

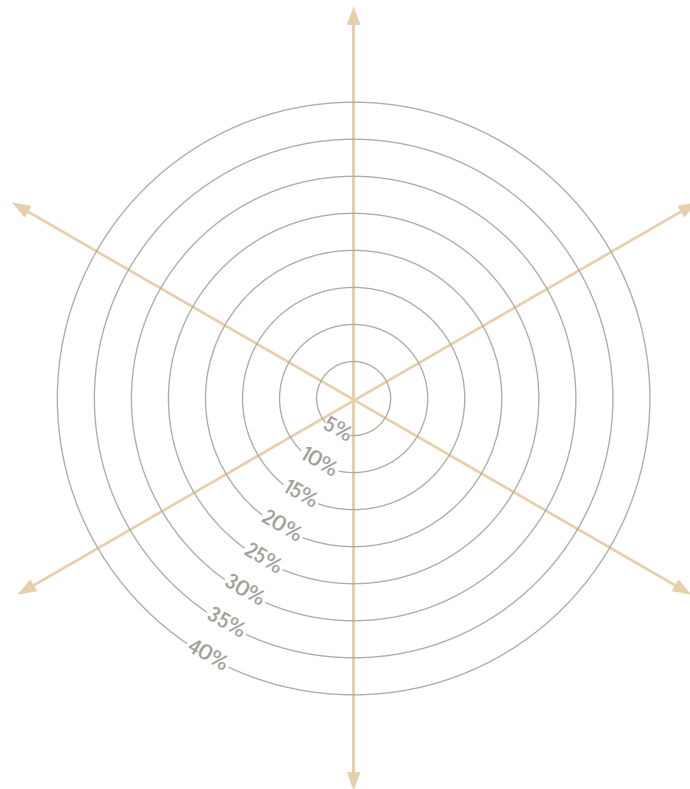
The view of senior women is hardened by experience

81% of senior female employees say their workplace culture presents career advancement challenges for women. This compares with 72% of junior female employees reporting these challenges. Indeed, as many as 50% of senior female employees report they face these challenges 'always' or 'often'.

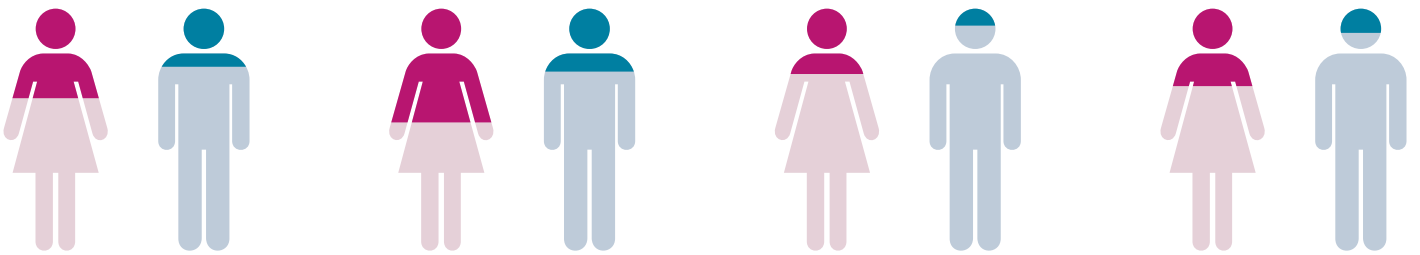
Women of colour report greater barriers to career advancement

56% of women from a Black, Asian and minority ethnic background report greater barriers to career advancement.

3 Gender bias in workplace culture curbs careers



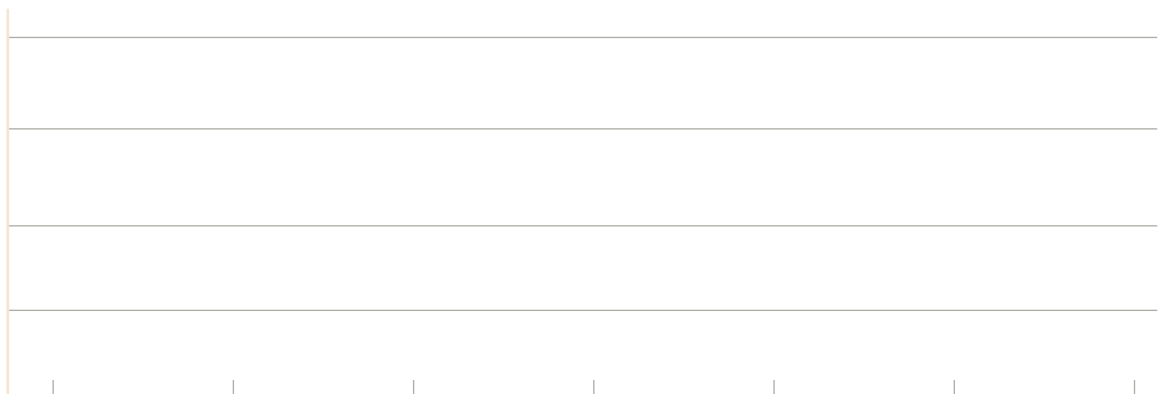
“Our research found it is possible to have a supportive boss and yet still experience sexist behaviour. The results show men and women both practise and experience double standards around gender, so it is a problem for women to address, as well as men. Almost half of men recognise that women face more challenges to career progress. However, men are relatively unaware of the specific ways in which this gender bias plays out for women.”



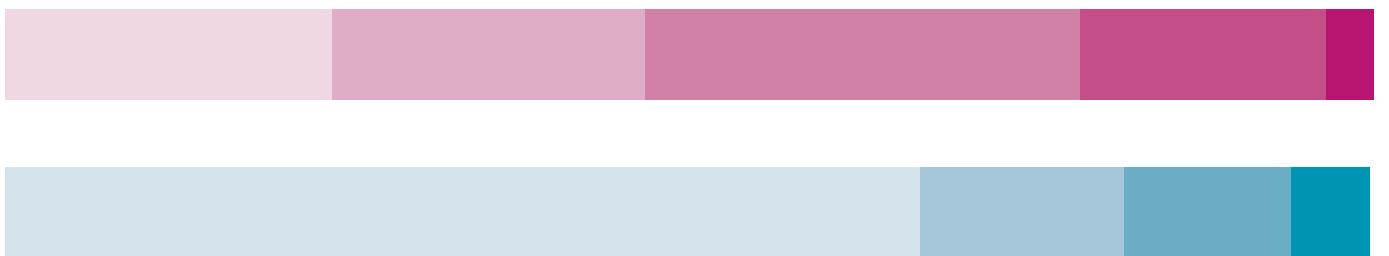
Top seven manifestations of career challenges arising from gender bias

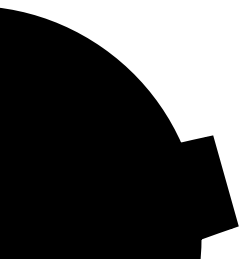
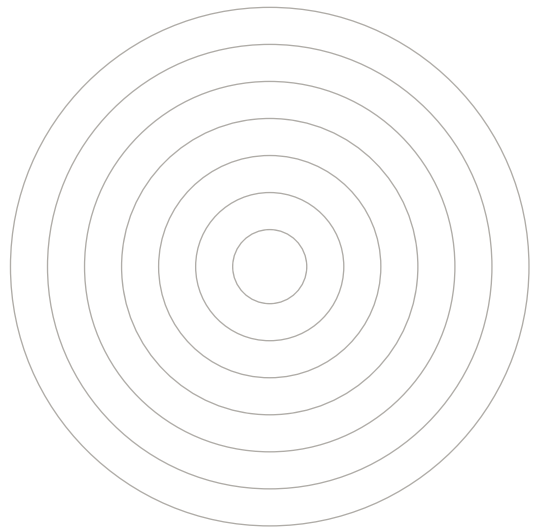
Guided by a literature review of previous academic research⁴, the study asked participants to rank seven specific examples of gender bias in order of priority for immediate action. Both male and female UK employees prioritised women being

judged more negatively when they behave in the same way as men and stereotypical views about women's traits inhibiting women's potential promotion into leadership positions as the most important issues for their organisation to address.



Double standards -

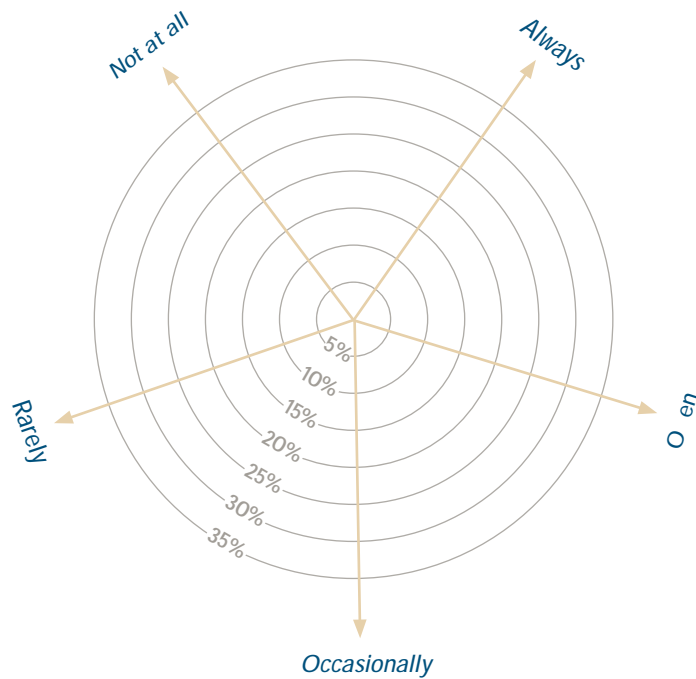




7 Gender bias in workplace culture curbs careers

Conversely, previous academic research⁹ has found that traits highly valued in those seen as potential leaders such as ambition, a single-minded commitment to work and being seen as risk-takers are stereotypically associated with men.

Only 12% of men say that such 'highly valued traits', stereotypically associated with men, have implications for promotion in their workplace 'always' or 'often'. This compares to 32% of women who believe these stereotypical views about male strengths influence promotion decisions 'always' or 'often'.



There is a natural tendency for people (both male and female) to allocate more administrative and less prestigious work to women. Women are more likely to be expected to circulate details for conference calls, take notes, organise...

FEMALE IN PROFESSIONAL SERVICES



Male Partners evaluate based on what they recognise as strengths... characteristics they value in the men around them. For example, women are said not to be 'hungry' enough to succeed.

MALE IN PROFESSIONAL SERVICES



My experience of this is not a difference between men and women, rather that anyone showing the male characteristics are favoured and progress faster and further. Quiet excellence is less likely to be rewarded.

FEMALE IN PUBLIC SECTOR

9. Eagly, A.H. & Karau, S.J. (2002) Role congruity theory of prejudice towards female leaders. Psychological Review, (109) pp. 573-598.; Turban, S., Waber, B., and Freeman, L. October 26th Harvard Business Review (2017)

What next?

Change requires greater awareness of everyday sexism in the workplace. We can all take responsibility for starting conversations and finding answers. Good communication is key.

While unconscious bias exists everywhere each workplace has its own individual culture, so tailored