

Rédiger en anglais et en 400 mots une synthèse des documents proposés, **qui devra obligatoirement comporter un titre**. Indiquez avec précision, à la fin du travail, le nombre de mots utilisés (titre inclus), un écart de 10 % en plus ou en moins sera accepté. Le sujet comporte les quatre documents suivants qui sont d'égale importance.

Document 1: deux graphiques publiés par le Pew Research Center le 7 août 2014

Document 2: un article paru dans *The Telegraph* le 19 février 2015

Document 3: un extrait du livre *American Society: How It Actually Works*, W.W. Norton publié en 2010

Document 4: un article paru sur le site de *The Huffington Post* le 30 septembre 2015

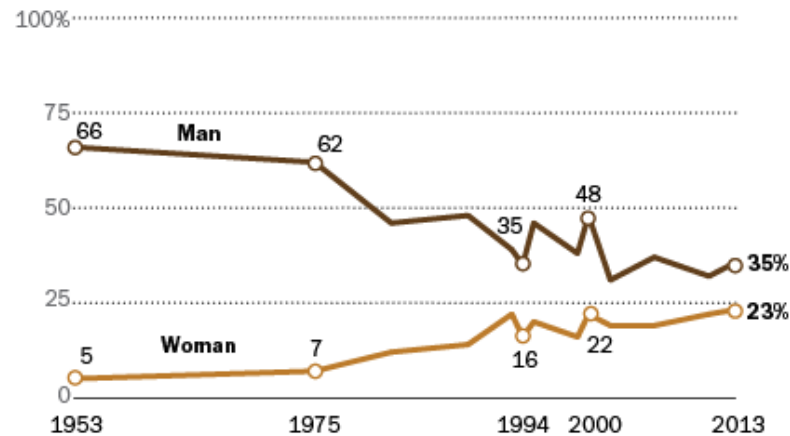
DOCUMENT 1

Source : Pew Research Center August 7th 2014

Women as Bosses: Perceptions and Progress

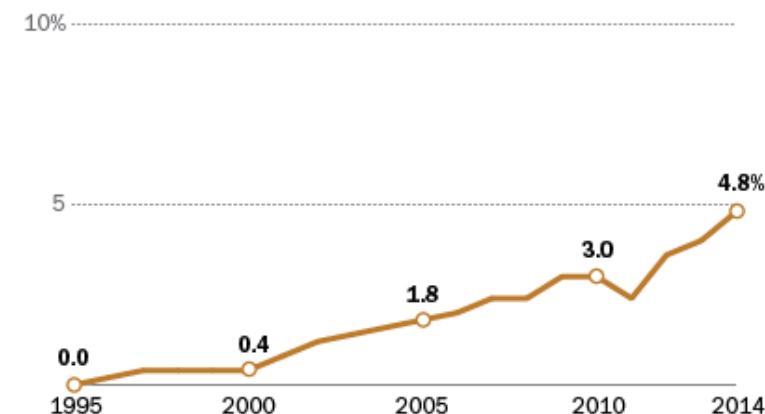
Boss Gender Preference

Percent saying they prefer a boss who is a...



Rise of Female CEOs in Fortune 500 Companies

Percent of Fortune 500 CEOs who are women



Note: Voluntary responses of No preference and No opinion not shown. Percentages of women CEOs based on data available the time of the annual published Fortune 500 list. Source: Gallup Poll Social Series: Work and Education, August 2013. Catalyst, *Historical List of Women CEOs of the Fortune Lists: 1972-2013*.

PEW RESEARCH CENTER

NB: " Fortune 500" = list of the 500 biggest American companies quoted on the NY stock exchange

DOCUMENT 2

If you're a man, is it better to have a male or female boss?

Gallup has been asking Americans whether they'd prefer a male or female boss since the early 1950s and, while the trends are in the direction of equality, overall, both sexes still say they'd prefer a man. What is perhaps most striking is that women plump for male bosses more strongly than men: in 2014, 39 per cent of women said they'd prefer a male boss, against only 26 per cent of men. Moreover, far more men say there's no difference. So, case closed, right? Even women say men are better bosses. Well, no. For starters women have centuries of male-dominated history counting against them. Even now, in the UK, only 35 per cent of managers are female. So, people are twice as likely to have had a male manager than a female manager – and the higher you go and the older you get, the more pronounced this bias gets. Thus, for many people this kind of preference may simply be a case of better the devil you know than the she-devil you don't.

[...] The trouble is, while generalisations about populations are interesting, they're well known to be a very poor guide to individuals. Besides, whatever you might prefer, you very rarely get to choose your boss anyway, so the best, if rather obvious, advice is to recognise your boss as an individual. "Rather than categorising according to stereotypes, the real world challenge is finding a way to work with the boss you have regardless of gender," says Emily Frohlich, client director of business psychologists Nicholson McBride. "You need to have the self-awareness to set aside your perceptions of differences and ask, 'What is this person in front of me like?'"

However, to end on a note of positive discrimination, if you are a man who works in a female dominated environment, you are unlikely to be held back: in fact, quite the reverse. Research suggests that, instead of hitting a glass ceiling, you will experience a "glass escalator" and advance more quickly.

Adapted from Rhymer Rigby, *The Telegraph*, 19 Feb 2015

DOCUMENT 3

Gender equality: prospects for further transformation

In certain important ways men potentially have much to gain from deeper and more robust forms of gender equality in American life. In a world of real gender equality men would have a richer array of life choices around parenting and work. The dominant models of masculinity make it difficult for many men to play a full and active role in caregiving activities within the family. It is very difficult for men to interrupt their careers to take care of small children. The dominant models of masculinity also promote intense forms of competitiveness that make many men miserable, working excessively long hours, losing sight of more important things in their lives. Further advances towards gender equality will potentially involve a significant restructuring of the rules that govern the relationship between work and family, and this would give both men and women greater flexibility and balance in their lives.

The inequalities in the gender division of labor [...] have an impact far beyond simply the specific problem of free time available to men and women within families. It also deeply affects inequalities in the labor market and employment. The greater domestic burdens that, on average, married women have compared to married men act as a significant constraint on the kinds of jobs they can seek in the labor market. It also affects the attitudes of all employers towards prospective women employees. [...] If we are to move towards a more equal sharing of the time burdens of family life, this will have to occur through indirect means which change the incentives men and women have around these tasks and, perhaps, affect the balance of power

of men and women within these domestic relations as they negotiate over domestic responsibilities. Three policies are particularly relevant here: pay equity; high quality publicly provided childcare services; egalitarian paid parental leave.

Adapted from E.O. Wright & J.Rogers,
American Society: How It Actually Works, W.W. Norton, 2010

DOCUMENT 4

At this rate, it'll take 100 years to get gender equality at work

Things are improving so slowly for women in corporate America that we aren't going to achieve gender equality at the top for another 100 years, according to a report released on Wednesday. It's not for the reasons you might think - i.e., it's not a "mommy issue." Both women and men reported feeling strained by the competing pulls of work and family, according to the survey of nearly 30,000 workers at 118 North American companies. The survey was conducted by McKinsey & Company and LeanIn.org, a nonprofit focused on women's advancement founded by Sheryl Sandberg, chief operating officer at Facebook.

The big, ugly, hard-to-fix issue, the study suggests, is gender bias. That contradicts a lot of the conventional wisdom about why women don't make it to the so-called C-suite - the highest levels of a company where you find the jobs with "chief" in the title [...]. "Some of the biggest barriers are cultural and related to unconscious biases that impact company hiring, promotion, and development processes," said Dominic Barton, global managing director of McKinsey & Company [...]. A lot of people, for example, believe on some level that women are less competent than men. There's also something called a "maternal bias," in which mothers who do well at their job are disliked - and kept from advancing - because they're believed to be terrible parents. Women hold 45 percent of entry-level jobs at the companies surveyed, and their ranks thin out as you go higher. Only 27 percent of vice presidents at those companies are women, as are 23 percent of senior vice presidents and 17 percent of C-suite execs. These figures are a very slight improvement from 2012 [...]. Very slight - that's where that 100-year estimate comes from. So what's going on? First off, women aren't quitting their jobs or "opting out." In fact, the survey found that women, on average, quit their jobs at the same rates as men, or even less often. At the higher levels, women are more likely than men to stick around, the study found. The issue is that women aren't getting promoted at the same rate as men - and at every step along the corporate ladder, women say they are less interested in becoming a top executive.

The reasons why are telling. For single women, the main reason they said they didn't want to advance any higher at work was stress. And while women with children said the main reason they didn't want to advance was because of work and family pressures, stress came in at a very close second for that group. [...] For men with children, the difficulty of balancing work and family was also the top reason they weren't interested in holding a higher-ranking job - 62 percent of men with children said that, compared to 65 percent of women with children. And mothers were 15 percent more interested in becoming a top executive than the women surveyed who didn't have children. "Historically, we thought women were less interested in promotions because of their concerns with family responsibilities," Rachel Thomas, the president and co-founder of LeanIn, told The Huffington Post. "This study points to a new reason: [...] women say stress and pressure is a top obstacle for them - all women, not just mothers." The stress, Thomas suggests, comes from the bigger hurdles women face at the office. For example, there's research showing that women are

often believed to be less competent at their jobs than they really are, while men are often believed to be more competent than they are. Women have to prove themselves again and again.

There's also a Catch-22 involving personality: women who are seen as competent are less likely to be seen as likable, and women viewed as more likable are less likely to be seen as competent, research has shown. "We always say that women walk on a tightrope," Thomas said. "Men are not on that tightrope."

Adapted from Emily Peck, *The Huffington Post*, 30 Sept 2015

NB: **A Catch-22** = a paradoxical situation from which it is difficult to escape

FIN DE L'ÉNONCÉ