

# Global Gender Pay Gap Survey

United States, Canada, United Kingdom, France, Germany, The Netherlands, Switzerland



# Overview

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There has been much discussion of late related to the pay gap between men and women. The World Economic Forum finds that, while small improvements have been made in decreasing the discrepancy between what men and women earn since the first year of their annual report in 2006, it will take **81 years to reach gender parity** in the workplace.<sup>1</sup> While pay and wage disparities clearly exist, Glassdoor's Global Gender Pay Gap Survey found that

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**7 in 10 employees<sup>2</sup>** in the countries surveyed believe men and women are **paid equally for equal work** at their current employer.

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In addition, the survey found overwhelming support in favor of compensating men and women the same for comparable work.

## Key Findings

The majority of employed adults surveyed (7 out of 10) believe men and women in their country are paid equally for equal work at their company, but in the U.S. and France women are more likely than men to disagree.

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An overwhelming majority of employed adults in the seven countries surveyed (89 percent) believe that men and women should be paid equally for equal work. Americans (93 percent) are most in agreement that men and women should be compensated equally, while Canada and the United Kingdom (87 percent each) are least.

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In the United States and Canada, fewer women (65 percent in the U.S., 70 percent in Canada) than men (73 percent in the U.S., 78 percent in Canada) believe they are compensated fairly relative to their co-workers.

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The majority of employees in the seven countries surveyed (3 out of 5) would not apply for a job at a company where they believe a gender pay gap exists.

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Government legislation and new company policies are seen as the most likely drivers for improving gender pay gaps. Among those who believe there is a gender pay gap at their company, those in the U.S. are more inclined to look to new company policies around pay and compensation to close the gap (45 percent) than those in any of the other countries in the survey including Canada (32 percent), Switzerland (29 percent), U.K. (27 percent), Germany (26 percent), France (24 percent) and the Netherlands (20 percent).

# Questions Addressed in This Survey

## *Do employees believe the gender pay gap exists?*

While an overwhelming majority of employed adults globally (nearly 9 out of 10) believe men and women should be paid equally for equal work, it is a smaller majority (7 out of 10) who believe men and women are indeed being paid equally at their company for equal work. Perceptions of a pay gap are divided along gender lines:



Women in the U.S. are **less likely** to believe men and women at their company are paid equally (60 percent) compared to men (78 percent).



## *Does an organization's reputation around gender pay gap affect whether job seekers will apply?*

Sixty-three percent of employees surveyed said they would not be likely to apply at a company where a pay gap exists between men and women for similar work. The divide is greater among women in the U.S. Eighty-one percent of American women say they are not likely to apply for a job at a company where there is a gender pay gap compared to 55 percent of men.

## *How can the gender pay gap be fixed?*

Among those who believe there is a gender pay gap, 38 percent report government legislation requiring equal pay will improve the gap. Nearly one-third (29 percent, globally) report new company policies around pay and compensation will improve the gap and in the U.S. this percentage increases to 45 percent. Employees also believe greater internal pay transparency will help. Many indicate they believe greater transparency about how pay is determined (26 percent) and clearer communication from senior leaders or Human Resources (25 percent) will go farther to improve the gender pay gap than options such as women demanding pay raises more frequently (16 percent) or filing complaints or lawsuits to receive equal pay (17 percent), employee protests (11 percent), threats to leave (10 percent), or new senior leaders (10 percent).





# More Than 7 in 10 Employees Do Not Believe a Gender Pay Gap Exists at Their Company

The majority of employed adults surveyed believe that men and women in their country are paid equally for equal work at their company. For example, 70 percent of employees in the U.S. believe genders are paid equally for equal work at their company, 83 percent in the Netherlands and 76 percent in the U.K.

However, when broken out by gender and country, perhaps more telling, the survey shows fewer U.S. women (60 percent) than men (78 percent) believe men and women at their company are paid equally for equal work. The disparity is even wider among French women (55 percent) compared to French men (74 percent). Whereas the gap in belief is narrower in countries like the Netherlands (men, 83 percent; women, 82 percent) and Switzerland (men, 74 percent; women, 72 percent).

## I believe men and women at my company are paid equally for equal work<sup>3</sup>

(Base: Employed Part-Time/Full-Time)

|   | United States % | Canada % | United Kingdom % | France % | Germany % | Netherlands % | Switzerland % |
|---|-----------------|----------|------------------|----------|-----------|---------------|---------------|
| <b>Agree</b>  | 70              | 77       | 76               | 65       | 73        | 83            | 73            |
|  Men   | 78              | 81       | 77               | 74       | 74        | 83            | 74            |
|  Women | 60              | 73       | 74               | 55       | 71        | 82            | 72            |
| <b>Disagree</b>   | 24              | 18       | 16               | 22       | 18        | 9             | 22            |
|  Men   | 18              | 15       | 15               | 15       | 20        | 10            | 21            |
|  Women | 31              | 22       | 17               | 29       | 16        | 6             | 23            |

# Most Believe Employees Should Be Paid Equally, Yet Varies by Gender and by Country





An overwhelming majority (nearly 9 out of 10 / 89 percent) of employed adults in the seven countries surveyed believe that men and women should be paid equally for equal work. Americans (93 percent) are most in agreement that men and women should be compensated equally.

More than one in 10 employed Swiss men (11 percent) do not believe men and women should be compensated equally, compared to 4 percent of employed Swiss women.

This is particularly interesting given that Swiss men and women are close in agreement (74 percent of men and 72 percent of women) as to whether they believe men and women are paid equally for equal work at their company today.

## I believe men and women should be compensated equally for similar work and experience levels<sup>3</sup>

(Base: Employed Part-Time/Full-Time)

|   | United States % | Canada % | United Kingdom % | France % | Germany % | Netherlands % | Switzerland % |
|---|-----------------|----------|------------------|----------|-----------|---------------|---------------|
| <b>Agree</b>  | 93              | 87       | 87               | 88       | 90        | 90            | 88            |
|  Men   | 92              | 85       | 85               | 89       | 90        | 92            | 84            |
|  Women | 94              | 89       | 90               | 87       | 90        | 88            | 93            |
| <b>Disagree</b>   | 4               | 6        | 6                | 6        | 6         | 4             | 8             |
|  Men   | 4               | 8        | 8                | 6        | 8         | 5             | 11            |
|  Women | 5               | 5        | 4                | 5        | 3         | 1             | 4             |

# Bigger Perceived Gap Between Women, Men in U.S. and Canada Over Fair Compensation





In the United States and Canada, fewer women than men believe they are compensated fairly relative to their co-workers.

In the United States, 65 percent of women compared to 73 percent of men believe they are compensated fairly relative to their co-workers.

In Canada, 70 percent of women compared to 78 percent of men believe they are compensated fairly relative to their co-workers.

## I believe I am compensated fairly relative to my co-workers at my company<sup>3</sup>

(Base: Employed Part-Time/Full-Time)

|   | United States % | Canada % | United Kingdom % | France % | Germany % | Netherlands % | Switzerland % |
|---|-----------------|----------|------------------|----------|-----------|---------------|---------------|
| <b>Agree</b>  | 69              | 75       | 71               | 62       | 64        | 73            | 66            |
|  Men   | 73              | 78       | 73               | 66       | 65        | 76            | 68            |
|  Women | 65              | 70       | 69               | 57       | 62        | 67            | 64            |
| <b>Disagree</b>   | 27              | 20       | 19               | 28       | 28        | 19            | 28            |
|  Men   | 24              | 17       | 17               | 27       | 31        | 18            | 27            |
|  Women | 30              | 24       | 22               | 30       | 24        | 21            | 30            |

# Three Out of Five Would Not Apply to a Job Where They Believe a Gender Pay Gap Exists

While an overwhelming majority of employed adults in all countries surveyed support equal pay for men and women doing equal work, there is a great divide among those who would be swayed from applying at a company where they believe a pay gap exists. Globally, women are less likely than men to apply for a job at a company where a pay gap exists. In the U.S., U.K., and Canada, younger adults are less likely to apply for a job at a company where a pay gap exists.





In the U.S., more than two-thirds (67 percent) of U.S. employees are not likely to apply for a job at a company where they believe a pay gap exists between men and women doing similar work; however, when comparing by gender, significantly more U.S. women (81 percent) than men (55 percent) are not likely to apply for a job at a company where they believe a pay gap exists.

Younger American adults aged 18-24 are less likely to want to work for a company where they believe a pay gap exists: 81 percent compared to 63 percent of those 45+.

Fewer employed adults in Canada (19 percent) are likely to take a job where they believe a pay gap exists, compared to employees in Switzerland (28 percent) or employees in the U.S. (27 percent).

## I am not likely to apply for a job at a company where a pay gap exists between men and women for similar work<sup>3</sup>

(Base: Employed Part-Time/Full-Time)

|   | United States<br>% | Canada<br>% | United Kingdom<br>% | France<br>% | Germany<br>% | Netherlands<br>% | Switzerland<br>% |
|---|--------------------|-------------|---------------------|-------------|--------------|------------------|------------------|
| <b>Agree</b>  | 67                 | 69          | 66                  | 59          | 61           | 63               | 60               |
|  Men   | 55                 | 60          | 59                  | 53          | 53           | 59               | 48               |
|  Women | 81                 | 79          | 76                  | 67          | 69           | 69               | 72               |
| 18-24   | 81                 | 91          | 80                  | 66          | 59           | 65               | 60               |
| 25-34   | 68                 | 61          | 75                  | 61          | 52           | 73               | 62               |
| 35-44   | 66                 | 74          | 64                  | 65          | 67           | 57               | 60               |
| 45-54   | 63                 | 72          | 58                  | 54          | 59           | 60               | 59               |
| 55+   | 63                 | 60          | 52                  | 55          | 66           | 62               | 55               |
| <b>Disagree</b>   | 27                 | 19          | 23                  | 20          | 25           | 25               | 28               |
|  Men   | 37                 | 27          | 28                  | 26          | 33           | 32               | 37               |
|  Women | 15                 | 9           | 16                  | 13          | 17           | 14               | 18               |
| 18-24   | 19                 | 7           | 19                  | 9           | 34           | 29               | 38               |
| 25-34   | 27                 | 26          | 22                  | 19          | 28           | 17               | 28               |
| 35-44   | 28                 | 18          | 30                  | 20          | 22           | 30               | 24               |
| 45-54   | 33                 | 13          | 21                  | 23          | 28           | 26               | 30               |
| 55+   | 25                 | 21          | 24                  | 22          | 21           | 22               | 26               |

# Corporate Policies and Government Legislation Seen as Most Effective Drivers for Change in Gender Pay Gaps

Among employees who believe there is a gender pay gap at their company, those in the U.S. are more inclined to look to new company policies around pay and compensation to close the gap, while Europeans tend to believe government legislation requiring employers to pay people equally for equal work and experience levels will be the catalyst for pay gap change.

In the U.S., 45 percent of employees who believe there is a gender gap believe new company policies will improve the gender pay gap. However, fewer than one-third (32 percent) of Canadians and less than 30 percent in each of the European countries surveyed agree.

Among those who believe there is a gender pay gap, more than two in five (41 percent) U.K. and German employees, 40 percent of those in Switzerland, 35 percent of those in the U.S., and one-third (33 percent) in France and the Netherlands believe government legislation will help improve the gender pay gap.

Clearer communication from senior leaders and/or Human Resources about how pay raises, bonuses and/or cost-of-living increases are determined was also cited highly as a way to improve gender pay gaps:

One-third (36 percent) of employees who believe there is a gender pay gap in the U.S. and 35 percent of those in Switzerland believe clearer communication will improve the pay gap, compared to one-quarter (26 percent) of Canadian employees, and just one in five employees (20 percent) in the U.K., France and Germany, and only 15 percent of those in the Netherlands.

Among those who believe there is a gender pay gap at their company, female employees in Canada and U.K. are significantly more likely than men in those countries to believe clearer communication from senior leaders and HR will improve the gender pay gap. In Canada, 35 percent of women agree vs. 18 percent of men. In the U.K., 27 percent of women agree, compared to 16 percent of their male counterparts.

Among those who believe there is a pay gap, transparency into pay at all levels ranks highly among Americans (34 percent) and Swiss (34 percent) while only 15 percent of German employees agree this will help resolve pay gap issues.

Perhaps surprisingly, when it comes to leadership and corporate guidance, more employed men in the U.S. (20 percent) than women in the U.S. (16 percent) who believe there is a pay gap believe bringing women into company boards will make a difference to improve the pay gap, while nearly one-quarter (24 percent) of employed Germans who believe there is a pay gap feel more drastic measures, like lawsuits demanding fair pay, will improve the gap at their employer.



# Which of the following, if anything, do you believe will improve the gender pay gap between men and women at your current employer?

(Base: Employees who believe there is a gender pay gap at their current company (n=2,954))

|  | United States % | Canada % | United Kingdom % | France % | Germany % | Netherlands % | Switzerland % |
|--|-----------------|----------|------------------|----------|-----------|---------------|---------------|
| <i>New company policies around pay and compensation</i>  | 45              | 32       | 27               | 24       | 26        | 20            | 29            |
| Men  | 44              | 25       | 20               | 21       | 26        | 20            | 25            |
| Women  | 46              | 40       | 37               | 27       | 26        | 20            | 34            |
| <i>Government legislation requiring employers to pay all people equally for equal work and experience levels</i>                                     | 39              | 38       | 41               | 33       | 41        | 33            | 40            |
| Men  | 35              | 29       | 36               | 30       | 31        | 31            | 29            |
| Women  | 43              | 49       | 48               | 35       | 53        | 37            | 52            |
| <i>Clearer communication from senior leaders and/or Human Resources about how pay raises, bonuses and/or cost of living increases are determined</i> | 36              | 26       | 20               | 20       | 20        | 15            | 35            |
| Men  | 34              | 18       | 16               | 17       | 19        | 12            | 32            |
| Women  | 38              | 35       | 27               | 24       | 20        | 20            | 38            |
| <i>Greater internal pay transparency (e.g., Human Resources shares salary figures) for all roles</i>   | 34              | 27       | 26               | 21       | 15        | 23            | 34            |
| Men  | 32              | 23       | 24               | 23       | 18        | 25            | 28            |
| Women  | 36              | 33       | 29               | 20       | 12        | 20            | 39            |
| <i>My employer publicly sharing all employees pay information broken down by demographics (i.e., gender, age, years experience, etc.)</i>            | 26              | 17       | 19               | 10       | 16        | 28            | 31            |
| Men  | 24              | 10       | 16               | 11       | 17        | 27            | 29            |
| Women  | 28              | 26       | 23               | 9        | 14        | 28            | 33            |
| <i>Company pledge to have more women on boards</i>   | 18              | 15       | 17               | 11       | 12        | 10            | 17            |
| Men  | 20              | 10       | 14               | 12       | 11        | 9             | 12            |
| Women  | 16              | 21       | 19               | 9        | 13        | 10            | 21            |
| <i>Women should file complaints or lawsuits to receive equal pay</i>   | 18              | 14       | 17               | 17       | 24        | 15            | 14            |
| Men  | 19              | 14       | 18               | 15       | 25        | 16            | 15            |
| Women  | 16              | 13       | 15               | 19       | 23        | 13            | 13            |
| <i>Company pledge to have more women in senior leadership</i>  | 16              | 19       | 16               | 14       | 14        | 15            | 19            |
| Men  | 16              | 15       | 13               | 11       | 14        | 15            | 17            |
| Women  | 17              | 25       | 20               | 16       | 13        | 15            | 20            |
| <i>Women should demand pay raises more frequently</i>  | 15              | 14       | 17               | 16       | 18        | 13            | 17            |
| Men  | 11              | 10       | 15               | 12       | 14        | 12            | 12            |
| Women  | 19              | 20       | 21               | 20       | 23        | 14            | 21            |
| <i>New senior leaders</i>  | 14              | 12       | 7                | 8        | 8         | 6             | 17            |
| Men  | 15              | 9        | 6                | 8        | 7         | 7             | 20            |
| Women  | 12              | 15       | 8                | 7        | 9         | 4             | 14            |
| <i>Employees threatening to leave</i>  | 13              | 7        | 15               | 9        | 10        | 6             | 9             |
| Men  | 13              | 6        | 13               | 9        | 7         | 9             | 10            |
| Women  | 13              | 9        | 18               | 8        | 12        | 3             | 7             |
| <i>Employees protests</i>  | 11              | 10       | 14               | 15       | 10        | 6             | 8             |
| Men  | 11              | 11       | 13               | 15       | 10        | 7             | 6             |
| Women  | 12              | 10       | 16               | 15       | 9         | 5             | 9             |

## METHODOLOGY

This survey was conducted online within Canada, Switzerland, Germany, France, Netherlands, United Kingdom and the United States by Harris Poll on behalf of Glassdoor from October 1-5, 2015 among 8,254 adults ages 18 and older. All responses noted are from adults who are employed part-time / full-time. This online survey is not based on a probability sample and therefore no estimate of theoretical sampling error can be calculated. For complete survey methodology, including weighting variables, please contact [pr@glassdoor.com](mailto:pr@glassdoor.com).

<sup>1</sup> <http://reports.weforum.org/global-gender-gap-report-2014/press-releases/>

<sup>2</sup> The word "employees" throughout the survey references adults ages 18 and up who are employed full-time or part-time.

<sup>3</sup> Where "Agree" and "Disagree" do not equal 100 percent, the remaining respondents answered "Not Applicable."