women are systematically more demanding than men by 1 to 2 points.

The responses that stand out are the following questions:

- *Perception of the engagement of senior executives as seen by their actions?*
  Men: 7/10  Women: 5/10

- *Perception of fighting against discrimination?*
  Men: 8/10  Women: 6/10

- *Perception of the objectivity of assessment criteria for promotion?*
  Men: 6/10  Women: 5/10
Work-life balance

Not a gender issue

Work-life balance possible: 80% say Yes

Difficulties exist for over 50%
- Women balance their lives a little less (-7 points)
- A minority prioritise family life: 7% of men, 10% of women
- Germany:
  - Only 73% of women achieve work-life balance (80% in Italy & in France)
  - Some prioritise work: 22% of women, 15% of men
  - 48% of women childless compared to 25 to 30% elsewhere

Work takes up too much time: 60% say Yes
- Work intrudes too much in their family live for 58% of men, 62% of women
- Over 50% of men & women feel guilty for spending too little time with their family
Company experience

- **Pride in belonging**
  65% of women and 72% of men recommend their company (rates higher by 10 points in Italy)
  73% of both men and women are proud of their job

- **The feeling of discrimination varies widely depending on gender and country**
  Victims of discrimination?
  27% of women o/w 13% several times (40% in France)
  11% of men o/w 5% several times (5% of victims in Germany)
The perception of equality varies with gender

<table>
<thead>
<tr>
<th></th>
<th>Men (%) of YES</th>
<th>Women (%) of YES</th>
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<tbody>
<tr>
<td>Being a man or a woman is an important recruitment criteria</td>
<td>14%</td>
<td>33%</td>
</tr>
<tr>
<td>With equal competencies, men are better paid than women</td>
<td>30%</td>
<td>73%</td>
</tr>
<tr>
<td>Women have equal opportunities for internal promotion</td>
<td>70%</td>
<td>40%</td>
</tr>
<tr>
<td>We hear jokes about women</td>
<td>15%</td>
<td>27%</td>
</tr>
<tr>
<td>Women are consulted as much as men for important decisions</td>
<td>75%</td>
<td>51%</td>
</tr>
<tr>
<td>It’s harder for women to become senior executives</td>
<td>31%</td>
<td>66%</td>
</tr>
<tr>
<td>Women are often favorized due to the affirmative action policy</td>
<td>29%</td>
<td>22%</td>
</tr>
<tr>
<td>Competent people are promoted regardless of their gender</td>
<td>56%</td>
<td>35%</td>
</tr>
<tr>
<td>I have enough opportunity to work on projects that are important for my career development</td>
<td>57%</td>
<td>46%</td>
</tr>
<tr>
<td>I have enough opportunities to excel</td>
<td>55%</td>
<td>47%</td>
</tr>
</tbody>
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An equality culture?

Large gaps between men’s & women’s perceptions found in all countries

France: a culture of equality less favourable for

- Remuneration
- Career development
- Lack of exemplarity in language
  
  *Jokes about women: heard by over 50% of women
  (only 15% in Germany and in Italy)*

France: affirmative action promoting women noticed more
(40% compared to 15 to 25% elsewhere)

Germany: a culture of equality is felt the most

Over 50% of women perceive equal opportunities for promotions
(less than 30% elsewhere)

Over 65% of women consulted as much as men for important decisions
(38% in France)
The reasons for the glass ceiling differ according to gender

<table>
<thead>
<tr>
<th>Reason</th>
<th>Men</th>
<th>Women</th>
</tr>
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<tbody>
<tr>
<td>As family responsibilities slow down their careers</td>
<td>75%</td>
<td>74%</td>
</tr>
<tr>
<td>As they self-censor or have less confidence in themselves</td>
<td>26%</td>
<td>55%</td>
</tr>
<tr>
<td>As they need to prove themselves more</td>
<td>37%</td>
<td>64%</td>
</tr>
<tr>
<td>As their superiors favor men</td>
<td>33%</td>
<td>50%</td>
</tr>
<tr>
<td>As they are less attracted to power than men</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>As they chose career paths that don’t lead to top management</td>
<td>19%</td>
<td>30%</td>
</tr>
<tr>
<td>As they don’t take enough risks</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>As they need to accept international posts to move upwards</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>As they aren’t confident enough to give opposing opinions in meetings</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>As they cope less well with stress than men</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>
The reasons for the glass ceiling

1st reason: Family constraints
(according to men & women in all countries)
In Germany: cited by 85% of respondents (70 to 75% elsewhere)

Other reasons:

- More than 50% of women:
  - Women need to prove themselves more than men
  - Discrimination against women

- In Germany & in France:
  - Self-censorship: 65% of women (30% in Italy)
  - Women less attracted to power: 35% of women (18% in Italy)
The masculinization of women senior executives

- Women senior executives adopt male behavior: 46% say yes (women & men)

- Perception: women become more career-minded than men and tougher in their management style.

- The perception of masculinization is linked to stereotypes of women senior executives (especially in France)
Opening up to the USA

Main differences with USA
- the lack of an American policy supporting maternity (one of just 3 countries worldwide)
- Life-work balance more difficult in USA and European family policies among the most supportive in the world
Opening up to the USA

Main similarities with the USA*

- Stereotypes of women in Europe and in the USA
- France and the USA: large gap between women and women senior executives
- Same perception of engagement in companies
- Feeling of discrimination (40% in France, 37% in the USA)
- American & European men think the system promotes women more
- American & European women have no intention of leaving their jobs for family reasons

Key takeaways

I Stereotypes

- Men and women have very similar stereotypes in the 3 countries for most of the questions

- Women senior executives often behave like men (senior executive or otherwise)

I Perception of an equality culture in companies

- Little difference between men and women on:
  - Employee engagement
  - Work-life balance

- Marked differences between men and women regarding:
  - Perceptions of why the glass ceiling remains
  - The feeling of discrimination

Summary of the study presented here, detailed results can be found on our website http://women-initiative-foundation.com/fr/accueil/
Greetings

Women Initiative Foundation would like to thank especially:

• Isabelle Kocher, General Manager of ENGIE, who accepted to be the sponsor of this survey,

• The four enterprises who were committed to participate and notably the HR and gender diversity teams who have been instrumental for diffusing the questionnaire,

• Caroline Simard and the Clayman Institute in USA who accepted to share with us similar results collected in the USA,

• Professor Julie Le Cardinal from CentraleSupélec who validated the research results,

• Ines Dauvergne, independent consultant who assisted WIF in formatting the collected data,

• and finally the WIF’s team and Annie Combelles in charge of research and studies for the Foundation.