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Women and Leadership

Public Says Women are Equally Qualified, but Barriers Persist

**FOR FURTHER INFORMATION
ON THIS REPORT:**

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About this Report

This report explores public attitudes about gender and leadership with a particular focus on leadership in U.S. politics and business. The analysis is based on two new Pew Research Center surveys. The main survey was conducted Nov. 12-21, 2014, among a sample of 1,835 adults – 921 women and 914 men – 18 years of age or older. The survey was conducted by the GfK Group using KnowledgePanel, its nationally representative online research panel. A second survey was conducted Nov. 20-23, 2014, among 1,004 adults, 18 years of age or older, living in the continental United States. This survey was conducted over the telephone (landline and cellular phone) under the direction of Princeton Survey Research Associates International. For a more detailed description of the survey methodology, see [Appendix A](#).

In addition to the surveys, this report draws on data from a variety of sources to document women in leadership positions in politics (national and state levels) and in business with trends over time.

This report is a collaborative effort based on the input and analysis of the following individuals. Claudia Deane, director of research practices, and Rich Morin, senior editor, provided editorial guidance. Kim Parker, director of social trends research, and Juliana Menasce Horowitz, associate director of research, designed the surveys and wrote the overview and two main survey chapters. Wendy Wang, senior researcher, and Anna Brown, research assistant, compiled the data for the chapter on female leadership. Wang wrote the chapter on female leadership. Brown and Eileen Patten, research analyst, number-checked the report. The report was copy-edited by Marcia Kramer of Kramer Editing Services. Michael Suh provided Web support. Find related reports online at pewresearch.org/socialtrends.

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Overview

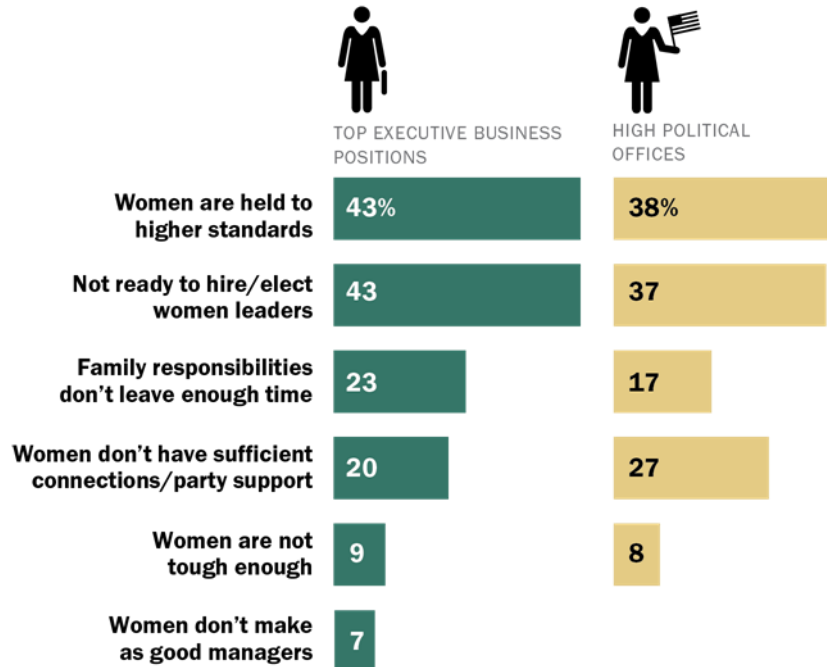
According to the majority of Americans, women are every bit as capable of being good political leaders as men. The same can be said of their ability to dominate the corporate boardroom. And according to a new Pew Research Center survey on women and leadership, most Americans find women indistinguishable from men on key leadership traits such as intelligence and capacity for innovation, with many saying they're stronger than men in terms of being compassionate and organized leaders.

So why, then, are women in short supply at the top of government and business in the United States? According to the public, at least, it's not that they lack toughness, management chops or proper skill sets.

It's also not all about work-life balance. While economic research and previous survey findings have shown that career interruptions related to motherhood may make it harder for women to advance in their careers and compete for top executive jobs, relatively few adults in the new Pew Research survey point to this as a key barrier for women seeking leadership roles.¹ Only about one-in-five say women's family responsibilities are a major reason there aren't more females in top leadership positions in business and politics.

What's Holding Women Back from Top Jobs?

% saying each is a major reason why there aren't more women in ...



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q16, 22

¹ For more on working mothers and career interruptions, see Pew Research Center: ["On Pay Gap, Millennial Women Near Parity – For Now."](#) For more on the gender gap in the financial and corporate sectors, see Marianne Bertrand, et al., ["Dynamics of the Gender Gap for Young Professionals in the Financial and Corporate Sectors"](#)

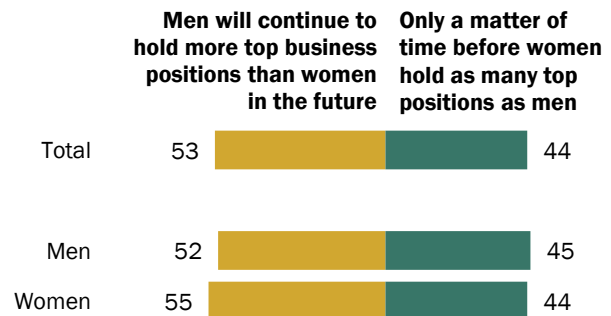
Instead, topping the list of reasons, about four-in-ten Americans point to a double standard for women seeking to climb to the highest levels of either politics or business, where they have to do more than their male counterparts to prove themselves. Similar shares say the electorate and corporate America are just not ready to put more women in top leadership positions.

As a result, the public is divided about whether, even in the face of the major advances women have made in the workplace, the imbalance in corporate America will change in the foreseeable future. About half (53%) believe men will continue to hold more top executive positions in business in the future; 44% say it is only a matter of time before as many women are in top executive positions as men. Americans are less doubtful when it comes to politics: 73% expect to see a female president in their lifetime.

These findings are based on a new Pew Research Center survey of 1,835 randomly selected adults conducted online Nov. 12-21, 2014. The survey also finds that the public is divided over whether a woman with leadership aspirations is better off having children early on in her career (36%) or waiting until she is well established (40%). About one-in-five (22%) say the best option would be to not have children at all.

Americans Have Doubts About Women Achieving Equality in Corporate Leadership

% saying as more women move into management ...



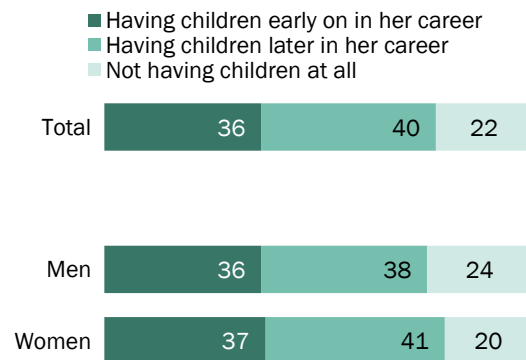
Note: Respondents were asked which statement came closer to their view, even if neither was exactly right. "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q17

A Woman Who Wants to Reach a Top Position in Business Is Better Off ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Getting the Job Done in Politics and Business

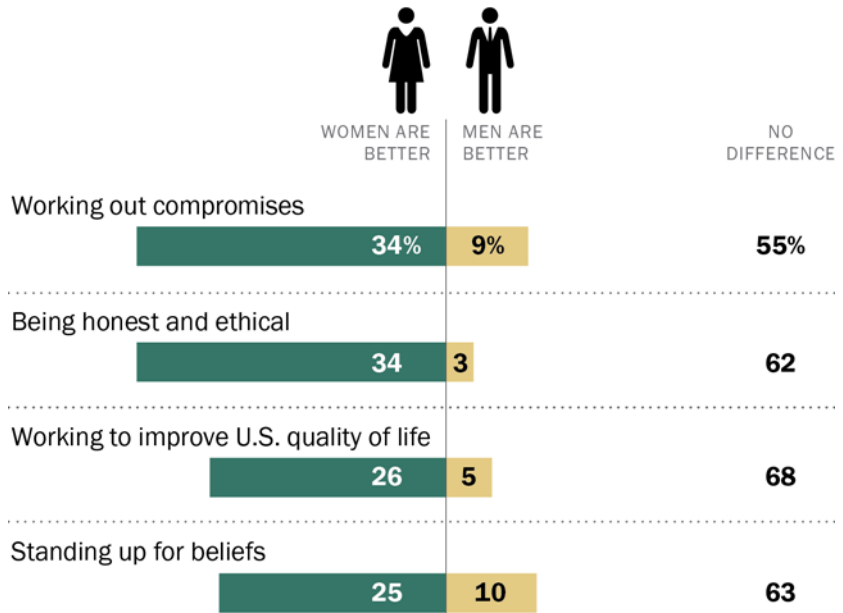
When it comes to characteristics that apply specifically to political and business leadership, most Americans don't distinguish between men and women. But among those who do draw distinctions, women are perceived to have a clear advantage over men in some key areas.

Political compromise has been in short supply in recent years, particularly in Washington, DC. Many adults (34%) think that female politicians are better at working out compromises than their male counterparts. Only 9% say men are better. A narrow majority (55%) say there's no difference between men and women in this regard.

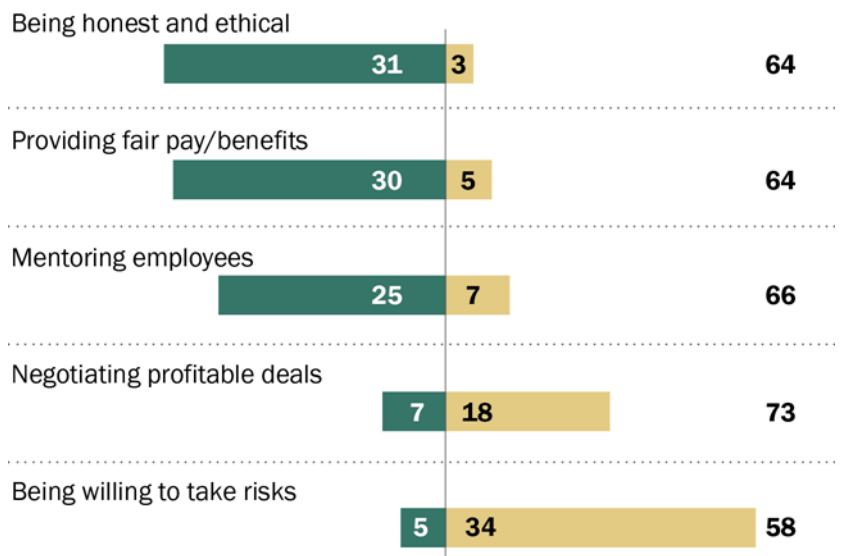
Women are also perceived to have an edge over men when it comes to being honest and ethical (34% say women are better at this; 3% say men are better at it). Women have a somewhat narrower advantage over men when it comes to working to improve the quality of life for Americans and standing up for what they believe in despite political

Women Excel at Compromise, Men at Risk-Taking; But Overall, Majority of Public Sees Little Difference

In politics, the % saying women/men in top positions are better at ...



In business, the % saying women/men in top positions are better at ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

pressure. For both of these characteristics, solid majorities say there is no difference between men and women.

Just as in the political realm, the public does not see major differences between men and women on key business leadership qualities. Where they do see gaps, women have a clear advantage over men on honesty and ethics, providing fair pay and benefits, and offering mentorship to young employees. Men have an edge when it comes to being willing to take risks and negotiating profitable deals.

Women in Leadership Today

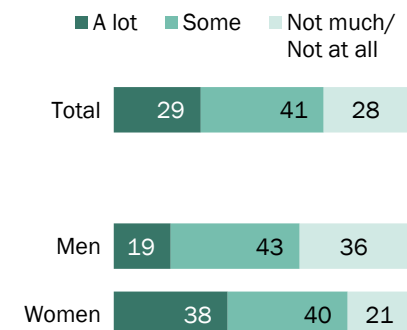
As the 114th Congress gets underway, a record number of women (104) will be serving in the House and Senate. Today women make up 19% of the Congress, about double the share from 20 years ago. Progress has been slower on the corporate front. Only 26 women are now serving as CEOs of Fortune 500 companies—roughly 5%. In 1995 there were none. Women are slightly better represented in corporate boardrooms than they are at the CEO level. As of 2013, about one-in-six board members of Fortune 500 companies (17%) were women, up from 10% in 1995.²

The pipeline for female leaders seems to be widening. Women have made significant gains in educational attainment in recent decades, better positioning themselves not only for career success but also for leadership positions. Since the 1990s, women have outnumbered men in both college enrollment and college completion rates, reversing a trend that lasted through the 1960s and '70s. And women today are more likely than men to continue their education after college.

Women have also made inroads into managerial positions and professional fields in recent decades. In 2013, over half of managerial and professional occupations in the U.S. (52.2%) were held by women, up from 30.6% in 1968.³ Even so, women continue to lag far behind men in senior management positions.⁴

Women See Wide-ranging Benefits to Female Leadership

% saying more women in leadership would improve the quality of life for all women ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q18

² Catalyst: [Women CEOs of the Fortune 1000](#); Catalyst: [Women in the United States](#).

³ Pew Research Center analysis of March Current Population Surveys (IPUMS), employed persons ages 16 and older in "managerial and professional specialty occupations."

⁴ See "[Women in Business: From Classroom to Boardroom](#)," [Grant Thornton, 2014](#).

Gender and Party Gaps in Views on Female Leadership

For women, the issue of having more female leaders goes far beyond equality in the workplace. Four-in-ten of them (38%) say having more women in top leadership positions in business and government would do a lot to improve the quality of life for all women. An additional 40% of women say this would have at least some positive impact on all women's lives. For their part, men are less convinced that female leadership has such wide-ranging benefits. Only 19% of men say having more women in top leadership positions would do a lot to improve all women's lives, while 43% say this would improve women's lives somewhat.

When it comes to the barriers that may be holding women back from achieving greater representation in the top leadership ranks, women are much more likely than men to point to societal and institutional factors such as the country not being ready to elect more female political leaders and women being held to higher standards than men in business and in government.

Women are also more likely than men to say that female leaders in both politics and business outperform male leaders on most of the traits and characteristics tested in the survey. The gender gaps in perceptions about political leadership are especially sharp.

Whether on compromise, honesty, backbone, persuasion or working for the benefit of all Americans, women are more likely than men to say female leaders do a better job. For their part, solid majorities of men say there aren't major differences between men and women in these areas. Nonetheless, they are somewhat more likely than women to give a nod to male leaders over female leaders on four of the five political leadership qualities tested in the poll.

Those who identify with the Democratic Party, which dominates the ranks of elected female leaders at the federal and state levels today, also have more favorable impressions of the women who serve in leadership positions in government and in business.

Why Aren't There More Female Leaders? Many Women Say They Are Held to Higher Standards

% saying a major reason there aren't more women in ...

... high political offices is that women are held to higher standards than men



... top business positions is that women are held to higher standards than men



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q16f, 22f

When it comes to political leadership, Democrats are significantly more likely than Republicans to say that women do a better job than men on each of the attributes tested in the poll. For their part, Republicans are not necessarily more likely to favor men in these areas, but they are more inclined to say there isn't any difference between men and women.

Democratic women in particular are strong proponents of female political leaders. In most cases, they are more likely than both Democratic men and Republican women to say that female political leaders do a better job than men.

Democratic women are also among the most enthusiastic about the possibility of having a female elected as president. As Hillary Clinton weighs another run for the White House in 2016 and progressive groups urge Elizabeth Warren to get in the race, 38% of all adults say they hope the U.S. will elect a female president in their lifetime; 57% say it doesn't matter to them. Among Democratic women, fully 69% say they hope the U.S. will elect a female president in their lifetime. This compares with 46% of Democratic men, 20% of Republican women and 16% of Republican men. To be sure, for many Republicans this view may be more about the prospect of a Hillary Clinton presidency than about a major milestone for women, a perspective that likely influences the way they respond to this "hypothetical" question.

The remainder of this report examines the current landscape of women in leadership in the U.S. and the public's views on this topic. Chapter 1 lays out trends in female leadership in elected political office and in corporate America, as well as changes in the pipelines to top leadership positions. Chapter 2 looks at public attitudes on men, women and key leadership traits in both the political and business realms. And Chapter 3 explores the obstacles to leadership for women, as well as views about discrimination and the future of female leadership.

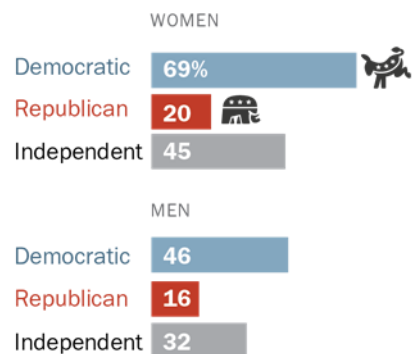
Other Key Findings

Women are far more likely than men to see gender discrimination in today's society.

About two-thirds (65%) of women say their gender faces at least some discrimination in society today, compared with 48% of men who believe women face some discrimination. A double-digit

Hoping to See a Woman in the White House? Answer Depends More on Party Than Gender

% saying they hope U.S. elects a female president in their lifetime



Question wording: Do you personally hope the United States will elect a female president in your lifetime, or does that not matter to you?

Source: Pew Research Center survey, Nov. 20-23, 2014 (N=1,004)

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gender gap on perceptions of gender discrimination is evident across all generations as well as across partisan groups.

Women and men are seen as equally good business leaders, but gender stereotypes persist. Most Americans (54%) say men would do a better job running a professional sports team, while just 8% say women would be better at this. And a 46% plurality also give men the edge when it comes to running a large oil or gas company. But the public is two and a half times more likely to say a woman, rather than a man, would do a better job running a major hospital or a major retail chain.

Young adults are more likely than older generations to say women with leadership aspirations might want to delay having children. More than four-in-ten Millennials (46%) say a woman who wants to reach a top position in business is better off waiting to have children until she is well established in her career, while 29% say she should have children early in her career. By contrast, four-in-ten Boomers and nearly half (48%) of members of the Silent generation say it's better for a woman with high-level business aspirations to have children early on.

Among partisans, Republican men are the most likely to say the country has taken the steps needed to achieve gender equality in the workplace. About half of Republican men (54%) say the country has made the changes needed to give men and women equality in the workplace. By contrast about two-thirds (66%) of Republican women say more changes are needed. Even larger majorities of Democratic and independent women and Democratic men agree that gender parity is still a work in progress.

A Note on Generations

Some of the analysis in this report looks at adults by generation. While the definitions of generations can differ slightly among researchers, this report relies on the following standard Pew Research definitions.

Millennials: born after 1980, ages 18 to 33 in 2014.⁵

Generation X: born from 1965 to 1980, ages 34 to 49 in 2014.

Baby Boomers: born from 1946 to 1964, ages 50 to 68 in 2014.

The Silent Generation: born from 1928 to 1945, ages 69 to 86 in 2014.⁶

⁵ The youngest Millennials are in their teens. No chronological end point has been set for this group.

⁶ Adults who were born prior to 1928, sometimes referred to as the "Greatest Generation," are not included in this analysis due to the small sample size.

Chapter 1: Women in Leadership

A total of 299 women have served as U.S. representatives or senators since 1917, when Jeannette Rankin of Montana was elected as the first woman to serve in Congress.⁷ And this month, a record 104 women were sworn in as members of the 114th Congress. Yet, while the share of women serving in Congress has risen steadily for more than two decades, women remain heavily outnumbered in both the House and the Senate.

Women have also made inroads into the top leadership positions in corporate America, but the progress has been much slower in that realm. Today, women make up 5% of CEOs in the nation's Fortune 500 companies and 17% of the corporate board members among Fortune 500 companies.

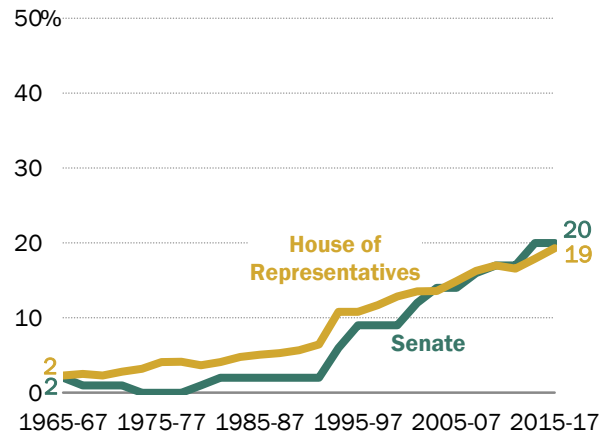
This section presents statistics and trends on women in a variety of leadership roles. It also includes data on women's educational attainment, labor force participation and representation in various professional fields.

Political Leaders

The results of the 2014 midterm election marked an important milestone in the history of the U.S. Congress. For the first time, more than 100 women will be serving in Congress: 20 in the Senate (20% of all senators) and a record 84 women in the House of Representatives (19% of all House members).⁸

The number of women serving in Congress has increased significantly since the early 1990s, when there were two female senators and 25 female representatives in the 101st Congress (1989-1991).

Women in Congress, 1965-2015



Note: Chart shows the share of female representatives and senators at the outset of each term of Congress. Does not include delegates from the U.S. territories or District of Columbia.

Source: Center for American Women and Politics, Rutgers University (http://www.cawp.rutgers.edu/fast_facts/index.php) and United States House of Representatives, History, Art & Archives, "Women in Congress" (<http://history.house.gov/Exhibition-and-Publications/WIC/Women-in-Congress/>)

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⁷ United States House of Representatives, History, Arts & Archives, "[Women in Congress](#)."

⁸ Unless otherwise noted, data on political leaders throughout this section is from Center for American Women and Politics, Rutgers University.

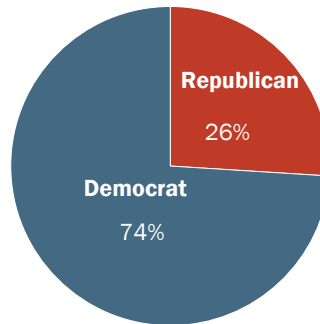
A large majority of the women serving in Congress today are members of the Democratic Party. In the 114th Congress, 70% of female senators and 74% of female representatives are Democrats. However, this hasn't always been the case. The number of Republican and Democratic women in Congress (the House and Senate combined) was near parity in the 1990s (for example, 12 Republicans and 15 Democrats in 1989). However, since 1991, the number of female members of Congress who are Democrats has increased at a faster pace than the number who are Republicans. Currently, 28 of the women in Congress are Republicans and 76 are Democrats.

Women also make up a growing share of state-level elected officials. The share of state legislators who are women has risen from 4.5% in 1971 to 24.2% in 2015. The number of female governors has also increased, although not at a steady rate. Today five women are serving as governors. This is down from a peak of nine in 2007 and 2004.

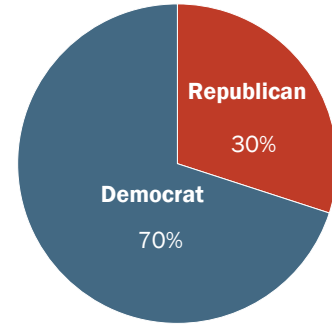
Partisan Breakdown of Women in the 114th Congress

% of women, by political affiliation

House of Representatives



Senate



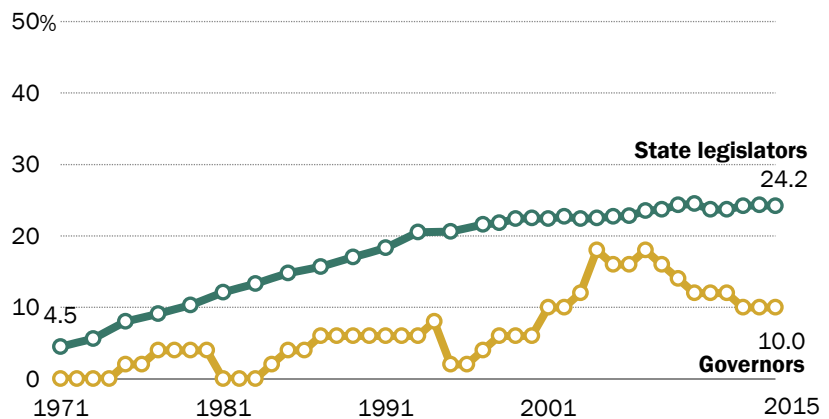
Note: Chart shows the partisanship of female representatives and senators at the outset of the 114th Congress. The House figures do not include the three Democratic delegates and one Republican delegate from the U.S. territories and District of Columbia.

Source: Center for American Women and Politics, Rutgers University (http://www.cawp.rutgers.edu/fast_facts/index.php)

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Female Governors and State Legislators, 1971-2014

% of ... nationwide who are women



Source: Center for American Women and Politics, Rutgers University (http://www.cawp.rutgers.edu/fast_facts/index.php)

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As of 2015, a total of 36 women (21 Democrats and 15 Republicans) have served as governors in 27 states. In addition, one woman has served as governor in Puerto Rico.

Corporate Leaders

Compared with their representation in the political realm, women have made only modest progress in gaining top leadership positions in the business world. Today, 26 women are serving as CEOs of Fortune 500 companies (5.2%). The share serving as CEOs of Fortune 1000 companies is virtually the same (5.4%).

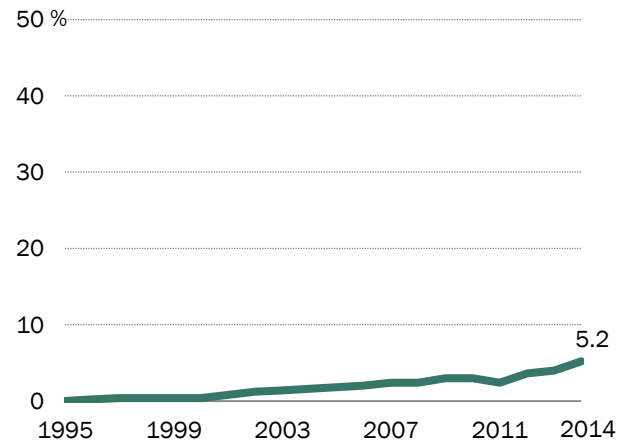
Even though the corporate world is still mainly a man's world, women have made inroads in this area slowly over time. Just 20 years ago, there were no female CEOs of Fortune 500 companies.

Women are slightly better represented in the corporate boardrooms than they are at the CEO level. As of 2013, about one-in-six (16.9%) board members for Fortune 500 companies were women, up from 9.6% in 1995.⁹

Women in the Labor Force

Today a majority of American women are in the labor force. In 1965, 39% of women ages 16 and older were in the labor force. That share rose steadily and peaked at 60% in 1999. As of November 2014, 57% of women were in the

Fortune 500 Female CEOs, 1995-2014

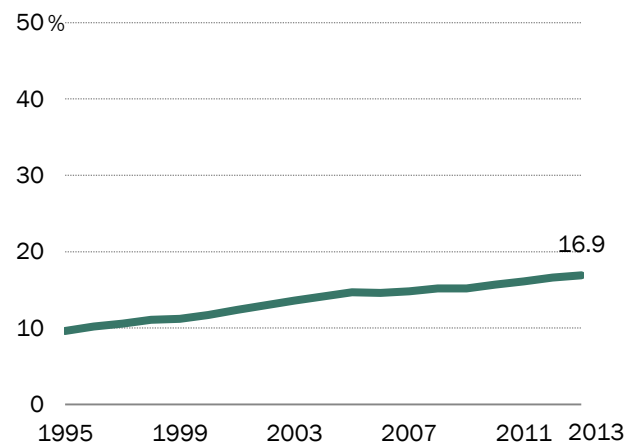


Note: Based on the percentage of women CEOs at the time of the annual published Fortune 500 list. For 2014, share is as of November.

Source: Catalyst (<http://www.catalyst.org/knowledge/women-ceos-fortune-1000>)

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Fortune 500 Board Seats Held by Women, 1995-2013



Source: Catalyst (<http://www.catalyst.org/knowledge/women-united-states>)

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⁹ Catalyst: [Women CEOs of the Fortune 1000](http://www.catalyst.org/knowledge/women-ceos-fortune-1000); Catalyst: [Women in the United States](http://www.catalyst.org/knowledge/women-united-states).

labor force, only 12 percentage points lower than the share for men (69%). Women account for about half of the U.S. labor force (47% in November 2014).¹⁰

And women have made strides in terms of positioning themselves to move into the leadership pipeline. They are increasingly taking jobs in managerial positions. In 2013, over half of managerial and professional occupations (52.2%) were held by women, up from 30.6% in 1968.¹¹ Even so, women continue to lag far behind men in senior management positions. According to a survey of top leaders from mid-market businesses throughout the U.S., only 22% of senior managers in 2014 were women.¹²

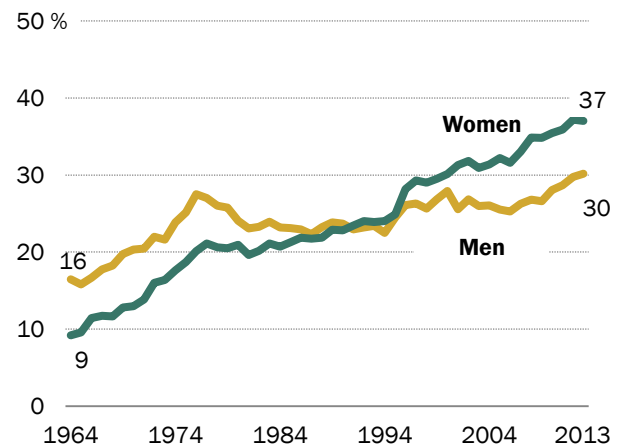
Women have also made significant progress in traditionally male-dominated professional fields. Today, about one-in-three (34%) professionals in the legal field are women, and so are one-in-five partners in private law firms. Women also make up about a quarter of U.S. federal (24%) and state (27%) court judges.¹³ In addition, women account for 30% of the physician workforce in the country.¹⁴

Women continue to lag far behind men in the STEM industries of science, technology, engineering and math. As of 2010, they made up 13% of employed engineers. Among undergraduates who were enrolled in engineering programs in 2011, 18.6% were women.¹⁵

At the same time, young women are more likely than young men to graduate from college nowadays. Since the 1990s, women have outnumbered men in both college enrollment and

Young Women Outpacing Young Men in College Completion

% of adults ages 25 to 29 with at least a bachelor's degree



Note: Based on adults ages 25 to 29. Prior to 1992, those with at least a bachelor's degree refers to those with four or more years of college.

Source: Pew Research Center analysis of the March Current Population Survey, Integrated Public Use Micro Series (IPUMS)

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¹⁰ Bureau of Labor Statistics, [data tools](#).

¹¹ Pew Research Center analysis of March Current Population Surveys (IPUMS), employed persons ages 16 and older in "managerial and professional specialty occupations."

¹² See "[Women in Business: From Classroom to Boardroom](#)," Grant Thornton, 2014.

¹³ See American Bar Association, "[A Current Glance at Women in the Law](#)," released July 2014. Share of female lawyers is based on data from 43 states, representing 59% of the lawyer population in the U.S.

¹⁴ Association of American Medical Colleges, "[Physician Specialty Data Book](#)," released November 2012.

¹⁵ National Science Foundation, "Women, Minorities, and Persons with Disabilities in Science and Engineering," posted October 2014. Data tables [2-10](#) and [9-5](#).

college completion rates, reversing a trend that lasted through the 1960s and '70s. By 2013, 37% of women ages 25 to 29 had at least a bachelor's degree, compared with 30% of men in the same age range.

Women are also more likely to continue their education after college: 12% of women ages 25 to 34 in 2013 had a master's, doctorate or professional degree, compared with 8% of men in the same age group. In 2012, women earned 60% of all master's degrees (up from 46% in 1977) and 51% of all doctorates (up from 21% in 1977). In 2013 women earned 36% of MBAs (Master of Business Administration).¹⁶

Despite all the progress women have made in educational settings and the workplace, a [gender wage gap](#) persists. In 2012, the median hourly earnings for female workers 16 and older were 84% of men's earnings. The gap is much smaller among young workers ages 25 to 34; women in this age group made about 93% of what men in this age group made. In 1980, the median hourly earnings for young women were 67% as much as young men were paid; and earnings of all employed women were 64% as much as all employed men received.

¹⁶ Statistics for master's degrees and Ph.D.s from U.S. Department of Education, "Digest of Education Statistics," [Tables 323.20](#) and [324.20](#). Women's share of MBAs is from [Catalyst](#).

Chapter 2: What Makes a Good Leader, and Does Gender Matter?

Whether they are heading a major corporation or serving in elected office, leaders bring a combination of traits to the table. In the public's estimation, some traits are clearly more important than others. Honesty, intelligence and decisiveness are considered "absolutely essential" leadership qualities by at least eight-in-ten adults.

Roughly two-thirds of adults (67%) say that being organized is an essential quality in a leader. Somewhat smaller shares of the public say that being compassionate (57%), innovative (56%) or ambitious (53%) are essential for leadership.

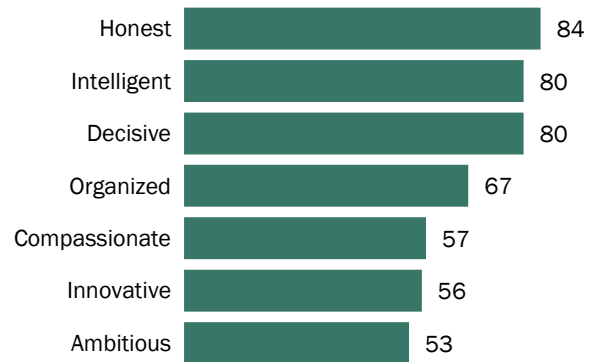
Men and women tend to agree on the relative importance of the top tier of leadership traits. Nearly equal shares of each say being honest, intelligent, organized and decisive are absolutely essential, although women place somewhat more importance on intelligence and honesty than do men.

Larger gender gaps emerge on some of the other, less important traits. Women are much more likely than men to say that being compassionate is absolutely essential in a leader: 66% of women say this, compared with 47% of men. Women also place a higher value on innovation than men do. Some 61% of women consider this trait to be absolutely essential in a leader, compared with 51% of men.

In addition, women are more likely than men to say that ambition is an essential trait for a leader (57% of women and 48% of men say this is absolutely essential). This overall gender

Which Leadership Traits Matter Most?

% saying it is absolutely essential for a leader to be ...



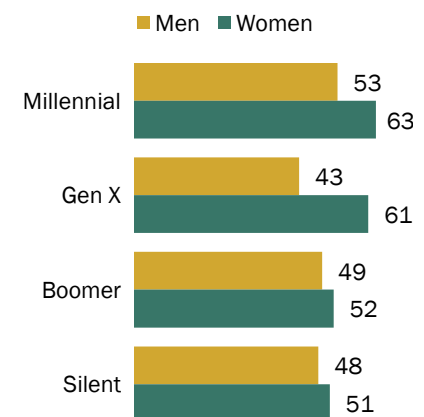
Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q25a-g

Younger Women Say Ambition Is Key to Leadership

% saying it is absolutely essential for a leader to be ambitious



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q25f

gap is driven by the younger generations—Millennials and Gen Xers. Fully 63% of Millennial women and 61% of Gen X women consider ambition an essential leadership trait, compared with 53% of Millennial men and only 43% of Gen X men.

Who Has the Right Stuff to Lead—Men or Women?

The public sees little distinction between men and women on several of these leadership traits. Large majorities say that when it comes to intelligence and innovation, men and women display those qualities equally. And solid majorities see no gender differences in ambition, honesty and decisiveness.

Still, many Americans do make distinctions between men and women on certain leadership qualities. Fully two-thirds of all adults (65%) say being compassionate better describes women than men, while only 2% say this better describes men than women. (An additional 32% say being compassionate is equally true of both men and women.)

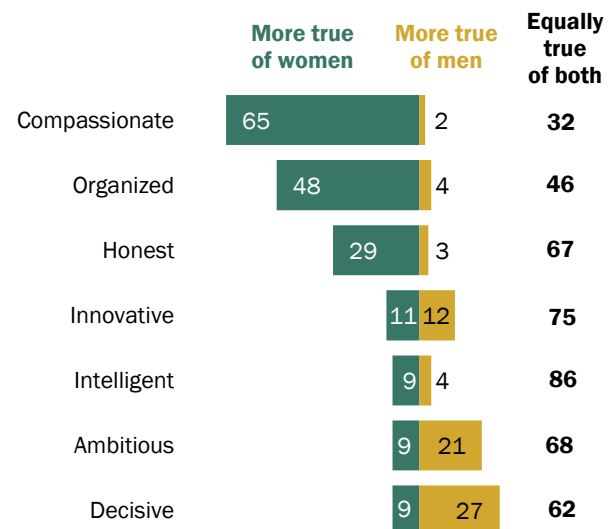
The public is also much more likely to see women as being more organized than men, rather than vice versa. Fully 48% say being organized is more true of women than men, while only 4% say this quality is found more in men than women (46% say it's true of both).

Women also have an advantage over men when it comes to honesty—one of the most crucial leadership traits, according to the public. Some 29% of all adults associate honesty more with women than men, while 3% say honesty applies more to men than women. A majority of adults (67%) say this characteristic is displayed equally by men and women.

While solid majorities of the public see no difference between men and women on decisiveness and ambition, among those who do draw a distinction on these traits, men have an edge over women. Some 27% of adults say that men are more decisive than women, while only 9% see women as more decisive than

Women Seen as More Compassionate, Men More Decisive

% saying each characteristic is ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q7a-g

men. About six-in-ten (62%) say men and women are equally decisive. Similarly, while 21% of the public says men are more ambitious than women, half as many (9%) say women are more ambitious than men. (A 68% majority see no gender difference on this trait.)

Two additional leadership traits are clearly a gender tossup in the public's mind. More than eight-in-ten adults (86%) say intelligence is equally descriptive of men and women. An additional 9% say women are more intelligent than men, and 4% say the opposite. Fully three-quarters of adults say men and women are equally innovative. Those who see a difference on this characteristic are evenly split over which gender has an advantage: 11% say innovation better describes women, and 12% say it's more true of men.

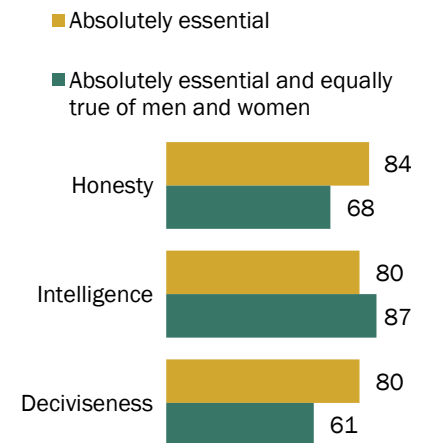
Public Sees Few Gender Differences on “Essential Traits”

How much do these gender differences matter in the public's assessments about who would make a better leader? Very little, according to the data. When the analysis is narrowed to those respondents who consider a specific trait to be “absolutely essential” for a leader, similar-sized majorities see no difference between men and women.

For example, among those who say honesty is an essential quality for a leader to have, 68% say that men and women are equally honest (among all adults 67% say the same). And for those who say intelligence is an essential trait for a leader, 87% say this trait is found equally in men and women (compared with 86% among all adults). The same can be said of decisiveness. Among those who say this is an essential leadership trait, 61% say men and women display this trait equally (compared with 62% among all adults).

Traits that Matter Most Are Shared by Men and Women

% saying each characteristic is ...



Note: The share saying “equally true of men and women” is based on those who said the trait was “absolutely essential.”

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q25/Q7

Gender and Political Leadership

Compared to their share of the population, women remain underrepresented at virtually all levels of elected office, but the new Pew Research survey findings suggest that this is not due to a lack of confidence on the part of the public. A strong majority of Americans (75%) say women and men make equally good political leaders. Some 14% say men generally make better political leaders than women, and 9% say women make better leaders than men.

Views on gender and political leadership are remarkably stable across major demographic groups. Men are slightly more likely than women to say that men make better political leaders (17% vs. 12%), and women are more likely than men to say women make better leaders (11% vs. 7%). But strong majorities of both groups say men and women make equally good political leaders.

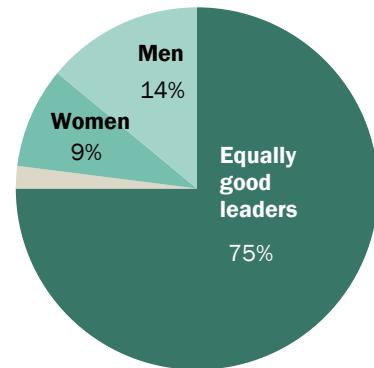
There is broad agreement across generations as well, although Gen Xers are somewhat less likely than younger or older generations to say that women make better leaders than men.

There are no major differences across racial or socio-economic groups on this question.

Solid majorities of Republicans (75%), Democrats (74%) and independents (76%) say men and women are equally qualified for political leadership. Among those who see a gender difference, views differ by party identification. One-in-five Republicans (22%) say that men make better political leaders than women; only 3% say that women make better leaders. Democrats lean the other way, although their views are more evenly distributed: 16% of Democrats say that women make better political leaders than men, while 9% say that men make better political leaders. The views of independents fall between those of Republicans and Democrats (although slightly closer to Republicans).

Men and Women Equally Capable Political Leaders

% saying men/women generally make better political leaders



Note: Share that did not answer is shown but not labeled.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q5a

When gender and partisanship are both taken into account, the differences become sharper. Among Republican men, 27% say that men make better political leaders than women. Only 1% of Republican men say that women make better leaders than men. Republican women also lean toward men, though less heavily so: 17% say that men make better political leaders than women, while 4% say women make better leaders than men.

The gender gap is smaller among Democrats. Equal shares of Democratic men and women say that women make better political leaders than men (16%). Among Democratic men, 11% say men make better political leaders than women. Some 8% of Democratic women say the same.

Executive vs. Legislative Leadership

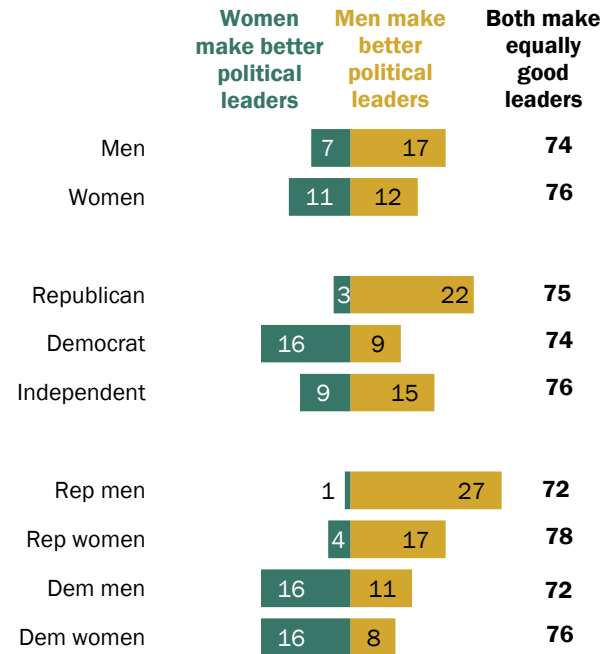
In elected office, women tend to be more heavily represented in the legislative branches of government than in the executive branches, but the public doesn't draw sharp distinctions in terms of where women can do the best job.

Only 10% say women are better at legislative jobs like serving on the city council or in Congress, and 7% say women are better at executive jobs such as mayor or governor. The vast majority (82%) say there is no difference, suggesting that women can serve equally well in either type of position.

A similarly large majority of adults (83%) don't see any difference in men's capability to carry out executive vs. legislative jobs in government. About one-in-ten adults (11%) say men are better at executive jobs, and 5% say men are better at legislative jobs. Men and women agree that executive and legislative jobs are not better suited for one gender than the other.

A Partisan Gap on Views of Men, Women and Political Leadership

% saying ...



Note: "No answer" category not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q5a

The Tools of the Trade

While most Americans think, in general terms, men and women make equally good political leaders, many do see gender differences in style and substance.

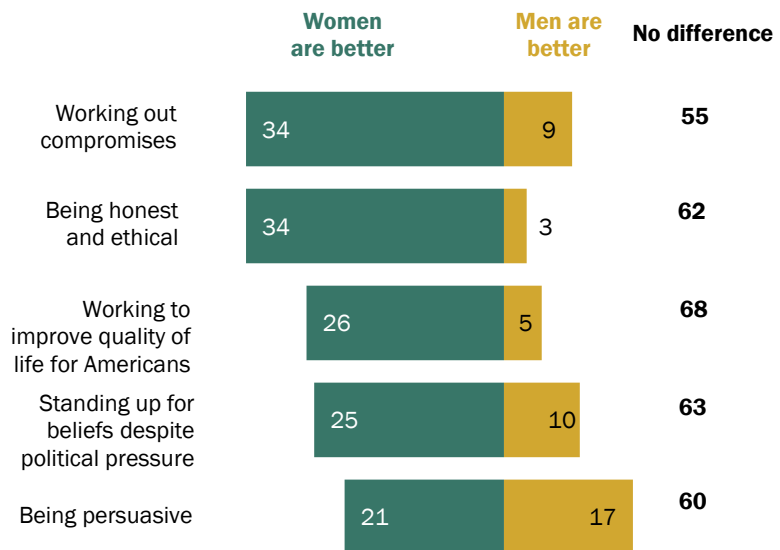
One area where the public draws fairly sharp distinctions is on the ability to work out compromises. Just over half (55%) say there's no difference between male and female political leaders when it comes to working out compromises. Among those who see a difference between men and women on this dimension of leadership, the balance falls clearly in favor of women. Some 34% of all adults say women serving in high-level political offices are better than men at working out compromises. Only 9% say men are better at this.

Women also have an advantage over men on honesty and ethical behavior. A majority of all adults (62%) say men and women don't differ in this regard. One-third (34%) say women in top political positions are more honest and ethical than men in top political positions. Just 3% say men are more honest and ethical.

Most adults (68%) say political leaders are equally good at working to improve the quality of life for Americans regardless of their gender. But many do see a gender difference: 26% say women in top political positions are better at this than their male counterparts, while 5% say men are better at this than women.

Are Female Political Leaders Better at Working Out Compromises?

% saying, in general, women/men in high political offices are better at ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (n=1,835)

PEW RESEARCH CENTER

Q19a-e

Similarly, women have an edge over men when it comes to standing up for what they believe in, despite political pressure. While most adults (63%) say men and women serving in high-level political offices are about equal in this regard, 25% say female political leaders are better at doing this, and 10% say men are better.

Opinion is more evenly divided on which gender is more persuasive. Overall, 60% of adults say there is no difference between male and female political leaders in their ability to be persuasive. Beyond that, only a slightly higher share say women are better at this (21%) than say men are better (17%).

Women See Clear Advantages to Female Political Leadership

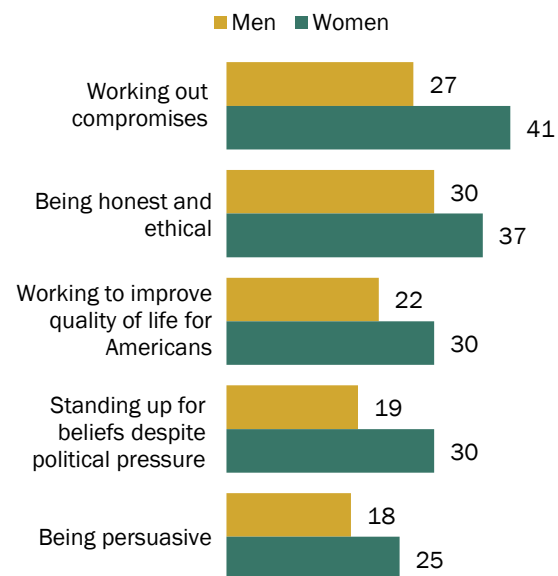
There is a wide and consistent gender gap in opinions about the relative strengths of male and female political leaders. Across the board, more women than men say that female leaders are better at the attributes tested in the poll. The largest gap is on the ability to work out compromises. Fully 41% of women say that female leaders in high-level political offices are better at this; 27% of men agree.

Women are also significantly more likely than men to say that in politics female leaders have an advantage over male leaders in terms of standing up for what they believe in, despite political pressure. Three-in-ten women say female leaders are better at doing this; only 19% of men agree. There are significant gender gaps on the three additional items tested in the poll: being honest and ethical, working to improve the quality of life for Americans and being persuasive. In each case more women than men say that female political leaders do a better job.

Interestingly, while men are somewhat more likely than women to say that male political leaders excel in several of these areas, in most cases, even men give female leaders at least a slight edge.

Women Champion Female Political Leaders

% saying, in general, women in high political offices are better than men at ...



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q19a-e

There is a generational divide in views of men, women and political leadership. Baby Boomers and members of the Silent generation tend to have more a positive view of female leaders than do their younger counterparts. And because the gender gap on these issues is much wider among older adults, the generational differences are driven almost entirely by women.

About half of women from the Baby Boom (47%) and Silent generations (50%) say that women in high political office are better than men at working out compromises. By comparison, 33% of Millennial women and 37% of Gen X women say the same. Similarly, 39% of Boomer women and 35% of Silent women say that female leaders are better than their male counterparts at working to improve the quality of life for Americans. Younger generations of women are less likely to hold this view (22% of Millennial women and 24% of Gen X women).

Democrats More Enthusiastic about Female Political Leaders

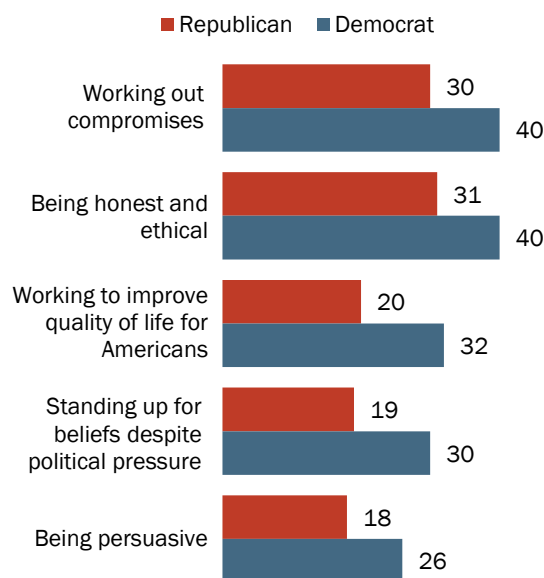
Democrats express more confidence in female political leaders than do Republicans. On each of the attributes tested in the poll, Democrats are significantly more likely than Republicans to say that female leaders do a better job than men. For their part Republicans are not necessarily more likely to favor men in these areas, but they are more inclined to say there isn't any difference between men and women.

For example, while 40% of Democrats say female political leaders are better than male leaders at working out compromises, only 30% of Republicans agree. Relatively few Republicans (10%) say men are better at working out compromises, but a majority (58%) say there isn't any difference between men and women in this regard.

When it comes to standing up for what they believe in, despite political pressure, three-in-ten Democrats say female political leaders are better at this than male leaders. Only 19% of Republicans agree that women are better than men in this area. Some 67% of Republicans,

Parties Differ over Leadership Qualities of Male, Female Politicians

% saying, in general, women in high political offices are better than men at ...



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q19a-e

compared with 59% of Democrats, say men and women are equally able in this regard.

Democratic women are among the most enthusiastic proponents of female political leaders. In most cases, they are more likely than both Democratic men and Republican women to say that female political leaders do a better job than men. This is true for working out compromises, working to improve the quality of life for Americans, standing up for what they believe in and being persuasive.

Political Leadership and Policy Expertise

Just as the public views men and women as equally capable on various leadership traits and characteristics, majorities see little difference between male and female political leaders in some major policy realms.

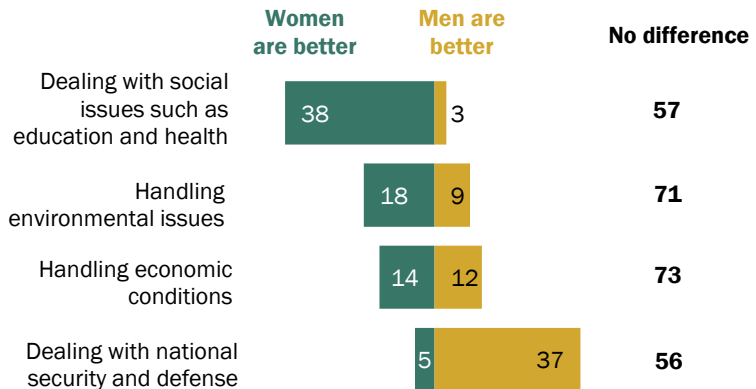
Handling the country’s economic conditions is often at or near the top of the public’s issue agenda. And most Americans (73%) say men and women in high political office perform about equally in this area. Those who do see a gender difference in dealing with economic policy split fairly evenly between men and women when assessing who generally does a better job: 12% say men are better at handling economic conditions, and 14% say women do a better job.

Environmental policy is another area where the public sees little difference between male and female political

leaders: 71% say when it comes to handling environmental issues, men and women perform about equally well. Roughly one-in-five (18%) say women in high political offices are better at handling this issue; half as many say men do a better job in this area.

Many Say Women Are Stronger on Social Issues, Men Stronger on National Security

% saying, in general, women/men in high political offices are better at ...



Note: “No answer” category not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q20a-d

Bigger differences emerge on two additional policy areas—social issues and national security. Narrow majorities say men and women in high political office are equally capable in these areas: 57% for social issues and 56% for national security. But nearly four-in-ten have a clear gender preference in each of these issue areas. Some 38% say women in high political office do a better job than men dealing with social issues such as education and health care. Only 3% say men do a better job in this area.

Opinions run in the opposite direction on the issue of national security. Fully 37% of all adults say men are better at dealing with national security and defense; only 5% say women do a better job in this area. There is a large partisan gap on this question, with Republicans much more likely than Democrats to say that men are better at dealing with national security (46% vs. 32%). But even among Democrats, only 6% say that women are better in this area. Democrats are more likely than Republicans to say that men and women are equally capable when dealing with national security issues.

The gender gaps in perceptions about male and female leaders are not as pronounced on these policy issues as they are for traits and attributes. Women are more likely than men to say that female political leaders are better at dealing with social issues such as education and health care, and they are somewhat more likely to say that female leaders are better at handling economic conditions. Very few women (5%) say that female leaders do a better job than their male counterparts in dealing with national security. A majority of women (59%) say that there isn't any difference between male and female leaders in this policy area (54% of men say the same).

Democrats' Confidence in Women Waivers on National Security

% saying, in general, women/men in high political offices are better at dealing with national security and defense

	Rep	Dem	Independent
Men are better	46	32	40
Women are better	2	6	5
No difference	51	61	55
No answer	1	1	<0.5

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q20d

Gender and the C-Suite

The vast majority of the public (80%) says that men and women make equally good business leaders, but many feel businesses are not ready to hire women for top executive positions. Men and women agree that both genders are equally capable of leading in the business world, and there is general agreement on this across generations and partisan groups.

Looking at some of the specific attributes required to be successful in business, again, the public sees relatively few differences between men and women. Strong majorities say there is no difference between men and women when it comes to being an effective spokesperson for their company (77% see no difference) and negotiating profitable deals (73%). And solid majorities see no difference between men and women on providing guidance or mentorship to young employees (66%), providing fair pay and good benefits (64%), being honest and ethical (64%) and being willing to take risks (58%).

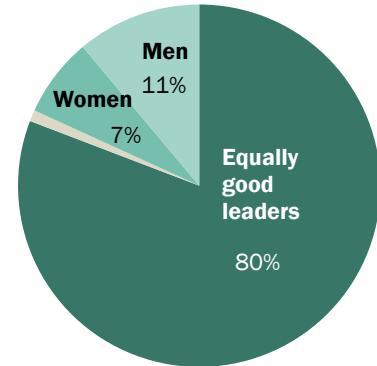
Among those who do draw distinctions between men and women on these leadership attributes, some clear gender patterns emerge. About three-in-ten adults (31%) say women in top executive positions are more honest and ethical than men; only 3% say men are better in this regard. Similarly, 30% say women do a better job at providing fair pay and good benefits, while 5% say the same about men. Women are also perceived to have an advantage in providing guidance or mentorship to young employees: 25% say women are better at this, while 7% say men are better.

The largest gap in favor of men is on the willingness to take risks. Some 34% of the public says men in top executive positions are better at this than women; only 5% say women are better than men. Men are also seen as having an edge in negotiating profitable deals. About one-in-five adults (18%) say men in top business positions are better at this than women, while 7% say women are better at this.

Neither men nor women are seen as having a clear advantage in serving as spokespeople for their companies: 9% say men are better at this, 12% say women are better and 77% see no difference between the two.

Men and Women Equally Qualified to Lead in the Business World

% saying men/women generally make better business leaders



Note: Share that did not answer is shown but not labeled.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q5b

Views about men and women and their effectiveness in certain aspects of business leadership differ somewhat by gender. Women are more likely than men to say that female leaders are more honest and ethical than their male counterparts (35% of women say this, vs. 27% of men). Similarly, more women than men say that female business leaders are better at providing fair pay and good benefits (34% vs. 24%) and providing guidance or mentorship to young employees (28% vs. 21%).

Men are more likely than women to say that male leaders in business are more willing to take risks (37% of men say this, compared with 31% of women). In addition, men are more likely than women to say there is no gender difference when it comes to being honest and ethical and providing fair pay and good benefits.

Among women, opinions differ significantly on some of these items by generation. Boomer women stand out in their belief that female business leaders are more honest and ethical than male leaders. Fully 40% of Boomer women express this viewpoint, compared with 31% of both Millennial and Gen X women. Boomer women along with their older counterparts—Silent generation women—are also more likely than younger generations of women to say that female leaders are better than male leaders at providing guidance or mentorship to young employees (34% of Boomer and Silent women vs. 23% of Millennial and Gen X women).

What Men and Women Bring to Business Leadership

% saying, in general, women/men in top executive positions are better at ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q21a-f

Opinions on gender and business leadership also differ across partisan lines. Democrats are more likely than Republicans to say that women do a better job on many of the characteristics tested in the poll, although in most cases majorities from each party say there is no difference between men and women on these dimensions.

Some of the largest partisan gaps can be seen on which gender does a better job of being honest and ethical (37% of Democrats say women, 29% of Republicans say the same), providing fair pay and good benefits (37% of Democrats say women, 24% of Republicans say the same), and being willing to take risks (44% of Republicans say men, 30% of Democrats say the same).

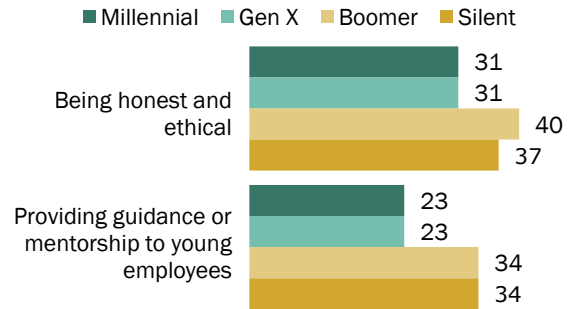
Gender Stereotypes and Business Industries

While the public believes that, in general terms, men and women are equally capable of running a business, that assessment changes somewhat when the question is posed about specific industries. Men have a clear advantage in two traditionally male-dominated areas: professional sports, and oil and gas. Some 54% of all adults say a man would do a better job than a woman running a professional sports team, compared with only 8% who say a woman would do a better job at this. An additional 33% say there is no difference between men and women in this regard or that it depends.¹⁷ Similarly, 46% of the public says a man would do a better job running a large oil or gas company, compared with only 11% saying a woman would do a better job. Some 37% say gender would not make a difference or that it depends.

The share saying a man would do a better job running a computer software company is higher than the share saying a woman would do a better job at this. Some 47% don't see a difference between men and women in their ability to run a software company or say it depends.

A Generation Gap Among Women in Views of Female Business Leadership

% of women saying women in top executive positions are better than men at ...



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q21

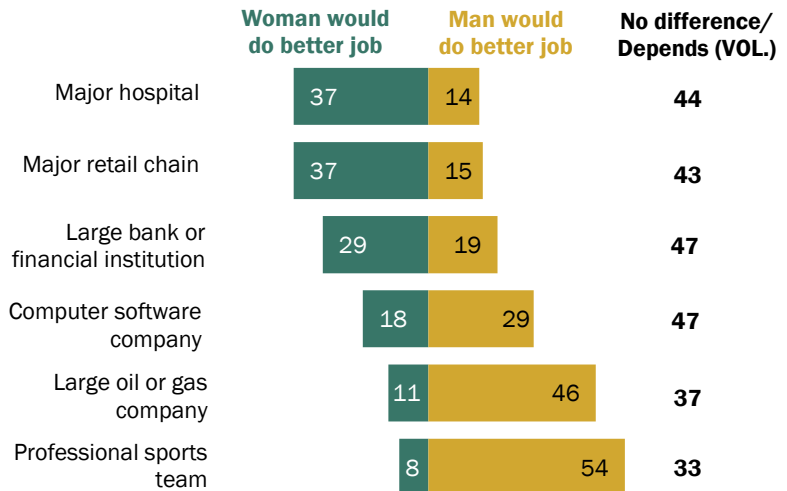
¹⁷ This series of questions was included in a separate telephone survey. Respondents were not offered the option of choosing "no difference" as they were in the main survey, which was conducted online. They were, however, allowed to volunteer responses such as "no difference," "both equally good" or "depends." The mode of interview (telephone vs. online) may have had an impact on the share choosing a neutral category in this type of question.

Women have an edge over men in hospital management and in retail. Among all adults, 37% say a woman would do a better job of running a major hospital, while 14% say a man would do a better job at this. A plurality (44%) say gender doesn't make any difference in running a hospital.

The responses are nearly identical for a major retail chain: 37% say a woman would do a better job running this type of company, 15% say a man would do a better job and 43% say there is no difference or it depends.

Does a Leader's Gender Matter More in Some Industries than Others?

% saying, all other things being equal, a man/woman would do a better job running a ...



Note: "Don't know/Refused" not shown.

Source: Pew Research Center survey, Nov. 20-23, 2014 (N=1,004)

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PEW7

Women also have a slight advantage when it comes to running a large bank or financial institution. About three-in-ten adults (29%) say a woman would do a better job running this type of company, and 19% say a man would do a better job. Roughly half (47%) say it would not make any difference.

Men and women tend to agree in their assessments of who could do a better job running companies in each of these industries. In the case of a professional sports team, women are somewhat more likely than men to say that a female leader could do better job (11% vs. 5% of men). However, even among women, half (51%) say a man would do a better job of running a pro sports team.

Do Female Leaders Make a Difference?

Many Americans see a broad societal value in having more women in leadership. Three-in-ten adults (29%) say having more women in top leadership positions in business and government would do a lot to improve the quality of life for all women. An additional 41% say having more female leaders would improve all women's lives at least somewhat. About one-in-five (19%) say

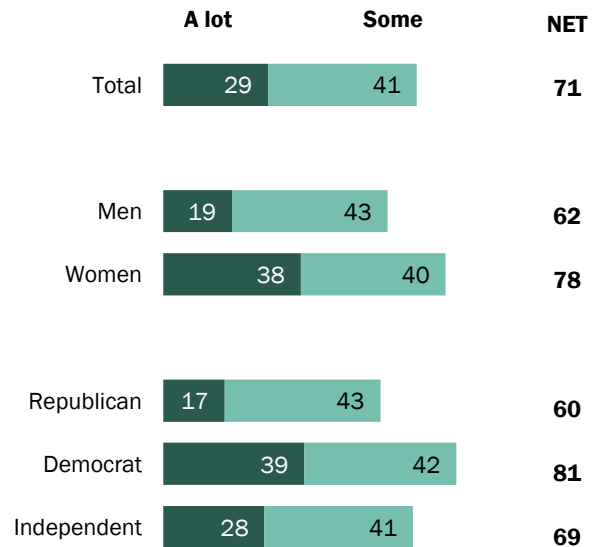
having more women in leadership would not do much to improve women's lives, and 9% say it wouldn't do anything at all.

Women are much more likely than men to see potential benefits in having more female leaders. Fully 38% of women say having more women in top leadership positions would do a lot to improve the lives of all women; only half as many men (19%) agree.

Similarly, Democrats are twice as likely as Republicans to say that more female leaders would be beneficial to all women. About four-in-ten Democrats (39%) say this would do a lot to improve the quality of life for all women. Only 17% of Republicans say the same. Independents fall squarely in the middle: 28% say having more female leaders would do a lot to improve the lives of all women.

Women and Democrats See Wide Benefits from More Female Leaders

% saying having more women in top leadership positions in business and government would do ... to improve the quality of life for all women



Note: NET category computed prior to rounding.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q18

Chapter 3: Obstacles to Female Leadership

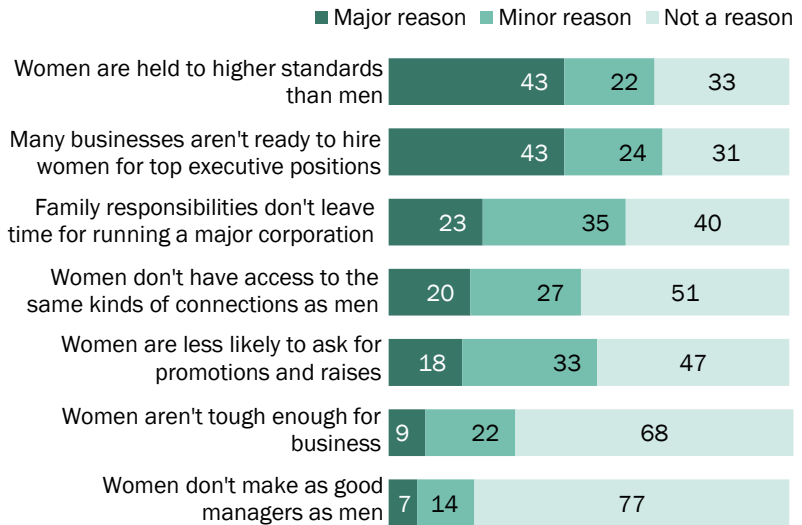
Americans widely believe that men have a better shot at leadership positions in business and politics, even as majorities say that men and women make equally good leaders. There is little consensus, however, on why women remain underrepresented in these fields.

About four-in-ten believe higher standards for women and lack of readiness by companies to hire women for top positions and by voters to elect women to higher office are major reasons that there aren't more women in top leadership roles in business and politics. Other reasons, such as family responsibilities, inexperience, or women not being tough enough, are cited less frequently as significant barriers to female leadership.

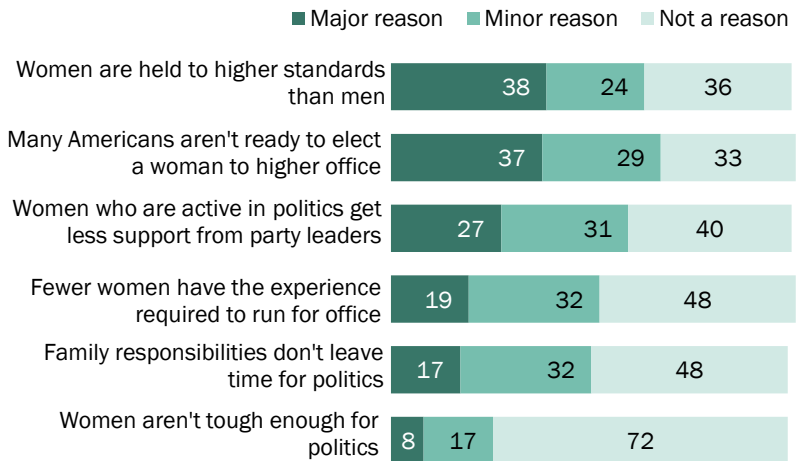
The public expresses some skepticism about whether women will be able to overcome the obstacles that keep them out of top leadership positions, at least in business. About half (53%) don't think women will achieve parity with men in top executive

Why Aren't More Women in ...

Top executive business positions



High political offices



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q16a-g, 22a-f

business positions in the foreseeable future; 44% say that as more women move into management roles, it's only a matter of time before there are as many women as men in top corporate leadership positions.

Do Women Have an Equal Shot at Top Leadership Positions?

About two-thirds of Americans, including majorities of men and women alike, say it is easier for men than women to get elected to high political offices and to get top executive positions in business, but women are more likely to express this view. About three-quarters of women say men have a better shot at these roles, compared with about six-in-ten men, a pattern that is repeated across generations.

For example, Millennial and Boomer women are 13 percentage points more likely than their male counterparts to say it is easier for men to get top executive positions in business; there is a 14-point gender gap among Gen Xers and a 17-point gap among the Silent generation on this

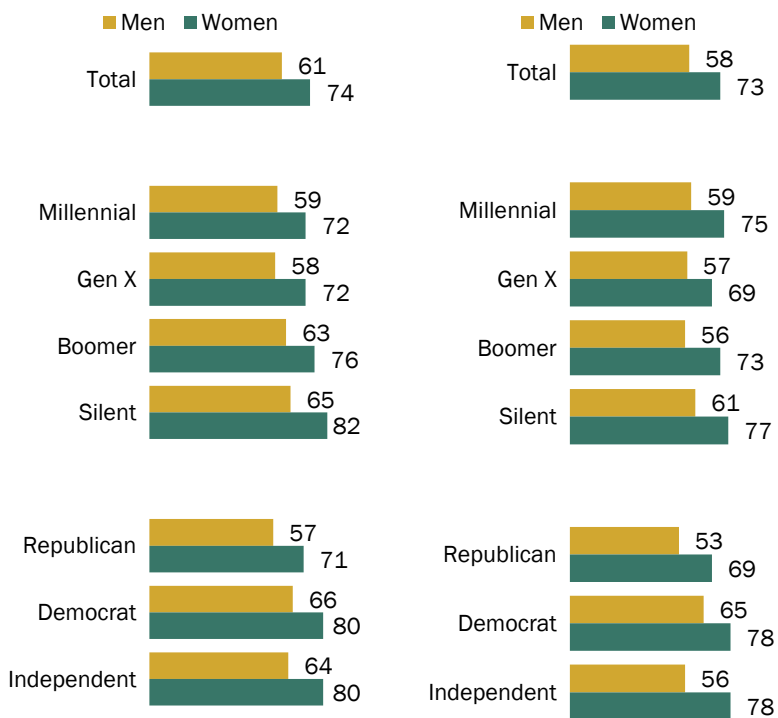
question. Similarly, there are double-digit gender gaps across generations on views that it is easier for men to get elected to high political offices.

Across party lines, majorities say men have an advantage when it comes to getting top executive jobs in business and being elected to high political offices, but Democratic, Republican and

Most Say It Is Easier for Men to Get Top Positions in Business and Politics

% saying it is easier for men to get top executive positions in business

% saying it is easier for men to get elected to high political offices



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q12, 13

independent women are considerably more likely than men in their respective groups to say this is the case.

About eight-in-ten Democratic and independent women and seven-in-ten Republican women say it is easier for men to get top positions in business and politics, at least 13 percentage points higher than the share of men in the corresponding groups.

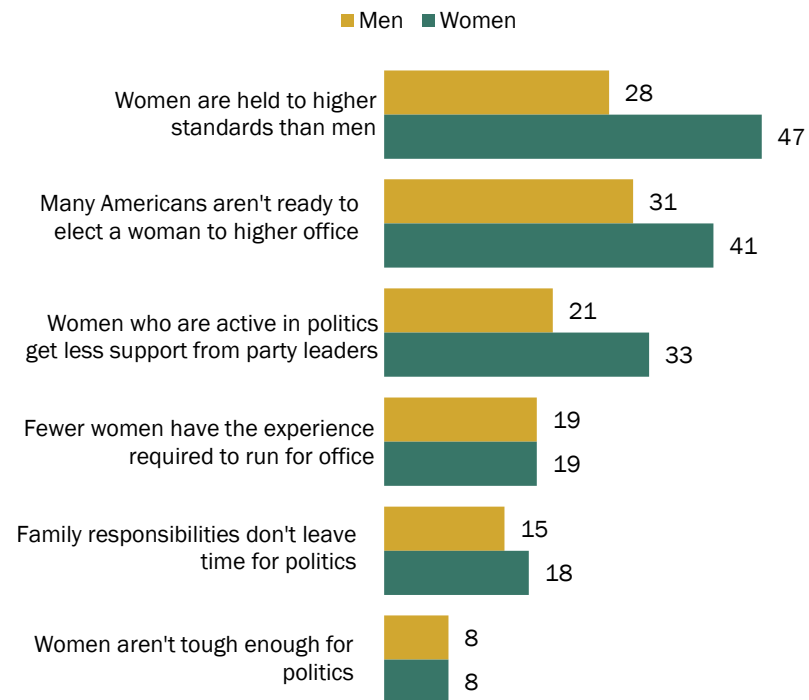
Barriers to Female Political Leadership

If Americans think men and women make equally good political and business leaders but say men have an advantage when it comes to getting top positions in these realms, what do they think is holding women back?

While there is no clear consensus, about four-in-ten (38%) say a major factor is that women who run for office are held to higher standards than men and need to do more to prove themselves. About an equal share (37%) say many Americans aren't ready to elect a woman to higher office, and 27% say women who are active in party politics get less support from party leaders. Still, at least a third say these are not reasons that there aren't more women in high political offices.

Why Aren't More Women in Top Elective Office?

% saying each is a major reason that fewer women hold high political offices



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q22a-f

Women are generally more inclined than men to see higher expectations, voter hesitation and lack of institutional support as major obstacles to female political leadership. Fully 47% of women

believe women who run for office are held to higher standards and have to do more to prove themselves, compared with 28% of men who see this as a major reason that more women are not in top elective office.

Across generations, women are more likely than men to say that uneven expectations are a major obstacle to female political leadership. The gap is particularly pronounced among Baby Boomers; Boomer women are about twice as likely as Boomer men to offer this view (52% vs. 25%).

By double digits, women are also more likely than men to say that voters not being ready to elect a woman to higher office and party leaders giving less support to women (41% vs. 31% and 33% vs. 21%, respectively) are significant obstacles to female political leadership. Gender gaps on these factors are not as consistent across generations. For example, the views of Millennial and Silent women and men don't differ significantly on either measure, while Gen X and Boomer women are more likely than men in their generations to say each of these is a major barrier.

Men and women alike reject the idea that women aren't tough enough for politics; 73% of women and 72% of men say this is not a reason that there aren't more women in top elective office. About half (48% of women and 49% of men) also say that family responsibilities are not a barrier for political leadership, but about as many say this is at least a minor obstacle.

Barriers to Female Business Leadership

As with factors that hinder women's political leadership, there is little agreement on the major barriers to female business leadership, although majorities of Americans – men and women alike – don't think a lack of toughness or management skills are keeping women from reaching top executive positions.

Uneven expectations and companies not being ready to elevate women are cited more than any other factor as a major reason that more women are not in top leadership roles in business. About four-in-ten cite as significant barriers that women are held to higher standards than men and that many businesses aren't ready to hire women for top executive positions (43% each). But in both cases, at least three-in-ten say these are not factors holding women back (33% and 31%, respectively).

On almost every factor tested, women and men offer different views about significant obstacles to female leadership in business. The gap is particularly wide on matters related to unfair expectations and hesitation to hire women. About half of women (52%) say a major reason more

women are not in top leadership positions in business is that women are held to higher standards and have to do more to prove themselves; one-third of men share this view.

Similarly, 50% of women say many businesses aren't ready to hire women for these positions, compared with 35% of men who believe this is a major obstacle to female leadership. Women in the Millennial, Gen X and Boomer generations are more likely than men to say these are key reasons that there aren't more women business leaders.

Is Family an Obstacle for Female Leaders?

Four-in-ten Americans do

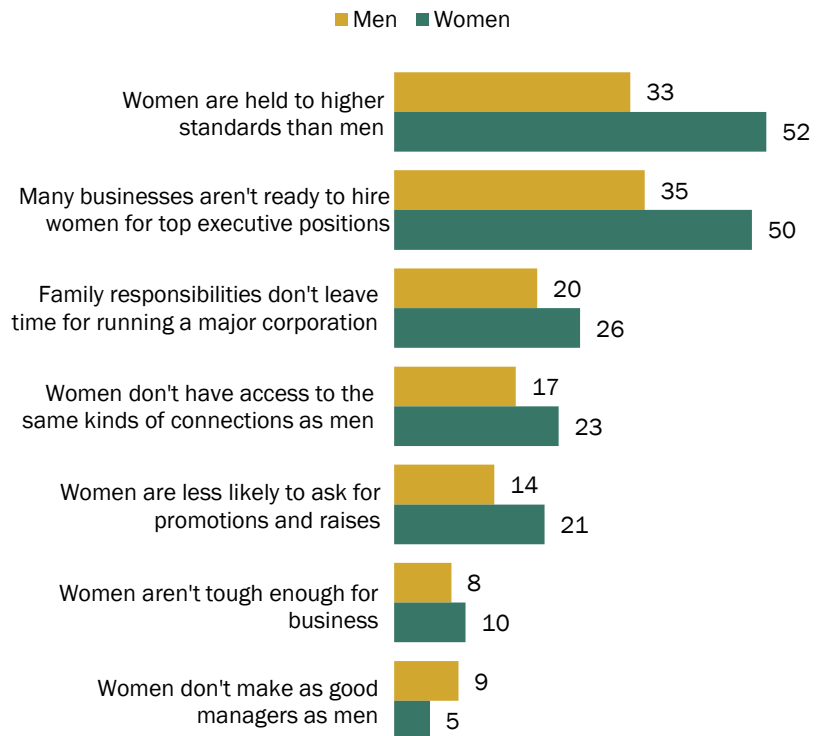
not believe that women's responsibilities to family stand in the way of them becoming top business executives, but about a quarter (23%) say this is a major reason and an additional 35% say it is at least a minor reason that more women are not running large businesses.

Women are somewhat more likely than men to see family responsibilities as a significant barrier for women hoping to reach the top levels of corporate leadership; 26% of women and 20% of men say this is a major reason that more women are not in top executive business positions.

When asked if it's better for a woman who wants to reach a top executive position in business to have children early on in her career, to wait until she is well established in her career to have children, or to not have children at all, Americans are divided: 40% say it is better to wait, and

Why Aren't More Women in Top Business Positions?

% saying each is a major reason that fewer women are in top executive positions in business



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q16a-g

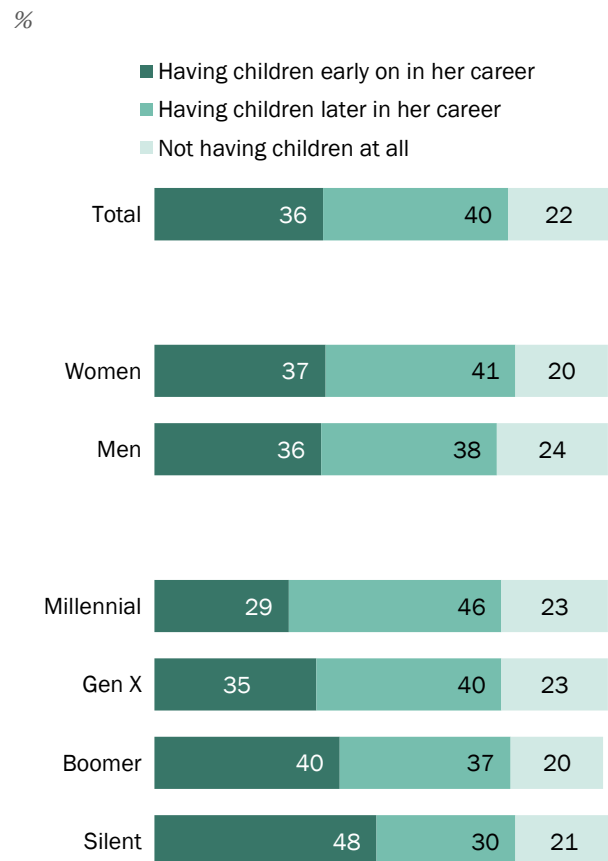
36% say it is better to have children early on. About one-in-five (22%) say a woman with top business leadership aspirations is better off not having children.

Men and women offer similar opinions about when women who want to reach a top executive position should have children, but there is a considerable generation gap on this matter. In particular, Millennials are far more likely than members of the Silent generation to say women who want to reach the highest levels of business leadership are better off waiting until they are well established in their careers.

Among Millennials 46% say it is better to wait and 29% say it is better for women to have children early on in their careers. In contrast, 30% of Silents say women who want a top executive position in business should wait to have children, and 48% say they are better off having children early on. About one-in-five in each generation say women who want leadership positions in business are better off not having children at all.

Among Silents, opinions differ widely between men and women. Among Silent women, 54% believe it is better for a woman who wants to reach a top executive position in business to have children early in her career, while 30% say it is better to wait and 15% say it would be better not to have children at all. Four-in-ten Silent men say it is better for women who aspire to top business positions to have children early on. About an equal share say women should wait until they are more established in their careers (30%) as say they should not have children at all (29%).

A Woman Who Wants to Reach a Top Position in Business Is Better Off ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q24a

Older Generations Less Optimistic about the Future

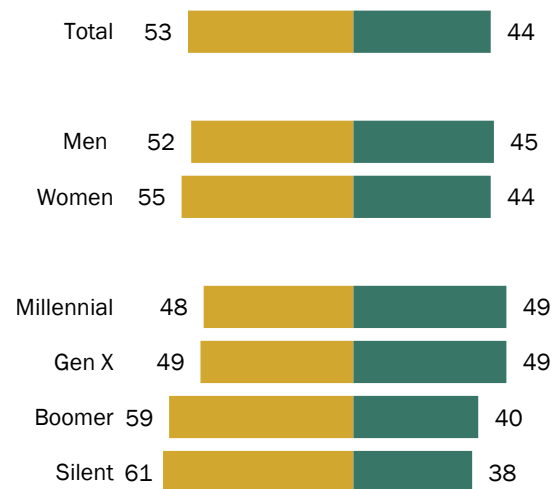
Americans are divided about prospects for the future of female business leadership, but more offer a pessimistic view than one that is optimistic. Overall, 53% believe men will continue to hold more top executive positions in business, even as more women move into management roles; 44% believe that as more women move into management, it is only a matter of time before there are as many women as men in top business leadership positions. Men and women express nearly identical views.

Members of the Baby Boom and Silent generations are particularly skeptical about the future of female business leadership. About six-in-ten Boomers (59%) and Silents (61%) believe men will continue to hold more top executive positions in the foreseeable future. Millennials and Gen Xers are equally divided between those who believe men will continue to dominate business leadership positions and those who say it is only a matter of time before there is gender parity.

As More Women Move into Management Roles ...

%

- Men will continue to hold more top executive positions in business in the future
- It is only a matter of time before there are as many women as men in top executive positions in business



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q17

Workplace Equality

About seven-in-ten Americans (71%) say the country needs to continue to make changes to give men and women equality in the workplace; 28% believe the country has made the necessary changes. The view that the country needs to continue making changes to achieve gender equality in the workplace is particularly common among women; 77% say this, compared with 63% of men.

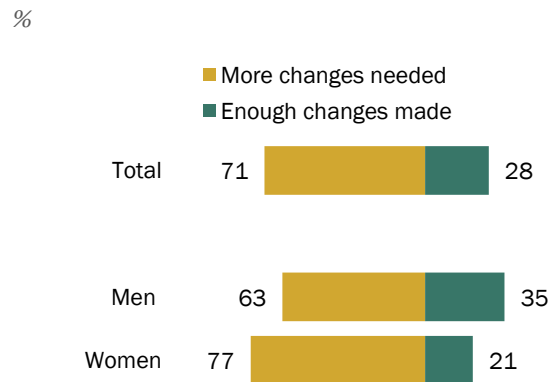
The gender gap is especially pronounced among Republicans and among those with at least some college education. While 66% of Republican women say more changes are needed to achieve equality, less than half (45%) of Republican men agree.

Among those with a college degree, 81% of women say the country needs to continue making changes to give men and women equality in the workplace, compared with 60% of men. Similarly, while 78% of women with some college education say more changes are needed, 57% of men with the same level of education agree.

Few See Widespread Gender Discrimination

Thinking more broadly about society, only 13% say women currently face a lot of discrimination, with an additional 44% saying women face some discrimination. By comparison, 28% say there is a lot of discrimination against gays and lesbians in our society today, and about one-in-five see the same level of discrimination against African

Men and Women Say More Changes Needed to Bring about Gender Equality in the Workplace



Note: "No answer" not shown.

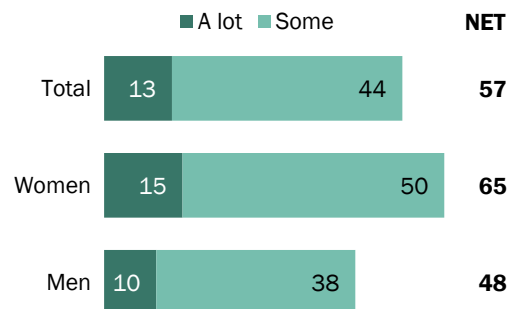
Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q8

Women More Likely Than Men to See Gender Discrimination

% saying there is a lot or some discrimination against women in our society today



Note: "Net" was computed prior to rounding. "Only a little," "none at all" and "no answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q4a

Americans (21%) and Hispanics (19%).

Nearly two-thirds of women (65%) say there is a lot of (15%) or some (50%) discrimination against women in our society today. Men, however, are nearly evenly divided: 48% say women face at least some discrimination, while 51% believe there is only a little or no bias against women. This gender gap is evident across generations, with double-digit gaps between Millennial men and women (11 percentage points), Gen X men and women (17 points), Boomer men and women (20 points) and men and women from the Silent generation (21 points) who say women face at least some discrimination.

There is also a partisan gap on perceptions of gender discrimination, with Democrats far more likely than Republicans and independents to see biases against women.

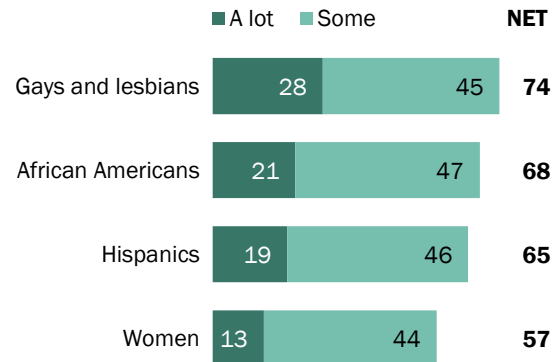
About seven-in-ten Democrats say women face a lot of (21%) or some (50%) discrimination. In contrast, just 4% of Republicans and 8% of independents say discrimination against women is widespread; 36% and 42%, respectively, say women face some discrimination.

Within each political group, women are more likely than men to say society discriminates against women, a view that is most widespread among Democratic women; 79% say women face at least some discrimination, compared with 47% of Republican and 57% of independent women. Among men, 62% of Democrats, 32% of Republicans and 44% of independents share this view.

It is worth noting that gender and partisan gaps are also evident in perceptions of discrimination against gays and lesbians, African Americans and Hispanics. In each case, women and Democrats are more likely to say the group faces discrimination.

More See Discrimination against Gays and Lesbians, African Americans and Hispanics

% saying there is a lot or some discrimination against each group in our society today



Note: "Net" was computed prior to rounding. "Only a little," "none at all" and "no answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

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Q4a-d

Appendix A: Survey Methodology

The analysis in this report is based mostly on a survey conducted November 12-21, 2014 among a sample of 1,835 adults (921 women and 914 men) 18 years of age or older. The survey was conducted by the GfK Group using KnowledgePanel, its nationally representative online research panel. KnowledgePanel members are recruited through probability sampling methods and include both those with internet access and those without (KnowledgePanel provides internet access for those who do not have it and, if needed, a device to access the internet when they join the panel). A combination of random digit dialing (RDD) and address-based sampling (ABS) methodologies have been used to recruit panel members (in 2009 KnowledgePanel switched its sampling methodology for recruiting panel members from RDD to ABS). The panel includes households with landlines and cellular phones, including those only with cell phones, and those without a phone. Both the RDD and ABS samples were provided by Marketing Systems Group (MSG). KnowledgePanel continually recruits new panel members throughout the year to offset panel attrition as people leave the panel. The survey was conducted in English and Spanish.

All active members of the GfK panel were eligible for inclusion in this study. In all, 3,268 panelists (1,634 women and 1,634 men) were invited to take part in the survey. All sampled members received an initial email to notify them of the survey and provide a link to the survey questionnaire. Additional follow-up reminders were sent to those who had not yet responded as needed.

The final sample of 1,835 adults was weighted using an iterative technique that matches gender and, within gender, age, race/ethnicity, education, region, household income, home ownership status and metropolitan area to parameters from the July 2013 Census Bureau's Current Population Survey (CPS). In addition, the sample is weighted to match current patterns of internet access from the July 2011 CPS survey. This weight is multiplied by an initial sampling or base weight that corrects for differences in the probability of selection of various segments of GfK's sample and by a panel weight that adjusts for any biases due to nonresponse and noncoverage at the panel recruitment stage (using all of the parameters described above). Details about the GfK panel-level weights can be found at:

<http://www.gfk.com/Documents/GfK-KnowledgePanel-Design-Summary.pdf>

Sampling errors and statistical tests of significance take into account the effect of weighting at each of these stages. The margin of sampling error at the 95% confidence level is plus or minus 2.4

percentage points for results based on the full sample (n=1,835). The margin of sampling error is plus or minus 3.4 percentage points for women (n=921) and plus or minus 3.5 percentage points for men (n=914). Sample sizes and sampling errors for other subgroups are available upon request.

In addition to sampling error, one should bear in mind that question wording and practical difficulties in conducting surveys can introduce error or bias into the findings of opinion polls.

Additional Data Source

In addition to the online survey described above, this report is supplemented with public opinion data from an omnibus survey conducted November 20-23, 2014 among a national sample of 1,004 adults, 18 years of age or older, living in the continental United States (501 respondents were interviewed on a landline telephone, and 503 were interviewed on a cell phone, including 291 who had no landline telephone). The survey was conducted by interviewers at Princeton Data Source under the direction of Princeton Survey Research Associates International. A combination of landline and cell phone random digit dial samples were used; both samples were provided by Survey Sampling International. Interviews were conducted in English and Spanish. Respondents in the landline sample were selected by randomly asking for the youngest adult male or female who is now at home. Interviews in the cell sample were conducted with the person who answered the phone, if that person was an adult 18 years of age or older.

The combined landline and cell phone sample are weighted using an iterative technique that matches gender, age, education, race, Hispanic origin and region to parameters from the 2012 Census Bureau's American Community Survey and population density to parameters from the Decennial Census. The sample also is weighted to match current patterns of telephone status (landline only, cell phone only, or both landline and cell phone), based on extrapolations from the 2013 National Health Interview Survey. The weighting procedure also accounts for the fact that respondents with both landline and cell phones have a greater probability of being included in the combined sample and adjusts for household size among respondents with a landline phone. Sampling errors and statistical tests of significance take into account the effect of weighting.

The margin of sampling error at the 95% confidence level is plus or minus 3.5 percentage points for results based on the full sample (n=1,004). The margin of sampling error is plus or minus 4.9 percentage points for women (n=511) and plus or minus 5.0 percentage points for men (n=493). Sample sizes and sampling errors for other subgroups are available upon request.

Appendix B: Main Survey Topline

**PEW RESEARCH CENTER
GENDER AND LEADERSHIP ONLINE SURVEY
FINAL TOPLINE
NOVEMBER 12-21, 2014
N=1,835
MEN=914, WOMEN=921**

NOTE: ALL NUMBERS ARE PERCENTAGES. THE PERCENTAGES LESS THAN .5% ARE REPLACED BY AN ASTERISK (*). COLUMNS/ROWS MAY NOT TOTAL 100% DUE TO ROUNDING.

ASK ALL:

Q.1 All in all, are you satisfied or dissatisfied with the way things are going in this country today?

<u>Total</u>		<u>Men</u>	<u>Women</u>
29	Satisfied	29	29
71	Dissatisfied	71	71
*	No answer	1	*

NO QUESTIONS 2-3

[RANDOMIZE Q.4a/4b/4c/4d]

ASK ALL:

Q.4a How much discrimination would you say there is against WOMEN in our society today?

<u>Total</u>		<u>Men</u>	<u>Women</u>
13	A lot	10	15
44	Some	38	50
32	Only a little	36	28
11	None at all	15	6
1	No answer	1	1

ASK ALL:

Q.4b How much discrimination would you say there is against AFRICAN AMERICANS in our society today?

<u>Total</u>		<u>Men</u>	<u>Women</u>
21	A lot	18	23
47	Some	43	50
24	Only a little	29	20
8	None at all	9	6
1	No answer	1	*

ASK ALL:

Q.4c How much discrimination would you say there is against HISPANICS in our society today?

<u>Total</u>		<u>Men</u>	<u>Women</u>
19	A lot	17	21
46	Some	44	48
26	Only a little	28	24
8	None at all	10	6
1	No answer	1	1

ASK ALL:

Q.4d How much discrimination would you say there is against GAYS AND LESBIANS in our society today?

<u>Total</u>		<u>Men</u>	<u>Women</u>
28	A lot	24	32
45	Some	44	46
20	Only a little	24	17
6	None at all	7	4
1	No answer	1	1

[RANDOMIZE Q.5a/5b]**ASK ALL:**

Q.5a Which one of the following statements comes closest to your opinion about [**RANDOMIZE:** men and women/women and men] as POLITICAL LEADERS?

<u>Total</u>		<u>Men</u>	<u>Women</u>
14	Men generally make better political leaders than women	17	12
9	Women generally make better political leaders than men	7	11
75	In general, women and men make equally good political leaders	74	76
2	No answer	2	1

ASK ALL:

Q.5b Which one of the following statements comes closest to your opinion about [**RANDOMIZE:** men and women/women and men] as BUSINESS LEADERS?

<u>Total</u>		<u>Men</u>	<u>Women</u>
11	Men generally make better business leaders than women	15	8
7	Women generally make better business leaders than men	4	10
80	In general, women and men make equally good business leaders	79	81
1	No answer	2	1

[RANDOMIZE Q.6a/6b]**ASK ALL:**

Q.6a In general, do you think WOMEN are better at executive jobs like serving as mayor or governor, or are they better at legislative jobs like serving on the city council or Congress?

<u>Total</u>		<u>Men</u>	<u>Women</u>
7	Executive jobs	6	7
10	Legislative jobs	11	9
82	No difference	82	83
1	No answer	2	1

ASK ALL:

Q.6b In general, do you think MEN are better at executive jobs like serving as mayor or governor, or are they better at legislative jobs like serving on the city council or Congress?

<u>Total</u>		<u>Men</u>	<u>Women</u>
11	Executive jobs	12	10
5	Legislative jobs	5	5
83	No difference	82	85
1	No answer	1	1

[RANDOMIZE Q.7a/7b/7c/7d/7e/7f/7g]**ASK ALL:**

Q.7 In general, do you think each of the following characteristics is **[RANDOMIZE: more true of men or more true of women/more true of women or more true of men]**? **[RANDOMIZE ITEMS a-g]**

a. Intelligent

<u>Total</u>		<u>Men</u>	<u>Women</u>
4	More true of men	5	2
9	More true of women	6	11
86	Equally true of both	86	86
2	No answer	3	1

b. Decisive

<u>Total</u>		<u>Men</u>	<u>Women</u>
27	More true of men	32	24
9	More true of women	6	11
62	Equally true of both	59	64
2	No answer	3	1

c. Compassionate

<u>Total</u>		<u>Men</u>	<u>Women</u>
2	More true of men	2	2
65	More true of women	61	68
32	Equally true of both	34	29
2	No answer	2	1

d. Innovative

<u>Total</u>		<u>Men</u>	<u>Women</u>
12	More true of men	17	7
11	More true of women	6	15
75	Equally true of both	74	75
2	No answer	2	2

e. Organized

<u>Total</u>		<u>Men</u>	<u>Women</u>
4	More true of men	6	2
48	More true of women	40	56
46	Equally true of both	52	41
2	No answer	2	1

f. Ambitious

<u>Total</u>		<u>Men</u>	<u>Women</u>
21	More true of men	22	20
9	More true of women	8	11
68	Equally true of both	68	68
2	No answer	2	1

QUESTION 7 CONTINUED ...

g. Honest

<u>Total</u>		<u>Men</u>	<u>Women</u>
3	More true of men	4	1
29	More true of women	24	32
67	Equally true of both	69	65
2	No answer	2	2

ASK ALL:

Q.8 Which of these two statements comes closer to your own view, even if neither is exactly right?

<u>Total</u>		<u>Men</u>	<u>Women</u>
28	This country has made the changes needed to give men and women equality in the workplace	35	21
71	This country needs to continue making changes to give men and women equality in the workplace	63	77
2	No answer	2	1

QUESTIONS 9, 10 HELD FOR FUTURE RELEASE; NO QUESTION 11

[RANDOMIZE Q.12/13. RANDOMIZE RESPONSE OPTIONS 1 AND 2. KEEP SAME ORDER OF OPTIONS FOR Q.12 AND Q.13 FOR EACH RESPONDENT.]

ASK ALL:

Q.12 Thinking about TOP EXECUTIVE POSITIONS IN BUSINESS these days, would you say it is generally...

<u>Total</u>		<u>Men</u>	<u>Women</u>
68	Easier for men to get these positions	61	74
3	Easier for women to get these positions	4	1
28	Not much difference	33	23
1	No answer	2	1

ASK ALL:

Q.13 Thinking about HIGH POLITICAL OFFICES these days, would you say it is generally...

<u>Total</u>		<u>Men</u>	<u>Women</u>
66	Easier for men to get elected to high political offices	58	73
2	Easier for women to get elected to high political offices	3	1
30	Not much difference	37	24
2	No answer	3	1

NO QUESTIONS 14-15

[RANDOMIZE Q.16a/16b/16c/16d/16e/16f/16g]**ASK ALL:**

Q.16 Very few top executive positions in business in this country are filled by women. Here is a list of some possible reasons why.

For each one, please indicate whether you think it is a major reason, a minor reason, or not a reason why there aren't more women in TOP EXECUTIVE BUSINESS POSITIONS. **[RANDOMIZE ITEMS a-g]**

- a. Generally speaking, women don't make as good managers as men

<u>Total</u>		<u>Men</u>	<u>Women</u>
7	Major reason	9	5
14	Minor reason	15	13
77	Not a reason	74	80
2	No answer	3	2

- b. Women's responsibilities to family don't leave time for running a major corporation

<u>Total</u>		<u>Men</u>	<u>Women</u>
23	Major reason	20	26
35	Minor reason	37	34
40	Not a reason	41	39
2	No answer	3	2

- c. Generally speaking, women aren't tough enough for business

<u>Total</u>		<u>Men</u>	<u>Women</u>
9	Major reason	8	10
22	Minor reason	24	19
68	Not a reason	65	70
2	No answer	3	2

- d. Women don't have access to the same kinds of personal networks and connections that men have

<u>Total</u>		<u>Men</u>	<u>Women</u>
20	Major reason	17	23
27	Minor reason	27	27
51	Not a reason	54	48
2	No answer	3	2

- e. Generally speaking, women are less likely than men to ask for promotions and raises

<u>Total</u>		<u>Men</u>	<u>Women</u>
18	Major reason	14	21
33	Minor reason	31	35
47	Not a reason	52	42
2	No answer	3	2

- f. Women are held to higher standards than men and have to do more to prove themselves

<u>Total</u>		<u>Men</u>	<u>Women</u>
43	Major reason	33	52
22	Minor reason	23	20
33	Not a reason	41	26
2	No answer	2	2

QUESTION 16 CONTINUED ...

- g. Many businesses are not ready to hire women for top executive positions

<u>Total</u>		<u>Men</u>	<u>Women</u>
43	Major reason	35	50
24	Minor reason	27	21
31	Not a reason	36	27
2	No answer	3	2

ASK ALL:

- Q.17 Which of these two statements comes closer to your own view, even if neither is exactly right?

[RANDOMIZE RESPONSE OPTIONS 1 AND 2]

<u>Total</u>		<u>Men</u>	<u>Women</u>
44	As more women move into management roles, it is only a matter of time before there are as many women as men in top executive positions in business [OR]	45	44
53	Even as more women move into management roles, men will continue to hold more top executive positions in business in the future	52	55
2	No answer	3	1

ASK ALL:

- Q.18 How much, if anything, do you think having more women in top leadership positions in business and government would do to improve the quality of life for all women?

<u>Total</u>		<u>Men</u>	<u>Women</u>
29	A lot	19	38
41	Some	43	40
19	Not much	23	14
9	Nothing at all	13	6
1	No answer	2	1

[RANDOMIZE Q.19a/19b/19c/19d/19e. RANDOMIZE RESPONSE OPTIONS 1 AND 2 IN SAME ORDER AS QUESTION STEM.]**ASK ALL:**

- Q.19 In general, do you think **[RANDOMIZE: men or women/women or men]** in HIGH POLITICAL OFFICES are better at each of the following? **[RANDOMIZE ITEMS a-e]**

- a. Standing up for what they believe in, despite political pressure

<u>Total</u>		<u>Men</u>	<u>Women</u>
10	Men are better	12	8
25	Women are better	19	30
63	No difference	67	60
2	No answer	2	2

- b. Being honest and ethical

<u>Total</u>		<u>Men</u>	<u>Women</u>
3	Men are better	4	2
34	Women are better	30	37
62	No difference	64	60
2	No answer	2	2

QUESTION 19 CONTINUED ...

c. Working out compromises

<u>Total</u>		<u>Men</u>	<u>Women</u>
9	Men are better	11	6
34	Women are better	27	41
55	No difference	60	51
2	No answer	2	1

d. Working to improve the quality of life for Americans

<u>Total</u>		<u>Men</u>	<u>Women</u>
5	Men are better	6	4
26	Women are better	22	30
68	No difference	70	65
2	No answer	2	1

e. Being persuasive

<u>Total</u>		<u>Men</u>	<u>Women</u>
17	Men are better	18	15
21	Women are better	18	25
60	No difference	62	59
2	No answer	2	2

[RANDOMIZE Q.20a/20b/20c/20d]**ASK ALL:**

Q.20 And thinking about some specific policy areas...

In general, do you think **[RANDOMIZE: men or women/women or men]** in HIGH POLITICAL OFFICES are better at each of the following? **[RANDOMIZE ITEMS a-d]**

a. Handling economic conditions

<u>Total</u>		<u>Men</u>	<u>Women</u>
12	Men are better	13	10
14	Women are better	12	16
73	No difference	73	72
2	No answer	2	1

b. Dealing with social issues such as education and health care

<u>Total</u>		<u>Men</u>	<u>Women</u>
3	Men are better	4	2
38	Women are better	33	43
57	No difference	61	53
2	No answer	2	2

c. Handling environmental issues

<u>Total</u>		<u>Men</u>	<u>Women</u>
9	Men are better	9	9
18	Women are better	18	18
71	No difference	71	71
2	No answer	2	2

QUESTION 20 CONTINUED ...

d. Dealing with national security and defense

<u>Total</u>		<u>Men</u>	<u>Women</u>
37	Men are better	40	34
5	Women are better	4	5
56	No difference	54	59
2	No answer	2	2

[RANDOMIZE Q.21a/21b/21c/21d/21e/21f]**ASK ALL:**

Q.21 In general, do you think **[RANDOMIZE: men or women/women or men]** in TOP EXECUTIVE POSITIONS are better at each of the following? **[RANDOMIZE ITEMS a-f]**

a. Being honest and ethical

<u>Total</u>		<u>Men</u>	<u>Women</u>
3	Men are better	4	2
31	Women are better	27	35
64	No difference	67	61
2	No answer	2	2

b. Being willing to take risks

<u>Total</u>		<u>Men</u>	<u>Women</u>
34	Men are better	37	31
5	Women are better	5	6
58	No difference	55	61
2	No answer	3	2

c. Providing fair pay and good benefits

<u>Total</u>		<u>Men</u>	<u>Women</u>
5	Men are better	6	4
30	Women are better	24	34
64	No difference	68	60
2	No answer	2	2

d. Negotiating profitable deals

<u>Total</u>		<u>Men</u>	<u>Women</u>
18	Men are better	18	18
7	Women are better	7	7
73	No difference	73	73
2	No answer	2	2

e. Being an effective spokesperson for their company

<u>Total</u>		<u>Men</u>	<u>Women</u>
9	Men are better	11	7
12	Women are better	11	13
77	No difference	76	78
2	No answer	2	2

QUESTION 21 CONTINUED ...

- f. Providing guidance or mentorship to young employees

<u>Total</u>		<u>Men</u>	<u>Women</u>
7	Men are better	9	5
25	Women are better	21	28
66	No difference	67	65
2	No answer	2	2

[RANDOMIZE Q.22a/22b/22c/22d/22e/22f]**ASK ALL:**

- Q.22 Fewer women than men occupy high political offices, like governor or Senate seats. Here is a list of some possible reasons why.

For each, please indicate whether you think it is a major reason, a minor reason, or not a reason why there are fewer women in HIGH POLITICAL OFFICES. **[RANDOMIZE ITEMS a-f]**

- a. Many Americans aren't ready to elect a woman to higher office

<u>Total</u>		<u>Men</u>	<u>Women</u>
37	Major reason	31	41
29	Minor reason	29	28
33	Not a reason	37	29
2	No answer	3	2

- b. Women's responsibilities to family don't leave time for politics

<u>Total</u>		<u>Men</u>	<u>Women</u>
17	Major reason	15	18
32	Minor reason	33	31
48	Not a reason	49	48
2	No answer	3	2

- c. Generally speaking, women aren't tough enough for politics

<u>Total</u>		<u>Men</u>	<u>Women</u>
8	Major reason	8	8
17	Minor reason	17	18
72	Not a reason	72	73
2	No answer	3	2

- d. Fewer women have the experience required for higher office

<u>Total</u>		<u>Men</u>	<u>Women</u>
19	Major reason	19	19
32	Minor reason	31	32
48	Not a reason	48	48
2	No answer	2	2

- e. Women who are active in party politics get less support from party leaders

<u>Total</u>		<u>Men</u>	<u>Women</u>
27	Major reason	21	33
31	Minor reason	32	30
40	Not a reason	44	36
2	No answer	3	2

QUESTION 22 CONTINUED ...

- f. Women who run for office are held to higher standards than men and have to do more to prove themselves

<u>Total</u>		<u>Men</u>	<u>Women</u>
38	Major reason	28	47
24	Minor reason	25	23
36	Not a reason	44	28
3	No answer	3	2

ASK IF MARRIED (PPMARIT=1):

- Q.23 Is your spouse now employed full-time, part-time or not employed?

<u>Total</u>		<u>Men</u>	<u>Women</u>
53	Full-time	42	64
10	Part-time	15	5
36	Not employed	42	30
1	No answer	1	1

ASK ALL:

- Q.24 During the time you were growing up, did your mother work full-time, part-time, or was she not employed?

<u>Total</u>		<u>Men</u>	<u>Women</u>
44	Full-time	45	44
20	Part-time	20	19
35	Not employed	34	37
1	No answer	1	1

[RANDOMIZE RESPONSE OPTIONS 1-3]**ASK ALL:**

- Q.24A In general, what do you think is better for a woman who wants to reach a top executive position in business?

<u>Total</u>		<u>Men</u>	<u>Women</u>
36	Having children early on in her career	36	37
40	Waiting until she is well-established in her career to have children	38	41
22	Not having children at all	24	20
2	No answer	3	2

[RANDOMIZE Q.25a/25b/25c/25d/25e/25f/25g]**ASK ALL:**

- Q.25 Now one last question about leadership...
How important is it to you for a leader to be each of the following? **[RANDOMIZE ITEMS a-g]**

- a. Intelligent

<u>Total</u>		<u>Men</u>	<u>Women</u>
80	Absolutely essential for a leader	77	82
14	Important, but not essential	15	14
4	Not important	5	3
2	No answer	2	1

QUESTION 25 CONTINUED ...

b. Decisive

<u>Total</u>		<u>Men</u>	<u>Women</u>
80	Absolutely essential for a leader	78	81
14	Important, but not essential	14	14
4	Not important	6	3
2	No answer	3	2

c. Compassionate

<u>Total</u>		<u>Men</u>	<u>Women</u>
57	Absolutely essential for a leader	47	66
36	Important, but not essential	43	29
5	Not important	7	3
2	No answer	2	1

d. Innovative

<u>Total</u>		<u>Men</u>	<u>Women</u>
56	Absolutely essential for a leader	51	61
37	Important, but not essential	40	35
5	Not important	7	3
2	No answer	2	2

e. Organized

<u>Total</u>		<u>Men</u>	<u>Women</u>
67	Absolutely essential for a leader	65	68
26	Important, but not essential	26	27
5	Not important	6	3
2	No answer	2	2

f. Ambitious

<u>Total</u>		<u>Men</u>	<u>Women</u>
53	Absolutely essential for a leader	48	57
36	Important, but not essential	39	33
9	Not important	10	7
2	No answer	2	2

g. Honest

<u>Total</u>		<u>Men</u>	<u>Women</u>
84	Absolutely essential for a leader	81	88
9	Important, but not essential	10	8
4	Not important	7	2
2	No answer	2	2

Appendix C: Omnibus Survey Topline

PEW RESEARCH CENTER
**OMNIBUS
 FINAL TOPLINE
 NOVEMBER 20-23, 2014
 N=1,004
 (MEN=493, WOMEN=511)**

NOTE: ALL NUMBERS ARE PERCENTAGES. THE PERCENTAGES LESS THAN .5 ARE REPLACED BY AN ASTERISK (*). COLUMNS/ROWS MAY NOT TOTAL 100 DUE TO ROUNDING.

[RANDOMIZE PEW.1 AND PEW.2]

ASK ALL:

PEW.1 Do you personally hope the United States will elect a female president in your lifetime, or does that not matter to you?

<u>All</u>		<u>Men</u>	<u>Women</u>
38	Yes	30	46
57	Does not matter	64	51
5	Don't know/Refused (VOL.)	7	3

[RANDOMIZE PEW.1 AND PEW.2]

ASK ALL:

PEW.2 Do you think the United States will elect a female president in your lifetime, or not?

<u>All</u>		<u>Men</u>	<u>Women</u>
73	Yes	75	72
20	No	19	22
6	Don't know/Refused (VOL.)	6	7

Trend for Comparison¹⁸:

		<i>Based on voters</i>	
<u>Nov 2014</u>		<u>Nov 2008</u>	<u>Sept 1996</u>
73	Yes	85	54
20	No	12	43
6	Don't know/Refused (VOL.)	3	3

¹⁸ The November 2008 survey was conducted by the [Pew Research Center for the People and the Press](http://www.pewresearch.org) and the question was worded "In your lifetime, do you think this country will elect a female president, or not?" The September 1996 survey was conducted by *Newsweek* and the question was worded "In your lifetime, do you think this country will elect ... a female president?"

QUESTIONS PEW.3, 4, 5 AND 6 HELD FOR FUTURE RELEASE**ASK ALL:**

PEW.7 Now thinking about different types of companies and organizations, all other things being equal, do you think **(RANDOMIZE: a man [or] a woman)** would do a better job running **[INSERT ITEM; RANDOMIZE]**? How about **[NEXT ITEM]**? **[REPEAT AS NECESSARY: All other things being equal, do you think (RANDOMIZE IN SAME ORDER AS ABOVE: a man [or] a woman) would do a better job running (ITEM)?]**

a. A computer software company

<u>All</u>		<u>Men</u>	<u>Women</u>
29	A man would do a better job	30	28
18	A woman would do a better job	17	18
39	No difference/Both equally good (VOL.)	41	37
8	Depends (VOL.)	6	10
6	Don't know/Refused (VOL.)	6	6

b. A major retail chain

<u>All</u>		<u>Men</u>	<u>Women</u>
15	A man would do a better job	16	13
37	A woman would do a better job	34	40
34	No difference/Both equally good (VOL.)	38	30
9	Depends (VOL.)	7	11
5	Don't know/Refused (VOL.)	4	5

c. A large bank or financial institution

<u>All</u>		<u>Men</u>	<u>Women</u>
19	A man would do a better job	22	17
29	A woman would do a better job	26	32
39	No difference/Both equally good (VOL.)	41	37
8	Depends (VOL.)	6	10
5	Don't know/Refused (VOL.)	5	4

d. A large oil or gas company

<u>All</u>		<u>Men</u>	<u>Women</u>
46	A man would do a better job	47	45
11	A woman would do a better job	10	13
30	No difference/Both equally good (VOL.)	32	28
7	Depends (VOL.)	6	9
5	Don't know/Refused (VOL.)	5	6

QUESTION PEW.7 CONTINUED ...

e. A major hospital

<u>All</u>		<u>Men</u>	<u>Women</u>
14	A man would do a better job	13	15
37	A woman would do a better job	35	38
36	No difference/Both equally good (VOL.)	40	31
8	Depends (VOL.)	6	10
5	Don't know/Refused (VOL.)	5	6

f. A professional sports team

<u>All</u>		<u>Men</u>	<u>Women</u>
54	A man would do a better job	58	51
8	A woman would do a better job	5	11
25	No difference/Both equally good (VOL.)	25	25
8	Depends (VOL.)	7	8
4	Don't know/Refused (VOL.)	5	4