



2023 Study

WORK AND CAREER.

EQUAL OPPORTUNITIES FOR ALL?

**Expectations, supervisors and managerial responsibilities.
Women and men in comparison.**

iu
INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

PARITY IN THE WORKPLACE. DREAM OR REALITY?

THE LATEST STUDY BY THE
IU INTERNATIONAL UNIVERSITY OF
APPLIED SCIENCES (IU) SHOWS
WHAT IS IMPORTANT TO EMPLOYEES
AND WHY MANY WOMEN DO NOT WORK
IN LEADERSHIP ROLES.

Equal rights and equal opportunities for all genders. Men and women in Germany have been standing up for this universal human right for more than a century. All genders are equal under the German constitution – however, in real life people and studies still find inequalities such as wage gaps today.

One aspect of equality is parity at work. **Even just a glance at the gender distribution of leadership roles in the IU study makes it clear that men are in the majority. 32.2% of males have management roles, compared to 17.6% of females.**

And yet similar things are important to all genders in their jobs: earning potential, job security and team spirit amongst colleagues.

One interesting takeaway is that 42% of women in a leadership role have a female manager; among men in a leadership role this is only 15%. **Do women promote more women? We asked our expert.** However, the IU study shows that gender makes no difference when it comes to direct supervisors being seen as role models.

When asked why employees want (to return to) a leadership role in future, men and women were mostly in agreement: **above all, they aspire to a higher salary and personal development.**

! MORE FACTS AND FIGURES ON WORK/FAMILY BALANCE CAN BE FOUND IN THE SECOND PART OF THE STUDY: “KIDS AND A CAREER. CAN EVERYONE HAVE BOTH?”.

“Equality in the workplace is worthwhile. It has been scientifically proven that mixed teams of men and women are more successful than teams of all one gender. In addition, equally balanced mixed-gender teams make better decisions, for example because they have a better understanding of users and the market.”



Prof. Dr. Alexandra Wuttig
Chancellor of IU International University
of Applied Sciences and Professor
of Innovation and Entrepreneurship



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WORK AND CAREER. EQUAL OPPORTUNITIES FOR ALL?

FIVE IMPORTANT TAKEAWAYS.

PARITY? LEADERSHIP ROLES ARE ALMOST TWICE AS LIKELY TO BE OCCUPIED BY MEN.

32.2%

of the men surveyed occupy a leadership role.

17.6%

of the women surveyed occupy a leadership role.

THE SAME ASPECTS ARE MOST IMPORTANT TO BOTH MEN AND WOMEN IN THEIR JOBS.

TOP 3

Earning potential, Job security and Team spirit amongst colleagues.

FLEXIBLE WORK MODELS ARE MORE COMMONLY USED BY FEMALE MANAGERS.

42.6%

of women with managerial responsibilities work part time (35 hours or less).

20.0%

of men with managerial responsibilities work part time (35 hours or less).

WOMEN MORE COMMONLY HAVE FEMALE MANAGERS THAN MEN.

42.0%

of women in a leadership role have a female manager.

15.0%

of men in a leadership role have a female manager.

CHILDREN ARE MORE LIKELY TO BE A REASON AGAINST TAKING MANAGERIAL RESPONSIBILITY AMONG WOMEN.

11.4%

of women who have previously occupied a leadership role are not currently in a leadership role due to birth and parenthood.

3.2%

of men who have previously occupied a leadership role are not currently in a leadership role due to birth and parenthood.

EMPLOYEES ON THEIR WORK LIVES.

PREFERENCES AND PATHWAYS.



17.6 Yes

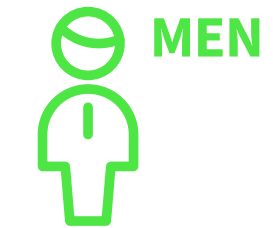
32.2 Yes

WOMEN



82.4
No

67.8
No



MEN

The fact is: men are twice as likely to work in a leadership role as women. This is shown by the representative IU study. One in three men say that they have had a managerial role. Among women, this is true of 17.6%. That means: less than one in five employed women is in a leadership role.

Are you in a leadership role?
In %

WHAT IS IMPORTANT IN A JOB? MEN AND WOMEN (MOSTLY) AGREE.

Earning potential, job security and team spirit amongst colleagues – these are the three most important aspects of a job for both men and women.

What is fundamentally important to you in a job?

In %: percentage of how often the aspect appeared in top 5 rankings; top 8 answers

THE TOP 8 ANSWERS GIVEN BY MEN



THE TOP 8 ANSWERS GIVEN BY WOMEN

A small but interesting difference: Men more commonly cite hard factors such as earning potential. **Women more commonly cite soft factors** such as team spirit amongst colleagues or recognition in their job.



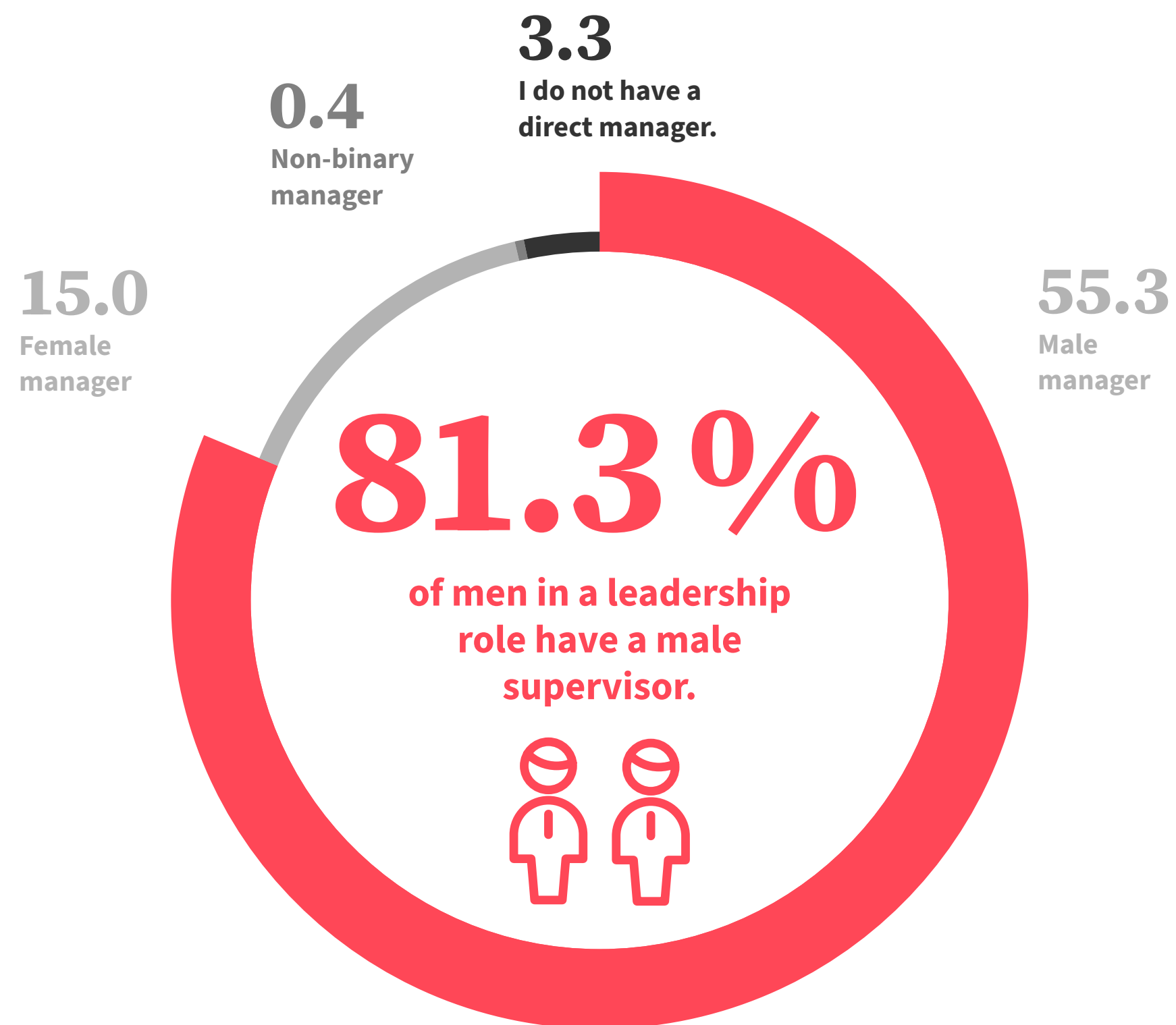
GENDER AND THE ROLE OF SUPERVISORS

MALE, FEMALE, ROLE MODEL?

Women more commonly lead women. This becomes obvious when taking a look at the gender of managers: 42% of women in leadership roles say that their direct supervisor is also a woman. In comparison, only 15% of men in leadership roles have a female manager.

What gender is your direct manager?

In %: only respondents who have a leadership role

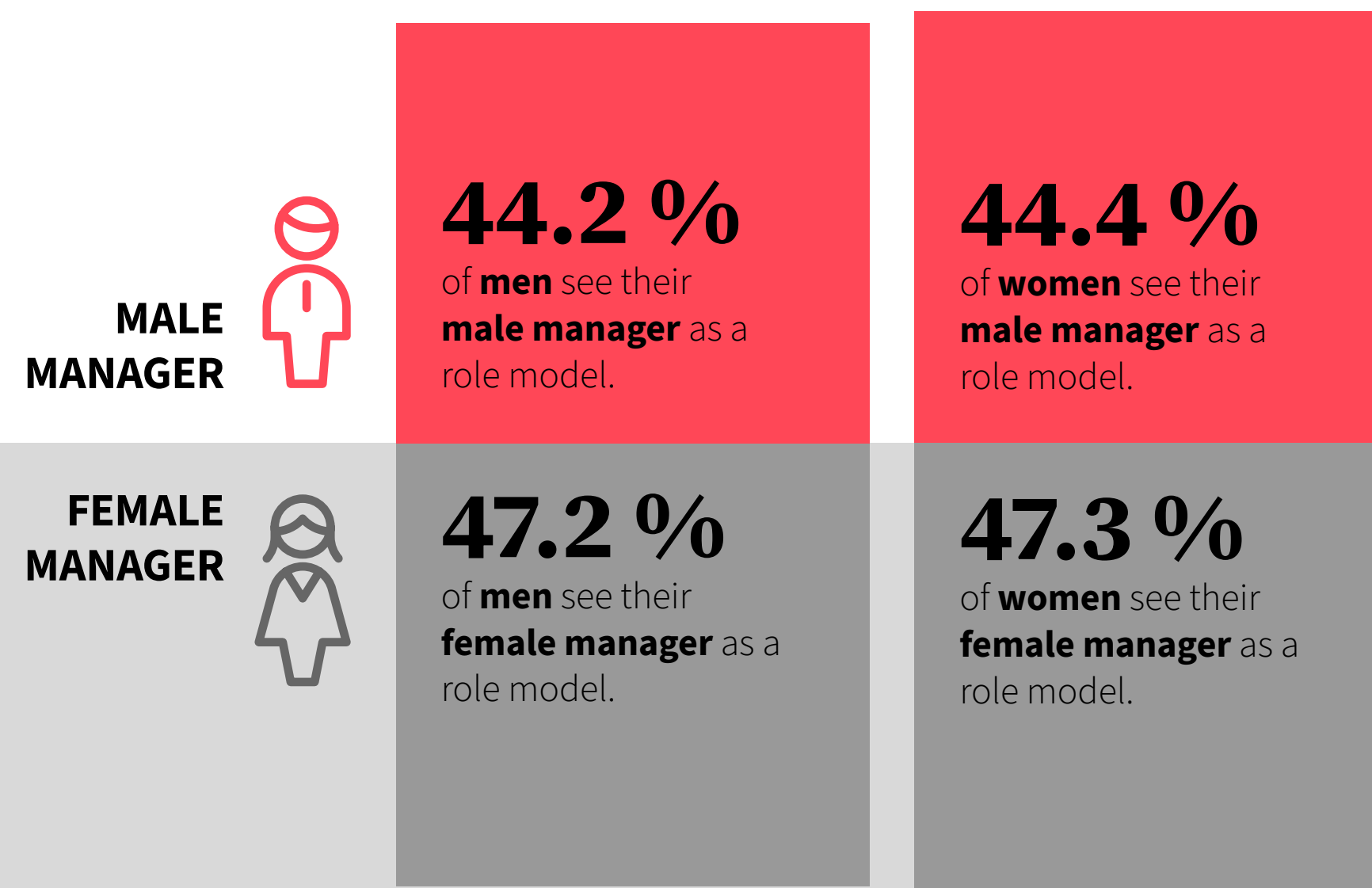


ARE MANAGERS ALWAYS ROLE MODELS? GENDER MAKES NO DIFFERENCE.

80.1% of respondents with a direct manager are satisfied or very satisfied with them. **However, less than half see their direct manager as a role model – regardless of whether they are a man or a woman.**

Do you see your direct manager as a role model?

Only respondents with a direct manager

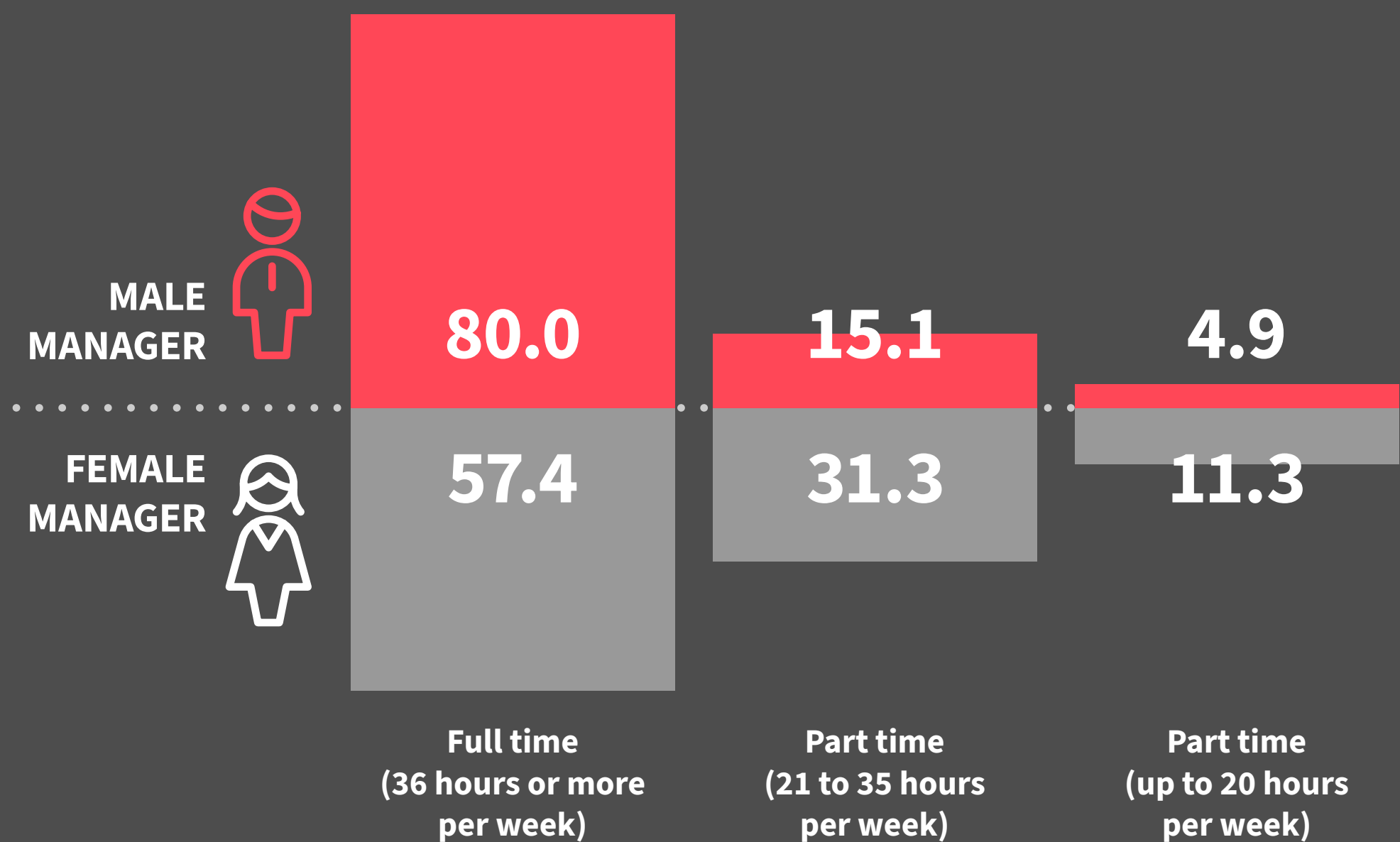


WORKING TIME MODELS FOR MANAGERS. WOMEN MORE COMMONLY LEAD IN A PART-TIME CAPACITY.

Of all the respondents who work in a leadership role, 80% of men and 57.4% of women report working full time. **Part-time managers are less common – and more likely to be female: 42.6% of women in leadership positions work 35 hours per week or less; among men this is true of 20%.**

How many hours are you contracted to work per week?

In %: only respondents who have a leadership role





“ IT SHOULD ALSO
BE POSSIBLE TO LEAD
WITH FLEXIBILITY.”

According to the IU study, far more men work full time in leadership roles as women. The results also show that women more commonly lead women. But in the end, gender is irrelevant. What is crucial is having leadership skills, such being able to inspire and motivate employees. And it should be possible to work flexibly, for both men and women.”

Prof. Dr Alexandra Wuttig

Chancellor of IU International University of Applied Sciences
and Professor of Innovation and Entrepreneurship

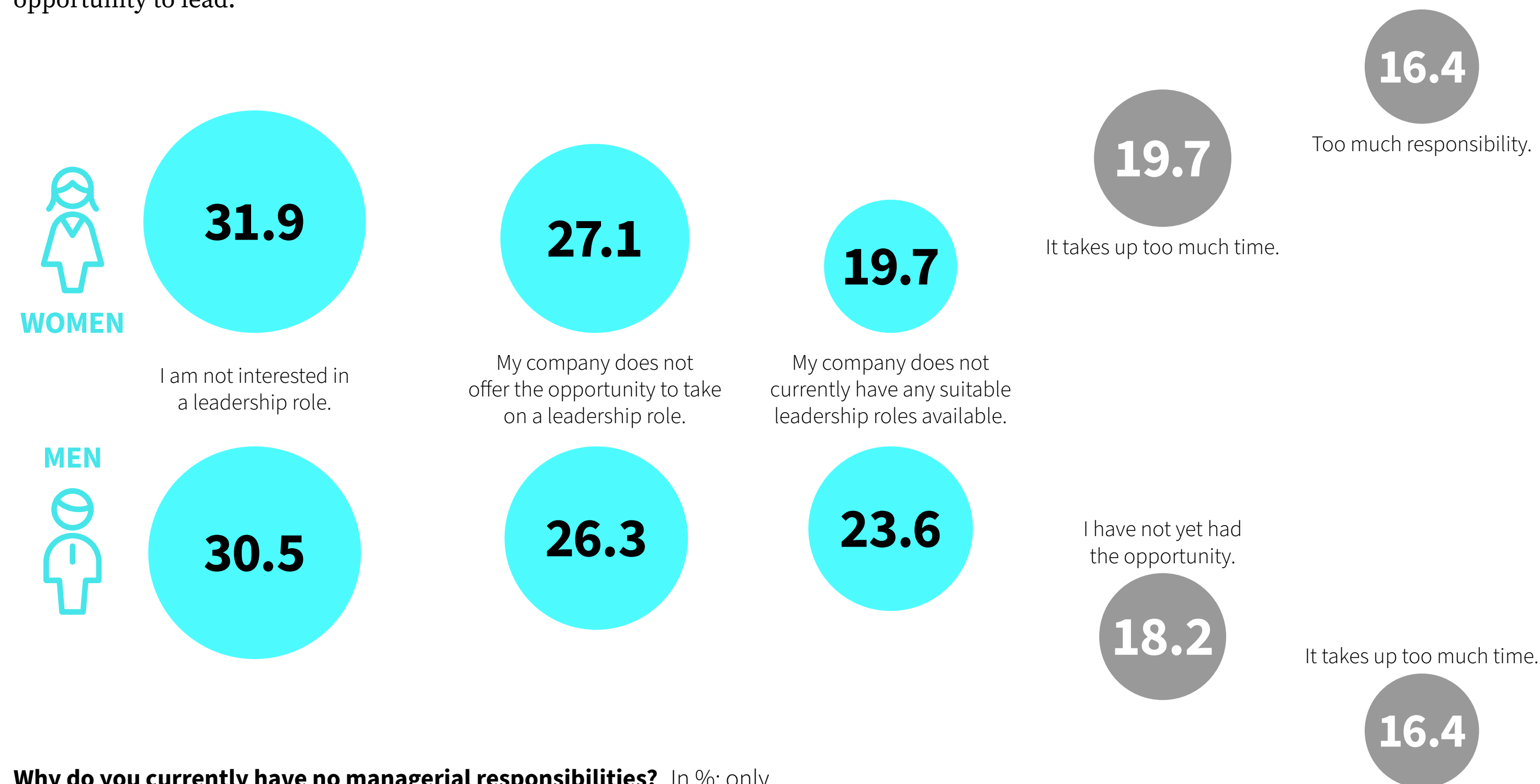
REASONS AND MOTIVATING FACTORS.

LEADERSHIP.

YES, NO, WHY?

When asked why respondents do not currently have managerial responsibility, the most common answer – regardless of gender – was **a lack of interest in a leadership role, followed by a lack of opportunities or leadership roles within the company.**

Other factors that speak against taking on managerial responsibility for women are the amount of time it takes up and the high level of responsibility involved. Men also cited the amount of time the responsibility would take up – and that they have not yet been given an opportunity to lead.

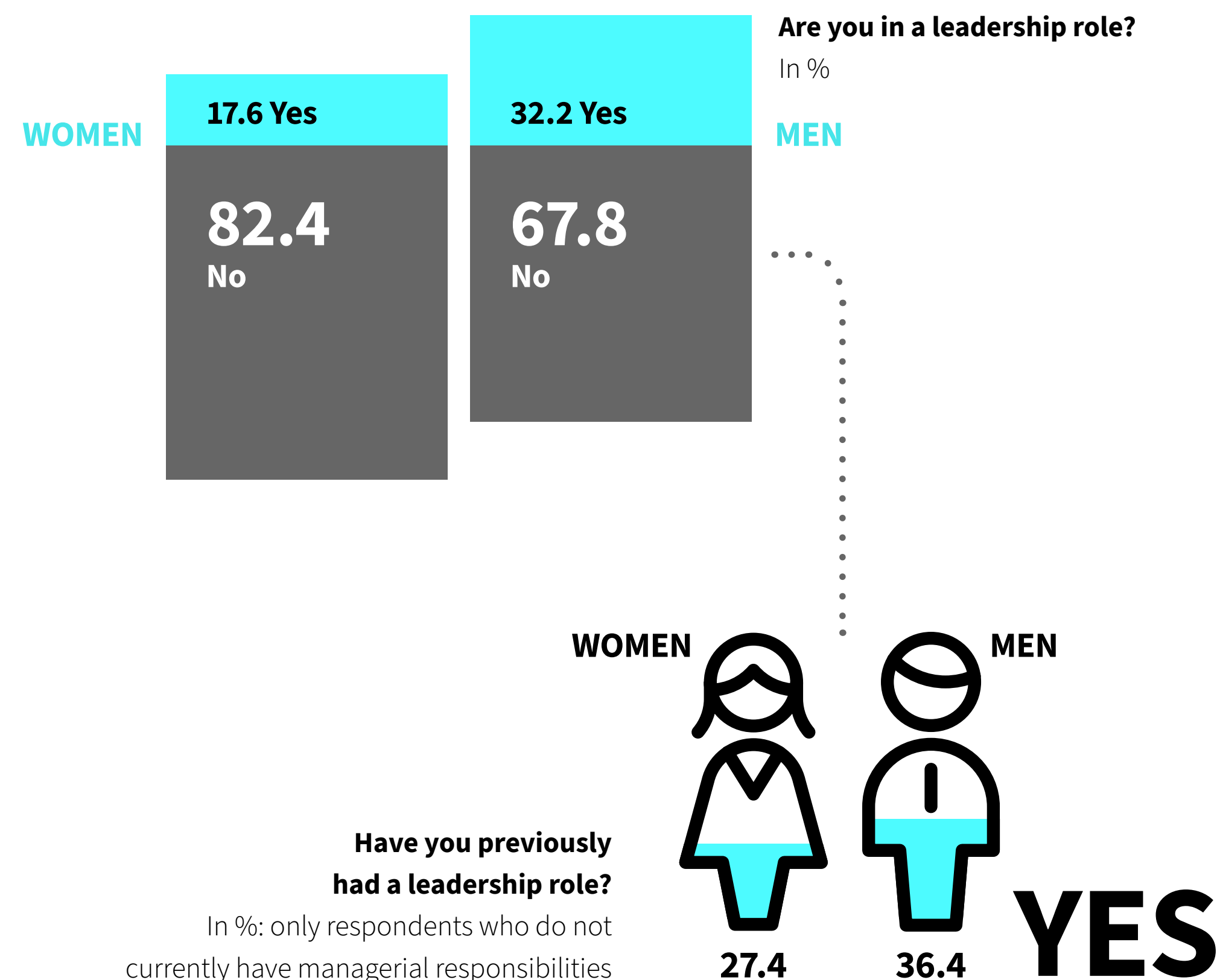


Why do you currently have no managerial responsibilities? In %: only respondents who do not currently have managerial responsibilities; top 5 answers

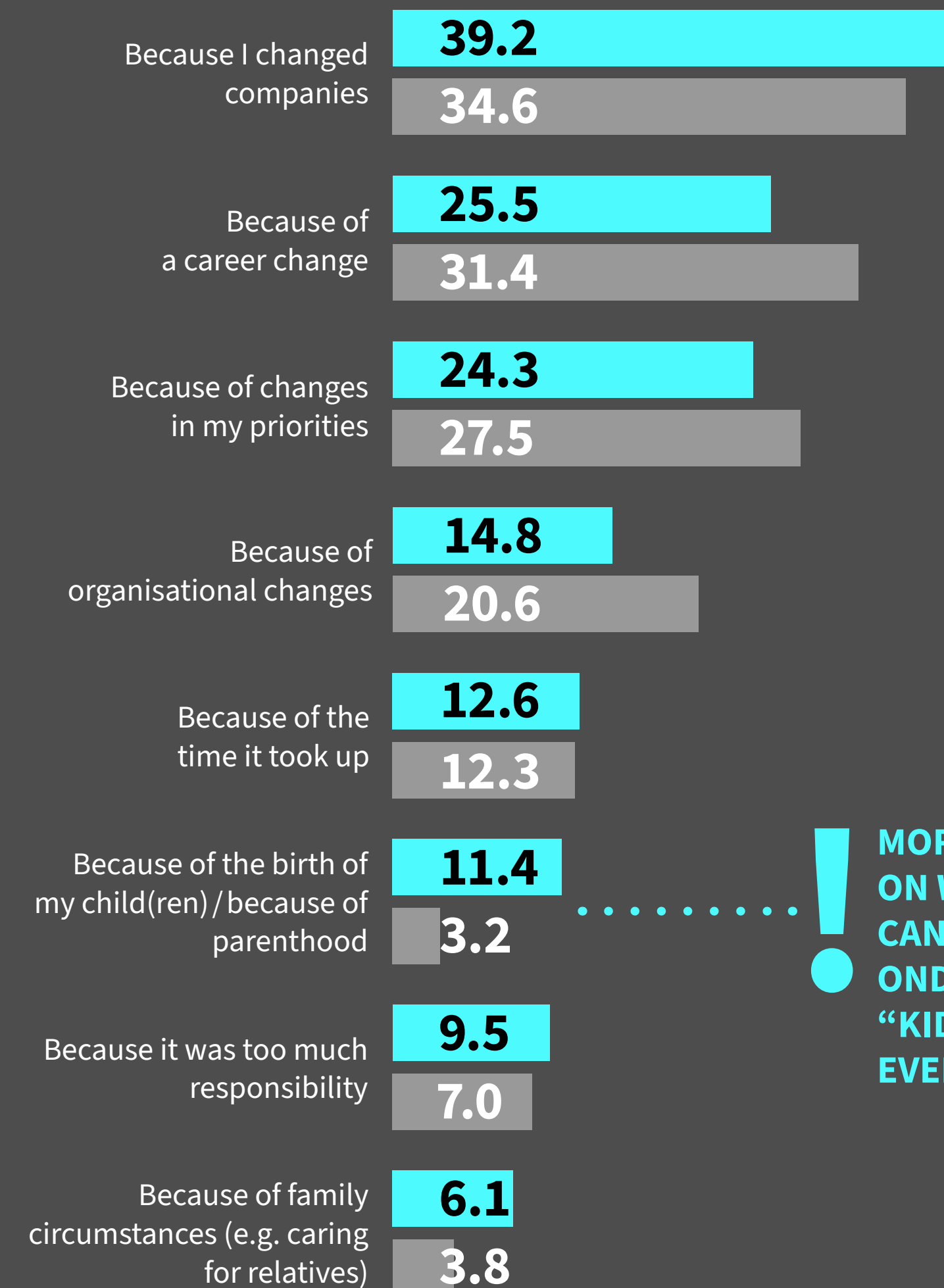


DO KIDS INTERRUPT CAREERS? IT'S MORE LIKELY FOR WOMEN THAN MEN.

27.4% of women and 36.4% of men who do not currently have managerial responsibility have held a leadership role in the past. However, because of professional and/or private reasons this is no longer the case. **What is remarkable about this is that for 11.4% of women the birth of their child(ren) or parenthood plays a crucial role. Only 3.2% of men cited this reason.**



NO MORE MANAGERIAL RESPONSIBILITIES – WHY? A COMPARISON OF MEN AND WOMEN



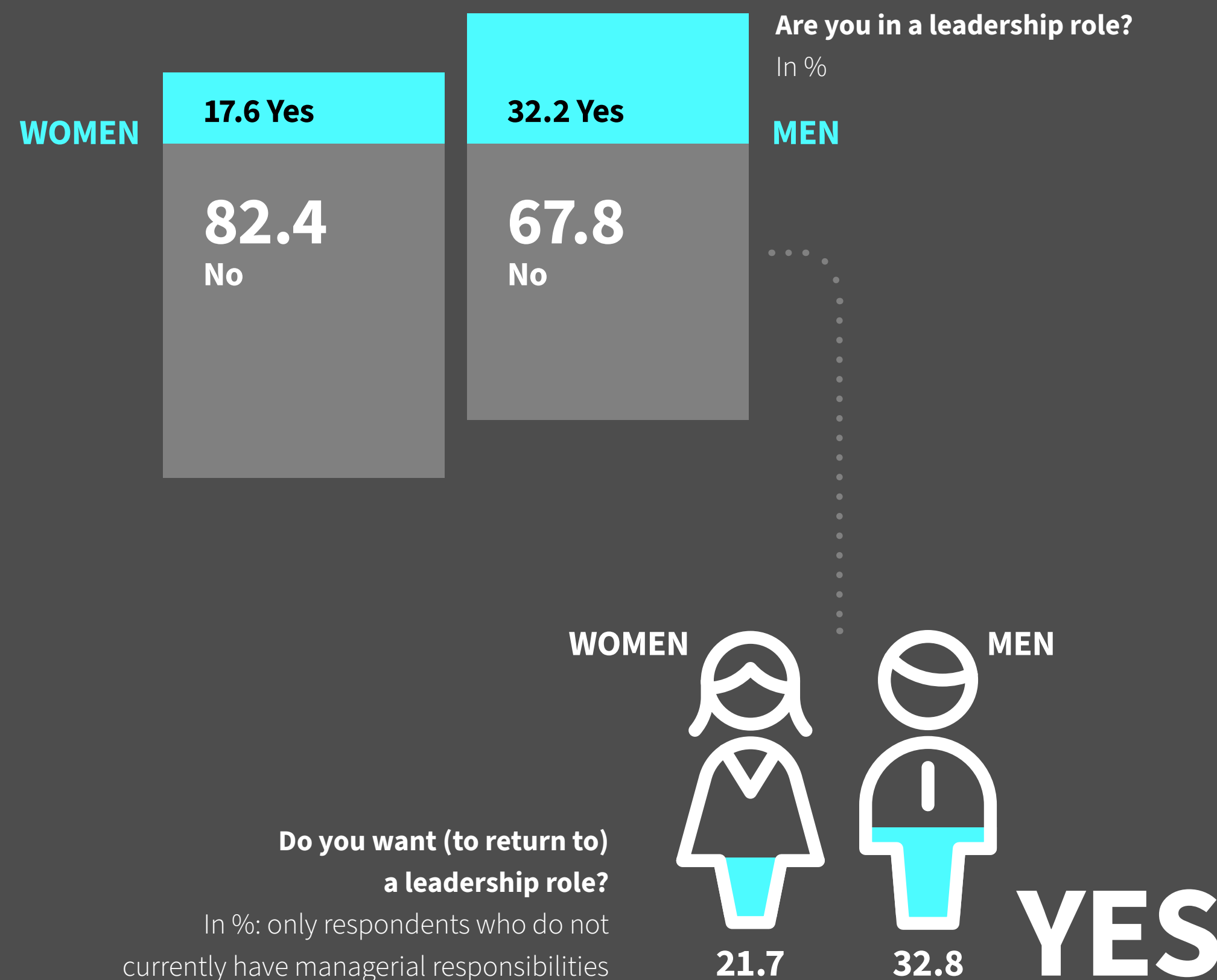
! MORE FACTS AND FIGURES ON WORK / FAMILY BALANCE CAN BE FOUND IN THE SECOND PART OF THE STUDY: "KIDS AND A CAREER. CAN EVERYONE HAVE BOTH?"

Why do you not currently have managerial responsibilities?

In %: only respondents who do not currently have managerial responsibilities, but were in a leadership role in the past; top 8 answers

BACK TO LEADERSHIP. SALARY IS THE NUMBER ONE REASON FOR ALL GENDERS.

A third of men who do not currently have managerial responsibilities want to reach management level (again). Among women, just over one in five want a managerial role.

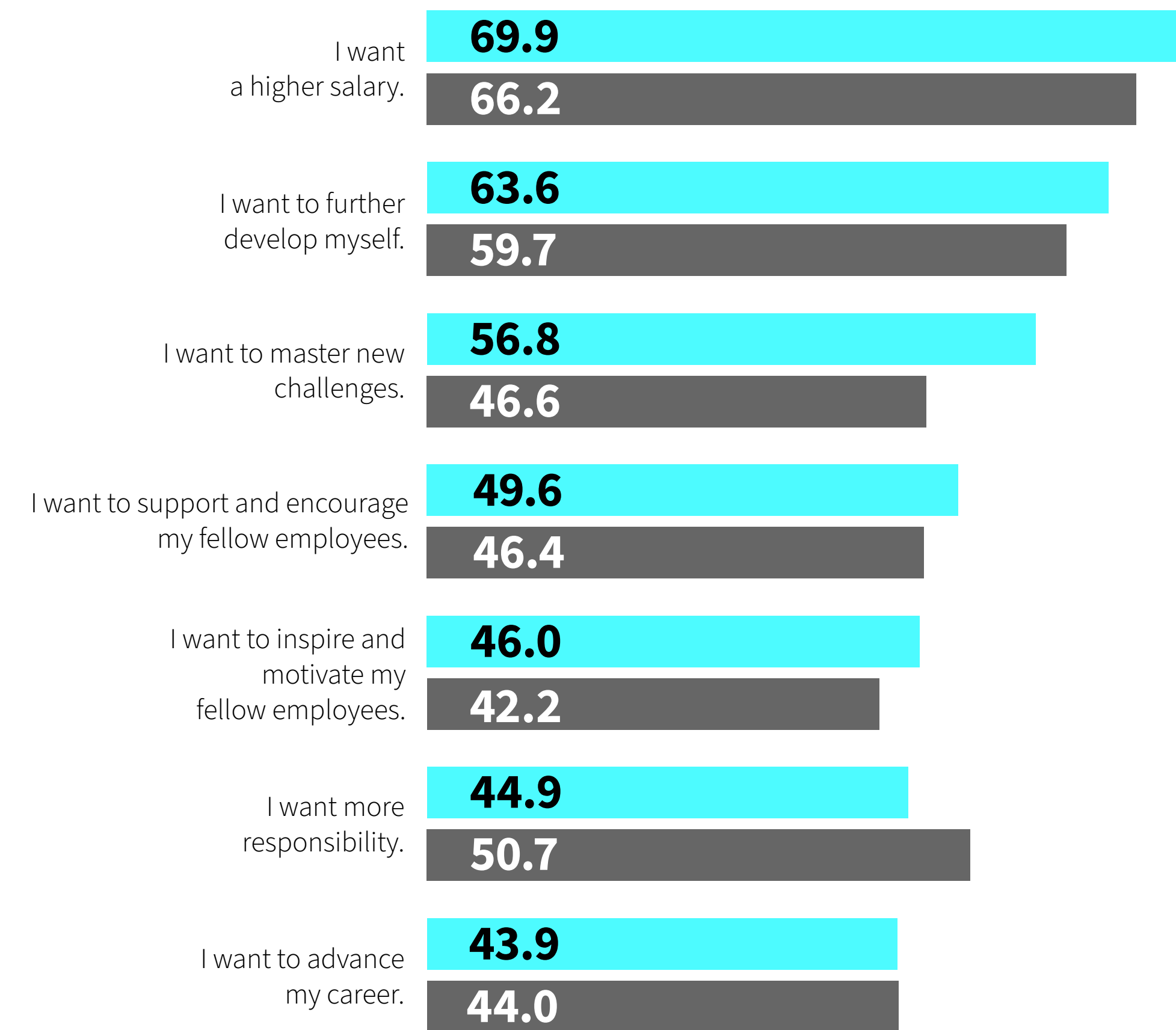


GOOD REASONS FOR A LEADERSHIP ROLE. A COMPARISON OF MEN AND WOMEN

Men and women cite similar arguments for wanting to return to a leadership role. The things most important to them are an increase in salary and personal development.

Why do you want (to return to) a leadership role?

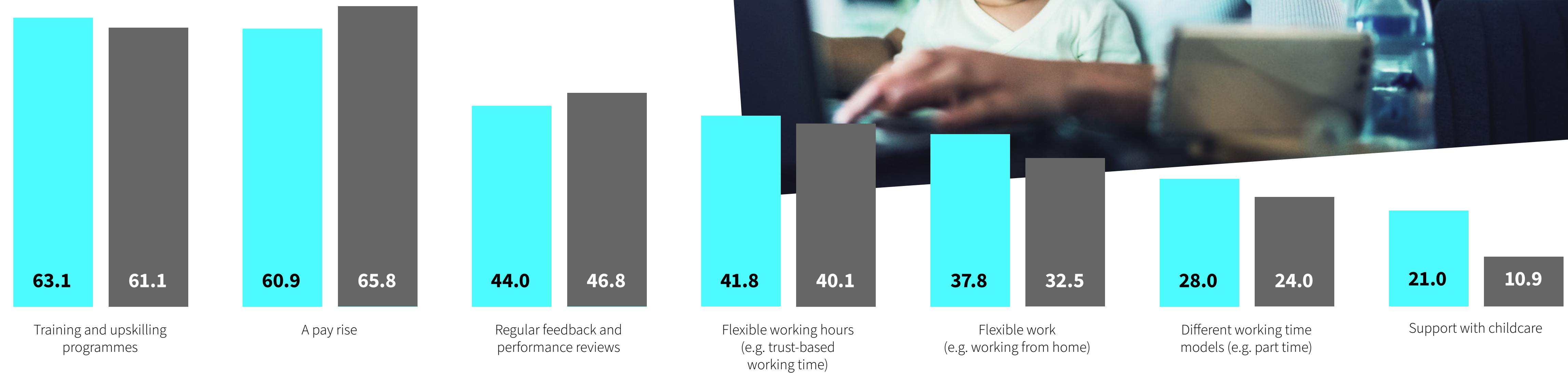
In %: only respondents who do not currently have managerial responsibilities, but would like to have a leadership role in future; top 7 answers



■ Women ■ Men

FOSTERING MANAGERS. WHAT COMPANIES CAN DO.

Which measures offered by your employer would support you taking and maintaining a role as a manager? In %: only respondents who do not currently have managerial responsibilities, but would like to have a leadership role in future and are in a company that offers them this opportunity; top 7 answers



■ Women ■ Men

WOMEN ARE ALMOST TWICE AS LIKELY TO SAY THAT THEY WOULD LIKE THE COMPANY TO HELP THEM WITH CHILDCARE.



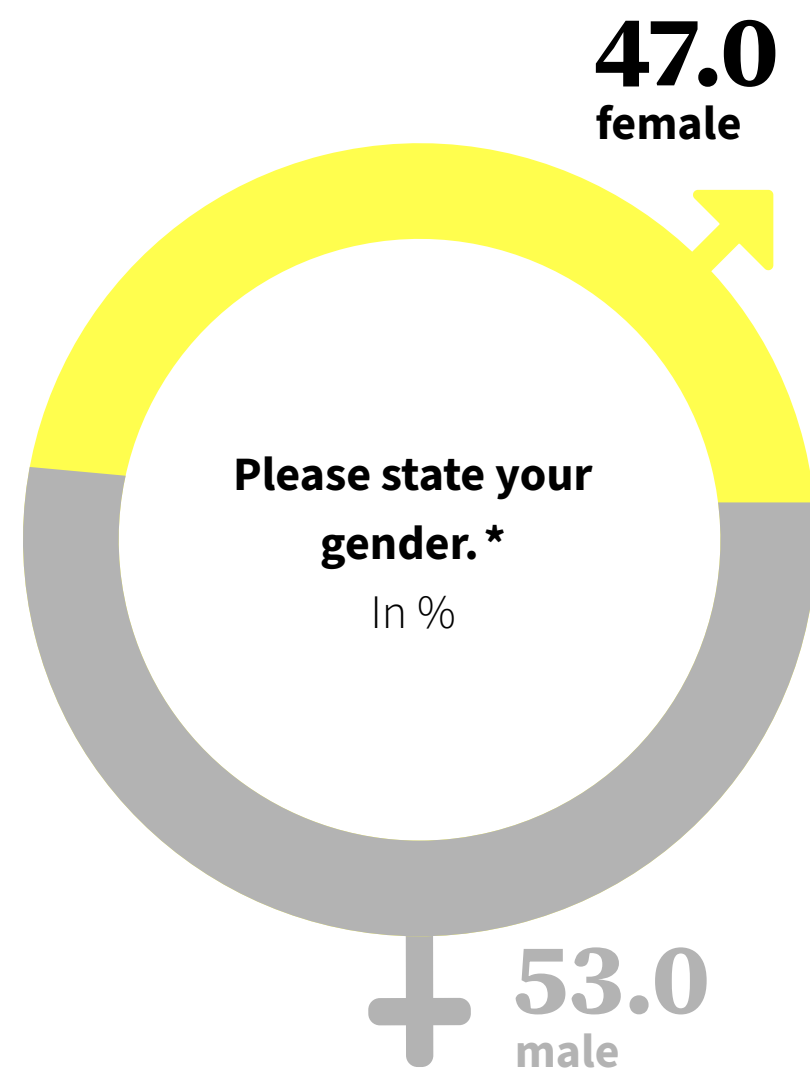
“For leadership roles, skill and motivation are what matter. But it is also important for there to be structures that allow a leadership role to be effectively exercised. Mothers, but also fathers, are often faced with the challenge of balancing their work with their family responsibilities. Employers have an obligation: a change in culture towards real flexibility in working hours and working locations promotes equal opportunities and promotion prospects.”



Prof. Dr Malte Martensen
MBA Programme Director and Professor
of Human Resources Management and
Organisations at IU International University
of Applied Sciences

FACTS ABOUT THE STUDY PARTICIPANTS.

ABOUT THE STUDY.

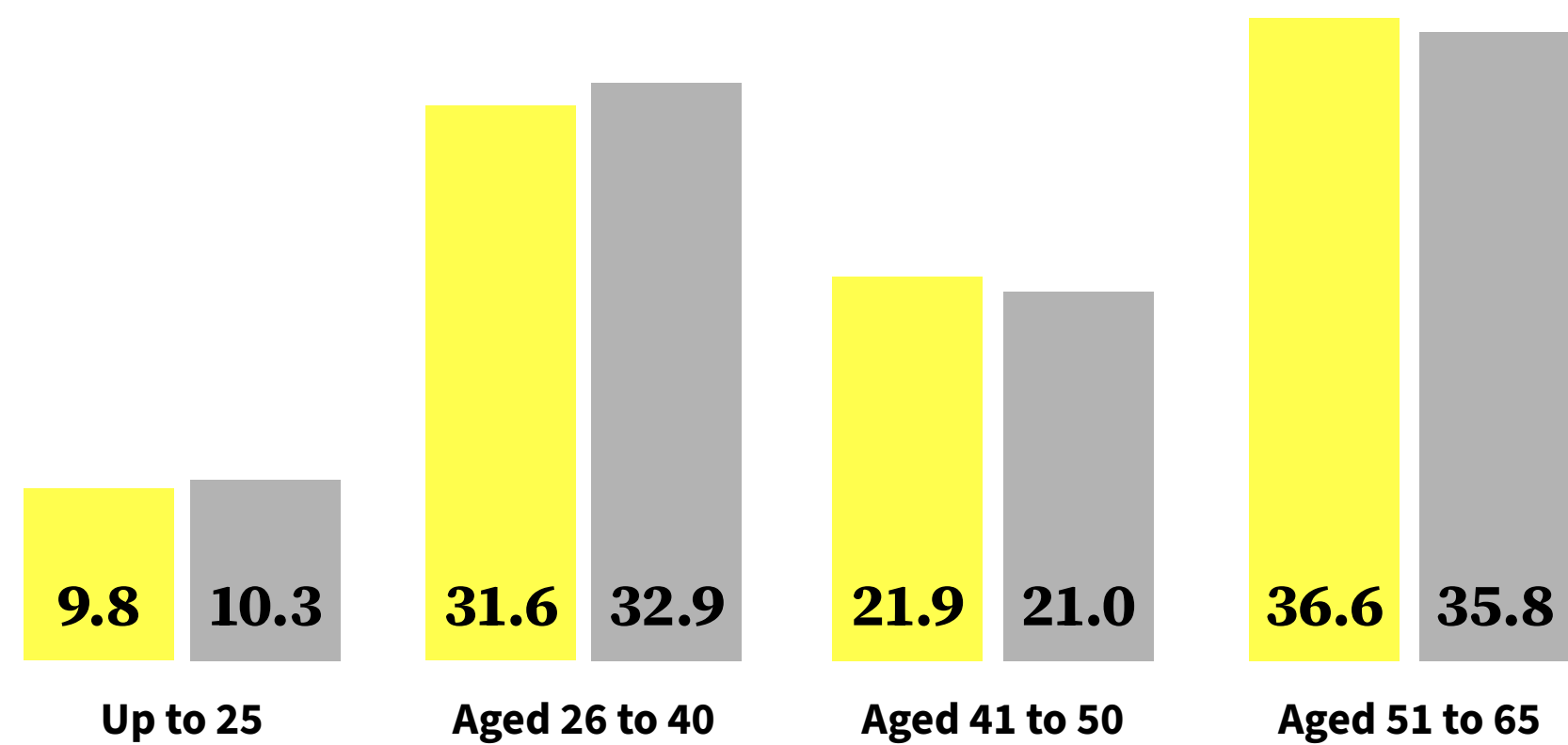


54.8 %
of the women
surveyed have
children.

52.5 %
of the men
surveyed have
children.

Do you have children?

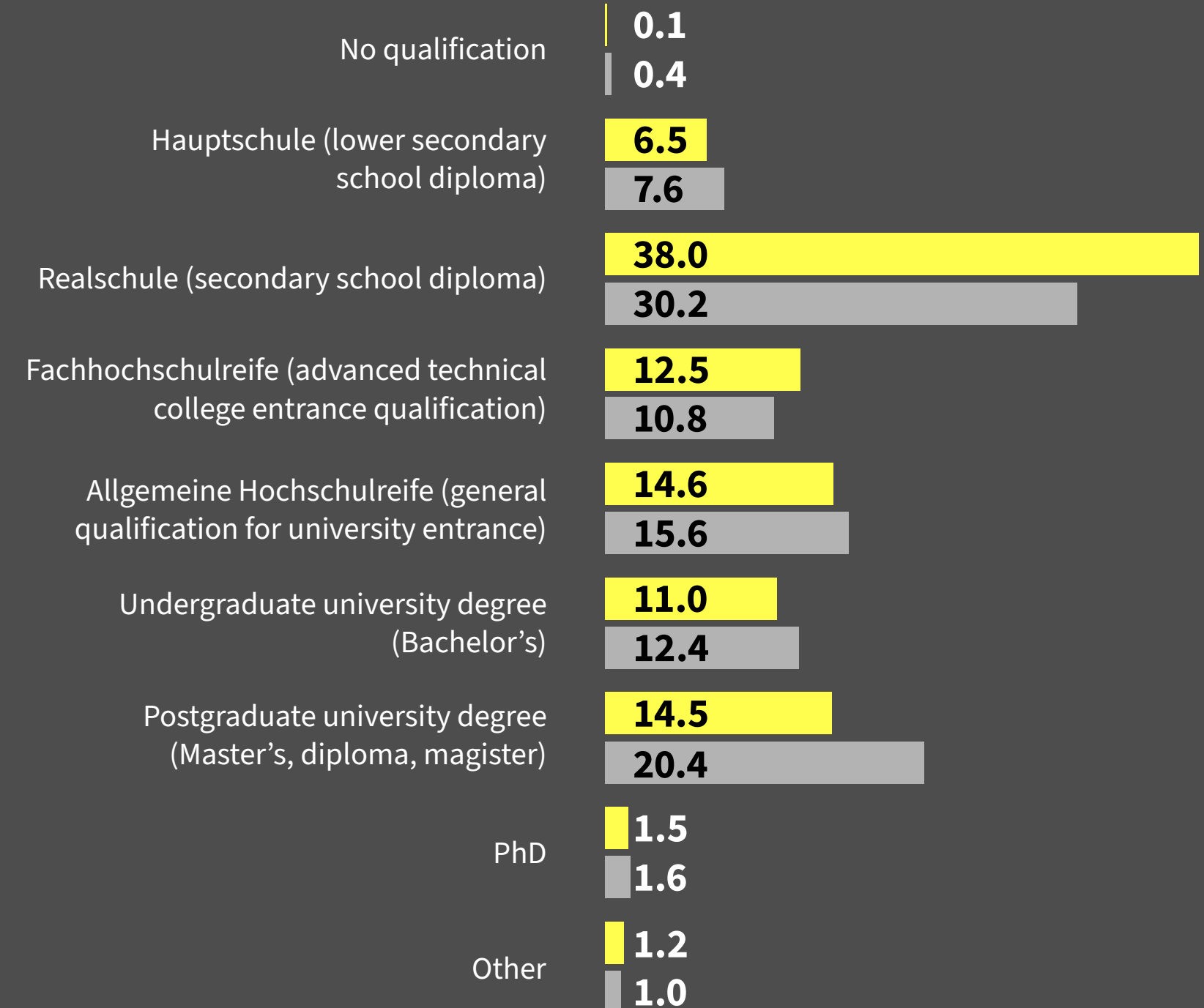
How old are you?
In %; age groups combined



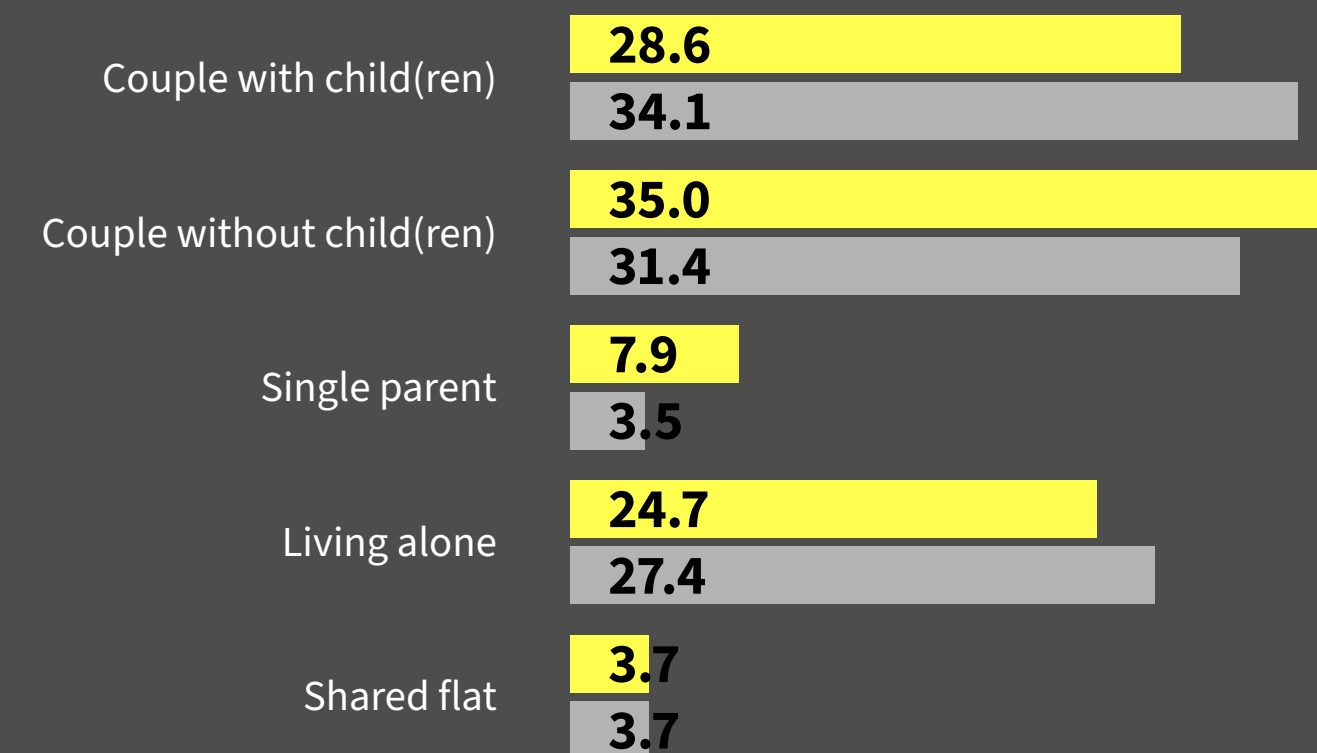
*Although gender requires more than a binary classification into female and male, the data currently available for such an analysis is limited. In general, the numbers are too small to allow a statistically significant breakdown by additional variables. Therefore, for the purposes of this study, gender is considered in a binary system.

■ Women ■ Men

What is your highest qualification? In %



What type of household do you currently live in? In %



■ Women ■ Men

FACTS ABOUT THE STUDY PARTICIPANTS.

ABOUT THE STUDY.

4,480

respondents between the ages of 16 and 65 who are employed.

Representative of the German job market in age and gender.

IMPRINT

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Anonymous survey via Tivian
Panel: Norstat

Although gender requires more than a binary classification into female and male, the data currently available for such an analysis is limited. In general, the numbers are too small to allow a statistically significant breakdown by additional variables. Therefore, for the purposes of this study, gender is considered in a binary system.

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If you have any questions or comments,
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You can also find us on:

