

GENDER SCAN 2025 survey USA – Employee report











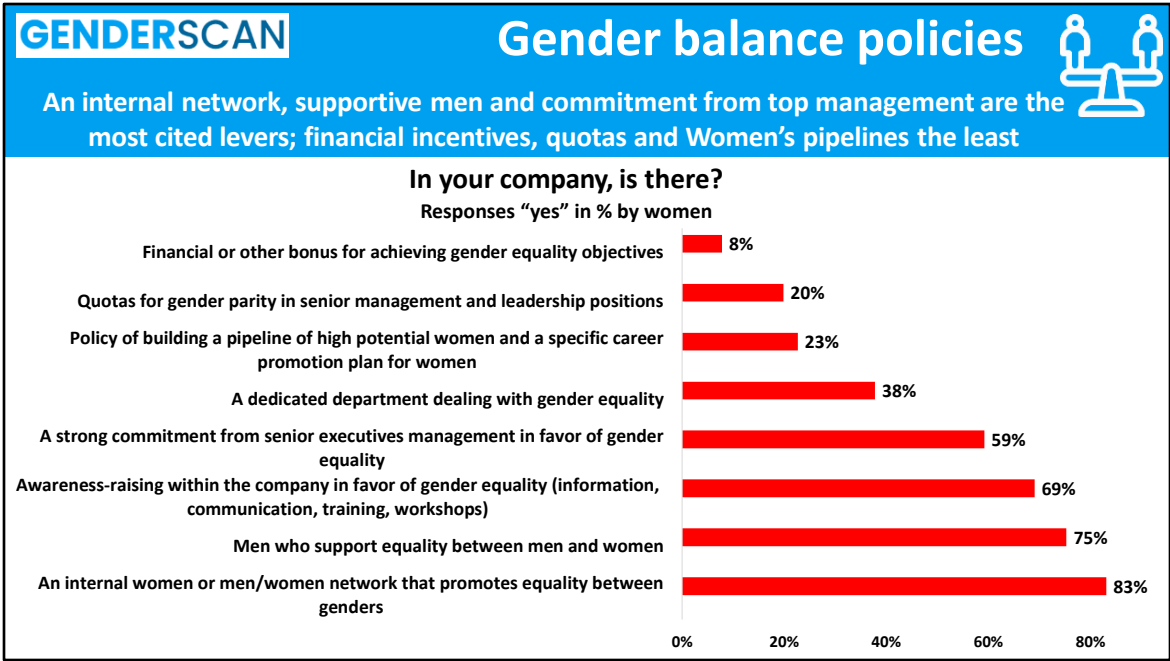
GENDERSCAN Methodology note 	
Details of the survey	
Method	Online survey, dynamic display of questions according to respondents' profiles
Timeframe	From May 2024 to February 2025
STEM definition	<p>Categorized according to the NACE Rev2.0 classification, people employed in the following sectors:</p> <ul style="list-style-type: none"> • Extractive industries (coal, hydrocarbons, ore) • Food and beverage industries • Textile, clothing, leather/shoe industry • Chemical industry, rubber, plastics • Pharmaceutical industry • Metallurgy, metals, machinery, non-plastic mineral products industry • Electronics, computer and electrical industry • Automotive industry, other transport equipment • Other manufacturing industries (furniture, paper, printing, etc.) • Production and distribution of electricity, gas, steam and air conditioning • Production and distribution of water, sanitation and waste management • Construction (building construction, civil engineering, etc.) • Transportation, warehousing • Information and communication • Digital (hardware, software, internet, telecom) • Specialized, scientific and technical R&D activities

Sample	Men	Women	Other	Total	MoE
USA	31	760	11	802	3.5

This analysis focuses exclusively on data provided by women respondents. Out of the total survey participants, 760 identified as women, compared to 31 men and 1 non-binary person. Given the significant difference in sample size, only women's responses were analyzed to ensure the robustness, reliability, and representativeness of the findings. Unless otherwise specified in the commentary in a specific question, 760 is the number of women respondents considered in the analysis.

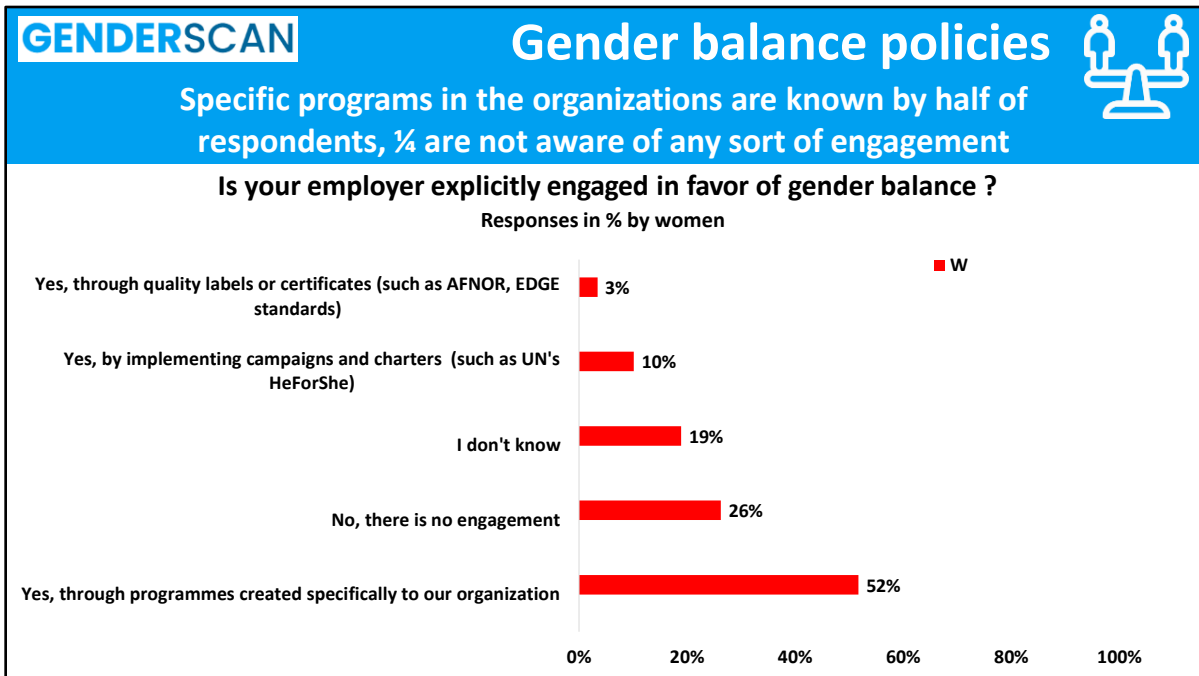
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Women most often report visible, cultural, or social support mechanisms (networks, male allies, awareness-raising). Over time, these have remained stable (networks, male allies) or only slightly declined. However, structural actions, like pipelines, quotas, and bonuses, are less frequently experienced, showing a gap between discourse and embedded HR policy. Dedicated departments (-19 pts), promotion plans (-8 pts), quotas (-12 pts) have all declined between 2021 and 2025, suggesting more women are seeing less concrete or formalized commitment to gender equality at work.



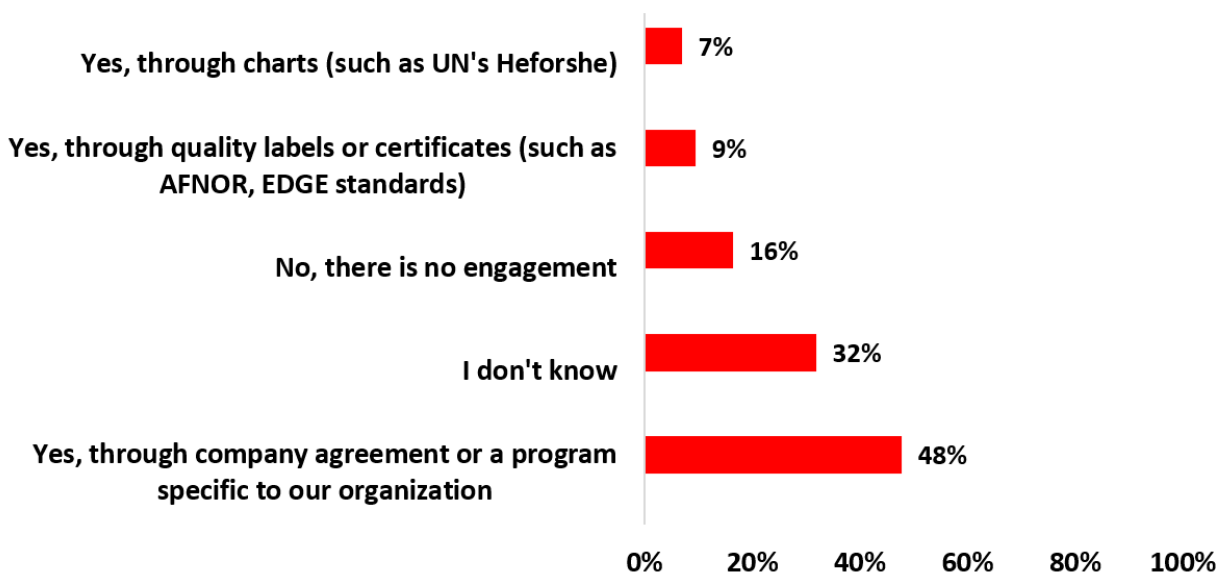


More than half of the women (52%) acknowledge internal company programs promoting gender equality, the highest reported engagement type. However, certifications and global campaigns (which often reflect external validation) are rarely mentioned, suggesting limited visibility of formalized, externally benchmarked efforts.

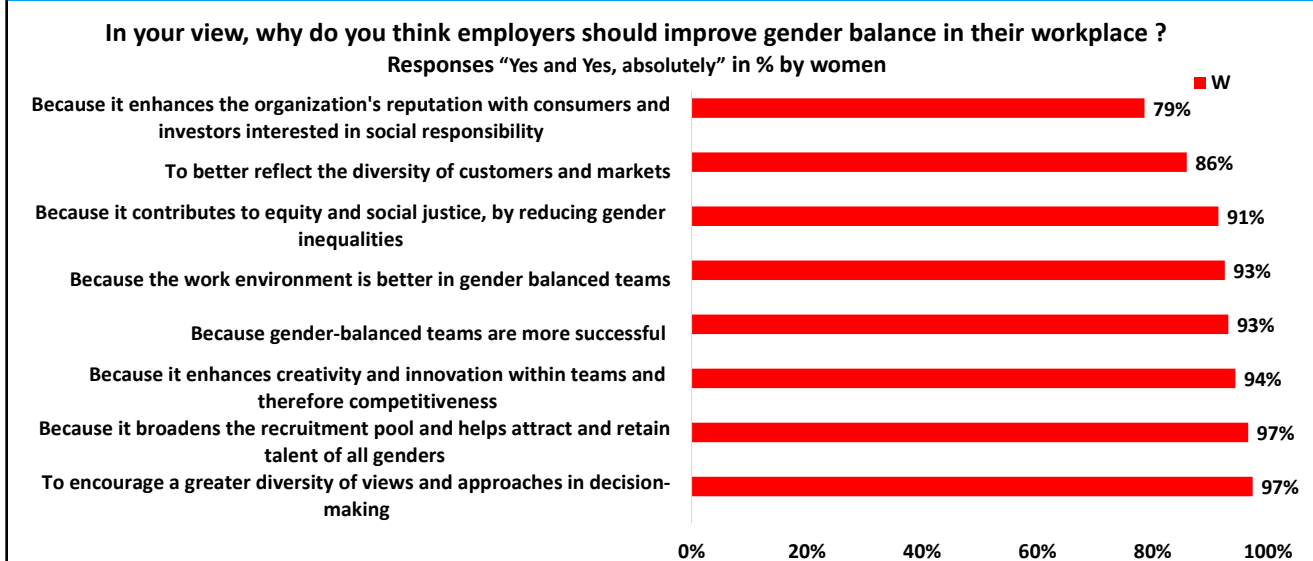
Between 2021 and 2025, internal programs saw a slight increase in acknowledgment by women, remaining the most cited form of engagement. The "I don't know" response decreased significantly in proportion, indicating greater clarity or visibility of what the employer is (or isn't) doing. However, there's also a notable rise (+10 pts) in women explicitly reporting that their employer has no engagement, a worrying signal of a potential withdrawal or lack of formal initiatives in some contexts. External validation mechanisms (certifications) have become even less visible, possibly due to deprioritization of DEIA (diversity, equity, inclusion, and accessibility) related projects or lack of communication around them.

Is your employer explicitly engaged in favor of gender balance ?

Responses in % by women 2021



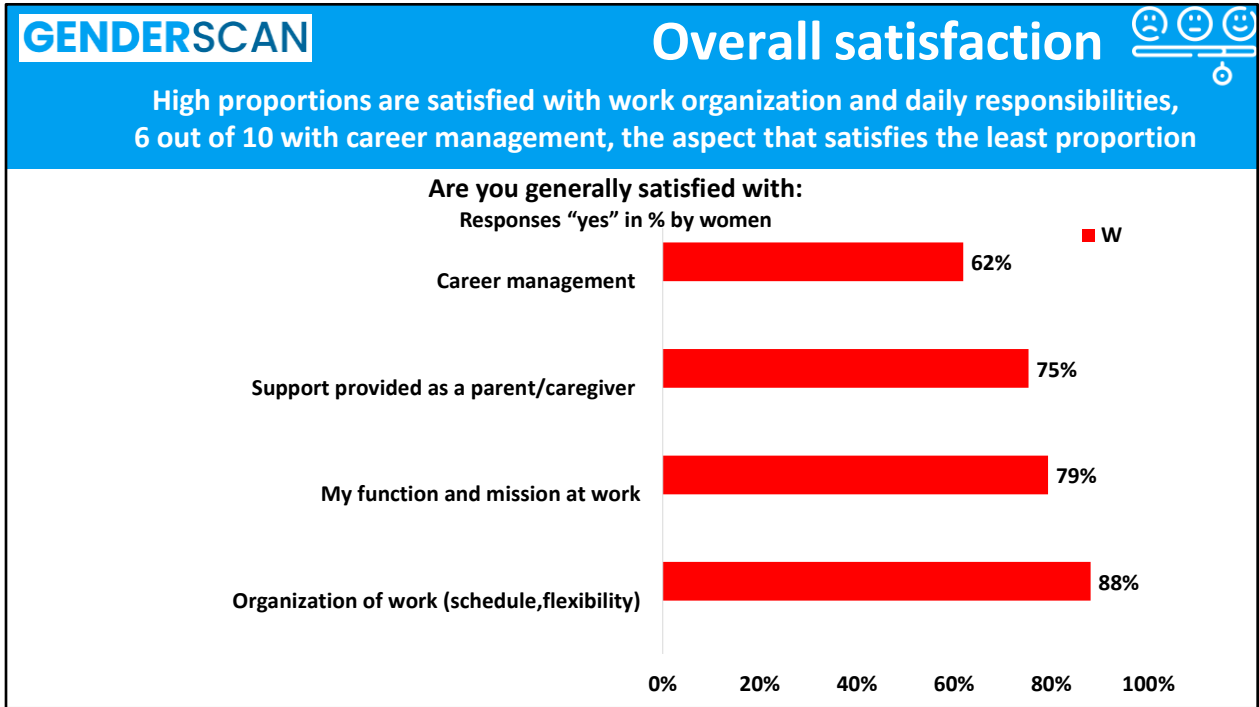
GENDERSCAN Gender balance policies  Women overwhelmingly support gender balance initiatives for strategic, cultural, and ethical reasons



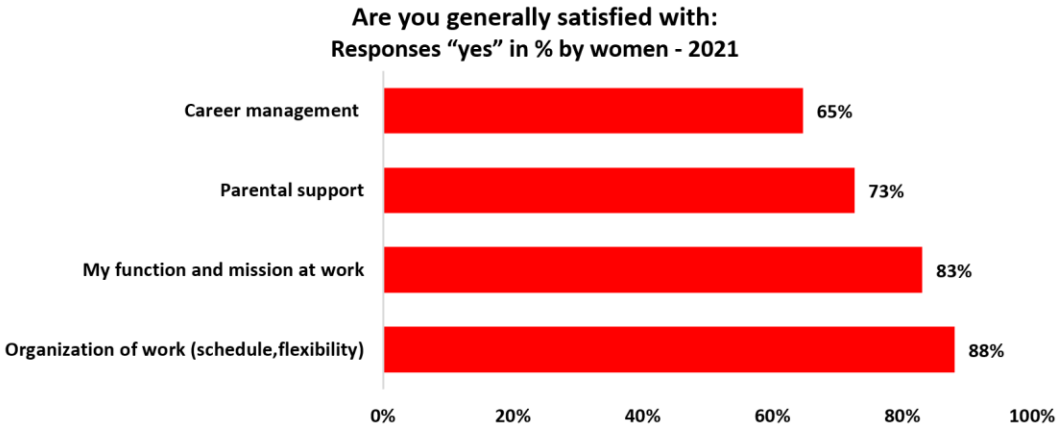
Women overwhelmingly support gender balance initiatives for strategic, cultural, and ethical reasons, with near-unanimous endorsement of its benefits for innovation, inclusion, well-being, and competitiveness.

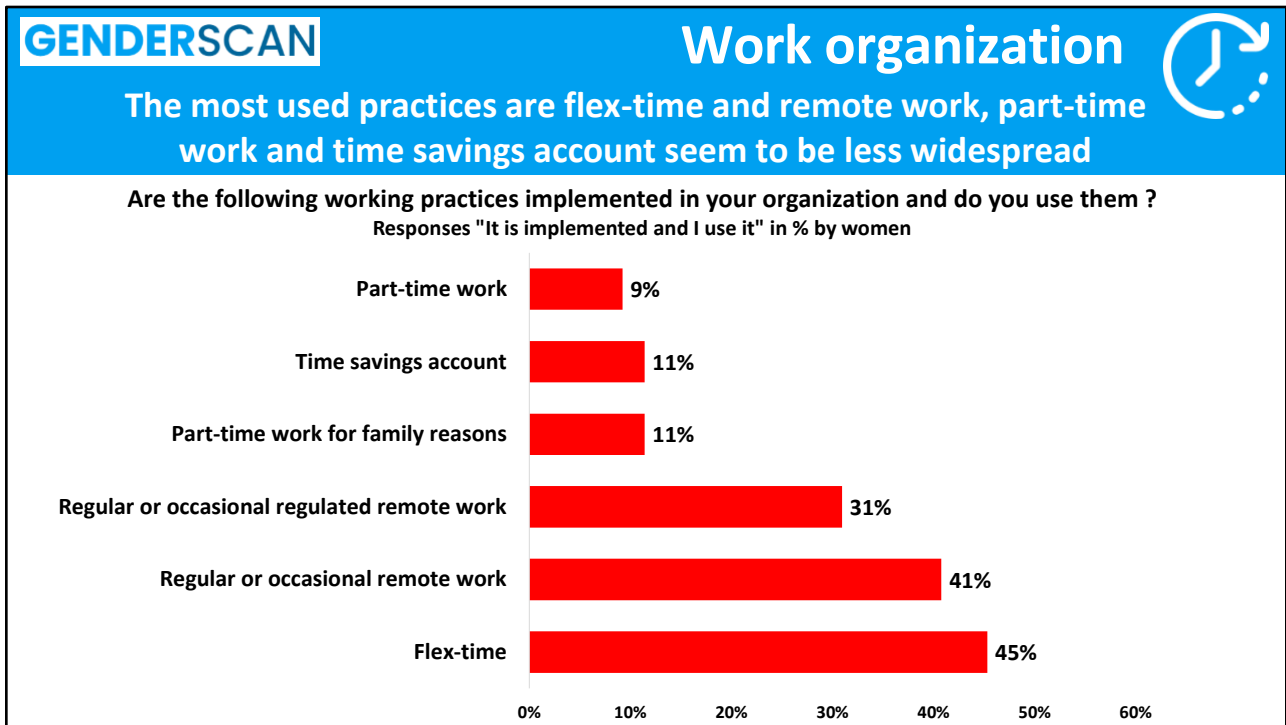
The comparison between 2021 and 2025 offers interesting information, since the framing of the question has shifted. In 2021, it was "Why do employers undertake actions in favor of gender balance?, focused on perceived motivations, what respondents believe employers are doing now and why. In 2025, it was "Why do you think employers should improve gender balance?, thus focused on normative expectations, why respondents believe employers ought to act. In 2021, image and legal compliance as well as talent attraction dominated perceptions of why employers acted. In 2025, while talent recruitment is mentioned by almost all respondents, externally driven or image-based motivations are at the bottom of the list of reasons to advocate for gender balance, with tangible internal benefits, such as better decision-making, innovation, inclusion, well-being, competitiveness at the top.





High proportions of women satisfied with work organization and daily responsibilities, but significantly lower proportions satisfied with career management. Parental support remains mid-rang, better than career management, worse than day-to-day work structure. This portrait is very similar to the one revealed by the 2021 survey, the analysis over time thus showing great stability with minimal changes, within the margin of error.

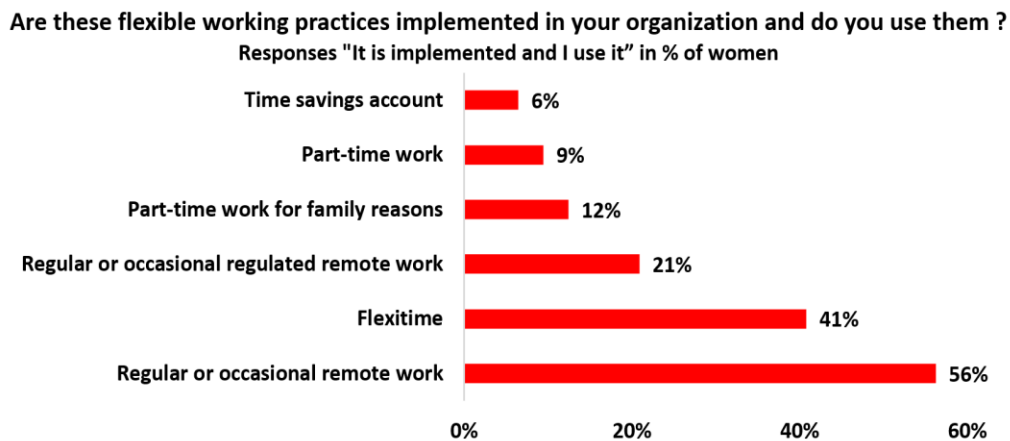


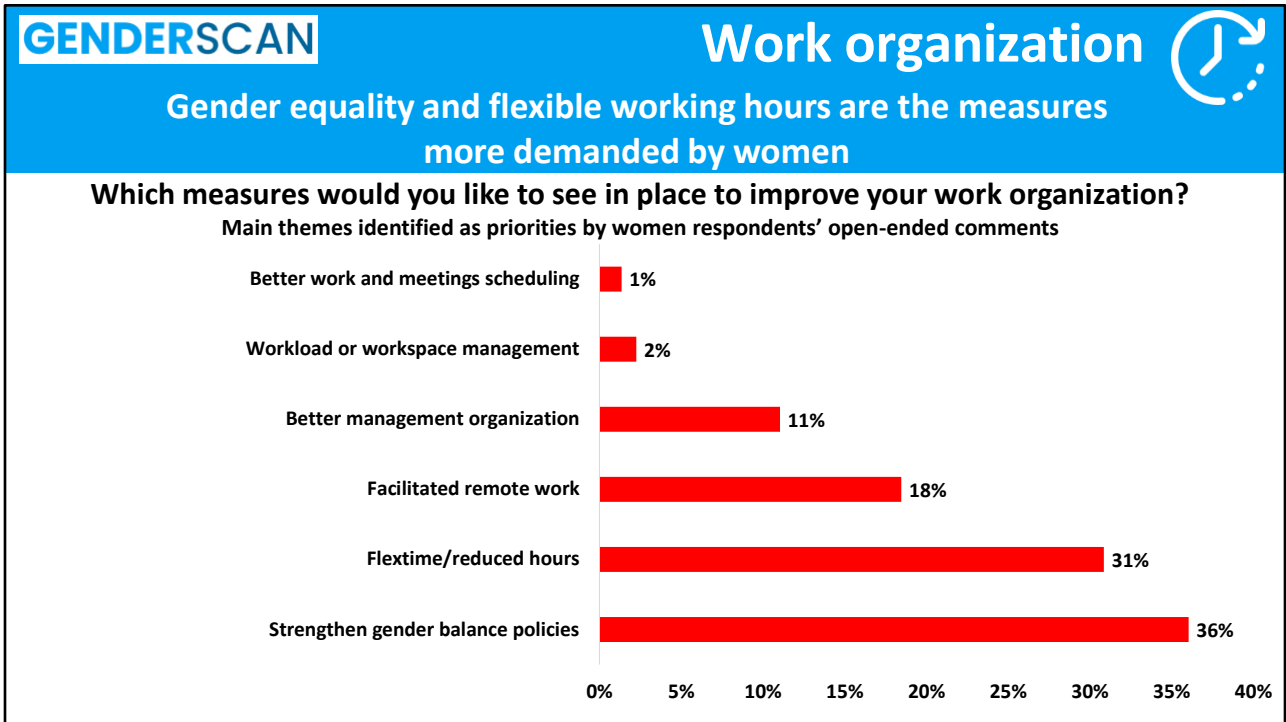


The most commonly used practices are flex-time and remote work, used by 4 out of 10 respondents. Part-time work and time savings account seem to be less widespread, used by 1 out of 10 respondents.

The 2021-2025 indicates stability concerning the level of use of the different flexible organization mechanisms, with one notable difference concerning remote work. Remote work dropped sharply from 56% to 41% (-15 pts), while regulated remote work rose by 10 points, indicating a shift toward more formalized and controlled teleworking setups. The post-pandemic normalization of remote work may explain why unregulated remote work usage declined, organizations might have standardized policies, increasing the prevalence of “regulated” remote work instead.

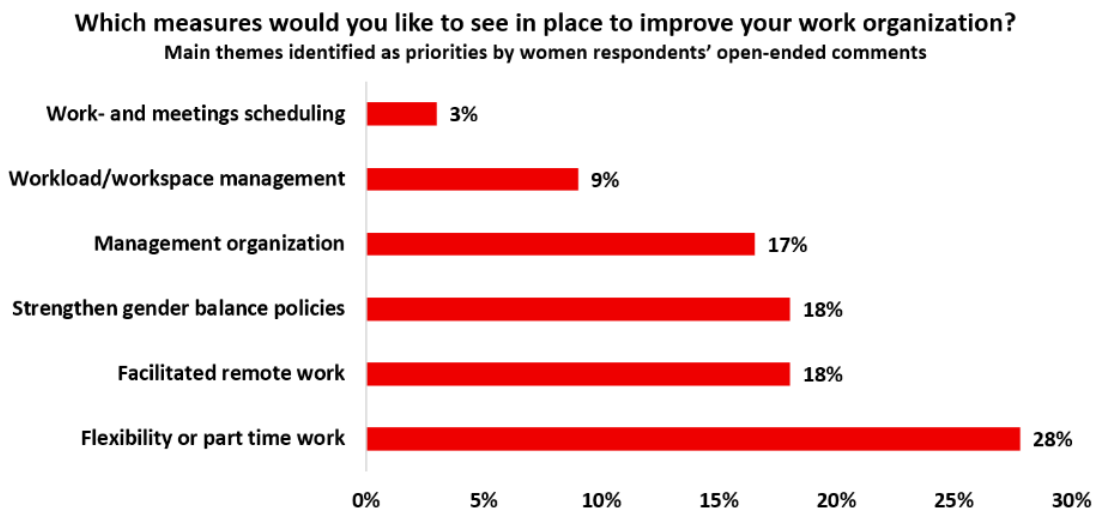
Flex-time is also slightly increasing from 41% to 45% between 2021 and 2025. Time savings account use nearly doubled, from 6% to 11%, but still remains marginal.





In 2025, among 444 women respondents, the most cited priority by far is the strengthening of gender balance policies, suggesting that many women feel that work organization cannot improve without addressing underlying gender inequities. Flextime or reduced working hours are next, seen as essential by 3 out of 10 respondents., indicating autonomy as to when the job is done remains central to improving work-life conditions. Remote work is still valued, but the evolution seen in the previous page in the sense of a greater normalization of remote work may explain the lower incidence of this demand. Lower priority in proportion is offered to demands for operational/logistical issues.

Between 2021 (133 women responding) and 2025 (444), three points have seen some change, while the rest has remained stable. There has been sharp rise in demand for gender balance policies (18% → 36%), and in parallel, there has been a decline in operational/managerial concerns (9% → 2% workload/workspace management, -7 points, and 17% → 11% better management organization, -6 points).



GENDERSCAN
Work organization

Measures demanded to improve work organization

Strengthen gender balance policies

“Promote healthier conversation/discussion techniques. Sometimes, as a woman, conversations that are had with me are not the same conversations that would be had with a man. The dynamic is sometimes different depending on the person or situation. I've been called "Sweetheart" and referred to as "the girls" in a group conversation with another woman. I've been questioned about my work ethic by multiple males on a project. I had to explain to them over a phone call, the same thing I had written in an email, for them to understand the project was executed correctly. This happens often, not only with me but also my female counterparts.” *Woman, technician or associate professional, below 30*

“Working to address culture where men are seemingly more valued than women, when those women are often more knowledgeable and accomplished with similar education than the men in those positions. Men within the company are also seemingly allowed greater career movement and promotions.” *Woman, manager/engineer, between 31 and 45*

“While a lot has been done to promote flexibility, there are still leaders and fellow workers who think that those who use the flexibility are not pulling their weight for the team. When they congregate in a large enough number within one department, it makes it hard for women in those departments (and male care givers) to actually use that flexibility. Those leaders and team members who don't promote flexibility should be held accountable.” *Woman, technician or associate professional, over 45*



Measures demanded to improve work organization

Flextime/reduced hours

"Flexibility, 4 day work week for same salary. More PTO and make already-existing options (like part time work, etc.) more well-known to employees." *Woman, technician, between 31 and 45 years old*

"Flexibility in days and hours of work, allowing people to adapt their schedules to what works for them while still completing the required work." *Woman, employee, below 30 years old*



"Communicating expectations clearly regarding flex hours. Many managers are amenable to flexible work arrangements, but policies are inconsistent between groups and are not clearly communicated up front to employees. This tends to create an environment in which more assertive and confident employees (most often men) are more willing to ask for these accommodations and benefit from them, whereas my female colleagues feel less comfortable asking for what seems like a "special exception" and therefore don't get to benefit from that flexibility. There are no bad intentions on the managers' parts but many don't see the importance of having clear written policy on this." *Woman, employee, below 30 years old*

"The recognition that the demands of a global job means flexibility of schedule and work location are a must. Formalize flexibility options. Today it depends on the department you are in and is not equitable." *Woman, employee, over 45 years old*



Measures demanded to improve work organization

Management organization

“Less management oversight and more trust in employees to manage schedules. Oversight might be on a by need basis. More freedom to perform on your own terms.” *Woman, engineer/manager, below 30*



“Work and organization varies wildly on a project-by-project basis. Consistent standards to hold project managers to, on behalf of staff, will reduce the ways that individual staff members feel volatility. Create clearly defined roles and responsibilities across the organization to avoid/quell disputes amongst coworkers who have similar but different job roles. Explicit goal setting that can be reasonably achieved with the available resources. A transparency in the priorities of the organization on internal goals and how that aligns with declared values.” *Woman, technician/associate professional, below 30*

“Better planning, coordination, communication. Less last minute tasks and panics. Matrix organizations are complicated and make it hard for employees to communicate their work to the right people, so clear lines of leadership are necessary for employees to advocate for themselves and their needs.” *Woman, engineer/manager, between 31 and 45*



Measures demanded to improve work organization



Facilitated remote work

"In a continuously interconnected world, expecting employees to be in the office either full time or a certain number of days per week is not always realistic. If work can be done remotely, given an understanding of that employee's role, it should be up to the employee if they work remotely, hybrid, or in-office. Everyone has lives and responsibilities outside of work." *Woman, technician/associate, below 30*

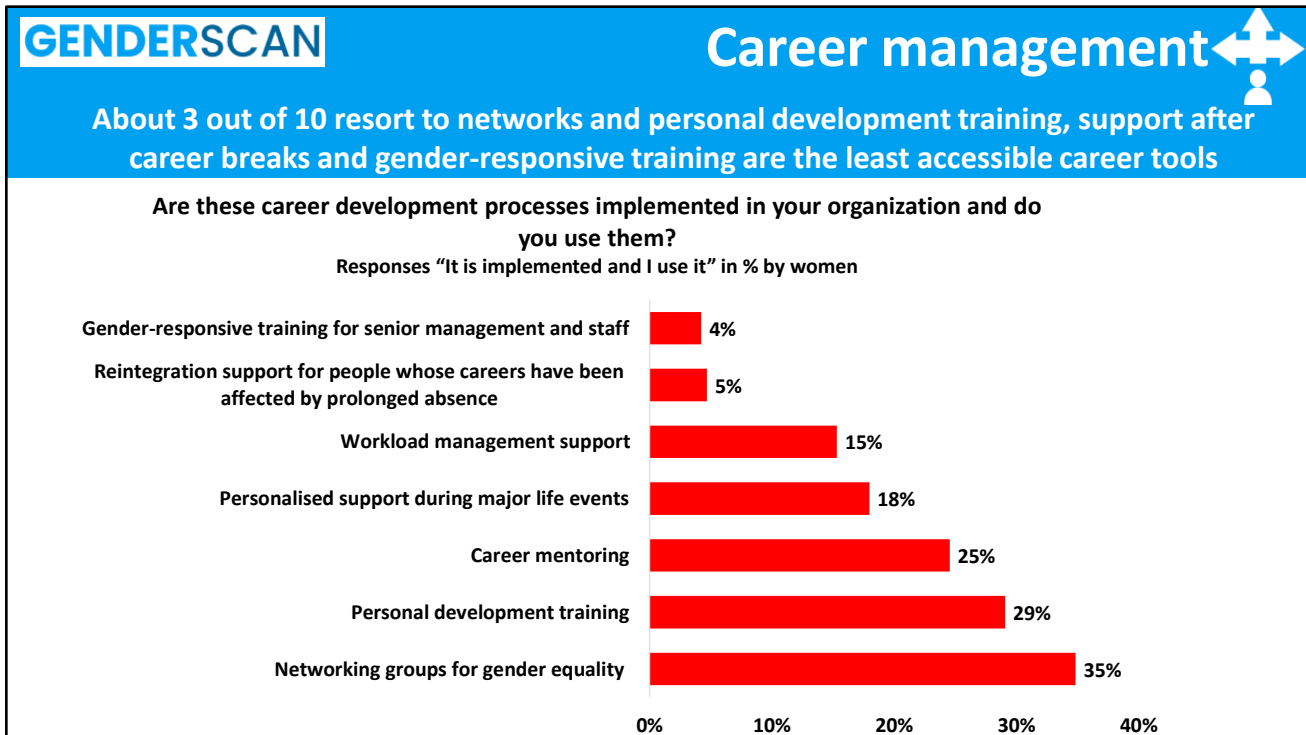
"Remote work is allowed, but most of management clearly does not encourage it. Remote work needs to be more normalized and accepted, not frowned upon, and it should not feel like being remote hurts your career." *Woman, technician/associate, between 31 and 45*



Workload/workspace management

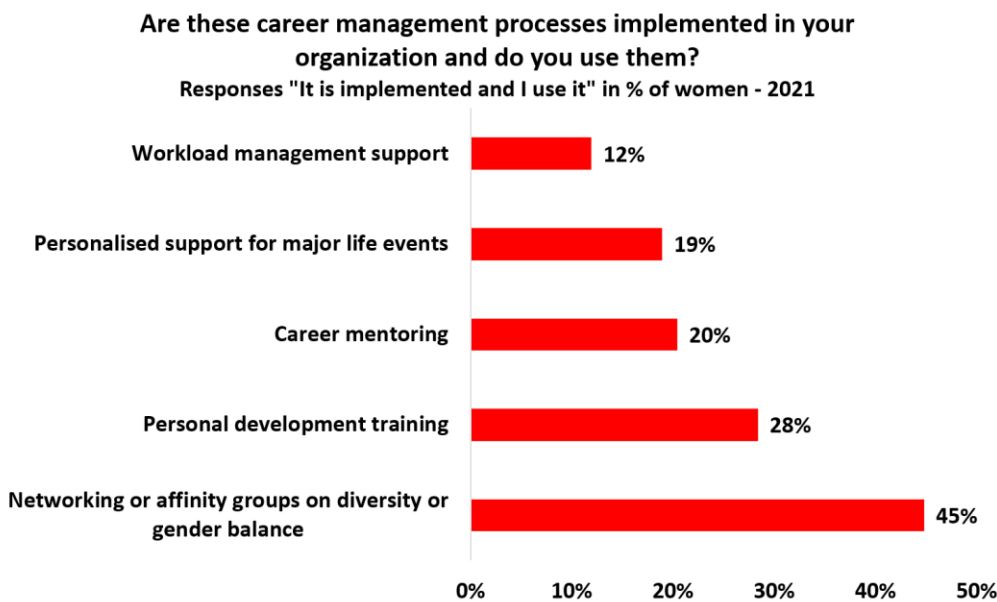
"First: extreme overwork due to under-resourced teams. There is no union to step in, I'm salaried, it's too much work. Second: this bogus focus on commuting and being in the office when we were just doing fine remotely. The office has hotel cubes that are not cleaned, it's far away from me, and the people I work with don't work there." *Woman, engineer/manager, between 31 and 45*

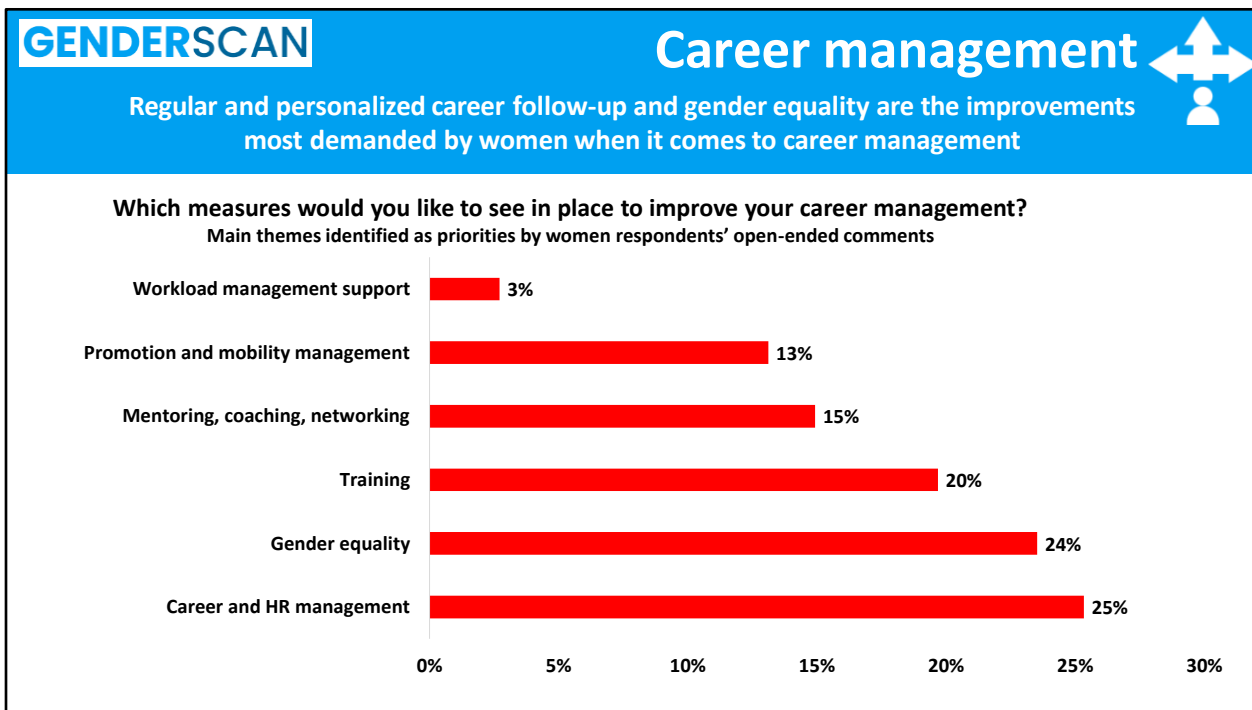
"Staff the teams appropriately. Working in office usually stems from being understaffed on a project. Hire enough people to do the work instead of putting more on loyal employees when people leave." *Woman, technician, between 31 and 45 years*



Networking groups for gender equality top the list, with 35% of women reporting they use them. Personal development training (29%) and career mentoring (25%) follow as key tools for building skills and progressing in career paths. Only 18% of women use personalized support during major life events (e.g., maternity leave, family illness). Workload management support is used by 15%, also still low. Only 5% of women report using reintegration support after prolonged absences (e.g., parental leave, health). Just 4% use gender-responsive training for senior staff, despite its importance for transforming workplace culture.

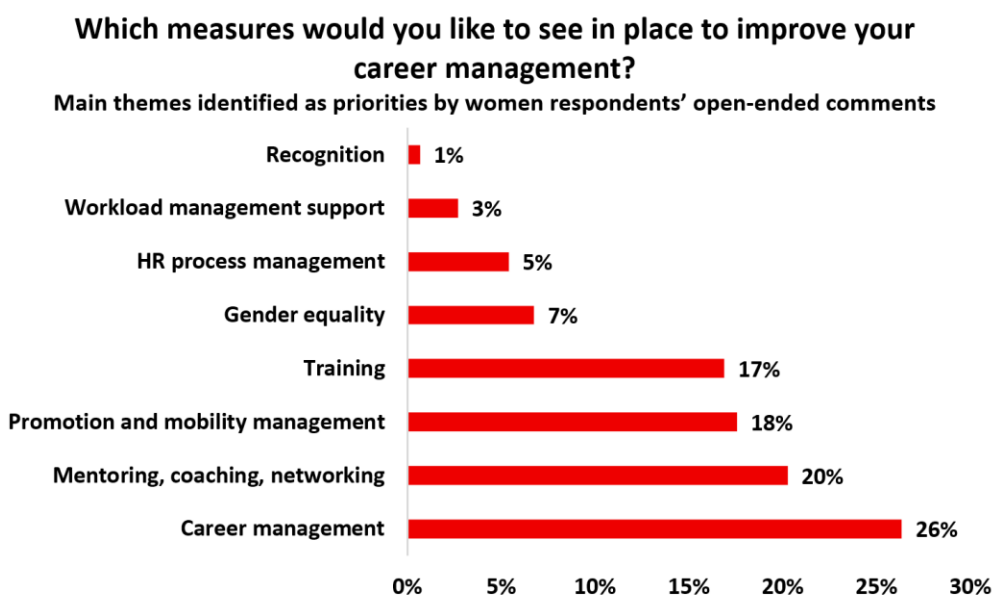
In relation to 2021, in 2025, most mechanisms' level of use display great stability, the most notable changes concerning networking or affinity groups on diversity/gender balance (decrease of -10 pts) and career mentoring (increase of +5 points).





Based on 442 responses, "career and HR management" (25%) and "gender equality" (24%) are almost equally prioritized in proportion of respondents who demand them, reflecting a growing demand not just for fair access to career development but also structural equity in how careers are managed, advanced, and supported. Training remains high (20%), signaling women's desire for ongoing skills development as part of career growth. Mentoring, coaching, networking (15%) are also less proportionally important, possibly reflecting, as seen in the previous page, a more widespread use of these mechanisms. At 13%, the call for clearer promotion pathways and mobility systems shows that upward mobility and transparency are not major concerns relative to other career management mechanisms.

The comparison with 2021 data (148 women responding) indicates great stability of trends concerning training and workload management, an increase in the incidence of demands for gender equality (7% → 24%, more than thrice the proportion) and decreases of demands for career/HR management (31% → 25%), mentoring, coaching and networking opportunities (20% → 15%) and promotion/mobility processes (18% → 13%).



GENDERSCAN
Career management

Measures demanded to improve career management

Career management
 "Provide opportunities for individual contributors to grow in their career vs. moving to a management track. Development tailoring and succession planning." *Woman, manager/engineer, over 45 years old*

"Put employee career management and personnel development in each manager's performance objectives. More proactive career input from management. Require 360 feedback (employees evaluate managers) in manager reviews, just like in undergraduate (Bachelor's degree) college where students rate professors. Clear roadmaps for promotion and career paths." *Woman, engineer, between 31 and 45*


Training
 "More investment into continuing education for the engineering department. Nothing is provided and if we seek courses, not sure it gets approved." *Woman, manager/engineer, between 31 and 45 years old*

"Funding for attending webinars or off-site workshops/training. Support for flexible hours to allow taking college courses." *Woman, engineer/manager, over 45 years old*

"More budget allocated to technical and career management training and not expect employees to get the training on their own time. As a caregiver, time away from work is already allocated so there is not enough time left over for self development." *Woman, technician/associate, over 45 years old*

GENDERSCAN
Career management


Measures demanded to improve career management



Mentoring, coaching, networking

“That managers take on more of a mentorship role with new hires, exposing them to various facets of the position, as this provides employees opportunities to enhance their career.” *Woman, technician, below 30*

“Pair women early with mentors. Although mentors are available, women tend not to use them. Also, they pair high-potential people only, they should do it for everyone. Coach staff on how to intervene and/or support other staff when they are cut off, disregarded, etc. Mentoring and coaching options for employees. Commitment to mentoring by mentors.” *Woman, engineer/manager, over 45 years old*



Gender equality

“Every woman is automatically recommended to be a manager and put into the "future manager" pipeline after a certain level. I have no desire to be a manager; I would prefer to be a technical expert. I think this plays far too much into the "women are natural caregivers" stereotype and hinders women's career advancement opportunities actually.” *Woman, technician/associate professional, below 30*

“Do not assume I have different career aspirations because of giving birth.” *Woman, engineer, 31-45*

“More training on gender bias for people responsible for the career management/promotion process, checks and balances to prevent gender bias in the promotion process.” *Woman, technician, 31-45*

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GENDERSCAN
Career management

Measures demanded to improve career management

Promotion and mobility management

“Clear role descriptions for job postings as well as being up front about the critical requirements (previous experience or roles, # of years experience). More well-defined promotion paths, open positions and unbiased review of qualified candidates. Also be willing to accept experience that was gained outside of the current organization.” *Woman, technician, between 31 and 45*

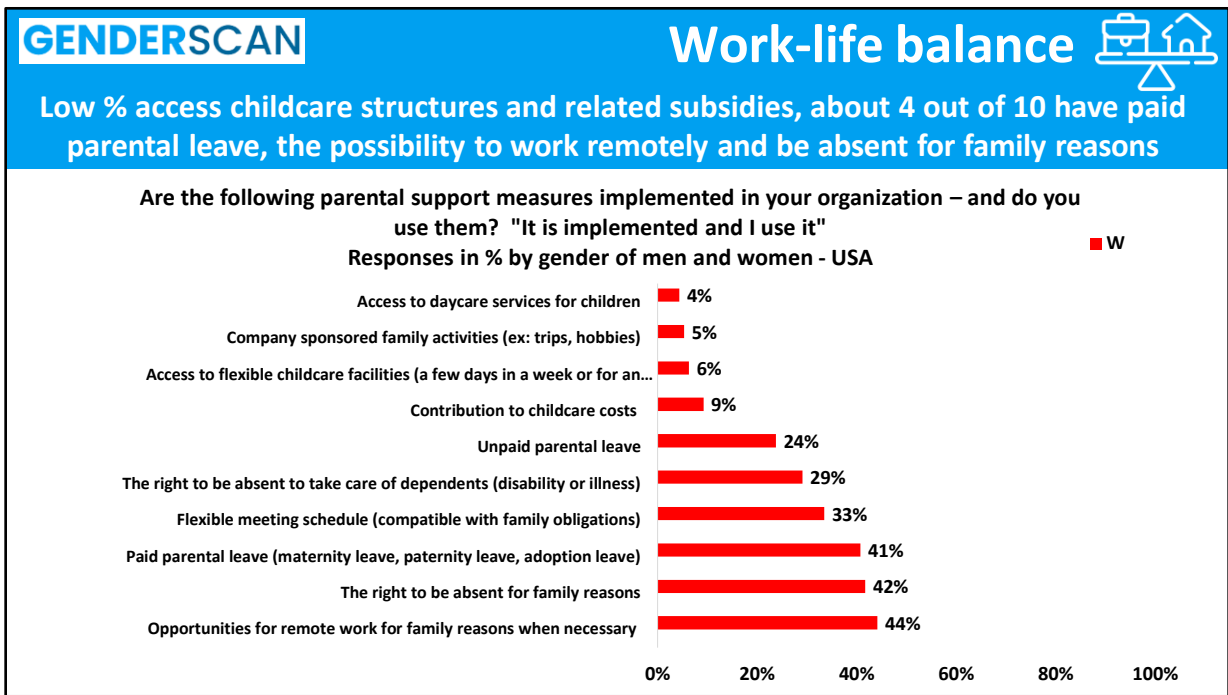
“HR having conversations with managers who have ignored subordinates whose careers have stagnated while others in their department are regularly promoted. Alert to person not getting recognized for work (when performance reviews above average) and lack of incentive.” *Woman, engineer, over 45*

“Clearer information about promotion and compensation opportunities.” *Woman, technician, below 30*

Workload management support

“Ensure that if you want to develop employees’ career, they have the bandwidth and meeting schedule to do it (teams are under-resourced).” *Woman, engineer/manager, between 31 and 45*

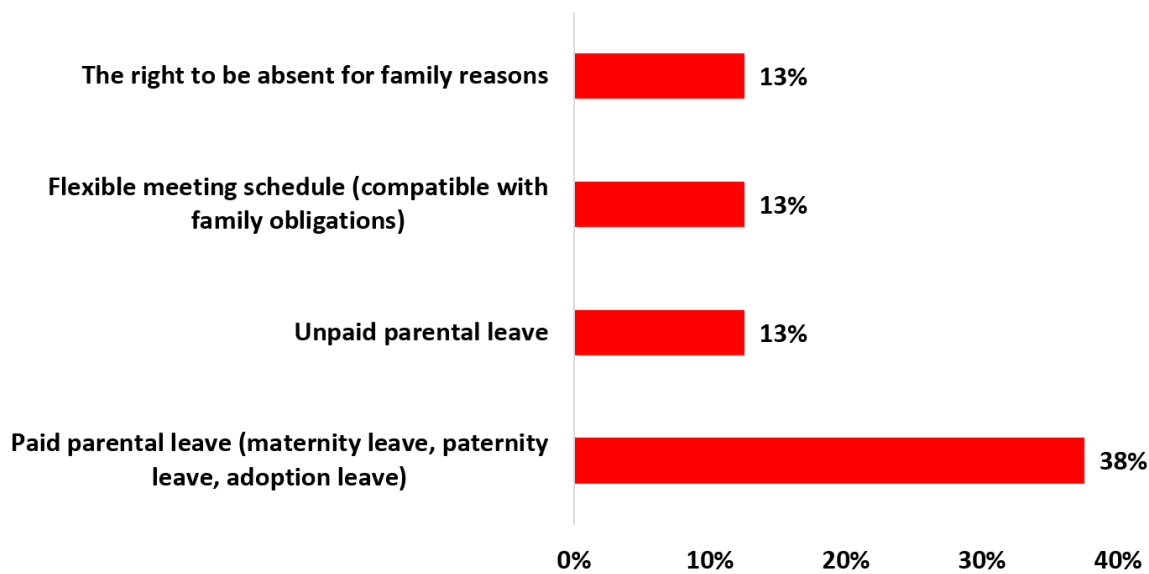
“Don’t expect people to work 50+ hours a week if you’re also promoting a “healthy work-life balance,” it’s out of touch and unreasonable. More time to work on career management, rather than just day to day tactical job work.” *Woman, engineer/manager, below 30*

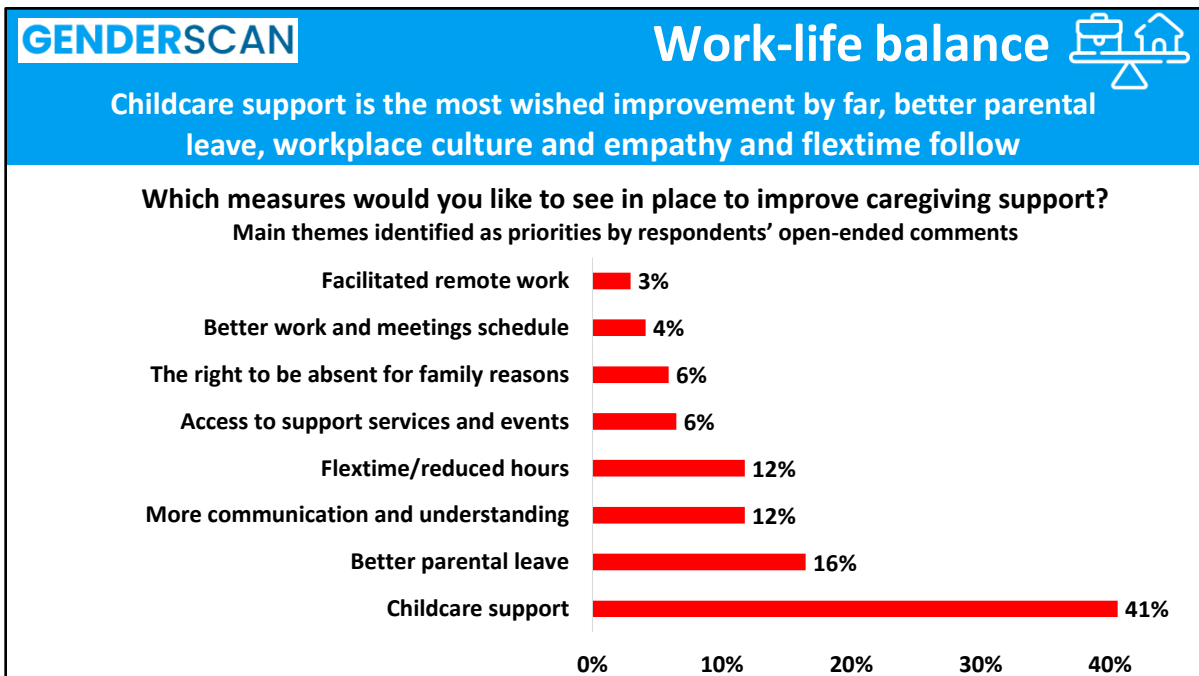


Remote work for family reasons (44%) and the right to be absent (42%) show positive uptake, suggesting more flexible work cultures supporting caregiving. Family-related leave (paid and unpaid) options also seem to be increasingly implemented in companies and used by women. Only 9% report using contributions to childcare costs, and even lower proportions have access to daycare (4%) or emergency/flexible childcare (6%), indicating persistent gaps in concrete, logistical support, beyond flexibility.

The possibility of comparison between 2021 and 2025 here is extremely limited, since while 206 women caregivers responded in 2025, only 8 did so in 2021.

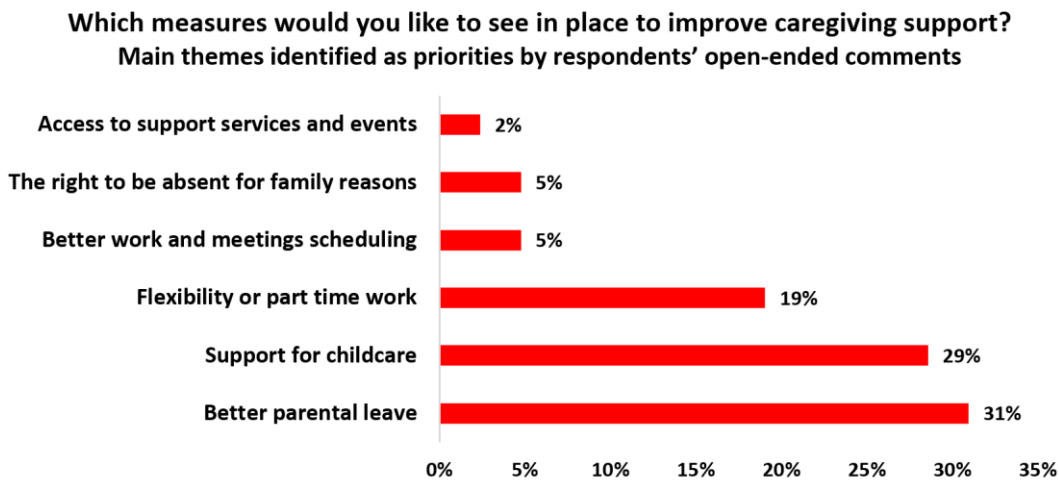
Are these parental support processes implemented at work ?
Responses "It is implemented and I use it" in % of women – 2021







In 2025, the dominant priority expressed by women responding (170) regarding caregiving support is childcare support, identified by 41% of respondents, significantly ahead of all other categories. This overwhelming emphasis signals a clear demand for structural and practical solutions, such as financial assistance, access to flexible childcare services, or employer-sponsored facilities. While better parental leave still features (16%), its importance is noticeably lower than in 2021, suggesting either increased satisfaction with current provisions or a shift toward broader, daily support mechanisms. Emerging themes include the need for more communication and understanding (12%), indicating that beyond policies, workplace culture and empathy from management are increasingly valued. Other recurring needs such as flextime/reduced hours (12%) and access to support services (6%) remain relevant, though less dominant, while calls for remote work facilitation (3%) and meeting scheduling improvements (4%) reflect a growing attention to operational flexibility.

Between 2021 and 2025, there is a marked evolution in caregiving support expectations. Childcare support rose sharply from 29% to 41%, becoming the top demand, signaling a shift from policy-level support to day-to-day caregiving infrastructure. Conversely, better parental leave dropped from 31% to 16%, suggesting either that existing measures have improved or that expectations have broadened. Notably, flexibility or part-time work, once cited by 19%, decreased to 12%, perhaps reflecting normalization or wider adoption of these practices. A significant new entry in 2025 is the desire for “more communication and understanding” (12%), absent in 2021, which highlights a growing need for cultural and managerial sensitivity around caregiving responsibilities. Meanwhile, consistent but modest mentions of support services, absence rights, and meeting scheduling suggest these remain relevant but secondary concerns.



GENDERSCAN
Work-life balance 

Measures demanded to improve work-life balance/caregiving support




Childcare support

“Better support for childcare costs would definitely be appreciated. In some of the locations where our manufacturing facilities are located, there are very few daycare centers available with long waitlists and high costs. For 24/7 operations overnight or emergency care is also very difficult to find. Company sponsored/supported daycare in the community or on-site would be a big help.” *Woman, engineer/manager, between 31 and 45 years old*

“Childcare discounts or having it provided for events. Not scheduling events when people with children are picking them up from school or dropping them off.” *Woman, employee, over 45*

“Provide childcare just as you provide parking spaces — both are required for people to get to work. Stop senior leaders from expectations that pretend children do not exist and making it difficult to continue progressing when children are born.” *Woman, engineer/manager, over 45 years old*



Facilitated remote work

“Working remotely would improve being able to get the work done while also taking care of children when they cannot be at daycare.” *Woman, employee, below 30*

“Option for onsite and hybrid working mothers to work remotely.” *Woman, engineer, between 31 and 45*

GENDERSCAN
Work-life balance

Measures demanded to improve work-life balance/caregiving support

More communication and understanding

“Make all policies clear and ensure that all managers know where to find the policies and how to enable their team members to use the services that exist.” *Woman, engineer/manager, 31-45*

Access to support services and events

“More family activities so families can see the impact of our job. Events for team building &/or charity etc that the whole family can be involved in” *Woman, engineer/manager, 31-45*

“Parenting support network.” *Woman, technician, over 45*

Flextime/reduced hours

“Promoting core hours so that parents can create a flexible schedule to either work earlier or later around the core hours to maintain their family schedule. Don't use it against me if I have to leave at certain time to pick up kids from school.” *Woman, engineer/manager, 31-45*

“Flexibility in working schedules with out feeling like your job is on the line.” *Woman, technician, 31-45*

GENDERSCAN
Work-life balance

Measures demanded to improve work-life balance/caregiving support

The right to be absent for family reasons

“Include full siblings in the United States Family Medical Leave Act. I suffered from the lack of unpaid leave for those caring for unmarried, childless adult siblings at end of life. When I had no living parents and no spouse, juggling work with care for my only sibling during his hospice was quite a burden..”

Woman, engineer/manager, over 45 years old

“Additional sick leave to take care of children as needed. Separate vacation time and sick time (children are sick a lot, more often than adults, so parents get very little actual vacation time if they have to use their paid time off to care for sick children.) Taking care of a sick child is anything but a vacation!”

Woman, employee, 31- 45

“At least 3 early leave days per year to attend any family function.” *Woman, employee, 31- 45*

Better parental leave

“More paid leave for male and female parents for bonding and recovery.” *Woman, engineer, 31-45*

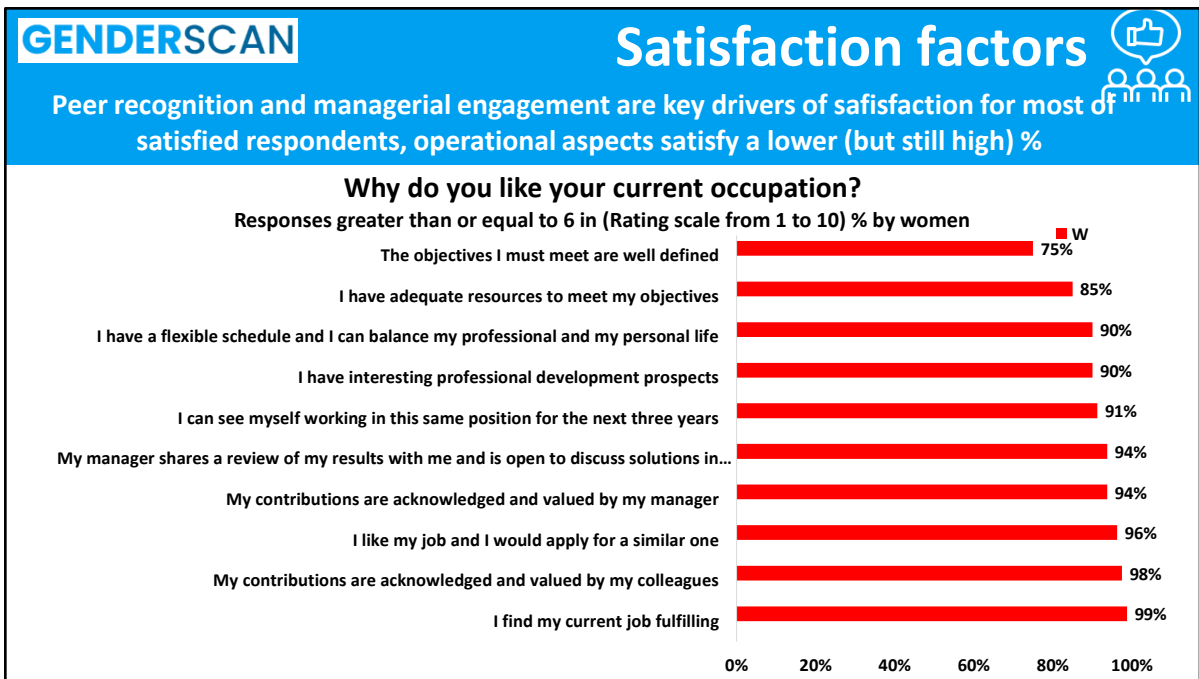
“Encourage fathers to take parental leave. I hear a lot of criticism for people that take the full leave, especially men. Longer leave or options for part-time work when returning would be helpful too.”

Woman, engineer/manager, over 45 years old



The data shows that the majority of women respondents (66%) find their current job fulfilling and would consider applying for a similar role, which is a strong indicator of general job satisfaction and engagement. This suggests that for two-thirds of respondents, their work aligns well with their interests, values, or skills. However, 26% of women report that while they like their job, they do not feel personally fulfilled. This points to a potential disconnect between the nature of the work and personal or professional development needs, indicating that although the work environment may be agreeable, it might lack meaning, autonomy, or growth opportunities. A smaller, yet important, 8% of women state that they do not find fulfillment in their role and intend to quit. While this is a minority, it highlights a segment of the workforce at clear risk of attrition. The presence of dissatisfaction, even at lower levels, should be monitored closely as it may reflect deeper organizational or structural issues (e.g. lack of mobility, poor recognition, or work-life imbalance).

The 2021 data are not included in the comparison, as only two individuals responded to this section of the survey in 2021, making the results statistically insignificant.



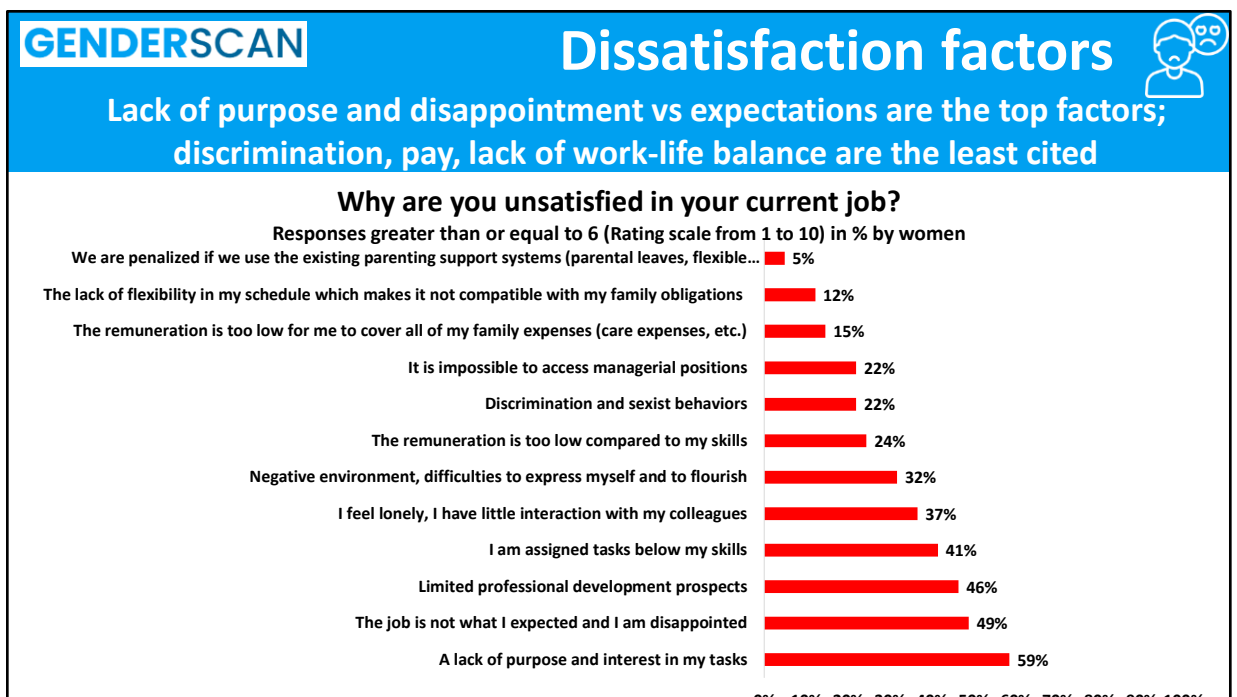
This question was asked to the 66% of respondents who, in the previous question, answered they are fulfilled with their job.

Fulfillment, interpersonal dynamics, professional recognition and development, as well as work-life balance seem to be key for professional satisfaction. A remarkable 98% of satisfied professionals feel valued by their colleagues, and 94% feel acknowledged by their managers. Furthermore, 94% feel that their manager engages constructively with them on performance and problem-solving.

Career development is another strong point, with 90% of respondents reporting interesting professional growth opportunities, and 91% envision themselves remaining in the same position for the next three years. This long-term projection suggests organizational stability and perceived growth potential.

Operational aspects of work are also mentioned by high proportions of satisfied women, though fewer if compared to the other aspects mentioned previously. 85% report having adequate resources to meet objectives, and 75% affirm that those objectives are clearly defined.

The 2021 data are not included in the comparison, as only two individuals responded to this section of the survey in 2021, making the results statistically insignificant.



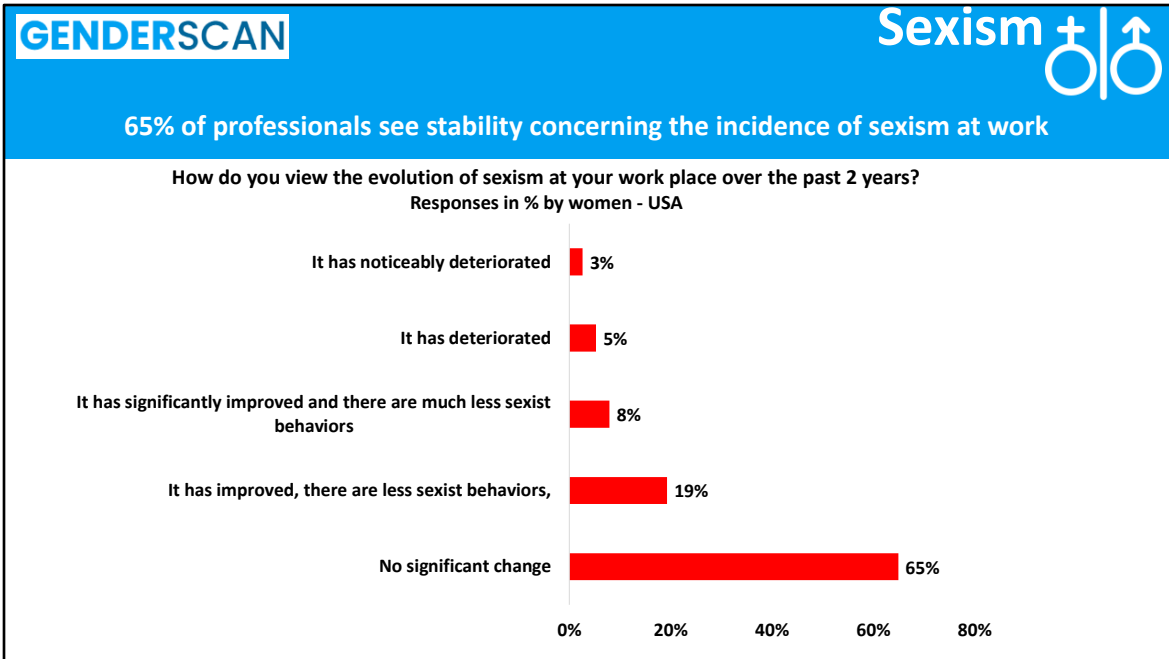
This question was asked to the 34% of respondents who answered they intend to quit or they like their job but don't feel fulfilled in the question if they find their job fulfilling.

Lack of purpose and interest in tasks (59%) is the most commonly cited reason, signaling a strong disconnect between women's daily work and their sense of professional meaning or intellectual engagement. It indicates a need for task enrichment, greater autonomy, or alignment with values. Disappointment in the job vs. expectations comes next (49%), pointing to the fact that significant number of respondents feel that the role does not match what was promised or envisioned, suggesting potential issues with recruitment transparency, onboarding, or role evolution. One of the 10 verbatims received in the open-ended question "Which changes could dissuade you from quitting your job?" illustrates this clearly: *"None - the nature of the work was badly misrepresented during the interview process, and the job is not at all what I enjoy."* Woman, below 30, technician

Limited professional development prospects (46%) is the third factor in proportion, signaling that nearly half of the respondents feel stalled in their growth, pointing to blocked career paths, lack of training, or under-investment in talent development for women. It is worth noting that in previous surveys, mainly, in Europe and Latin America, this tends to be by far the top reason in proportion of mentions by dissatisfied people. This 3rd place in US seems to reflect a better career management overall in the country, compared to other regions, perception that is present even among dissatisfied professionals. On the other hand, the presence of disappointment, lack of purpose, feeling underutilized as leading responses highlights the need for American organizations to focus not only on gender equality policies but also on job design, engagement, and value alignment. One open-ended response received to the question "Which changes could dissuade you from quitting your job?" summarizes these main improvements wished: *"Getting my overdue promotion. Feeling valued and respected by manager. Given challenging tasks. Feeling belonging with teammates."* Woman, 31-45, employee.

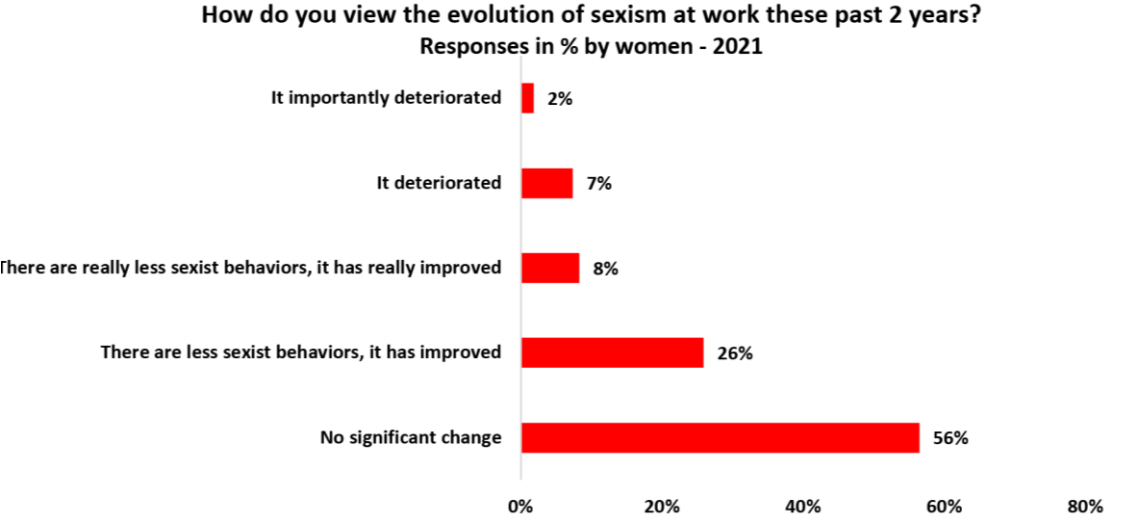
Environmental and cultural barriers (loneliness/lack of interaction, negative environments, discrimination and sexism are in the middle between sense- and career-related dissatisfaction, at the top of the list, and compensation and recognition and work-life balance issues, at the bottom. This hierarchy of factors may give a hint to companies about what to prioritize when seeking to improve retention among female STEM professionals. One answer to the question "Which changes could dissuade you from quitting your job?" was particularly striking when it comes to atmosphere and relationships: *"Getting credit for my work, being seen as capable in my strength areas. Be treated as a peer by my fellow leadership team members. Be visible to the organization as a senior leader and member of the senior leadership team of the organization as opposed to invisible and only feedback is acknowledging the lack of diversity."* Woman, over 45, manager/engineer

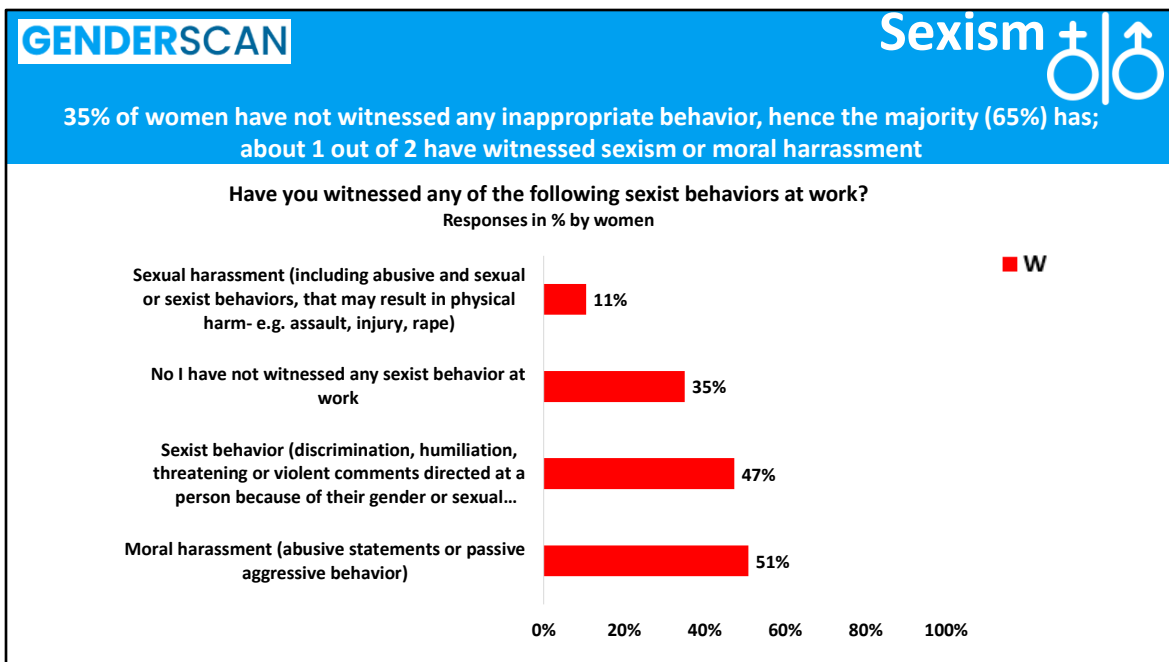
The 2021 data are not included in the comparison, as only two individuals responded to this section of the survey in 2021, making the results statistically insignificant.



Overall, the 2025 data highlights a strong sense of stagnation among women, with most seeing no tangible progress and very few perceiving real improvement in workplace sexism. The majority of women respondents (65%) report that there has been no significant change in sexist behaviors in their workplace over the past two years. Only 19% feel that it has improved somewhat, and a mere 8% believe it has significantly improved. This means that less than 30% of women have noticed any improvement at all, a strikingly low figure. Meanwhile, 8% of women state that the situation has deteriorated (5% “deteriorated,” 3% “significantly deteriorated”), showing that for a minority, sexism is still a growing issue.

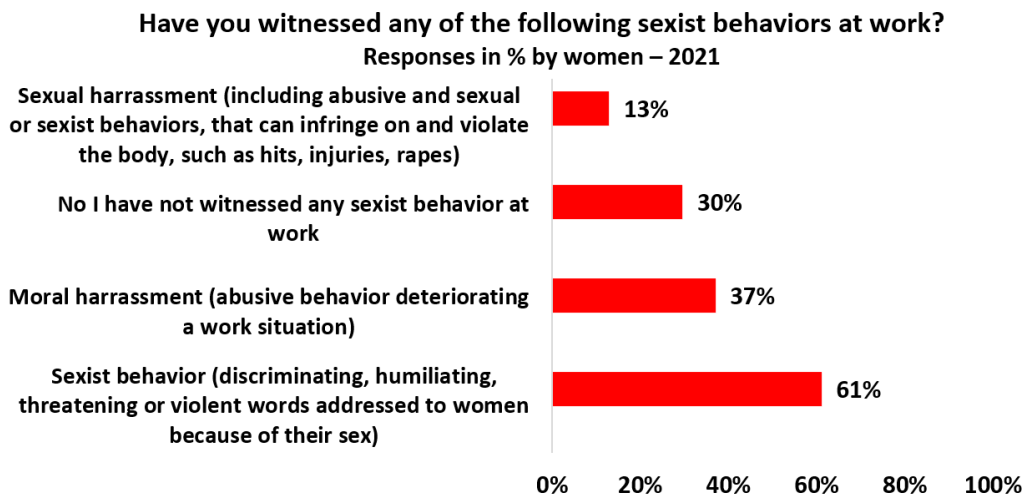
Comparing the data from 2021 to 2025 reveals a discouraging trend. In 2021, only 56% of women said there was no change. By 2025, this had increased to 65%, indicating a growing perception that initiatives to combat sexism are ineffective or not visible. More strikingly, the proportion of women who felt the situation had improved (either slightly or significantly) dropped from 33% in 2021 (26% improved somewhat + 7% greatly improved) to just 27% in 2025 (19% + 8%). At the same time, the share of women reporting that sexism had deteriorated decreased from 10% (8% somewhat deteriorated + 2% greatly worsened) in 2021 to 8% in 2025 (5% + 3%).





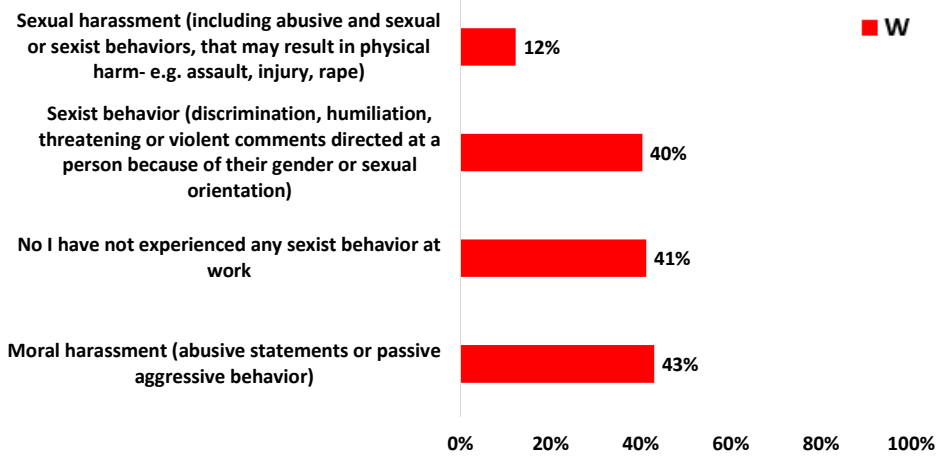
In 2025, 35% of women said they had not witnessed any sexist behavior, meaning that the majority (65%) have continued exposure to hostile or discriminatory workplace dynamics, despite any policies or awareness efforts in place. The most frequently observed behavior was moral harassment (51%). Following closely, 47% of women reported witnessing sexist behavior, such as discrimination, humiliation, or threatening comments based on gender or sexual orientation. Notably, 11% of women reported witnessing sexual harassment, a category that includes physical or sexual violence.

When comparing 2021 and 2025, the overall rate of women witnessing sexist behaviors has remained high. In 2021, 70% of women reported witnessing at least one sexist behavior; in 2025, this figure is nearly identical at 65%. This suggests no substantial improvement in the day-to-day gendered experiences of women at work over a four-year span. Sexist behaviors were observed by 61% of women in 2021 and 47% in 2025, a significant decrease, but still very high incidence. However, the rate of moral harassment increased significantly, from 37% to 51%, suggesting a shift from gender-based microaggressions to more overt forms of mistreatment.



**41% of women have not suffered any aggression, hence the majority (59%) has;
4 out of 10 have suffered sexism or moral harassment**

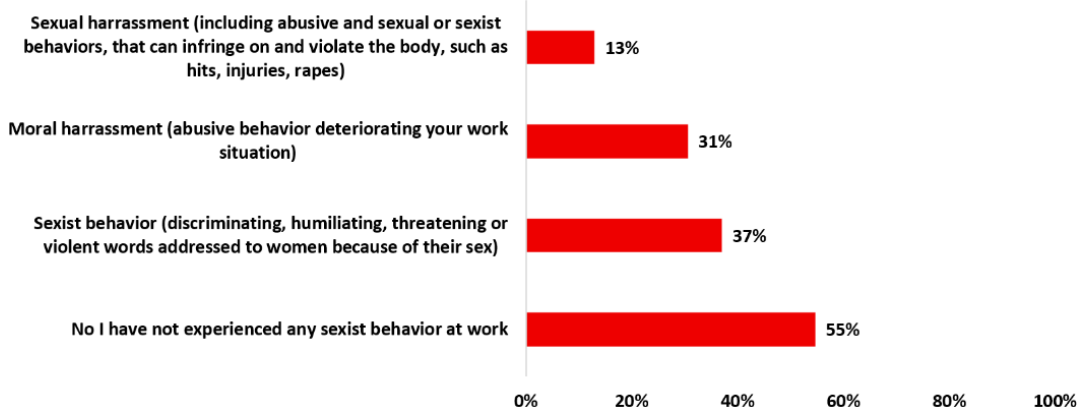
Have you been victim of any of the following situations at work?
Responses in % by gender

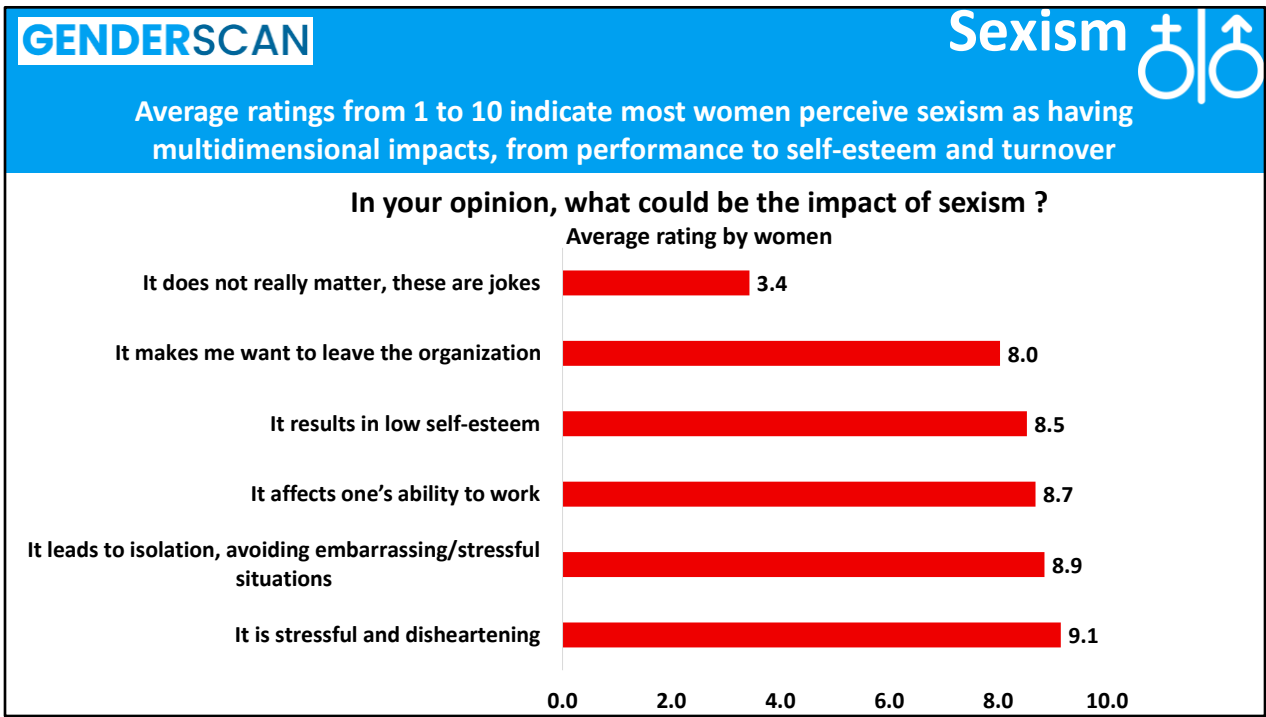


In 2025, only 41% of women reported not having experienced any sort of aggression, meaning nearly 6 in 10 have been affected by some form of sexist violence or harassment at work. The most common form of reported abuse was moral harassment, with 43% of women stating they had experienced abusive statements or passive-aggressive behaviors that undermined their well-being and professional situation. This suggests that psychological forms of harassment remain widespread and possibly normalized in many workplace environments. 40% of women reported being subjected to sexist behavior, a figure that underscores the persistence of explicit gender-based bias. 12% of women said they had been victims of sexual harassment, the least frequent category.

Between 2021 and 2025, the overall exposure of women to sexist behaviors at work has remained largely unchanged. In 2021, 69% of women had experienced at least one form of sexist behavior; in 2025, 59% reported such experiences, a 10-point drop, but still representing a majority (since 31% in 2021 and 41% in 2025 declared having had no experience of sexism). The 15-point drop in reported sexist behavior is the most notable positive change. This may suggest increased awareness, preventive measures, or evolving norms reducing overt sexist expressions. Conversely, moral harassment increased by 6 points.

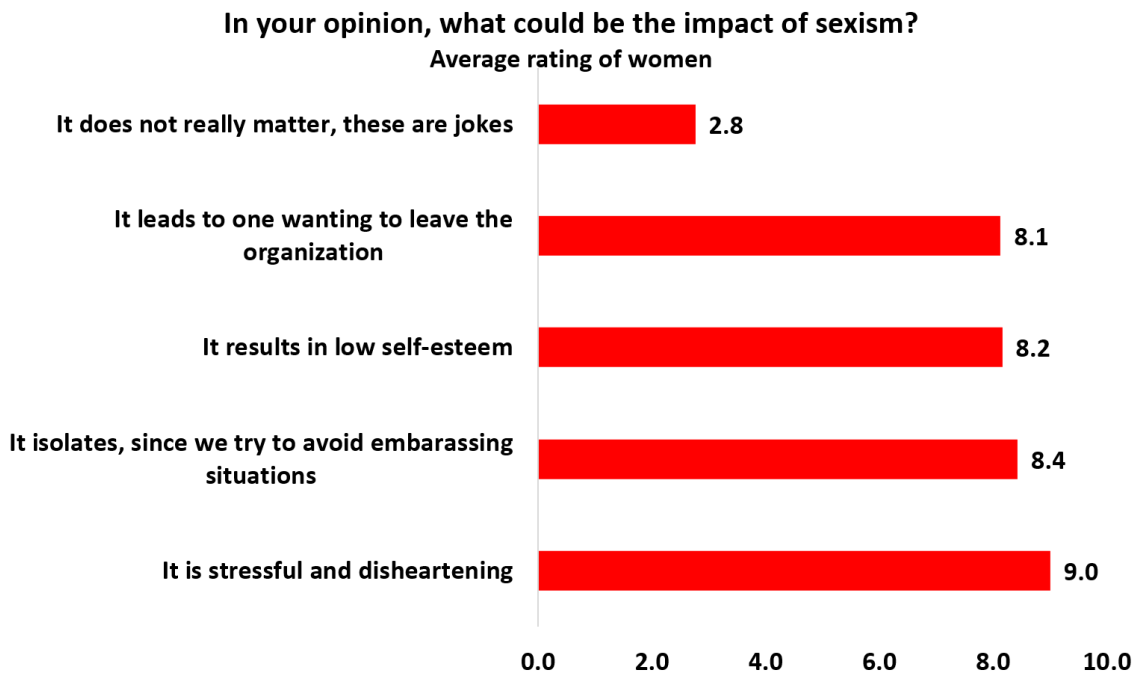
Have you been victim of any of the following situations at work?
Responses in % by women - 2021





The 2025 responses from women demonstrate a clear and consistent understanding of the deep psychological and professional toll that sexist behaviors can cause in the workplace. On a scale from 1 to 10, where higher numbers indicate stronger agreement, the results show high average scores across emotional, social, and professional dimensions. Psychological harm ("stressful and disheartening" and "low self-esteem") and social withdrawal ("leads to isolation") are considered the most significant impacts. Sexism's impact on work performance is now clearly acknowledged (8.7), reflecting a deeper awareness of how toxic environments can directly undermine productivity and professional growth. The score of 3.4 for the dismissive attitude ("these are jokes") remains low.

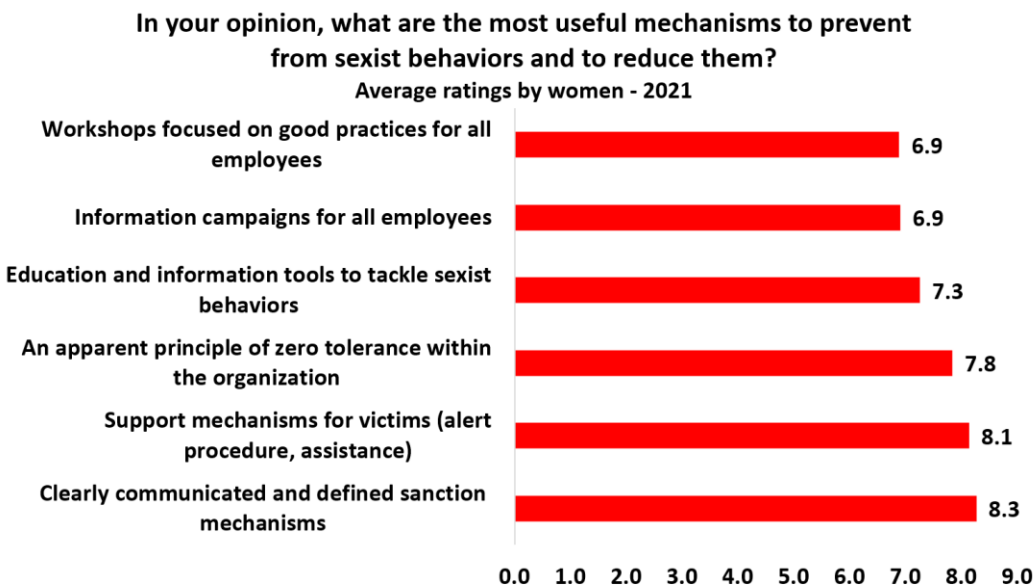
Compared to 2021, 2025 perceptions of harm have either stayed high or increased slightly. Perceptions of emotional and social harm have intensified slightly, particularly regarding isolation (+0.5) and loss of self-esteem (+0.3). Stress remains the dominant response, with consistently high scores (~9.0+). The newly introduced 2025 item "it affects one's ability to work" scores 8.7, indicating this is a critical and recognized consequence of workplace sexism. The increase in the score for dismissing sexism as "just jokes" (+0.6) might reflect lingering normalization of subtle sexist behaviors or less clarity in boundaries,

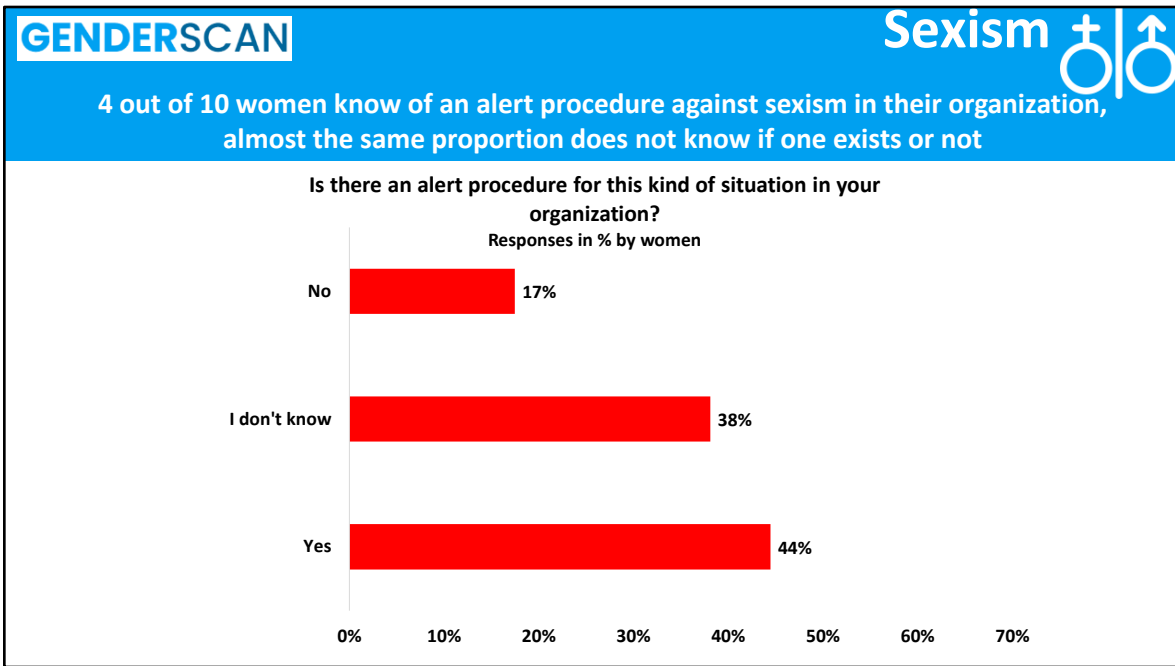




Support systems for those affected by sexism and for their supporters are the top priority (8.6), reflecting a heightened awareness of the need for protection and organizational backing. Disciplinary clarity and zero tolerance are still seen as highly effective (8.3 and 8.2, respectively), indicating that organizational accountability is central for women to feel safe. Training and awareness tools (workshops, education, campaigns) are rated lower (~7.4–7.8), still important but perceived as less impactful than structural mechanisms.

Between 2021 and 2025, all mechanisms saw slight increases in average ratings of perceived usefulness among women in 2025, suggesting a broader and deeper engagement with anti-sexism strategies. The biggest increase is in the rating of workshops and training (+0.9), indicating growing belief in practical education and behavior modeling as an effective complement to formal mechanisms.

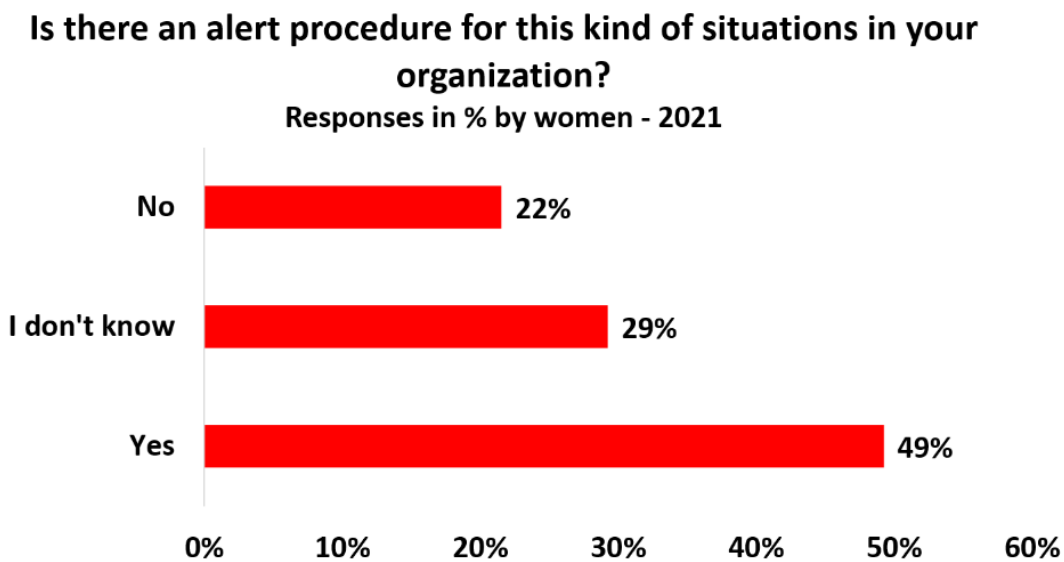


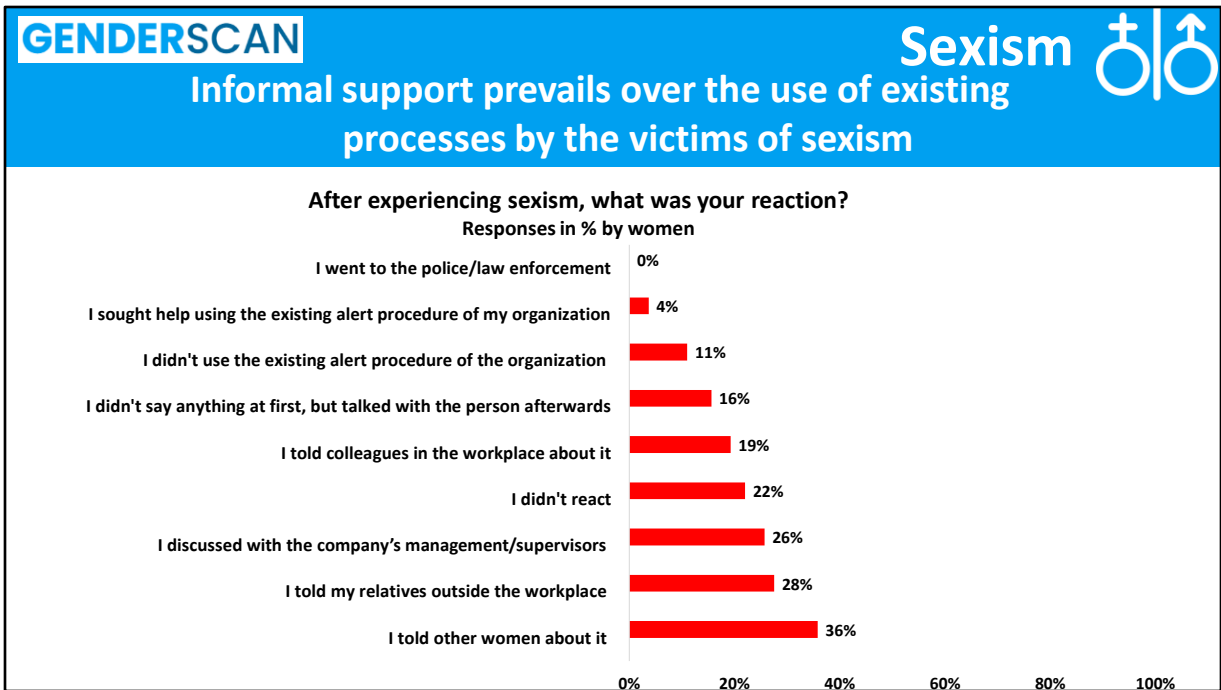


Less than half of women (44%) confirm the existence of an alert procedure for reporting sexist behavior, a modest majority. A significant 38% of women report not knowing whether a procedure exists, pointing to insufficient communication or training on available resources. 17% explicitly state that no procedure exists, representing almost 1 out of 5 respondents, underscoring a continued gap in organizational readiness to tackle the issue.

Between 2021 and 2025, the data reveals a troubling trend: while fewer women report the outright absence of alert procedures, a growing number simply don't know whether such mechanisms exist. This suggests that even if procedures are being created or improved, they are not being effectively communicated, promoted, or made visible to the workforce.

Awareness of alert procedures slightly decreased from 49% in 2021 to 44% in 2025 (-5 pts). The "I don't know" response increased significantly (+9 pts), now reported by nearly 4 in 10 women. Finally, the number of women stating that there is no alert procedure slightly dropped from 22% to 17%, a modest improvement.

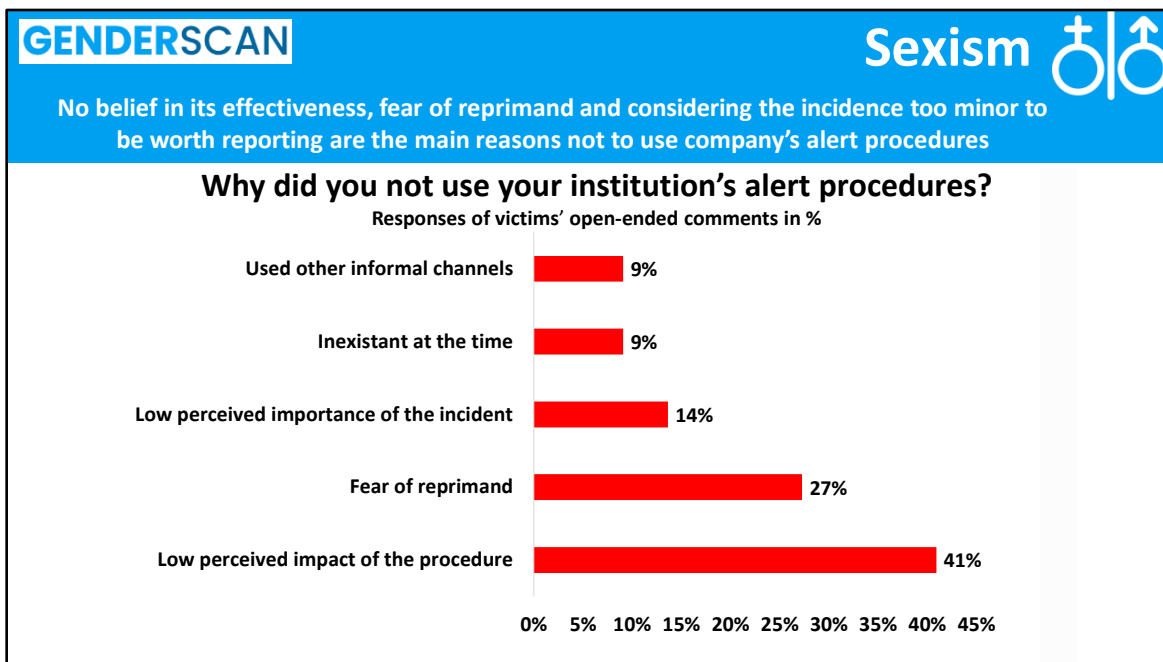




The most common reactions in 2025 remain informal: talking to other women (36%) and relatives (28%). This shows women still seek support outside formal structures, likely due to trust issues or stigma. Only 26% approached management, a moderate figure. As will be seen in the next pages, and was brought up by respondents in other open-ended questions in the survey, such as those related to wished improvements in career management, work organization or caregiving support, whether or not women use certain available mechanisms in the workplace depends on “the” manager in question. Only 4% used the formal alert procedure, reflecting low engagement or trust in these mechanisms. A concerning 22% didn’t react at all, indicating that silence remains a common response. No women reported going to law enforcement, underscoring the strong internalization or minimization of such incidents or fear of external repercussions.

These proportions reveal great stability in relation to 2021 results, consolidating the trend of strong reliance from victims on informal support systems and a hesitance to engage with formal organizational or legal mechanisms. As some key changes, it can be mentioned that reporting to colleagues dropped sharply (-17 pts), perhaps due to fear of gossip, judgment, or lack of resolution. In contrast, now more peer support sought among women (+8 pts), highlighting the ongoing importance of women-to-women networks in navigating workplace sexism. Similarly, speaking to family increased 6 pts in relation to 2021.






Based on the answer of 22 respondents, the main deterrent to using the alert procedure in 2025 is the lack of trust in its effectiveness: 41% of women did not use it because they believed it would not make a difference. Fear of consequences also remains high at 27%, reflecting persistent concerns about retaliation or negative career impact. A smaller share considered the incident too minor to report (14%), while others either didn't have access to the procedure at the time (9%) or preferred informal handling (9%). All in all, there seems to be a need to increase both the perceived and actual efficacy and safety of the alert system.

The 2021-2025 comparison here is based on very small sample sizes: only 16 respondents in 2021 and 22 in 2025. This makes the results statistically fragile, and percentage shifts can reflect only a few individuals. Some differences may appear more significant than they are due to sample variance rather than actual trend shifts. That said, consistent themes across both years, especially distrust in procedures and fear of speaking up, still offer valuable qualitative insights, even if they should be interpreted cautiously in terms of quantitative weight.



Why victims did not use the procedure of their company

Fear of reprimand

 "The incident was short and involved 3rd party individuals who were clearly staring at me in an objectifying manner. It was easier to do nothing and ignore the group until they left than make myself the potential target for retaliation." *Woman, technician, below 30 years old*

"Career risk. Had to put the career 1st." *Woman, manager/engineer, between 31 and 45 years old*

"Political culture of the organization, I don't want to invest energy, time, effort with HR. It is career limiting at a senior level to enforce, uphold and act upon it. ." *Woman, manager/engineer, 31-45*

Low perceived impact of the procedure

"I have not seen it play out for any of the victims in the past." *Woman, manager/engineer, 31-45*



"In the past HR hasn't done anything regarding such matters." *Woman, technician, below 30 years old*

"When you are treated as if you don't know anything because of your gender, it's super hard to prove. There is no follow through with complaints so it felt useless." *Woman, technician, over 45 years old*

Why victims did not use the procedure of their company



Low perceived importance of the incident

"Wasn't that severe circumstances. It was not overt sexism." *Woman, employee, below 30 years old*

"Didn't think it was extreme enough to report. Micro aggressions." *Woman, employee, between 31 and 45*



Inexistent at the time

"This process didn't exist at the time I experienced the issue." *Woman, engineer, over 45 years old*

"The incidents happened before I joined my current organization, which is very good and has a process." *Woman, technician, over 45 years old*



Used other informal channels

"I discussed it directly with my manager." *Woman, employee, below 30 years old*

"It was unnecessary. When I spoke to the person, they realized what had happened and apologized and corrected the situation." *Woman, technician/associate professional between 31 and 45 years old*

"The person is a direct teammate with a very stubborn personality and is automatically defensive. Dis-engaging is better for my mental health then trying to confront the issue. They also seemed to realize it and improve behavior when they noticed I was not talking to them often." *Woman, technician, 31-45*