

## Facts for CEOs

Gender equality in management positions –  
Myths and reality  
Summary



# The most common myths about gender balance in leadership positions were subjected to data-based analysis (1/2)

**Overview:** The topic of **gender equality in management positions** is gaining increasing recognition worldwide. More and more organizations are actively thinking about how they can **increase** the **percentage of women** in general, and in management positions in particular. But what are the advantages for companies? How does the **current imbalance** manifest itself? And what can be done to **effectively** combat it?

This executive summary aims to give a brief overview of the **most common myths about gender balance** in leadership positions

## Myth

## Reality

### 1 *"The differences will resolve themselves"*

Over time, current trends alone will lead to gender equality

- The increasing proportion of female graduates is not reflected in management positions
- There isn't just one "glass ceiling" – the percentage of women falls with each hierarchy level

### 2 *"Women rarely strive for management positions"*

Women are generally less interested in management positions than men

- Women set themselves high targets
- Women are just as prepared as men to give up some of their private life to gain a management position

# The most common myths about gender balance in leadership positions were subjected to data-based analysis (2/2)

## Myth

### 3 *"Gender equality is just an image thing"*

Gender equality is important for the reputation of a company, but not its performance

## Reality

- Companies with a higher share of women on management boards show better results
- Certain strategically relevant behaviors are adopted by women more often than men
- Collective intelligence increases when more women are part of the team

### 4 *"Only women are given preferential treatment these days"*

Targeted advancement of women disadvantages male staff and is contrary to the principle of merit

- Gender and attractiveness are vital for winning investors
- Women continue to see fewer promotion opportunities than men
- Many men are not aware of the continuing challenges for women

### 5 *"Nothing changes despite the raft of measures"*

Despite the spread of introduced measures, there are no clear successes

- Investing in a range of measures alone does not lead to success
- Only a fraction of the formally introduced measures were implemented properly
- High commitment by the CEO is not automatically reflected at other management levels