



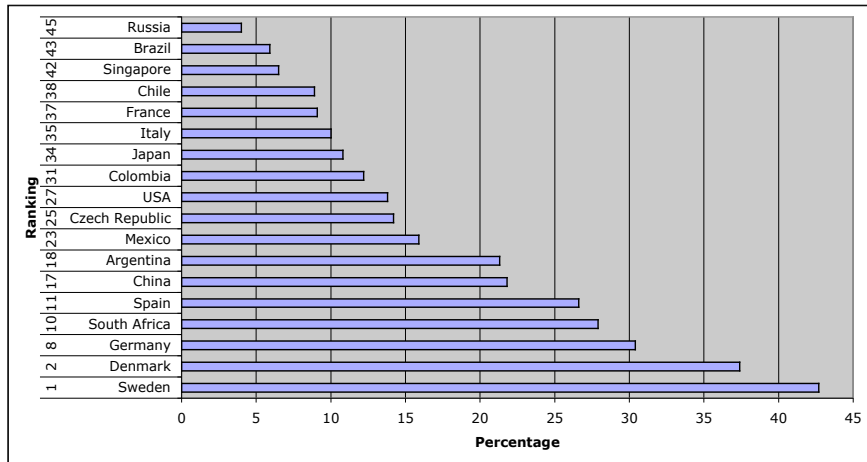
Norms and Customs

February 4, 2003

Labor Force Participation Rates

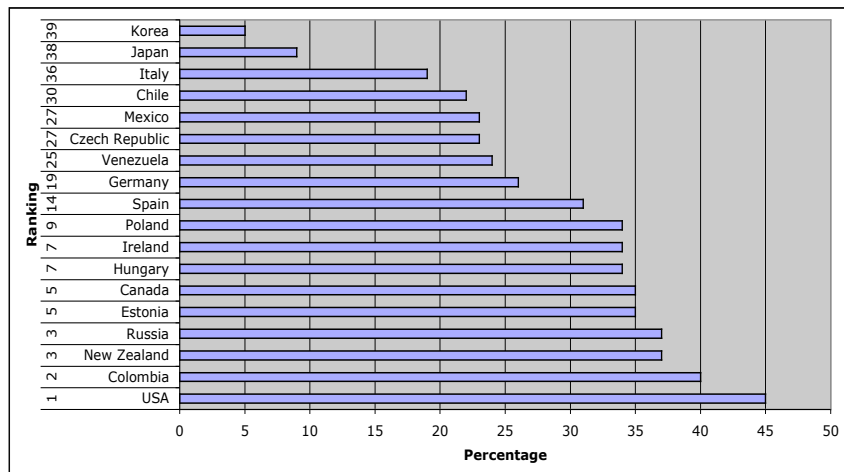
Country	% Labor Force/Population		Women/Labor Force
	Women	Men	
Sweden	80.5	85.0	0.48
Denmark	77.3	89.5	0.46
United States	68.1	86.0	0.45
Canada	67.4	85.6	0.44
Japan	59.3	87.3	0.41
Colombia	47.2	81.6	0.41
France	56.2	75.1	0.43
Brazil	43.3	75.3	0.43
Spain	39.9	77.4	0.35
Mexico	36.5	83.9	0.32
Bolivia	25.1	85.4	0.24
Egypt	10.4	80.9	0.11

Percentage of total seats in Parliament



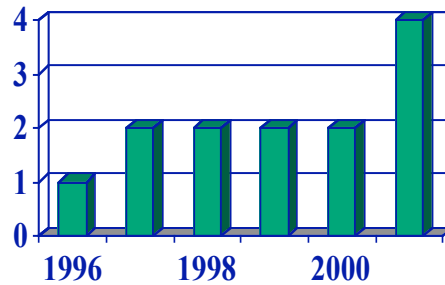
Source: IMD Competitiveness Report, 2002

Percentage of total legislators, senior officials and managers



Source: IMD Competitiveness Report, 2002

Number of Women CEOs (Fortune 500 Companies)



Note: 1999 had 4 women chief executives for a couple of months

Are Men and Women Different in Ways that Would Impact their Participation in Management?

- Body Differences
 - Reproduction
 - Strength
- Brain Differences
 - Hormonal
 - Structural

**Do these differences
account for women
not having greater
participation in
positions of
authority?**

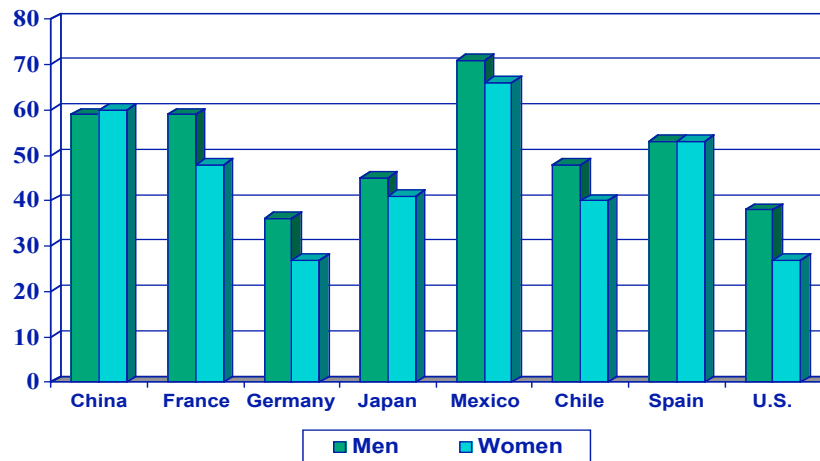
Psychological and/or Cultural Differences

- Behavioral and Emotional
- Occupational
 - Occupational segregation and earnings
 - Communication styles
 - Managerial styles
 - Family responsibilities

Are Men and Women Different?

Question: Thinking about men and women's personalities, interests, and abilities, NOT INCLUDING physical differences, do you think men and women are basically similar or basically different?

Answer: Basically similar

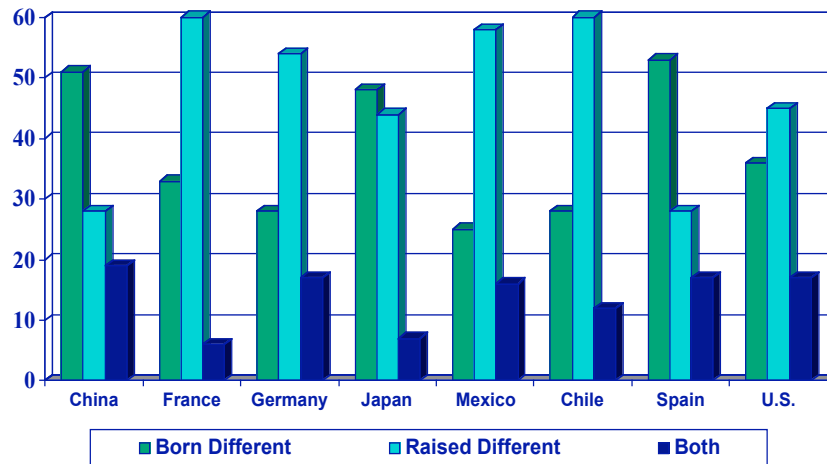


Question Regarding Differences

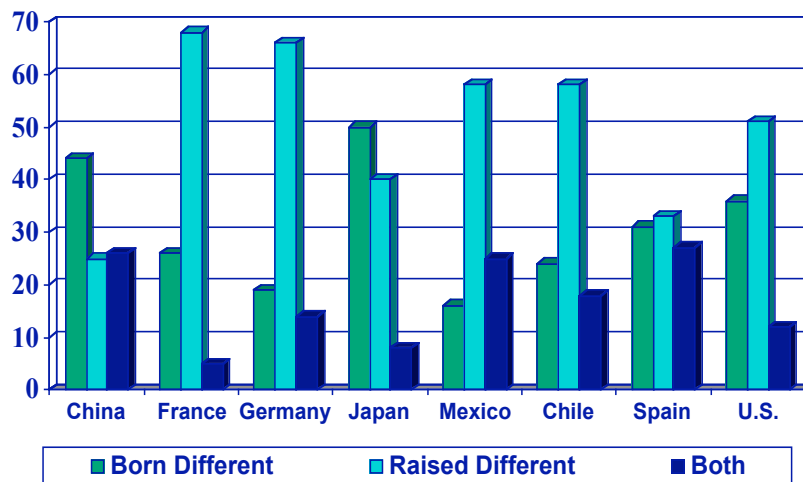
Do you think men and women are basically different because they were born different or because they were raised differently?

(This question was asked of those who thought men and women were different.)

Male Respondents (%)



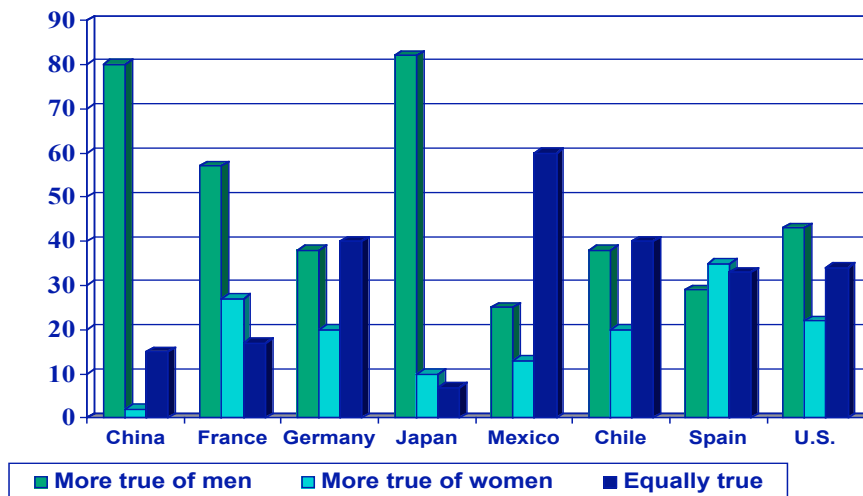
Female Respondents (%)



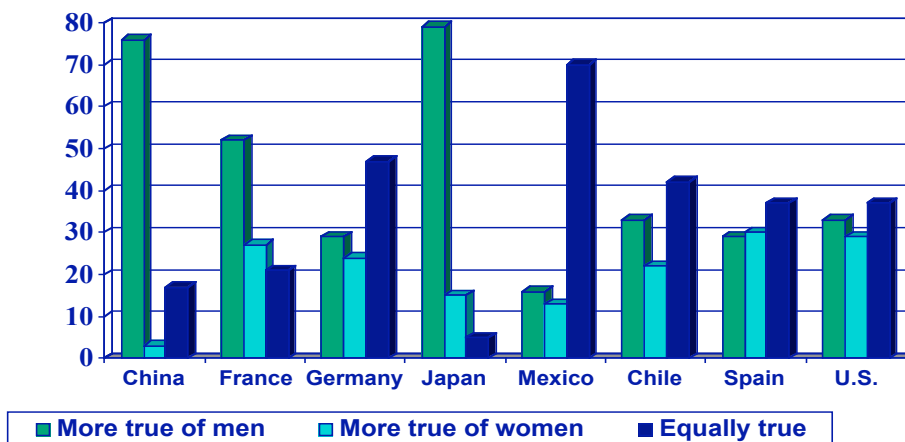
What are these differences?

Men and women were asked whether certain personality traits were more characteristic of men or of women.....

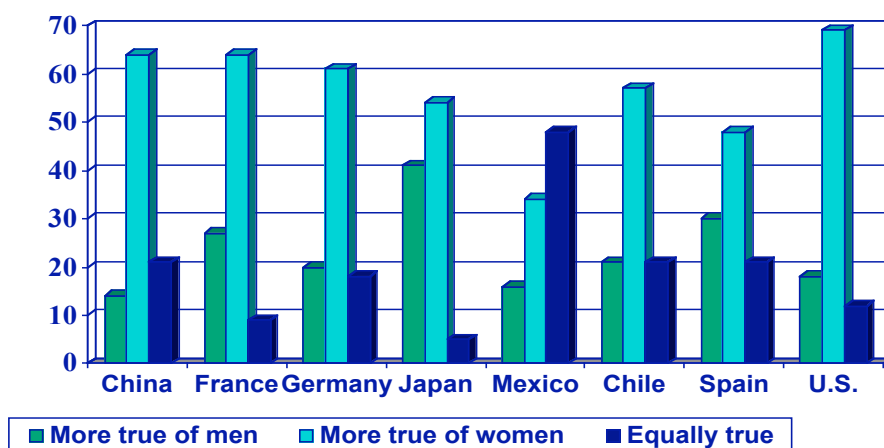
Who is more ambitious? Male respondents:



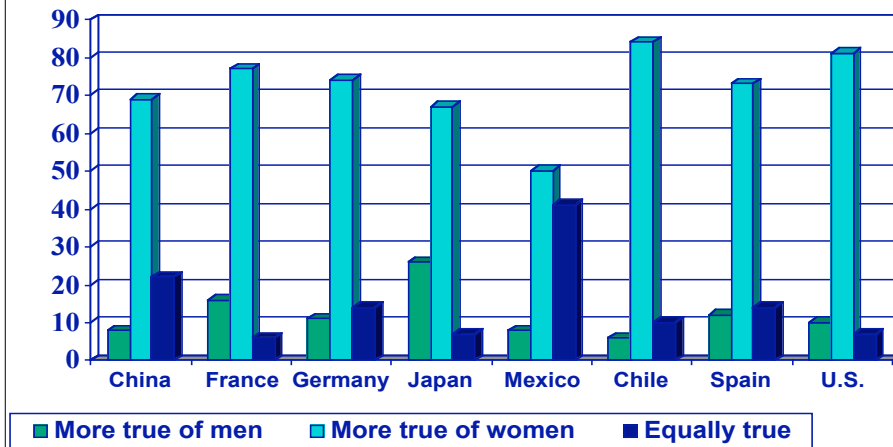
Who is more ambitious? Female respondents:



Who is more patient? Male respondents:



Who is more patient? Female respondents:



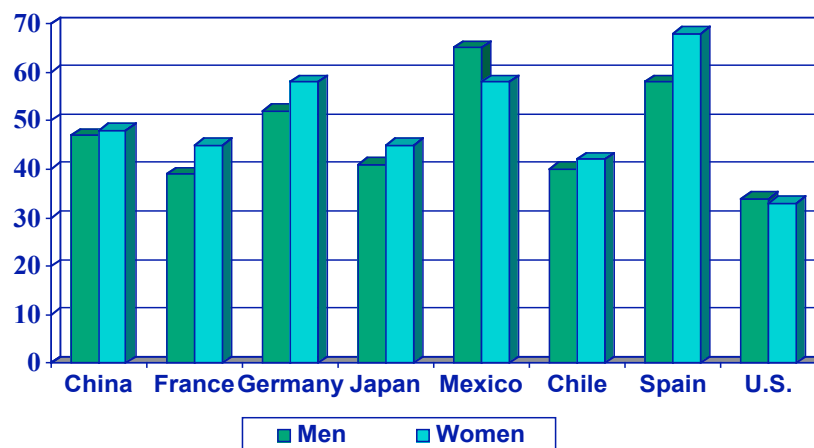
Expectations

- Expectations by gender in the workplace and social situations
 - Women are expected to be friendly, unselfish, concerned with others, emotionally expressive
 - Men are expected to be independent, masterful, assertive, and instrumentally competent
 - What happens with there is cross-over?

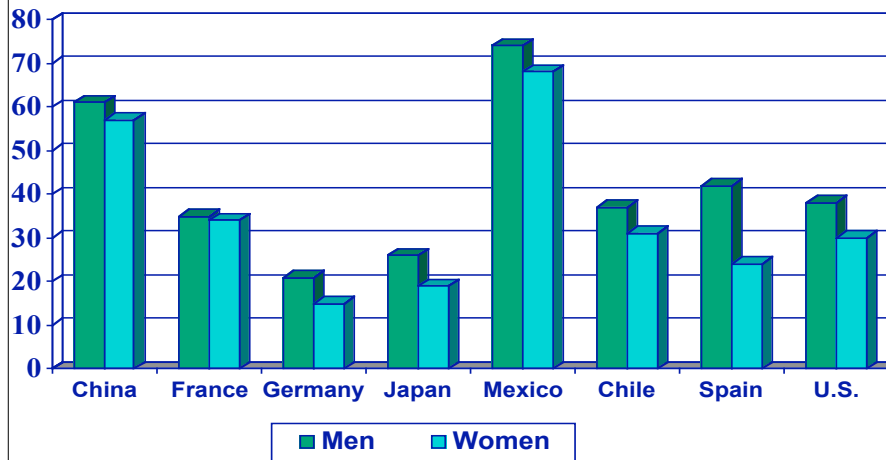
Family Responsibilities

Question: Which is better for society: a family where both parents work for money and take care of the house and children, or one where one parent works and the other takes care of the house and children?”

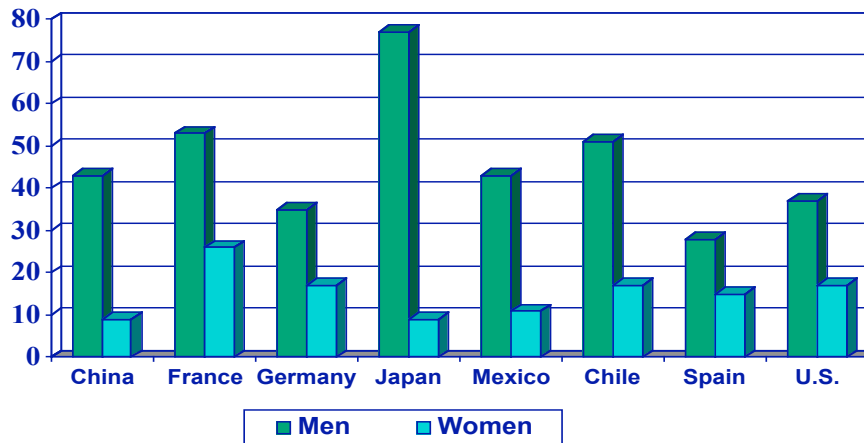
Answer: When both parents are working



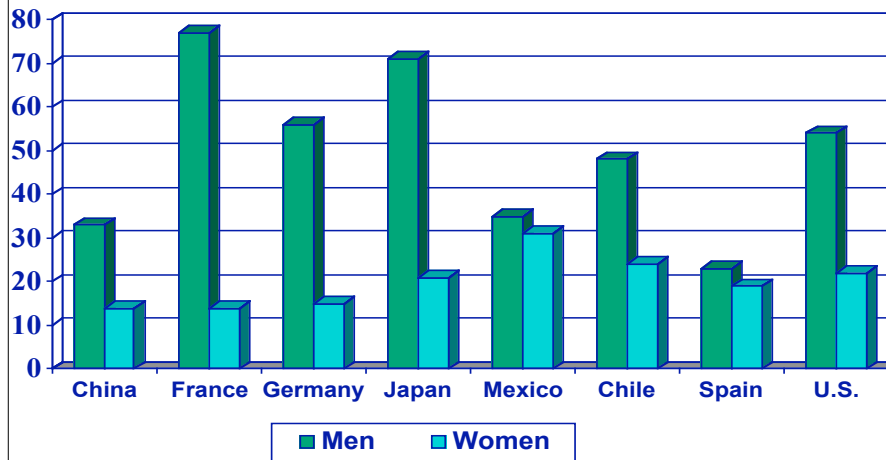
Do you think that women in this country have equal job opportunities with men? Answer: Yes



If you were taking a new job and had your choice of supervisor, would you prefer to work for a man or a woman? Male respondents:



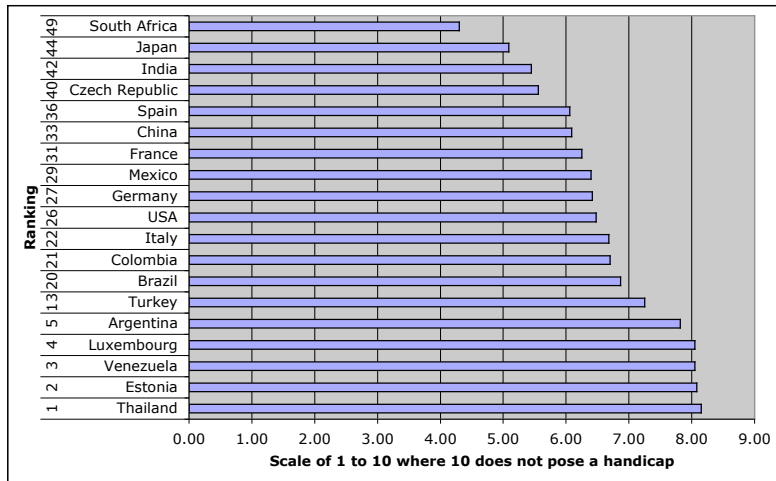
**If you were taking a new job and
had your choice of supervisor, would
you prefer to work for a man or a woman?
Female respondents:**



Increased Opportunities for Women in a More Global Work Environment

- Increased competitive work environment
- Increased educational attainment of women
- Corporate culture of global firms not tied to local culture of any country
- Increased opportunities for women in countries other than their own
- Global firms have less hierarchy and more networks
- Gender diversity as a source of innovation

Discrimination does not pose a handicap in society



Source: IMD Competitiveness Report, 2002