

Women's Forum Business Executives Survey Data Report

BACKGROUND

An online omnibus survey was fielded among a representative sample of 505 leading U.S. senior decision makers (henceforth referred to as "Business Executives") in March 2017 to showcase male and female business executives' perspectives on how to reach gender parity on boards. Leading senior decision makers were identified as C-level, chairman, head of a division from companies with a mix of industries, services, locations, and representative of work force size. The survey was fielded online by YouGov.

Audience	N=	Field Period
Business Executives	505	March 1, 2017 – March 6, 2017

Data has been rounded, so 'select one' questions = 100%. Whereas, 'select all that apply' questions will add to over 100%.

Segments outlined in report:

Audiences	N=
Total Business Executives	505
Female Business Executives	143
Male Business Executives	362

An asterisk (*) next to a number indicates it is significantly higher than the comparative group.

A (NET) is an unduplicated view at the number of respondents that selected designated attributes [i.e., Limited Professional/Personal Network OR Lack of Experience (NET)]

Responses are ranked by Total column.

MEDIA HIGHLIGHTS

The overwhelming majority of business executives believe board candidate searches should look beyond the C-suite (88%) and having gender parity in the boardroom is good for business (78%)

However, there is less consensus on the current state of gender issues in the boardroom among business executives. Further, there are alarmingly significant differences between how male and female business executives perceive gender issues in the boardroom

Only half of business executives believe gender inequality in the boardroom is a problem (51%), and companies should make gender parity in the boardroom a business priority (59%)

- Female business executives are significantly more likely than male business executives to agree gender inequality in the boardroom is a problem (74%* vs. 43%)

Moreover, only half (52%) of business executives believe they have a personal responsibility in helping achieve gender parity in the boardroom.

- Less than half of male business executives (48%) agree that they have a personal responsibility in helping achieve gender parity in the boardroom, significantly less than female business executives (61%*)

Men are significantly more likely than women to report that gender parity in boardrooms and the C-suite has already happened

- Male business executives are significantly more likely than female business executives to report gender parity in boardrooms has already happened (30%* vs. 15%)
- Male business executives are significantly more likely than female business executives to report gender parity in the C-suite has already happened (30%* vs. 17%)

Men are also significantly less likely to report there are not enough women leaders to have boardroom diversity at companies

- 49% of male business executives agree that there are not enough women leaders to have boardroom diversity at companies, a significantly lower portion than the 72%* of female business executives who agree

Company culture (44%) and the perception they are more committed to own family than work (33%) are the most commonly reported barriers for women to be considered for boardroom positions

- Female business executives are significantly more likely than male business executives to indicate company culture (57%* vs. 39%) and the perception women are more committed to own family than work (41%* vs. 29%) are major barriers
- Male business executives are significantly more likely than female business executives to report they don't think there are any major barriers for women to be considered for boardroom positions (27%* vs. 17%)

CORE QUESTIONS

For the following set of questions, we would like you to think generally about corporate boardrooms in the United States, and not just that of the organization you currently work for.

1. To what extent do you agree or disagree with each of the following statements? Please select one option on each row.

Top 2 Box Agree [Strongly/Somewhat] [Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
Board candidate searches should look beyond the C-suite (e.g., CEO, CFO, etc.).	88%	90%	87%
There are not enough women leaders to have boardroom diversity at companies.	56%	72%*	49%
Gender inequality in the boardroom is a problem.	51%	74%*	43%

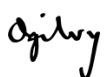
Base: All US Business Executives

2. In general, which, if any, of the following do you think are major barriers for women to be considered for boardroom positions? Please select all that apply.

[Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
ANY (NET)	76%	83%*	73%
Limited Network (NET)	57%	64%*	54%
Lack of Support (NET)	48%	57%*	45%
Lack of Mentor/Sponsor (NET)	34%	38%	32%
Lack of Experience (NET)	21%	17%	23%
Lack of Personal Relationships (NET)	18%	20%	16%
Company culture (i.e., men choosing men for advancement opportunities, “the old boys club”)	44%	57%*	39%
Perceived as more committed to own family than work	33%	41%*	29%
Lack of support from direct manager/supervisor	28%	34%	25%
Lack of support from colleagues	28%	37%*	24%
Lack of visibility (i.e., not top of mind for advancement opportunities)	27%	39%*	23%
Lack of sponsor(s) (i.e., someone who advocates on behalf of women)	25%	27%	25%
Lack of mentor(s) (i.e., someone who offers support/advice to women)	22%	27%	20%
Lack of operating/financial experience	16%	11%	17%
Lack of crisis management experience	12%	10%	13%
Lack of personal relationships to vouch for their qualifications	11%	14%	10%
Lack of personal relationships to vouch for their trustworthiness	11%	13%	10%
Other	3%	2%	3%
Not applicable – I don't think there are any major barriers for women to be considered for boardroom positions	24%	17%	27%*

Base: All US Business Executives

Any NET includes all answer options except “not applicable”



Limited Network NET includes lack of personal relationships to vouch for their qualifications, lack of personal relationships to vouch for their trustworthiness, lack of support from colleagues, company culture, lack of mentors, lack of sponsors, and lack of support from direct manager/supervisor

Lack of Mentor/Sponsor NET includes lack of mentors, lack of sponsors

Lack of Support NET includes lack of support from colleagues and lack of support from direct manager/supervisor

Lack of Experience NET includes lack of crisis management experience and lack of operating/financial experience

Lack of Personal Relationships NET includes lack of personal relationships to vouch for their qualifications and lack of personal relationships to vouch for their trustworthiness

3. To what extent do you agree or disagree with each of the following statements? Please select one option on each row.

Top 2 Box Agree [Strongly/Somewhat] [Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
Having gender parity in the boardroom is good for business.	78%	88%*	74%
Companies should make gender parity in the boardroom a business priority	59%	79%*	51%
I have a personal responsibility in helping achieve gender parity in the boardroom.	52%	61%*	48%

Base: All US Business Executives

4. Please indicate whether you believe each of the following will happen in your lifetime, will not happen in your lifetime, or has already happened. Please select one option on each row.

Gender parity in boardrooms [Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
Possible NET	68%	62%	70%
Will Happen in my lifetime	42%	47%	40%
Will Not Happen in my lifetime	32%	38%	30%
Has Already Happened	26%	15%	30%*

Base: All US Business Executives

Gender parity in the C-suite [Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
Possible NET	68%	66%	69%
Will Happen in my lifetime	42%	49%*	39%
Will Not Happen in my lifetime	32%	34%	31%
Has Already Happened	26%	17%	30%*

Base: All US Business Executives

Eliminate the gender pay gap (i.e., difference between men's and women's wages and salaries in the same position) [Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
Possible NET	68%	60%	71%*
Will Happen in my lifetime	38%	44%	36%
Will Not Happen in my lifetime	32%	40%*	29%
Has Already Happened	30%	16%	35%*

Base: All US Business Executives

5. Which, if any, of the following do you think women need for gender parity on corporate boards to be reached? Please select all that apply.

[Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	505	143	362
Any (NET)	74%	85%*	70%
Support (NET)	59%	67%*	55%
Career Development/Advancement (NET)	52%	65%*	47%
Personal/Professional Networks (NET)	38%	43%	36%
Strong support from male executives	40%	48%*	36%
More women in leadership positions	38%	54%*	32%
Eliminating the perception that men are more effective leaders than women	38%	52%*	32%
Supportive company culture (i.e., having corporate initiatives that support career progression)	38%	47%*	34%
Equality in career-advancement opportunities	36%	48%*	31%
Strong support from female executives	32%	37%	30%
Changing the current status quo	30%	41%*	25%
Greater access to senior leadership	28%	37%*	24%
Leadership training	24%	28%	23%
Clear formal path to the top	24%	34%*	19%
Support from family	21%	20%	22%
External professional networks	14%	15%	14%
Large personal networks	13%	14%	13%
Other	4%	1%	5%
Not applicable – I think gender parity on corporate boards already exists	26%	15%	30%*

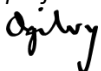
Base: All US Business Executives

Any NET includes all answer options except “not applicable”

Support NET includes supportive company culture, strong support from male executives, strong support from female executives, and support from family

Career Development/Advancement NET includes equality in career-advancement opportunities, leadership training, and clear/formal path to the top

Personal/Professional Networks NET includes large personal networks, greater access to senior leadership, and external professional networks



6. Which, if any, of the following do you think women need for gender parity on corporate boards to be reached? Please select all that apply.

[Randomized]	Total Business Executives	Female Business Executives	Male Business Executives
n=	375	122	253
Any (NET)	100%	100%	100%
Support (NET)	78%	78%	78%
Career Development/Advancement (NET)	70%	76%	67%
Personal/Professional Networks (NET)	51%	50%	51%
Strong support from male executives	53%	56%	52%
More women in leadership positions	51%	63%*	45%
Eliminating the perception that men are more effective leaders than women	51%	61%*	46%
Supportive company culture (i.e., having corporate initiatives that support career progression)	51%	55%	49%
Equality in career-advancement opportunities	48%	56%*	44%
Strong support from female executives	43%	43%	43%
Changing the current status quo	40%	49%*	36%
Greater access to senior leadership	38%	43%	35%
Leadership training	33%	33%	33%
Clear formal path to the top	32%	40%*	28%
Support from family	29%	24%	31%
External professional networks	19%	17%	19%
Large personal networks	18%	16%	19%
Other	5%	2%	7%*

Base: All US Business Executives who do not think that gender parity in boardrooms or the C-suite has occurred.

Any NET includes all answer options except “not applicable”

Support NET includes supportive company culture, strong support from male executives, strong support from female executives, and support from family

Career Development/Advancement NET includes equality in career-advancement opportunities, leadership training, and clear/formal path to the top

Personal/Professional Networks NET includes large personal networks, greater access to senior leadership, and external professional networks