



BUREAU
VERITAS



OPTING OUT OF MANAGEMENT CIRCLES

Study Report



APRIL 12, 2022

SURVEY METHODOLOGY



Survey of a representative sample of **996 WOMEN AND 1008 MEN MANAGERS** (all levels).



Web survey conducted by the BVA Institute from **JANUARY 31 TO FEBRUARY 22, 2022**.



REPRESENTATIVENESS ACHIEVED BY THE QUOTA SAMPLING METHODOLOGY based on the following variables: gender, age, industry, company size and region of residence.



RESULTS PREVIEW focused on women's results. Men's scores are displayed only where there is a significant variation.

SAMPLE STRUCTURE

	Gross structure		Adjusted structure	
	2005	100%	2005	100%
S1-Gender				
A woman	996	50%	772	38.5%
A man	1,008	50%	1,233	61.5%
I do not define myself as such	1	0%	-	-

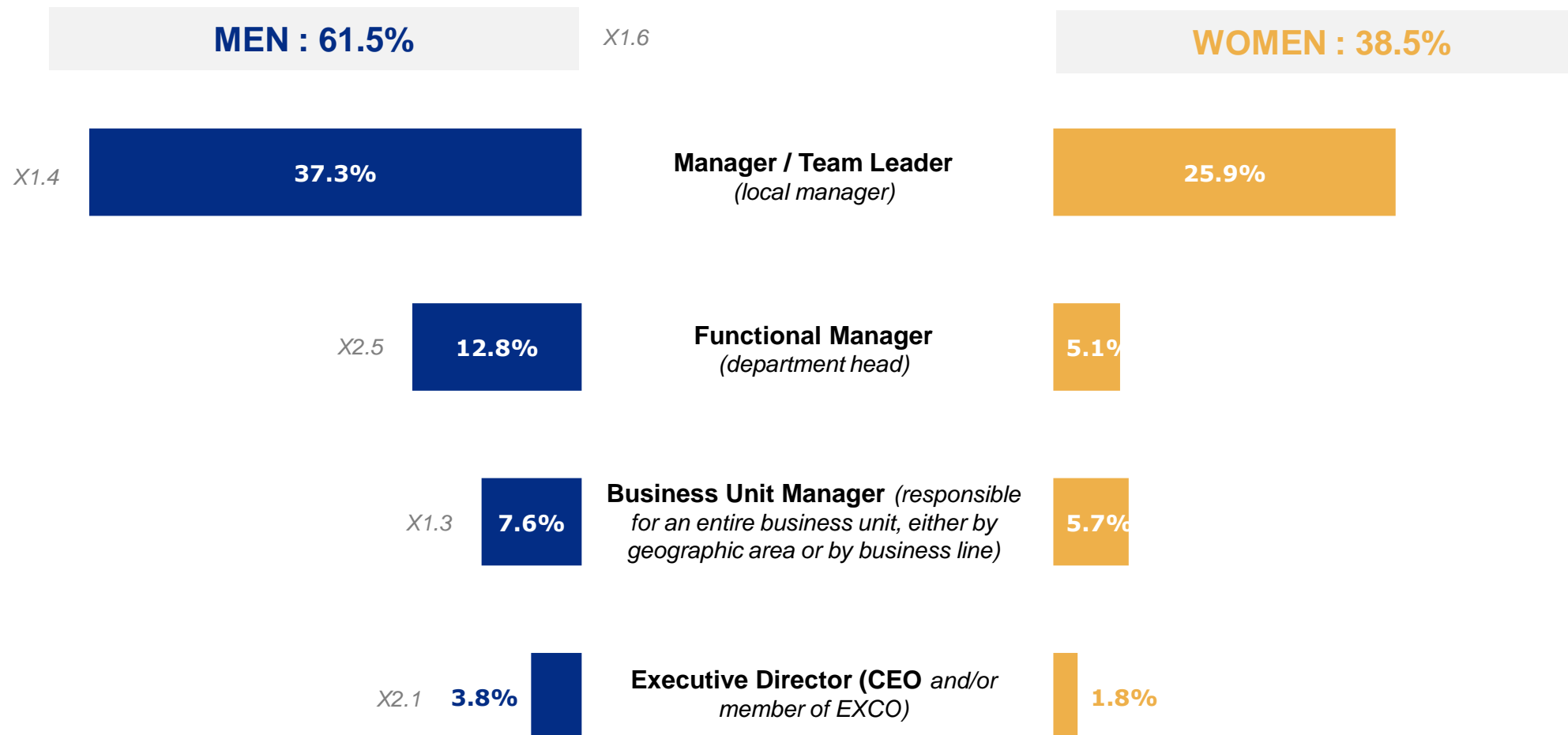
	Gross structure		Adjusted structure	
	2005	100%	2005	100%
S2 Age				
- 30 years old	177	9%	401	20%
30-39 years old	585	29%	602	30%
40-49 years old	704	35%	602	30%
+50 years old	539	27%	401	20%

	Gross structure		Adjusted structure	
	2005	100%	2005	100%
Q3 Company size				
From 1 to 9 employees	153	8%	401	20%
10 to 19 employees	163	8%	221	11%
20 to 49 employees	272	14%	321	16%
50 to 99 employees	226	11%	261	13%
100 employees or more	1,191	59%	802	40%

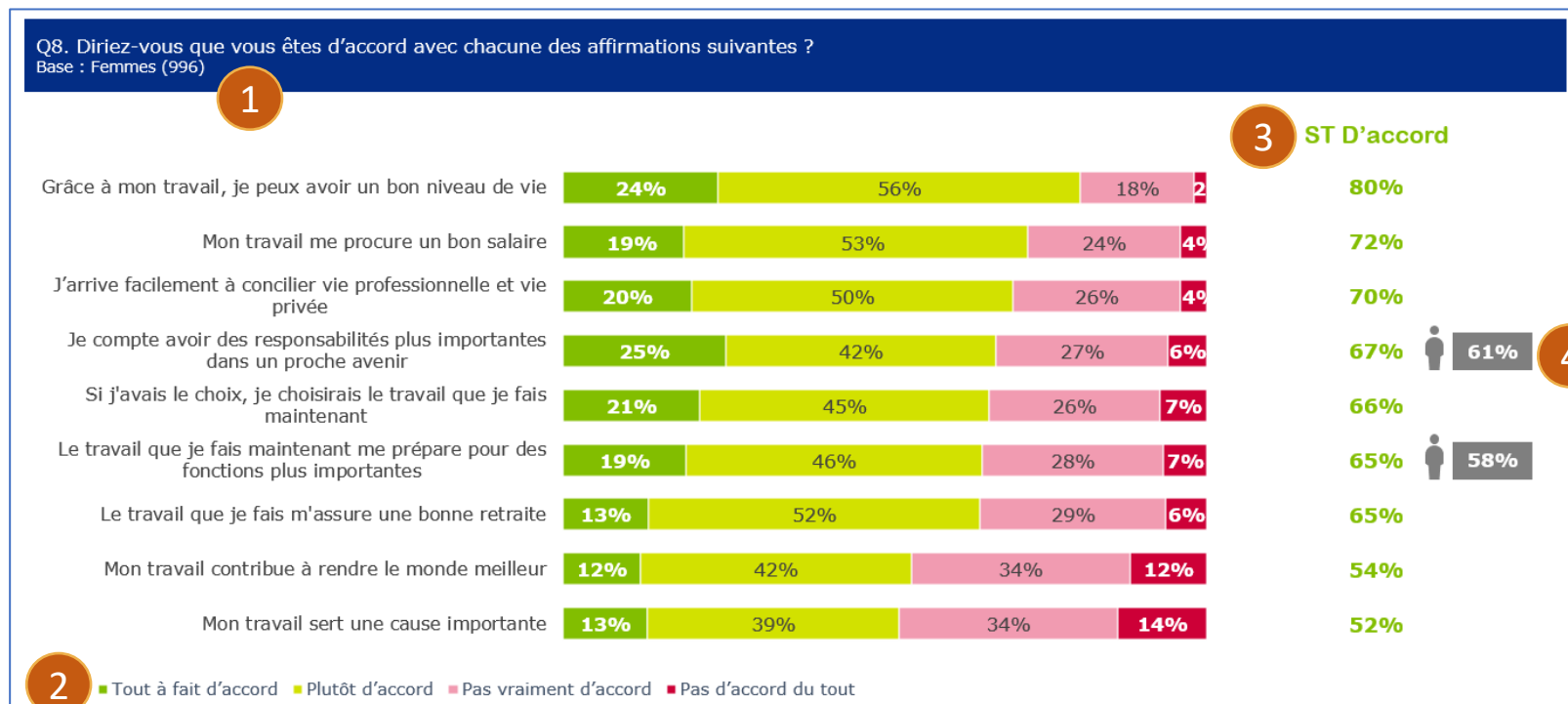
REG Metropolitan France	Gross structure		Adjusted structure	
	2005	100%	2005	100%
Île-de-France	610	30%	461	23%
Centre-Val de Loire (Loire Valley)	74	4%	60	3%
Bourgogne (Burgundy)-Franche-Comté	63	3%	80	4%
Normandie (Normandy)	86	4%	100	5%
Hauts-de-France	163	8%	201	10%
Grand Est	158	8%	180	9%
Pays de la Loire	109	5%	100	5%
Bretagne (Brittany)	75	4%	80	4%
Nouvelle-Aquitaine	158	8%	160	8%
Occitanie	127	6%	140	7%
Auvergne-Rhône-Alpes (Alps)	249	12%	261	13%
Provence-Alpes (Alps)-Côte d'Azur	133	7%	160	8%
Corse (Corsica)	0	0%	-	-

Q4 Business sector	Gross structure		Adjusted structure	
	2005	100%	2005	100%
Agriculture	23	1%	20	1%
Industry	381	19%	281	14%
Building	124	6%	160	8%
Trade, accommodation and catering, Transportation	502	25%	461	23%
Services	975	49%	1,063	53%

MANAGEMENT PYRAMID



READING NOTE



1. The graph displays the results for the female manager population.

For example: 24% of women managers "strongly agree" with the item displayed (work as a means allowing for a good standard of living); 56% "somewhat agree."

2. The legend displayed indicates the set of possible answers that could be provided during the survey: Strongly agree / Somewhat agree / Somewhat disagree / Strongly disagree.

3. The green column represents the subtotal (ST) of agreement, i.e., the sum of the percentages "Strongly agree" and "Somewhat agree."

For example: 80% of women agree with this question (24% strongly agree + 56% somewhat agree = 80% subtotal agreement.)

4. The pictogram shows the male respondents' score for the ST of agreement. It is displayed only if there is a significant difference with the overall results.

5. The data displayed in the breakdown table correspond to the agreement ST scores.

6. This is the ST data for agreement on the aggregate women. The following columns display the scores according to the sorting criteria indicated (age groups, and managerial categories).

7. The colored background indicates a significant discrepancy in the score of the population concerned compared to the overall female score.

For example: 83% of Functional Managers "agree" with the displayed item (work pays well), and this score is significantly higher than the overall women's score of 72% (+11 pts vs. overall.)

Q8. Diriez-vous que vous êtes d'accord avec chacune des affirmations suivantes ?
Base : Femmes (996)

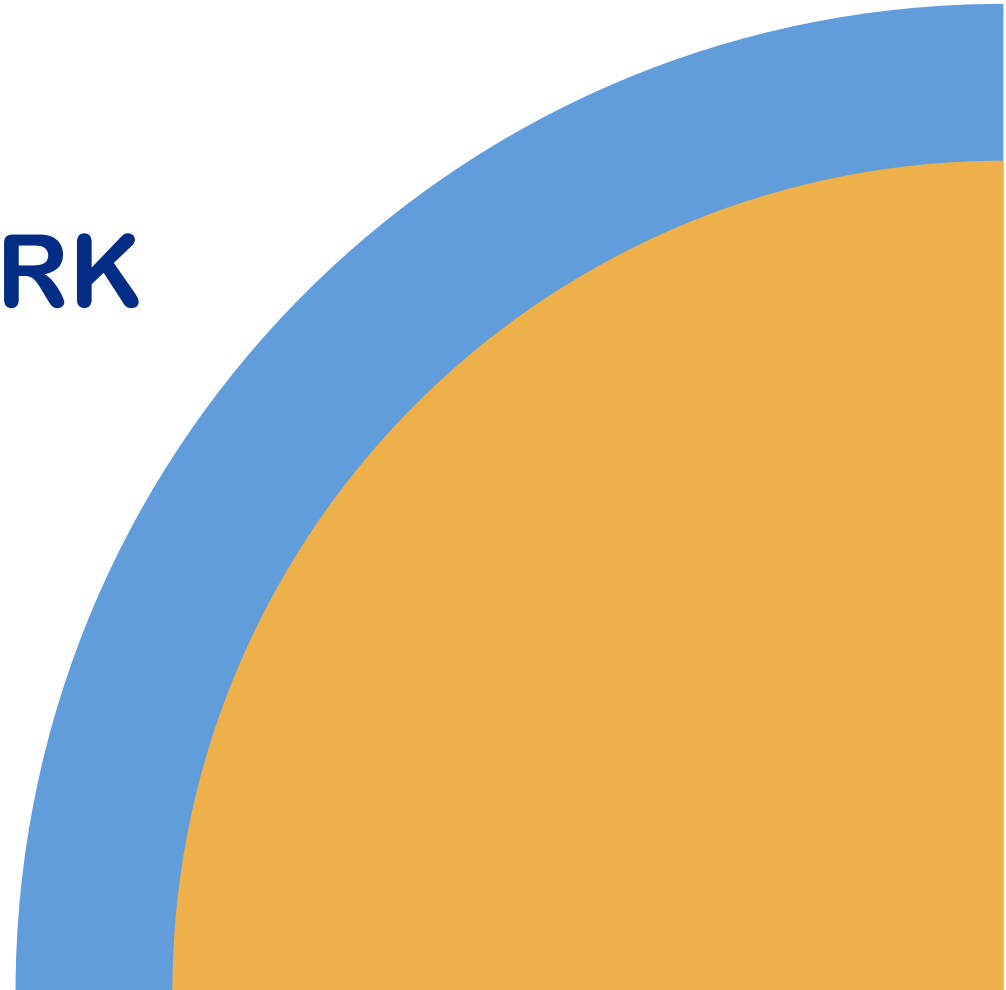
5 ST D'accord

6

	Total	Âge				Catégorie Manager			
		-30ans	30-39ans	40-49ans	+50ans	Chef d'équipe (manager de proximité)	Manager fonctionnel (directeur de département)	Manager business	Manager exécutif (CEO et/ou membre du COMEX)
	996	138	355	339	164	689	145	117	45
Grâce à mon travail, je peux avoir un bon niveau de vie	80%	82%	79%	80%	76%	80%	82%	77%	80%
Mon travail me procure un bon salaire	72%	68%	75%	76%	68%	70%	83%	75%	64%
J'arrive facilement à concilier vie professionnelle et vie privée	70%	69%	68%	73%	75%	69%	80%	70%	70%
Je compte avoir des responsabilités plus importantes dans un proche avenir	67%	80%	73%	53%	37%	68%	70%	63%	58%

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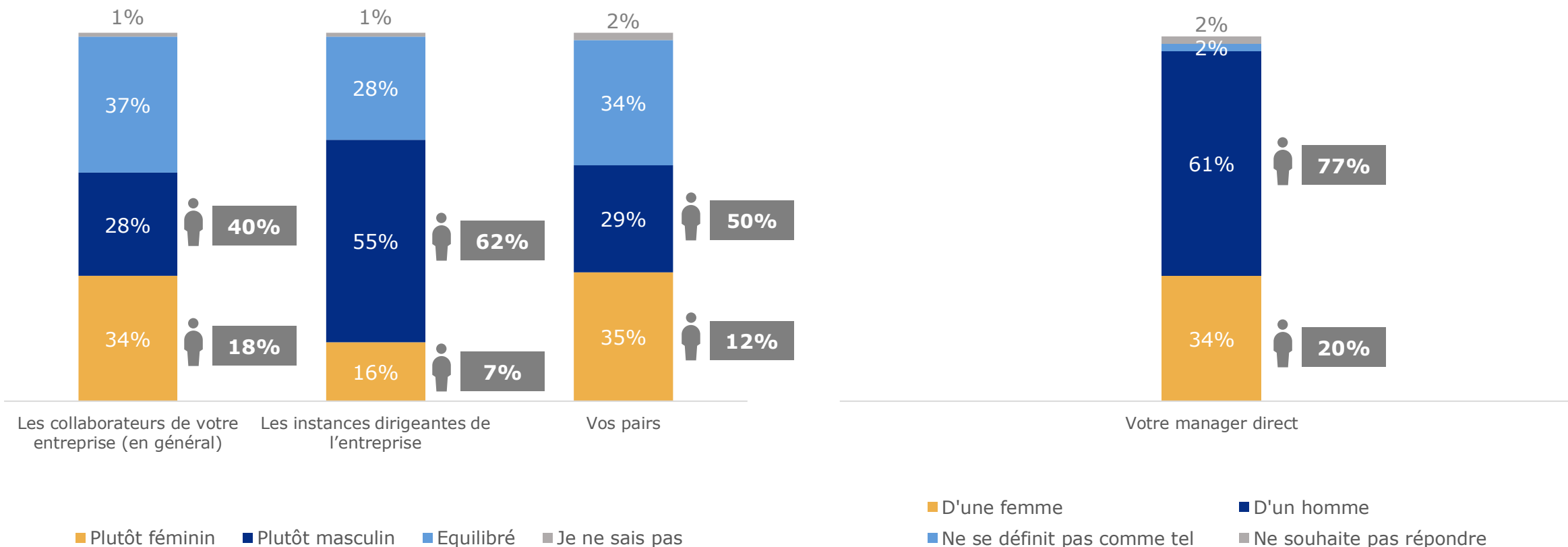
YOUR COMPANY / YOUR WORK ROUTINE



WORK ENVIRONMENT & DIRECT MANAGER - breakdown

Q6. Would you say that your work environment is made up of...
Frame: Women (996)

Q6b. And more specifically, regarding your direct manager, is he/she ...
Frame: Women (996)



WORK ENVIRONMENT- breakdown

Q6. Would you say that your work environment is made up of...
Frame: Women (996)

Your company's employees, generally speaking	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Mostly women	34%	34%	34%	34%	29%	37%	26%	30%	23%
Mostly men	28%	30%	25%	29%	29%	26%	26%	34%	41%
Balanced	37%	33%	41%	36%	40%	37%	46%	32%	33%

The company's governing bodies	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Mostly women	16%	16%	17%	14%	14%	16%	17%	13%	18%
Mostly men	55%	54%	55%	57%	52%	57%	50%	54%	46%
Balanced	28%	28%	27%	28%	31%	27%	33%	28%	36%

Your peers	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Mostly women	35%	39%	35%	30%	28%	38%	32%	27%	23%
Mostly men	29%	23%	29%	32%	39%	27%	31%	33%	33%
Balanced	34%	34%	33%	36%	31%	34%	33%	36%	37%

DIRECT MANAGER - breakdown

Q6b. And more specifically, regarding your direct manager, is he/she...
 Frame: Women (996)

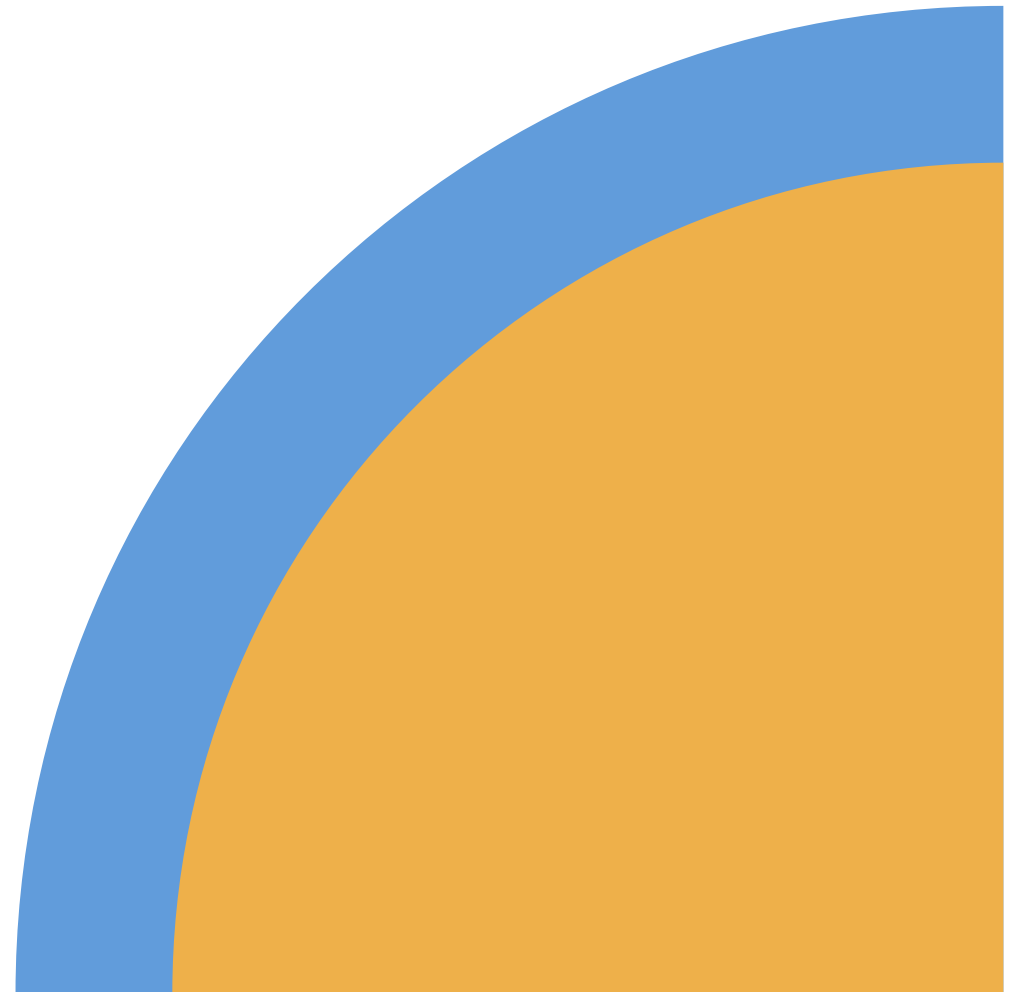
Direct Manager	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Functional Manager)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)	
	996	138	355	339	164	689	145	117	45
A women	34%	33%	36%	33%	35%	36%	26%	35%	31%
A man	61%	58%	61%	66%	60%	62%	65%	55%	64%
She/he does not define herself/himself as such	2%	5%	1%	0%	2%	2%	1%	5%	0%

49% Company Size (CS): 250-499 employees
 45% CS: 1000-4999 employees
 45% CS: 5000 employees and over

 Gap significantly lower than total women results

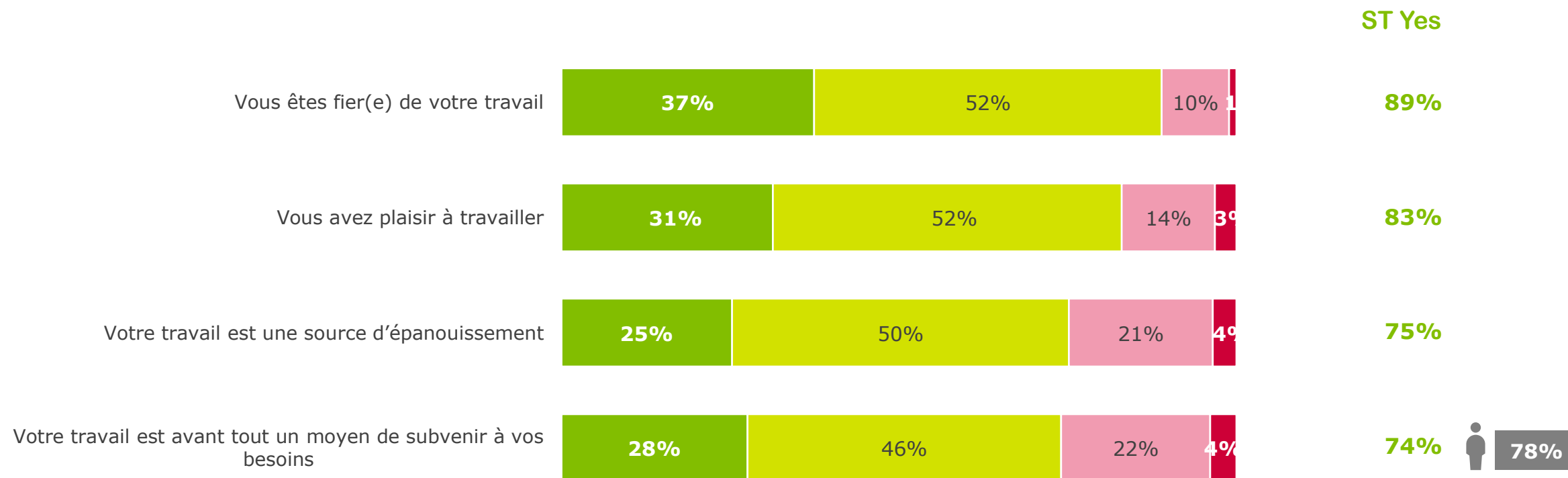
 Gap significantly higher than total women results

MEANING OF WORK: TO DO, HAVE OR BE?



MEANING OF WORK: TO DO, HAVE OR BE?

Q7. Generally speaking, would you say that...?
Frame: Women (996)



78%

MEANING OF WORK: TO DO, HAVE OR BE? - breakdown

Q7. Generally speaking, would you say that...?
Frame: Women (996)

ST Yes	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
You take pride in your work	89%	86%	90%	92%	88%	91%	85%	85%	87%
You enjoy your work	83%	80%	83%	87%	82%	83%	87%	78%	82%
Your work is a source of fulfillment	75%	70%	82%	74%	75%	75%	79%	71%	91%
Your work is above all a means to support yourself	74%	75%	77%	72%	63%	75%	80%	69%	56%

FOCUS – Pride in the work

96% Single with dependent children
91% Services
91% ST Dependent children
90% Privately owned company
81% Couple, married or not with children
80% ST Dependent children (93% children between 11-17 years old)

FOCUS – Enjoying the work

86% Couple, married or not with children
86% ST Dependent children
86% Spouse in employment

FOCUS – Source of fulfillment

81% Couple, married or not with children
80% ST Dependent children (84% children between 6-10 years old)
77% Privately owned company

FOCUS – Work as a means to support oneself

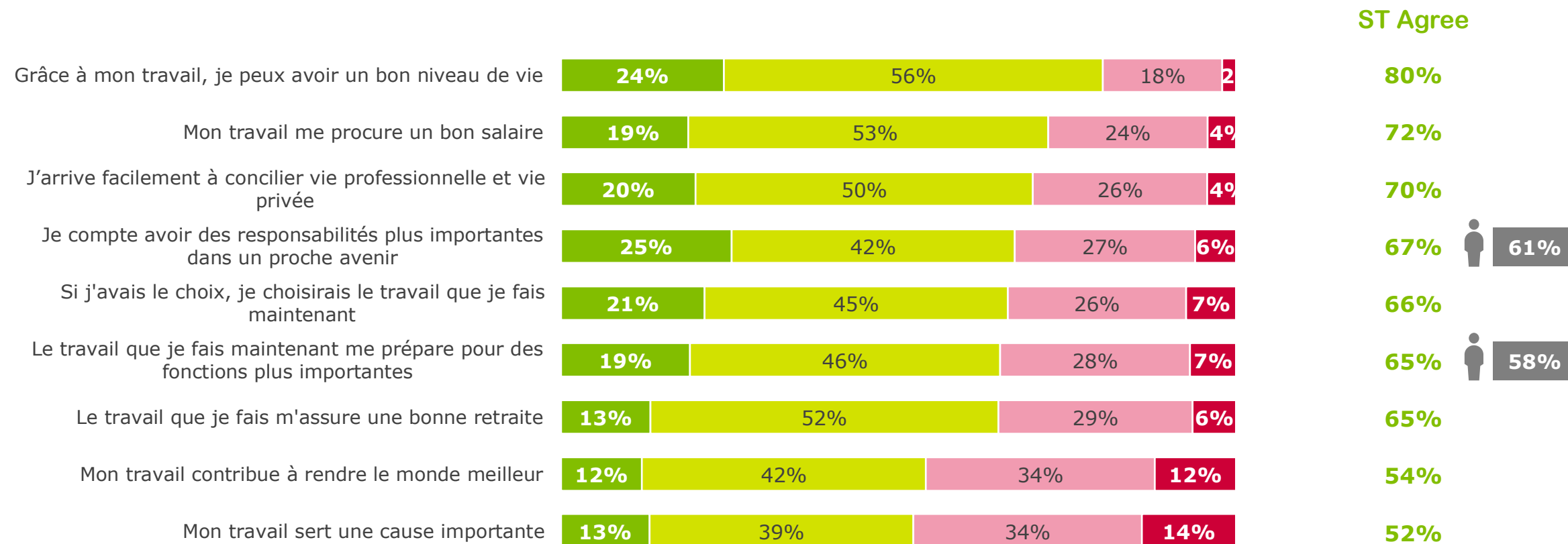
81% Dependent children less than 6 years old

 Gap significantly lower than total women results

 Gap significantly higher than total women results

MEANING OF WORK: TO DO, HAVE OR BE? (2)

Q8. Would you say that you agree with each of the following statements?
 Frame: Women (996)



■ Tout à fait d'accord ■ Plutôt d'accord ■ Pas vraiment d'accord ■ Pas d'accord du tout

MEANING OF WORK: TO DO, HAVE OR BE? (2) - breakdown

Q8. Would you say that you agree with each of the following statements?
 Frame: Women (996)

ST Agree	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Because of my work, I can have a good lifestyle	80%	82%	79%	80%	76%	80%	82%	77%	80%
My job pays well	72%	68%	75%	76%	68%	70%	83%	75%	64%
I can easily manage my professional and private life	70%	69%	68%	73%	75%	69%	80%	70%	70%
I expect to have greater responsibilities in the near future	67%	80%	73%	53%	37%	68%	70%	63%	58%
If I was given a choice, I would still pick the work I am doing now	66%	66%	66%	66%	68%	66%	69%	65%	69%
The work I am doing now is preparing me for more important positions	65%	79%	69%	52%	34%	65%	70%	66%	59%
The work I do provides me with a secure retirement	65%	69%	63%	63%	59%	62%	74%	70%	69%
My work contributes to making the world a better place	54%	58%	54%	48%	47%	52%	64%	51%	49%
My work serves an important cause	52%	55%	52%	50%	47%	51%	65%	44%	58%

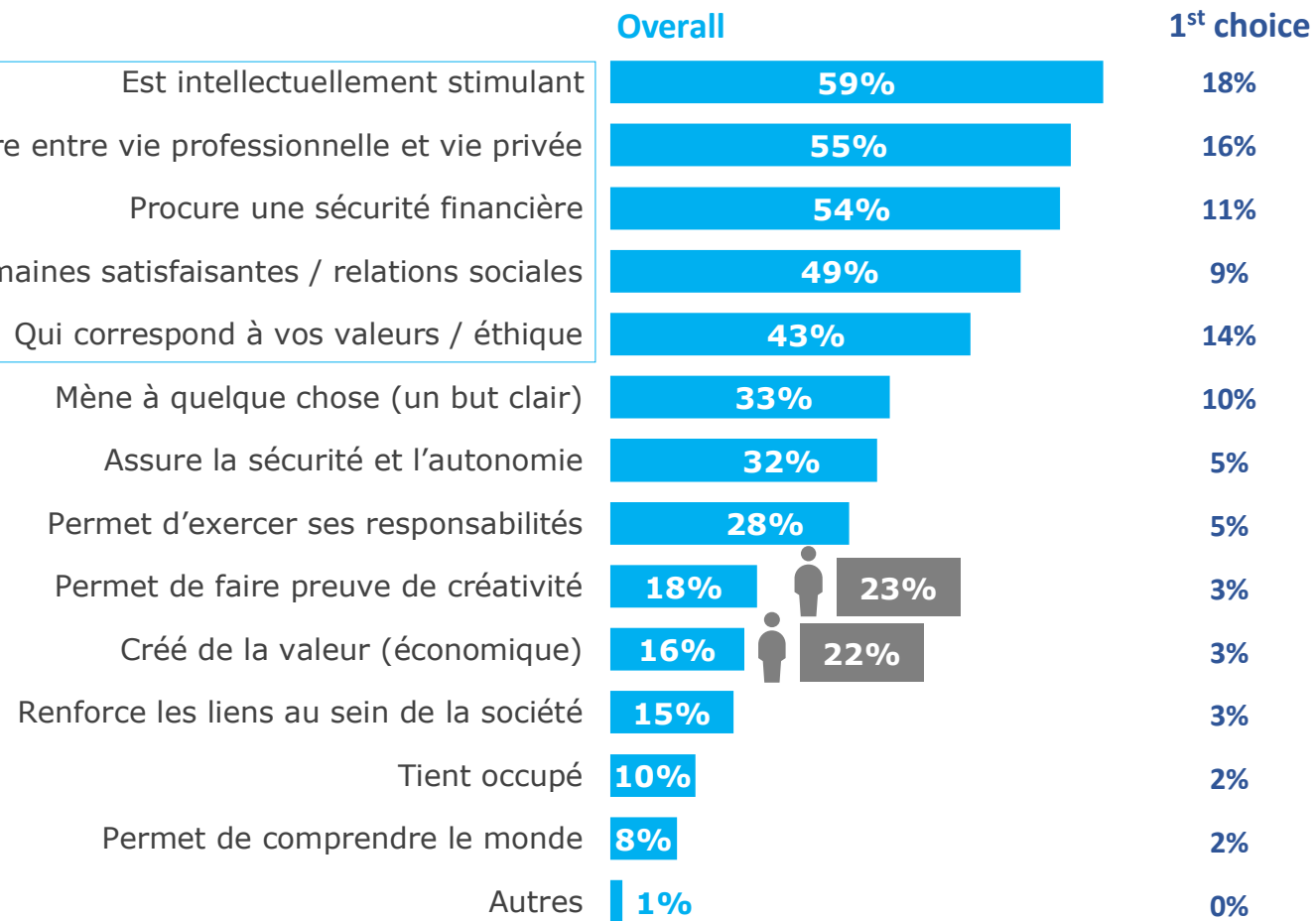
 Gap significantly lower than total women results

 Gap significantly higher than total women results

MEANING OF WORK

Q9. Ultimately, for you, meaningful work is work that... (Maximum selection of 5 items)
 Frame: Women (996)

TOP 5



Other (examples)
 "To take care of our loved ones financially"
 "Makes us happy and Enables us to enjoy life (by having time for ourselves)"
 "Makes us want to get up"
 "Helps others"
 "Which is useful, serves a purpose" / "A job that is useful to all"
 "Brings real personal development"
 "Contributes to saving lives"
 "Enables us to maintain a sustainable business and keep staff employed"

MEANING OF WORK - breakdown

Q9. Ultimately, for you, meaningful work is work that...
Frame: Women (996)

	% Global	Total	Age				Manager Category			
			-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
		996	138	355	339	164	689	145	117	45
TOP 5	Is intellectually challenging	59%	49%	62%	66%	67%	60%	54%	57%	56%
	Provides a good work/life balance	55%	46%	58%	63%	55%	58%	49%	51%	46%
	Provides financial security	54%	51%	57%	53%	51%	56%	50%	53%	33%
	Is a source of satisfactory human relations / social interaction	49%	35%	53%	58%	61%	51%	46%	45%	38%
	Corresponds to your values / ethics	43%	42%	45%	42%	41%	44%	40%	36%	54%
	Leads to something (a clear goal)	33%	38%	32%	27%	33%	33%	35%	30%	40%
	Provides security and autonomy	32%	28%	28%	41%	36%	32%	33%	32%	25%
	Enables you to perform your responsibilities	28%	30%	27%	29%	28%	28%	27%	28%	37%
	Enables you to be creative	18%	22%	13%	14%	27%	17%	26%	12%	22%
	Creates (economic) value	16%	14%	18%	16%	17%	15%	13%	18%	32%
	Strengthens social ties	15%	11%	14%	20%	20%	15%	15%	11%	14%
	Keeps you busy	10%	14%	8%	9%	7%	9%	19%	9%	7%
Enables you to understand the world	8%	12%	5%	9%	5%	7%	15%	8%	9%	

 Gap significantly lower than total women results

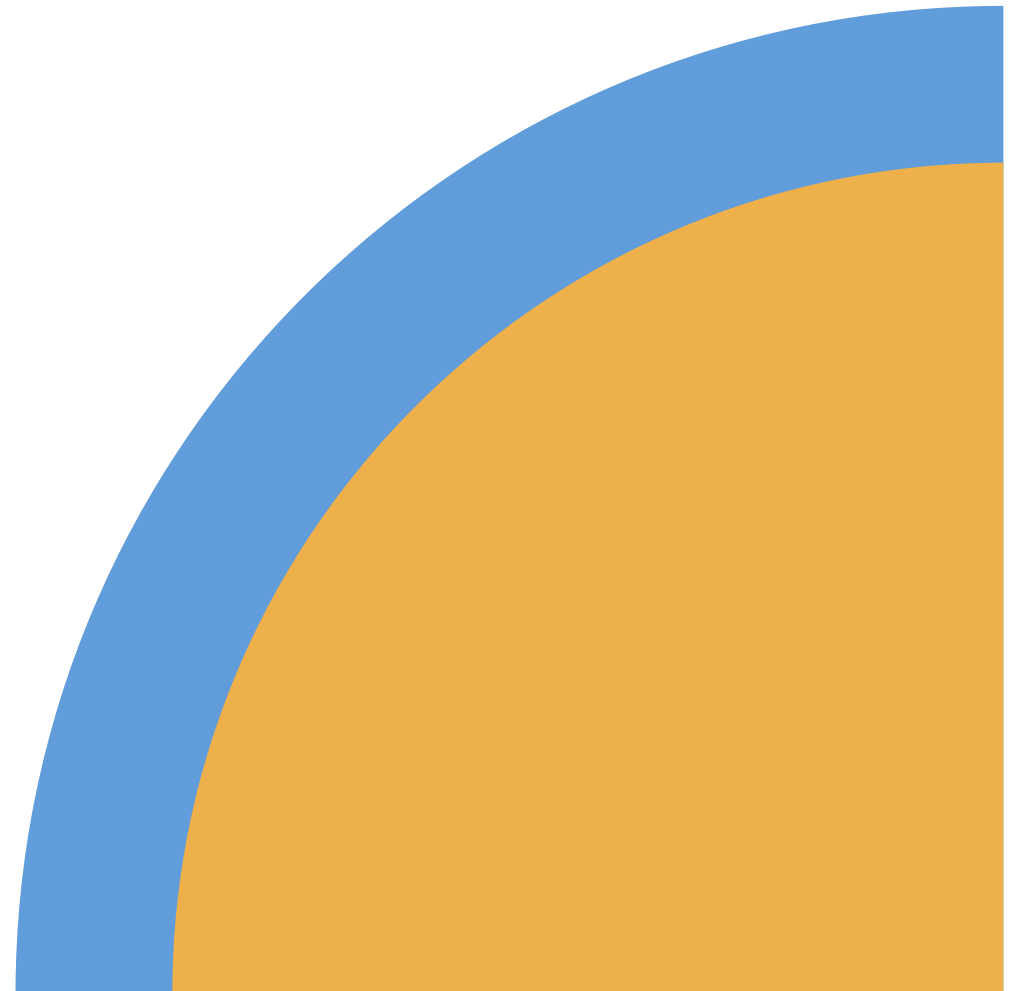
 Gap significantly higher than total women results

MEANING OF WORK– breakdown: Focus on TOP 5

Q9. Ultimately, for you, meaningful work is work that...
 Frame: Women (996)

% Global	Total	
	996	
Is intellectually challenging	59%	70% Single with dependent children 65% Companies located in FR and INT
Provides a good work/life balance	55%	61% In a couple, married or not with children 60% ST Dependent children (64% with children between 11-17 years old) 56% Privately owned company
Provides financial security	54%	73% Spouse not in the workforce
Is a source of satisfactory human relations / social interaction	49%	53% In a couple, married or not with children 50% Privately owned company
Corresponds to your values / ethics	43%	50% In a couple, married or not without children 48% With no dependent children

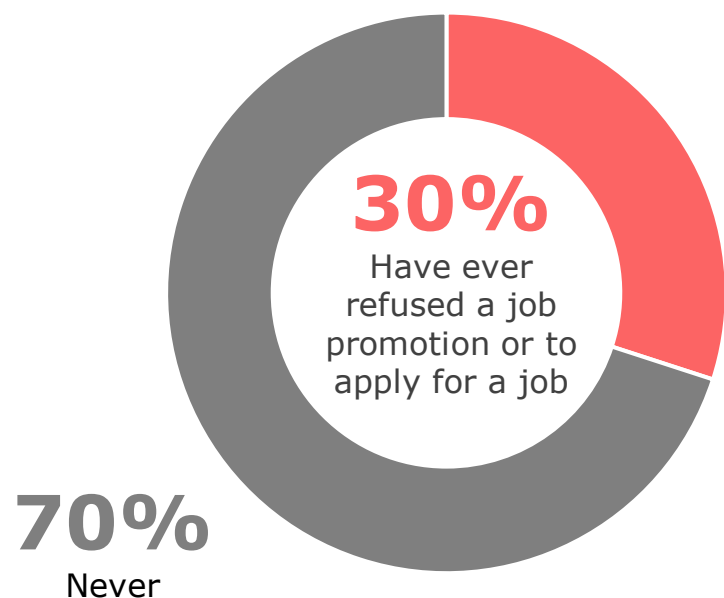
WAYS OF OPTING OUT



PERSONAL OPTING-OUT EXPERIENCE

Q10. In the course of your career, have you ever refused any type of professional advancement or refused to apply for a promotion?

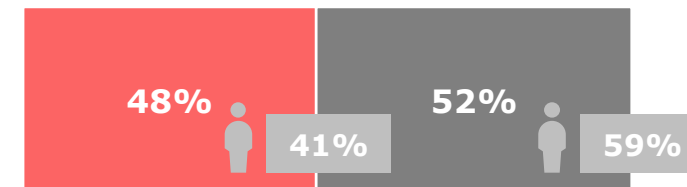
Frame: Women (996)



Q11. And more specifically, have you ever...

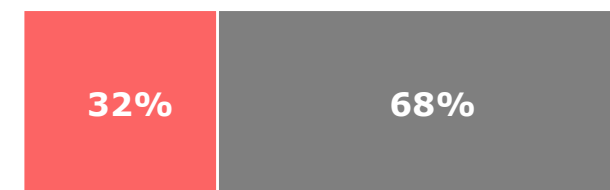
Frame: Women (except unconcerned)

De ne pas candidater pour des postes à responsabilités ou exécutifs (au sein de votre entreprise ou d'une autre) alors que vous en aviez les capacités



Frame: 789

De refuser des promotions pour des postes à responsabilités ou exécutifs



Frame: 753

■ Oui ■ Non

PERSONAL OPTING-OUT EXPERIENCE - breakdown

Q10. In the course of your career, have you ever refused any type of professional advancement or refused to apply for a promotion?
 Frame: Women (996)

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Yes	30%	28%	32%	29%	37%	29%	31%	38%	19%

36% in a couple, married or not, with children / 34% ST Dependent children

Q11. And more specifically, have you ever...
 Frame: Women (except « no opinion »)

Not applied for executive positions (within your company or another) when you had the ability to do so

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	789	98	280	282	129	537	120	96	36
Yes	48%	45%	50%	49%	52%	48%	53%	47%	33%

59% company size: 250-499 employees / 57% In a couple, married or not, with children / 53% If spouse in the workforce

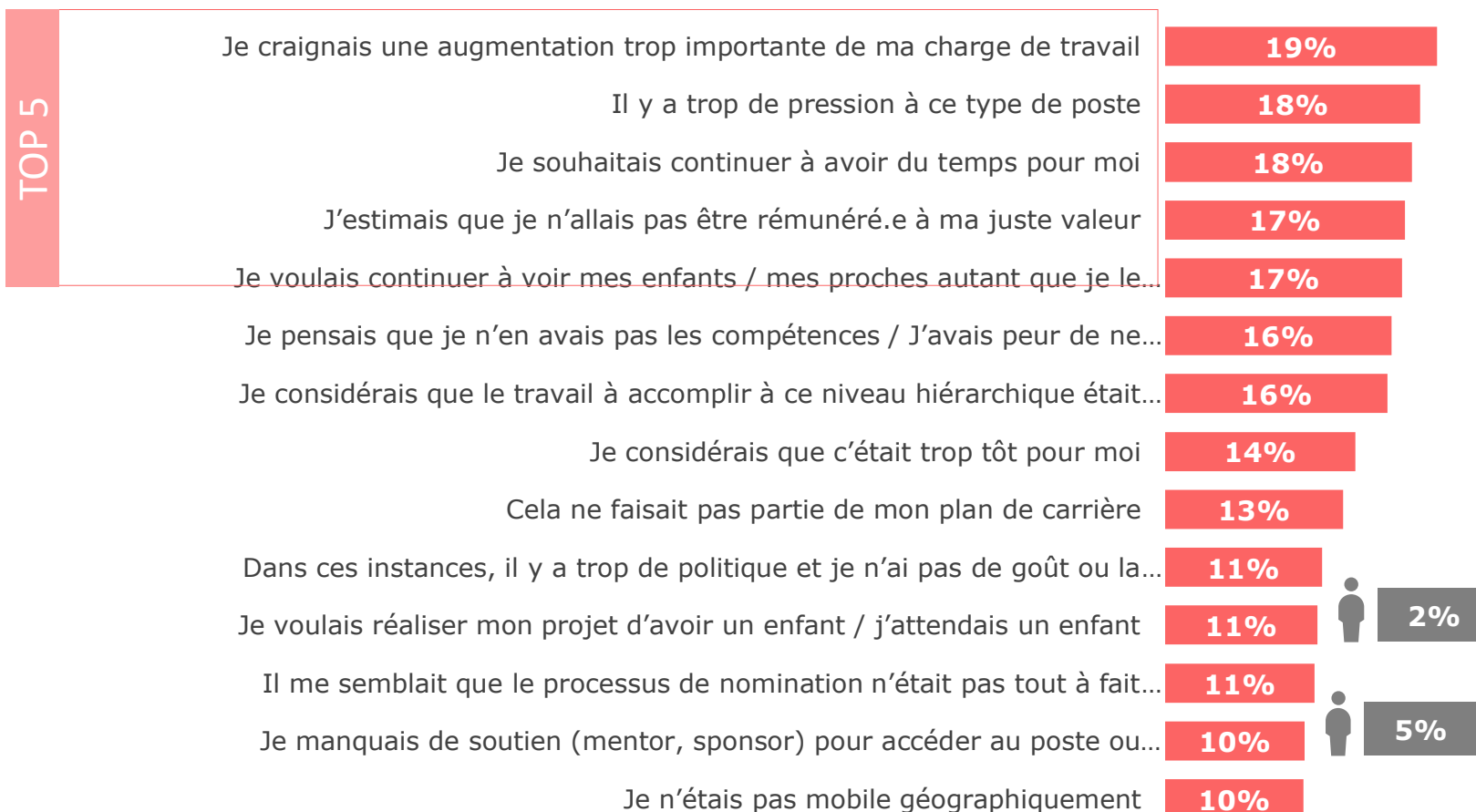
Refused promotions to executive or managerial positions

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	753	93	272	264	124	512	112	97	32
Yes	32%	31%	31%	33%	37%	30%	35%	38%	29%

35% ST Dependent children

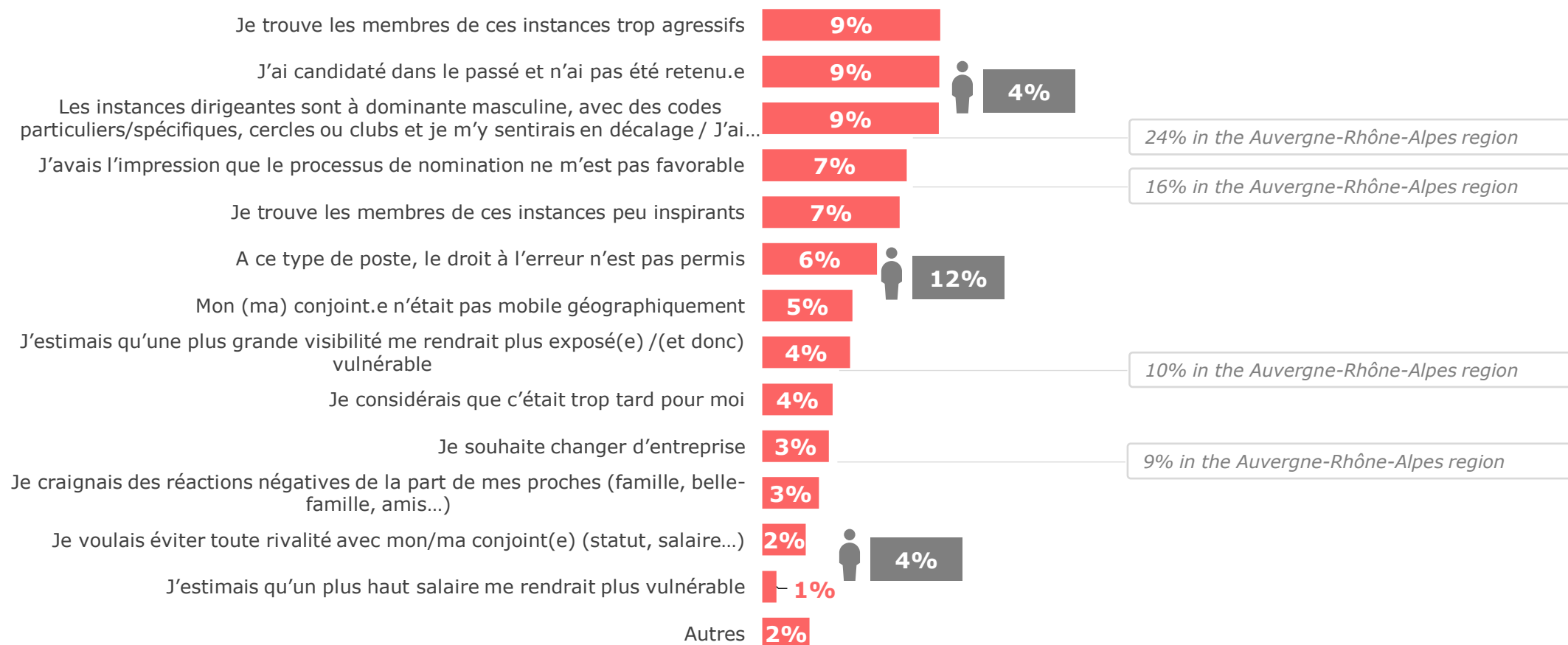
REASONS FOR NON-APPLICATION OR REFUSAL OF PROMOTION

Q12. For what reason(s) did you not apply for or refuse the promotion(s)? Because...
 Frame: Women who have not applied for executive positions or who have refused promotions to this level (457)



REASONS FOR NON-APPLICATION OR REFUSAL OF PROMOTION

Q12. For what reason(s) did you not apply for or refuse the promotion(s)? Because...
 Frame: Women who have not applied for executive positions or who have refused promotions to this level (457)



REASONS FOR NON-APPLICATION OR REFUSAL OF PROMOTION

- breakdown

Q12. For what reason(s) did you not apply for or refuse the promotion(s)? Because...
 Frame: Women who have not applied for executive positions or who have refused promotions to this level (457)

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	457	55	169	162	71	312	69	61*	15*
I was afraid that my workload would increase too much	19%	15%	24%	19%	16%	22%	15%	15%	16%
There is too much pressure in this type of position	18%	9%	22%	20%	28%	20%	16%	10%	28%
I wanted to continue to have some time for myself	18%	15%	15%	23%	21%	21%	8%	11%	24%
I felt that I was not going to be paid what I was worth	17%	21%	16%	15%	15%	20%	11%	15%	2%
I wanted to continue to see my children / relatives as much as I wanted	17%	8%	20%	24%	15%	18%	13%	17%	5%
I thought I didn't have the skills / I was afraid I wouldn't be good enough	16%	7%	20%	20%	24%	18%	15%	9%	24%
I felt that the work to be done at this level was less interesting than the work I was currently doing	16%	11%	12%	25%	24%	18%	11%	13%	10%
I felt that it was too early for me	14%	21%	12%	9%	9%	14%	10%	14%	18%
This was not part of my career plan	13%	13%	8%	15%	21%	13%	16%	9%	12%
In these circles, there is too much politics involved and I don't have the desire nor the ability to play power games	11%	5%	12%	18%	12%	12%	15%	6%	10%
I wanted to carry out my plan to have a child / I was expecting a child	11%	13%	12%	8%	6%	9%	23%	11%	-
It seemed to me that the appointment process was not entirely transparent	11%	12%	10%	10%	12%	9%	10%	14%	28%
I lacked support (mentor, sponsor) to get into or succeed in the role	10%	7%	12%	12%	7%	10%	14%	7%	16%
I was not geographically mobile	10%	7%	10%	10%	18%	8%	19%	5%	19%

TOP 5

REASONS FOR NON-APPLICATION OR REFUSAL OF PROMOTION

- breakdown

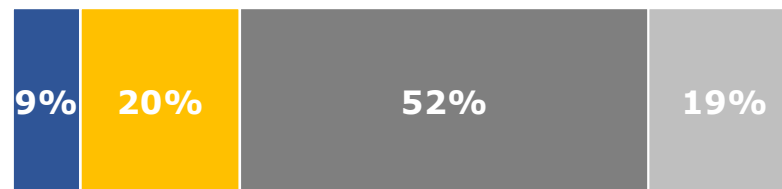
Q12. For what reason(s) did you not apply for or refuse the promotion(s)? Because...
 Frame: Women who have not applied for executive positions or who have refused promotions to this level (457)

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Functional Manager)	Business Unit Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	457	55	169	162	71	312	69	61	15*
I find the members of these teams too aggressive	9%	8%	7%	11%	14%	6%	12%	16%	12%
I have applied in the past and was not selected	9%	12%	10%	6%	2%	10%	5%	9%	-
Top management is predominantly male, with particular/specific codes, circles or clubs and I would feel out of step / I am afraid of feeling isolated, crushed	9%	10%	8%	8%	11%	6%	19%	14%	2%
I was under the impression that the appointment process was not beneficial to me	7%	3%	13%	5%	6%	7%	10%	6%	-
I find the members of these teams rather uninspiring	7%	5%	3%	12%	17%	8%	10%	-	14%
In this type of position, there is no room for error	6%	3%	6%	8%	10%	6%	2%	5%	14%
My spouse was not geographically mobile	5%	5%	4%	3%	9%	3%	6%	6%	18%
I felt that greater visibility would make me more exposed (and therefore) vulnerable	4%	4%	4%	5%	5%	4%	7%	1%	19%
I considered that it was too late for me	4%	2%	5%	1%	9%	3%	4%	7%	-
I want to move to another company	3%	3%	3%	3%	7%	4%	-	2%	15%
I was afraid of negative reactions from my relatives (family, in-laws, friends, etc.)	3%	5%	2%	2%	0%	1%	-	10%	6%
I wanted to avoid any rivalry with my spouse (status, salary, etc.)	2%	4%	1%	2%	2%	-	7%	5%	6%
I felt that a higher salary would make me more exposed	1%	0%	1%	1%	0%	1%	-	-	-
Other	2%	3%	2%	4%	0%	3%	1%	3%	-

PEER OPTING-OUT EXPERIENCE

Q13. Do you have a colleague or friend who has ever...
 Frame: Women (323)

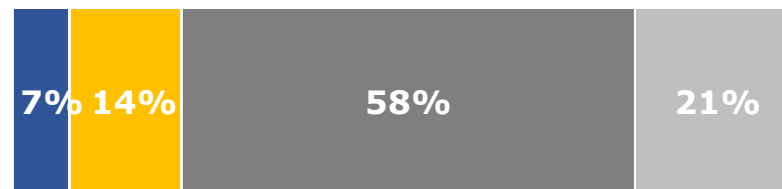
de ne pas candidater pour des postes à responsabilités ou exécutifs (au sein de votre entreprise ou d'une autre) alors qu'il/elle en avait les capacités



ST Yes

29%

de refuser des promotions pour des postes à responsabilités ou exécutifs



21%

■ Oui, un homme ■ Oui, une femme ■ Non ■ Ne sait pas

PEER OPTING-OUT EXPERIENCE – breakdown

Q13. Do you have a colleague or friend who has ever...
Frame: Women (323)

Not applied for executive or managerial positions (in your company or in another) when he/she had the ability to do so	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	323	39	114	114	56	218	48	38	19
ST Yes	29%	43%	25%	20%	28%	27%	38%	28%	34%
Yes, a man	9%	15%	5%	6%	10%	8%	4%	13%	10%
Yes, a woman	20%	28%	19%	14%	17%	18%	34%	14%	24%

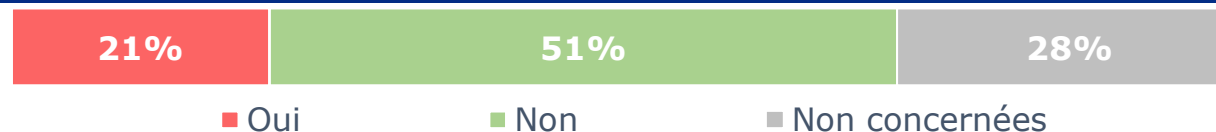
Refused promotions for executive or managerial positions	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	323	39	114	114	56	218	48	38	19
ST Yes	21%	30%	18%	15%	26%	19%	31%	19%	27%
Yes, a man	7%	10%	4%	7%	12%	8%	5%	5%	7%
Yes, a woman	14%	20%	14%	8%	15%	11%	26%	14%	21%

 Gap significantly lower than total women results

 Gap significantly higher than total women results

PERSONAL OPTING-OUT EXPERIENCE

Q14. Could you, in the future, turn down a promotion to an executive position within your company or another company if the opportunity arose?
 Frame: Women who have never declined to apply for leadership or executive positions and/or refused a promotion (170)



21%
 Are personally planning to opt out

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	170	29	60	50	31	125	23	14*	8*
Yes	21%	21%	21%	27%	4%	19%	17%	-	-
No	51%	57%	52%	44%	35%	55%	63%	-	-

*/!\ The response procedures include fewer than 15 respondents.
 No data is presented*

APPLYING FOR AN OPPORTUNITY WITHOUT MEETING ALL REQUIREMENTS

Q16. Have you ever applied for a position when you felt that you did not meet all the requirements and/or expected skills?

Frame: Women (996)

69%

Have already applied for an opportunity thinking they did not meet all requirements



■ Oui, à plusieurs reprises ■ Oui, une fois ■ Non, jamais



ST Yes

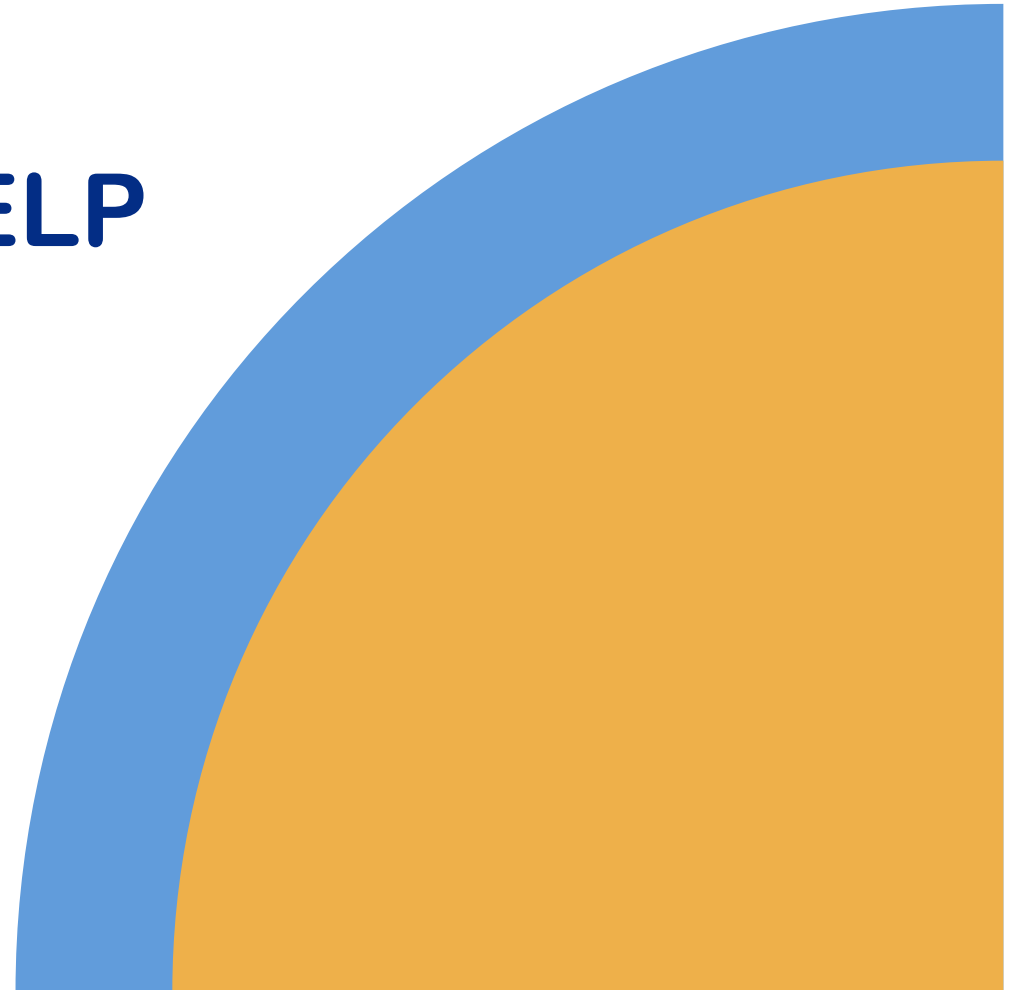


	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Yes, several times	45%	52%	48%	38%	26%	48%	43%	41%	31%
Yes, once	24%	27%	23%	22%	28%	21%	31%	28%	37%
Never	31%	21%	29%	40%	46%	31%	26%	31%	32%

■ Gap significantly lower than total women results

■ Gap significantly higher than total women results

RECOMMENDATIONS TO HELP FIGHT AGAINST / PREVENT OPTING OUT



AWARENESS OF THE OPTING-OUT PHENOMENON

Q17. Have you ever heard of the phenomenon of "Opting Out," where some women or men do not apply for leadership positions, or turn down promotions at that level?

Frame: Women (996)

34%

Are familiar with Opting Out



44% SME (50-249 employees)
43% Functional Managers
30% Local Managers



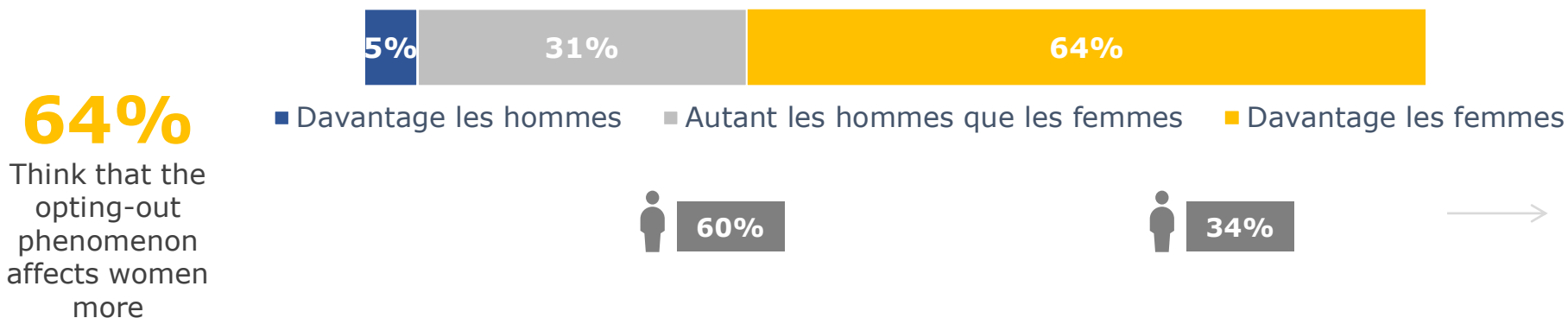
	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Yes, I know exactly what it is about	13%	16%	13%	11%	10%	10%	15%	22%	20%
Yes, I have heard of it	21%	22%	21%	18%	20%	20%	28%	16%	21%
No, I've never heard of it	66%	62%	66%	71%	70%	70%	57%	62%	59%

■ Gap significantly lower than total women results

■ Gap significantly higher than total women results

REPRESENTATIONS OF GROUPS AFFECTED BY OPTING OUT

Q18. Do you think the opting-out phenomenon affects men more, women more, or women as much as men?
 Frame: women (996)



76% Company located in the Middle East and 70% in Europe
 76% Southern France
 67% Local Managers
 53% Business Managers
 53% Eastern France

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
More men	5%	7%	4%	3%	2%	4%	6%	8%	0%
More women	64%	63%	67%	63%	62%	67%	62%	53%	68%
Men as much as women	31%	30%	29%	34%	36%	29%	32%	39%	32%

Gap significantly lower than total women results

Gap significantly higher than total women results

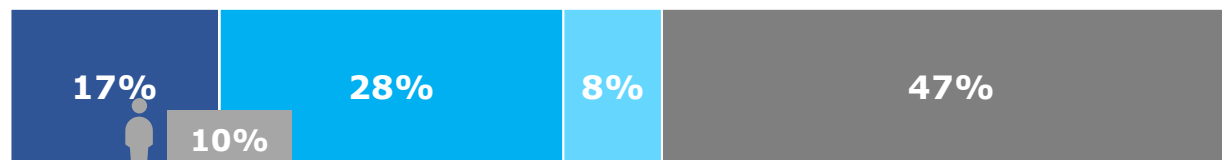
OPTING OUT LINKED TO A CAREER STAGE

Q19. In the same way, does this phenomenon seem to you more related to a career stage?

Frame: Women (996)

53%

Believe it is related to a career step



ST Yes

53%

■ Oui, en début de carrière ■ Oui, en milieu de carrière ■ Oui, en fin de carrière ■ Non, indifféremment

	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Yes, at the beginning of your career	17%	28%	14%	10%	8%	20%	11%	8%	22%
Yes, mid-career	28%	28%	31%	28%	18%	27%	40%	27%	22%
Yes, at the end of your career	8%	8%	6%	8%	12%	6%	4%	15%	16%
No, indifferently (at all stages of a career)	47%	36%	49%	54%	62%	47%	45%	50%	40%

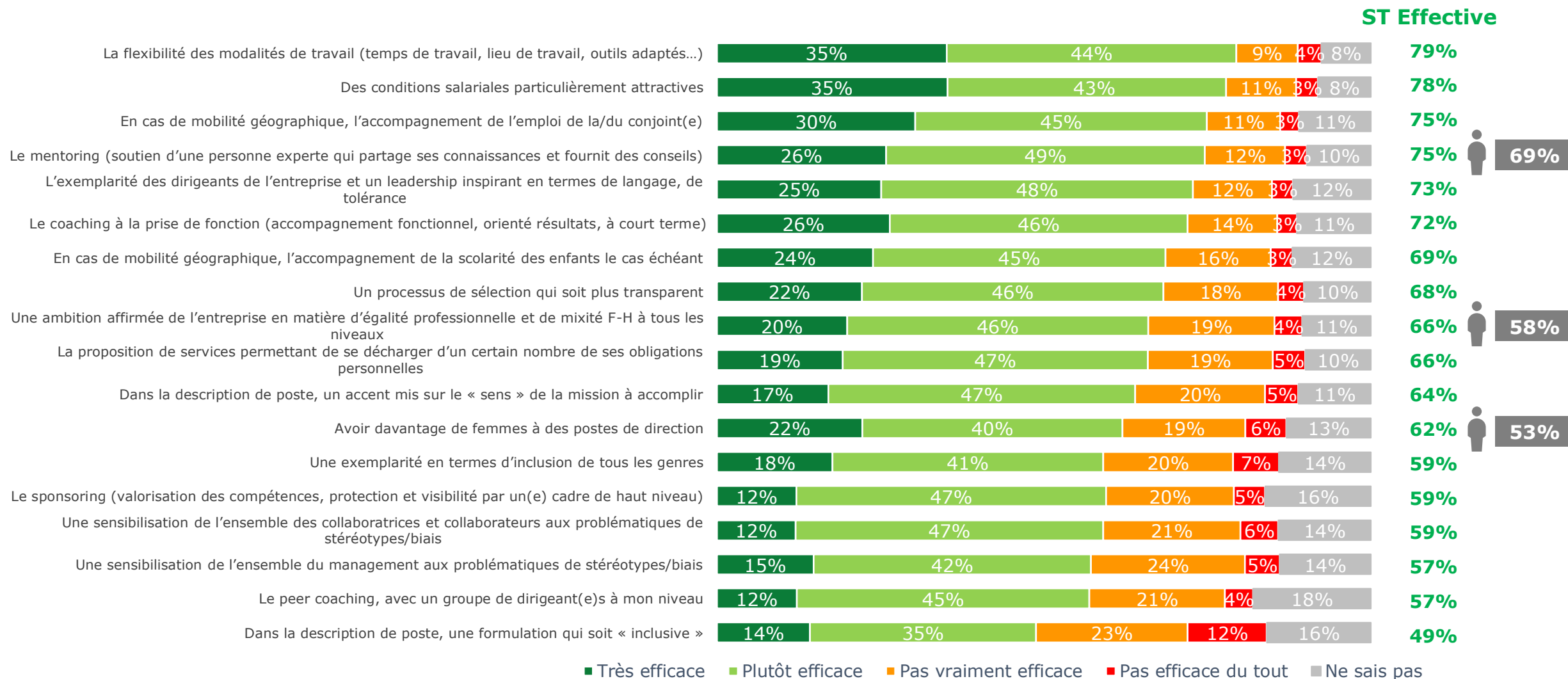
■ Gap significantly lower than total women results

■ Gap significantly higher than total women results

RECOMMENDATIONS TO HELP FIGHT AGAINST / PREVENT OPTING OUT

CONFIDENTIAL

Q20. For each of the following proposals, please indicate how effective you believe it would be in addressing Opting Out (i.e., not turning down a promotion or applying for a promotion)
Frame: Women (996)



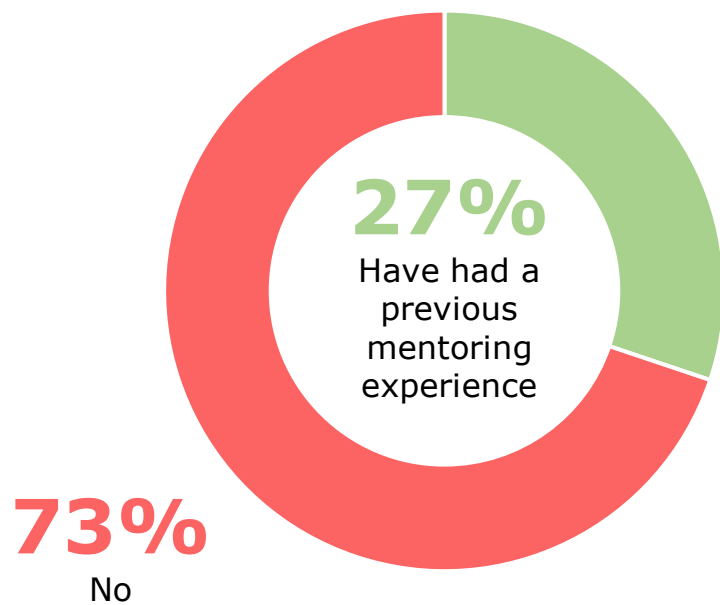
RECOMMENDATIONS TO HELP FIGHT AGAINST / PREVENT OPTING OUT – breakdown

Q20. For each of the following proposals, please indicate how effective you believe it would be in addressing Opting Out (i.e., not turning down a promotion or applying for a promotion)
 Frame: Women (996)

ST Effective	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Flexible work conditions (work time, work place, adapted tools, etc.)	79%	67%	87%	86%	82%	83%	76%	71%	72%
Exceptionally attractive salary conditions	78%	72%	83%	79%	80%	81%	70%	74%	72%
In the case of geographical mobility, supporting the spouse's employment	75%	68%	81%	76%	72%	78%	67%	66%	81%
Mentoring (support from an expert person who shares their knowledge and provides advice)	75%	70%	77%	78%	70%	77%	71%	67%	69%
The company's leadership setting an example, and inspiring leadership in terms of language, tolerance	73%	66%	75%	78%	75%	76%	65%	69%	63%
Coaching at the beginning of the job (functional, results-oriented, short-term support)	72%	65%	76%	78%	72%	77%	64%	60%	61%
In the case of geographical mobility, support for the children's schooling where necessary	69%	61%	76%	70%	61%	71%	63%	61%	65%
A more transparent selection process	68%	59%	75%	69%	76%	73%	61%	58%	52%
The company's commitment to professional equality and gender diversity at all levels	66%	58%	71%	70%	67%	68%	68%	57%	61%
The offering of services to relieve oneself of a certain number of personal obligations	66%	60%	74%	66%	60%	70%	61%	59%	53%
In the job description, an emphasis on the "purpose" of the task to be accomplished	64%	50%	72%	72%	73%	67%	60%	55%	65%
Have more women in leadership positions	62%	56%	70%	62%	55%	64%	60%	59%	57%
A model in terms of inclusion of all genders	59%	51%	66%	60%	60%	62%	51%	54%	47%
Sponsoring (skill development, protection and exposure by a high-level executive)	59%	53%	61%	64%	66%	61%	54%	59%	50%
Raising awareness of all employees to the stereotype/bias issue	59%	52%	64%	63%	56%	60%	49%	65%	54%
Raising awareness of stereotyping/bias issues throughout the management team	57%	48%	64%	59%	62%	59%	55%	50%	59%
Peer coaching, with a group of leaders at my level	57%	49%	60%	64%	53%	58%	51%	56%	61%
Inclusive language in the job description	49%	49%	48%	53%	43%	49%	46%	49%	51%

EXPERIENCE AS A MENTEE

Q21. Have you ever had the opportunity to experience mentoring as a mentee* in the course of your work?
 Frame: Women (996)



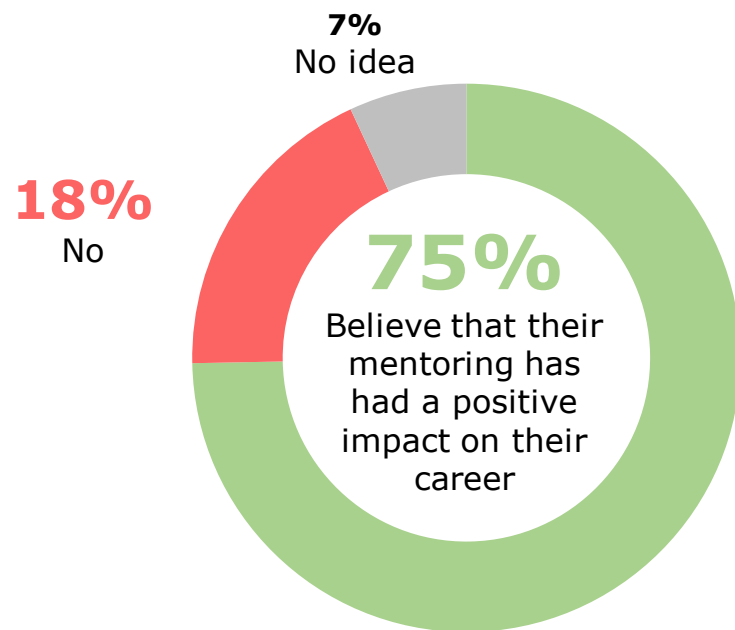
	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Yes	27%	36%	28%	19%	15%	24%	34%	34%	35%
No	73%	64%	72%	81%	85%	76%	66%	66%	65%

■ Gap significantly lower than total women results

■ Gap significantly higher than total women results

POSITIVE IMPACT OF MENTORING

Q22. Would you say that this mentorship* has had a positive impact on your career?
 Frame: Women (246)



	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	246	51	100	69	26	160	38	37	*
Yes	75%	69%	81%	79%	67%	84%	52%	71%	-
No	18%	21%	16%	14%	21%	11%	29%	24%	-
Don't know	7%	9%	3%	7%	13%	5%	19%	5%	-

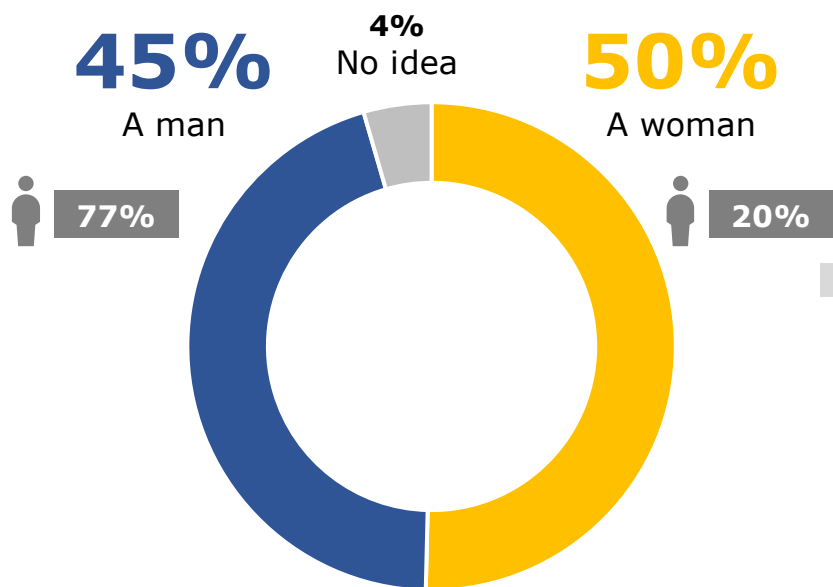
**/! The response procedures include fewer than 15 respondents.
 No data is presented*

■ Gap significantly lower than total women results

■ Gap significantly higher than total women results

THE MENTOR

Q23. Was your mentor*...
Frame: Women (246)



	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	246	51	100	69	26	160	38	37	*
A woman	50%	53%	57%	38%	25%	48%	44%	61%	-
A man	45%	39%	43%	61%	62%	50%	36%	39%	-
No Answer	4%	8%	-	1%	13%	2%	20%	-	-

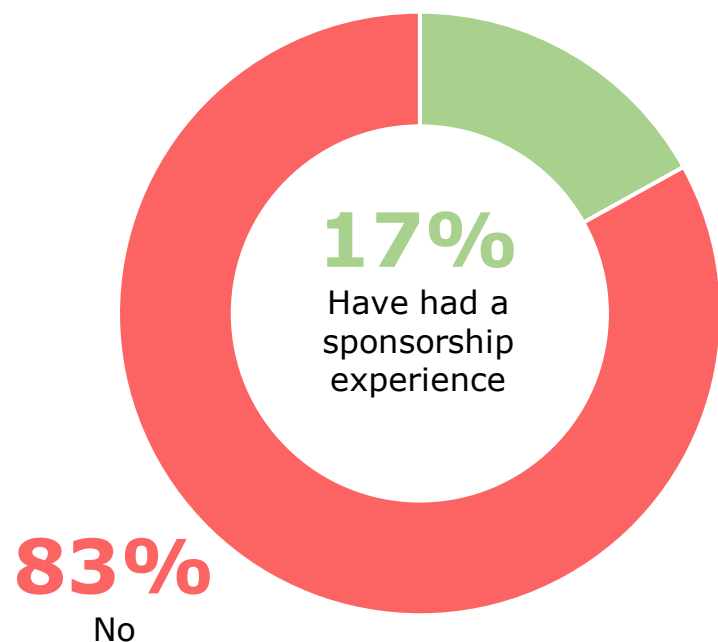
/!\ The response procedures include fewer than 15 respondents.
No data is presented

Gap significantly lower than total women results

Gap significantly higher than total women results

EXPERIENCE AS A SPONSORED PERSON

Q24. Have you ever had the opportunity to experience sponsorship as a sponsored person* in the course of your work?
 Frame: Women (996)



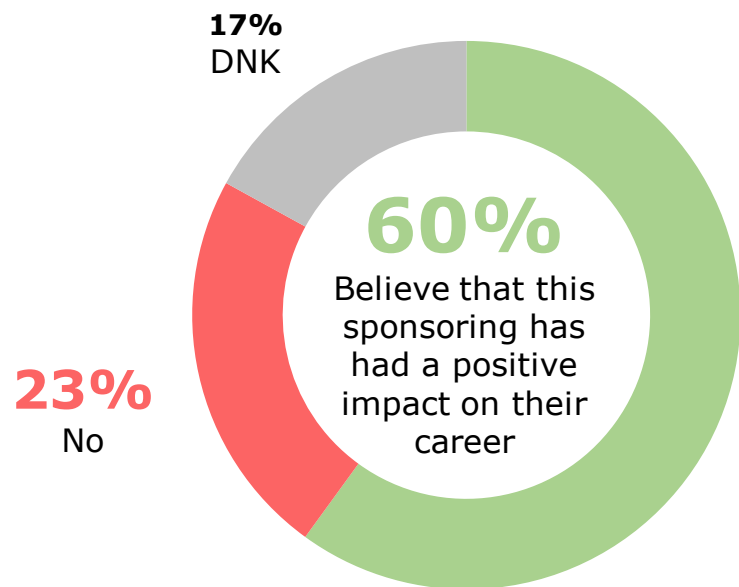
	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	996	138	355	339	164	689	145	117	45
Yes	17%	22%	18%	11%	10%	14%	16%	31%	20%
No	83%	78%	82%	89%	90%	86%	84%	69%	80%

■ Gap significantly lower than total women results

■ Gap significantly higher than total women results

POSITIVE IMPACT OF SPONSORING

Q25. Would you say that this sponsorship* has had a positive impact on your career?
 Frame: Women (146)



	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	146	29	59	41	17	82	25	32	*
Yes	60%	47%	70%	73%	59%	58%	69%	65%	-
No	23%	31%	17%	20%	15%	25%	24%	15%	-
Don't know	17%	22%	13%	7%	26%	16%	7%	19%	-

*/!\ The response procedures include fewer than 15 respondents.
 No data is presented*

76% dependent children between 11-17 years old
 74% company located in FR and Europe

Open-ended question - IMPACT OF SPONSORING

Q25b. Why?

Frame: Women who answered "Yes" or "No" to Q25. Would you say that this sponsorship * has had a positive impact on your career?

Has had a positive impact

- ▶ It was interesting to see the teams grow
- ▶ Because it enabled me to demonstrate my skills, and more importantly, my ability to make proposals and take initiatives
- ▶ It has been helpful
- ▶ Acquired know-how and interpersonal skills
- ▶ I got offered the job he had before his promotion because he thought I was the right fit
- ▶ Personal development
- ▶ Self-confidence
- ▶ Human relations, image, communication
- ▶ It helped my career
- ▶ Sharing, relationship
- ▶ Similar positions to mine have been created
- ▶ Personal satisfaction
- ▶ Interesting
- ▶ Motivating
- ▶ Enabled me to evolve
- ▶ I got offered the position I wanted
- ▶ This person helped me to find my place in an entity in which I had no reporting relationship
- ▶ This monitoring had a positive impact because 2 months later I obtained a management position
- ▶ Live a new experience
- ▶ Essential guidance
- ▶ Enables you to learn more things
- ▶ Support
- ▶ Very good
- ▶ It established me as a professional
- ▶ Because it supports the path, foresees the projects, communicates to others and that makes us move forward more quickly
- ▶ Knowledge

Did not have a positive impact

- ▶ Too much pressure
- ▶ The sponsorship was only an illusion, there was no follow-up
- ▶ Colleague with different values
- ▶ Just marketing fluff to show that the employer is doing something
- ▶ Not supported, unsuitable position
- ▶ The desire to work
- ▶ Sponsoring has shown me that you are always better off just doing it yourself
- ▶ No feedback
- ▶ No direct connection to my professional future
- ▶ Too much at stake
- ▶ No impact on my daily life
- ▶ Not for me
- ▶ As a woman in a male environment, it is important to avoid getting along with your colleagues because this creates jealousy and in this case you will be dismissed because the hierarchy will be afraid of you
- ▶ Because it was not in that sense
- ▶ Altruism is never acknowledged
- ▶ No progress afterwards

THE SPONSOR

Q26. Was your sponsor*...
Frame: Women (146)

50%
A man

50%
A woman



	Total	Age				Manager Category			
		-30 years old	30-39 years old	40-49 years old	+50 years old	Team Leader (Local Manager)	Functional Manager (department head)	Business Unit Manager	Executive Director (CEO and/or member of EXCO)
	146	29	59	41	17	82	25	32	*
A woman	50%	54%	55%	32%	38%	50%	66%	45%	-
A man	50%	46%	45%	68%	62%	50%	34%	55%	-

*/!\ The response procedures include fewer than 15 respondents.
No data is presented*

■ Gap significantly lower than total women results

■ Gap significantly higher than total women results