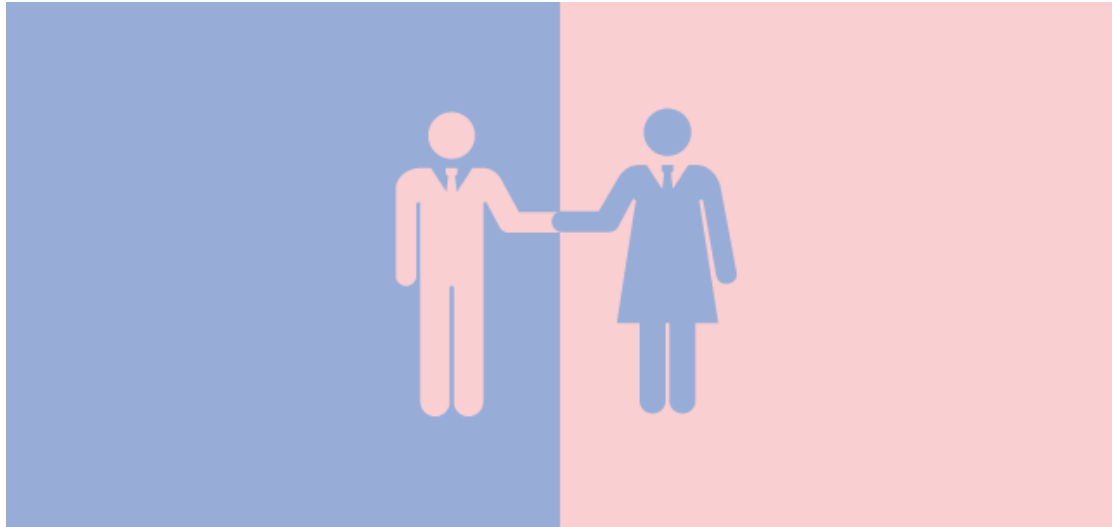


~ The Road to Equality ~

*What are the factors that influence the glass ceiling in the private sector  
in Lima, Peru?*



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## **Summary**

This research is about the glass ceiling and the barriers that Peruvian women encounter in the private sector in Lima, Peru. The glass ceiling is a metaphor for the invisible and artificial barriers that block women from advancement on the corporate ladder to executive positions. Three main barriers that women encounter are mentioned in the literature are: organizational and structural, individual, and cultural barriers. These barriers are subdivided into concepts; these concepts have been investigated among 13 Peruvian female executives and four human resources specialists from three private companies in Lima, Peru. Both literature and in-depth interviews are used to answer the main question of this thesis:

*What are the factors that influence the glass ceiling in the private sector in Lima, Peru?*

The majority of the barriers mentioned in the literature are also ascertained among the Peruvian female executives in the private sector in Lima, Peru. The most important barriers are the machista culture and the pressure that women feel to make a decision between motherhood and having a career, the lack of flexible work arrangements and the long working days people make. Furthermore, the existence of traditional gender roles and the lack of self-confidence of women are mentioned. Finally, besides the fact that human resources specialists play an important role in the removal of the barriers that women encounter, they have to open the discussion and make the barriers visible, another important barrier mentioned by both human resources specialists and female executives is that women create their own barriers.

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## **Chapter 1: Introduction**

### 1.1 Introduction

“Women must earn less, because they are less intelligent and weaker than men.” This is a statement made by Janusz Korwin-Mikke, the Polish EU Parliamentarian in March 2017.<sup>1</sup> The fact that a man with a high and respected status makes such a statement, and that there are still people who believe this, is shocking.

This research focuses on gender inequality in Peru, with the main focus on the glass ceiling in private companies in Lima. The term ‘Glass Ceiling’ refers to invisible barriers that prevent someone from achieving further success, most often used in the context of someone’s gender, age and/or ethnicity. Women who encounter a glass ceiling are stopped by intangible barriers and obstacles that prevent them from climbing any further. The glass ceiling is covert and invisible. The glass ceiling is restricting women’s access to top management positions solely because they are women. Women have fewer opportunities than men with equivalent credentials to advance in managerial hierarchies (Powell&Graves, 2003).

The expression ‘the glass ceiling’ appeared for the first time in 1986 in the *Wall Street Journal*, the idea behind it was that the expression displayed a transparent barrier that was not visible from below when women started their career and that block women from climbing the career ladder (Hindle, 2008).

The number of women pursuing professional careers has increased since the nineties (Fagenson, 1993). According to Davidson and Cooper the significant rise in the level of economic activity among women has its roots in a number of developments. These include, as stated by Davidson and Cooper, the changing role of women in society, the service industries expansion, the increase in part-time employment, and the fact that women marry later, have fewer children, live longer and divorce more frequently (Davidson&Cooper, 1992). Although the number of women pursuing managerial and professional careers has increased around the world, female managers are concentrated in lower management levels and hold positions with less authority than men (Powell&Graves, 2003). Despite their high level of education, as well as social and political participation, women still confront traditional, deeply rooted prejudices. How is it possible that women who have, on

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<sup>1</sup> <http://elcomercio.pe/mundo/europa/mujeres-deben-ganar-menos-porque-son-menos-inteligentes-noticia-1972739>

average, the same level of education as men, are not able to reach the highest echelons in the corporate hierarchy? The three main barriers that are mentioned in the literature that prevent women from achieving higher positions are structural and organizational, cultural, and individual barriers (Eagly, 2007, Jakobsh, 2004, Johns, 2013, Oackly, 2000).

Peru was chosen for the fact that most of the research done about the glass ceiling is conducted in developed countries; therefore, the concept is, according to the literature, mainly seen as a problem that predominantly occurs in developed and rich countries. The main body of research specifically focuses at gender equality on the work force and opportunities for women in developed countries, mainly in the West (Carrillo, Gandelman&Robano, 2014). A literature gap can be found here, with the deficiency of research looking into the glass ceiling in private companies in Latin America, more specifically in Peru. Another reason to focus on Peru is because in Peru the gender gap is still big, at companies and in politics. Nevertheless, an increasing amount of companies fight for gender equality inside corporations, which have adopted special policies to promote gender equality in the workplace.

Unfortunately the gender inequality gap still exists in Peru, despite actions of NGOs and the government. According the United Nations Development Program (UNDP), the gender inequality gap is decreasing but still existing. The variables looked at by the UNDP are economic opportunities and income, health, mortality and life expectancy, and education. Regarding education, more girls than boys are enrolled in primary and secondary education. However, the participation rate by sex in the labour force is higher among men than women; 84 per cent of the male population has a job in the formal sector versus 68 per cent of the female population (UNDP&World Bank). Here a critical note is necessary: Peru is a profoundly diverse country. Although international and national statistics reflect equal access to education for both sexes, the figures hid major gaps in rural Peru. In rural areas, the percentage of women with no education far surpasses that of men, 27 per cent among women versus 7 per cent among men (TheWorldBank, 2012).

Eliminating barriers for women in the work force will empower and include women. The World Economic Forum in its Global Gender Gap Report 2014 estimates it will take until 2095 to achieve global gender equality in the workplace. Eighty more years until men and women equally lead companies and governments. One of the UN Sustainable Development Goals (UN-SDG) is 'Gender Equality: Achieve gender



equality and empower all women and girls.’ UN-SDGs and their targets are to be achieved by 2030. In order to meet these goals on time, improvement is needed (UN, 2017). Equal opportunities in the work force is part of this. Breaking through the glass ceiling and eliminating the barriers is important to further women’s empowerment.

As mentioned before, women’s position in the world has improved over the years, so why are women still lagging behind in comparison to men? Beyond that, why do men and women not have the same opportunities in the work force? Peru has gone up on the Gender Gap Index<sup>2</sup> from place 89 (out of 145 countries) in 2015 to 80 in 2016. As a reference; the Netherlands dropped from place 13 in 2015 to 16 in 2016. However, if we take a closer look, Peru dropped places in two important areas; in the area ‘Economic Participation and Opportunity’ as well as in the area ‘Wage equality for similar work’, respectively from place 110 to 111, and from 123 to 131 (weforum.org). Discussing gender equality in the workforce, these are two important areas to reach equality.

According to SERVIR<sup>3</sup>, the amount of women in Peru that work in the public formal sector (four out of ten) is growing, as well as in the private sector, where three out of ten workers are female. These numbers are an improvement compared to 10 years ago; the share of women in the public sector grew from 43 per cent to 46 per cent from 2004-2014. Furthermore, an upward trend is visible in the number of women in high executive positions in both public and private sector; in the top 10.000 of the main companies in Peru, measured by income, only 14 per cent of the executives were women in 2001, this number increased up to 25 per cent in 2010 (Delgado Arellano, 2011). 12 per cent of senior administrative and managerial positions in the private sector are women and 19 per cent of senior positions in the public sector (TheWorldBank, 2010). These numbers are low, but improvement is in progress.

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<sup>2</sup> The Gender Gap Index was introduced by the World Economic Forum to examine four critical areas of inequality between men and women. The Gender Gap Index measures countries on how they divide their resources and opportunities between males and females in the population, regardless of the overall levels of these resources and opportunities. The four critical areas are: 1. Economic participation and opportunities (outcomes on salaries, participation level and access to high-skilled employment). 2. Educational attainment (outcomes on access to basic and higher level education). 3. Political empowerment (outcomes on representation in decision-making structures). 4. Health and survival (outcomes on life expectancy and sex ratio) (weforum.org).

<sup>3</sup> The Peruvian Civil Service (SERVIR) *Herramienta del Peru que Crece* (Autoridad Nacional del Servicio Civil), is made up of all the people who work at the service of the State.

The purpose of the Civil Service is to improve the quality and timeliness of the services provided to citizens. Thus, it seeks to improve the performance of servers, through professionalization, the establishment of the principle of merit and the ordering of rules that regulate the duties and rights of servers (servir.gob.pe).

## 1.2 Aim of Thesis

In general terms this thesis aims at contributing to the existing pool of literature on the glass ceiling. The main aim of this study is to investigate what the factors are that influence the glass ceiling in private companies in Lima, Peru. In addition, the purpose of this study is to examine what perspectives women currently working at private companies in Lima hold, as well as how women cope with the situation and to explore what their experiences in the male dominated world are; to describe the glass ceiling as a lived experience of women in Lima, Peru. Furthermore, the policies of the companies are examined through Human Resources (HR) specialists, to get a broader view of the situation.

That is why the research question of this thesis is:

*What are the factors that influence the glass ceiling in the private sector in Lima, Peru?*

## 1.3 Sub-questions

In order to answer the central research question the following sub-questions will be answered:

*What factors, according to the existing body of literature, cause the glass ceiling?*

*What are the factors that play a role in causing the glass ceiling in the private sector in Peru?*

## 1.4 Research Approach

The presented sub-questions will be answered in separate chapters. The first sub-question will be answered in chapter 2. To answer this sub-question, firstly the literature about the glass ceiling that is already out there will be presented. Subsequently, based on the literature review the theoretical framework will be built together with the theoretical expectations of this research.

Chapter 3 will present the methodological basis of this research; the method that is chosen for this research is semi-structured interviews. This form of interviewing has some degree of predetermined order, but still ensures flexibility in the way issues are addressed by the informant (Dunn, 2005). The flexibility of these

interviews make them suitable for this research. Another reason to use semi-structured interviews is that they provide a more appropriate format for discussing sensitive topics (Miles&Gilbert, 2005).

The second sub-question will be answered by providing the empirical analysis of interviews. Interviews will be conducted among women working in the private sector in Lima, Peru. In addition, HR specialists from these companies will be interviewed to get a better comprehensive understanding of the topic. It will also be interesting to see whether HR specialists see the same barriers are women do, and whether their implemented and designed policies are based on these barriers. Thereafter, chapter 4 will discuss and interpret the results of the interviews combined with the collected knowledge presented in the theoretical framework.

This research will be a combination of a literature research and interviews. This thesis will evaluate the factors that influence the glass ceiling in private companies for Peruvian women, it will investigate the actual experiences and perspectives of Peruvian female employees, the policies that companies implement regarding the amount of female executives (FEs), and the existence of the so-called glass ceiling.

### 1.5 Academic Relevance

The academic relevance of this research bases itself on the body of literature that already exists about gender inequality in the work force and the glass ceiling; this research seeks to contribute to this. Although an extensive body of literature already exists on the glass ceiling, research has proven the existence of gender inequality in the work force and the glass ceiling in most Western countries. Not much research has been done in Latin American countries, particularly in the private sector in Peru.

This research aims to update the knowledge on the glass ceiling in Peru. Answering the research question will provide the academic world with an enriched insight into the factors that influence and cause the glass ceiling in private companies in Peru. In addition to that, this research will show the perceptions of Peruvian women and HR specialists on the glass ceiling. Knowing more about the factors which influence unequal opportunities in the workforce could significantly contribute to better gender equality policies and policies aimed at women's emancipation and empowerment.

## 1.6 Societal Relevance

Besides its academic relevance, this study also has importance for society. Though the overall status and perception of women has improved noticeably, gender inequality is still an important issue (Cong, 2008). Gender studies promote awareness of the value of all people, irrespective of their gender. It examines the causes of injustice, in this case gender inequality in the workforce, and in particular the existence of the glass ceiling. This research is necessary to examine what factors influence the glass ceiling in private companies, how women experience the glass ceiling, and what policies are implemented to break with this phenomenon.

This research expects to raise awareness among the companies in the private sector in Peru, among men and women about equal opportunities in the workplace and the existence of the glass ceiling in Lima, Peru.

## 1.7 Outline

Following this introductory chapter, which gave a brief introduction to the topic, the purpose of the research, the reasoning behind the choice of topic, and the research question, chapter two will further explain the topic and the theoretical framework will be presented. A literature review will be given that provides an overview of what is already known about the causes of the glass ceiling, as well as an answer to the first sub-question.

The purpose of the third chapter is to present the methodological basis used in the research, an elaboration of the data-collection process, how the analysis of the data will be made and the research limitations will be discussed. Furthermore, in this chapter the selected private companies will be presented, and the motivation for the selection of these companies will be given. Additionally, a brief introduction to the participants can be found in this chapter. The fourth chapter will reveal the empirical findings, the second sub-question will be answered, and the empirical data will be discussed. Finally, this thesis will end with chapter 5, the conclusion, in which the findings will be put together to provide an answer to the research question. In the concluding chapter the existing literature will be linked to the findings in this research, and a recommendation for further research will be given.

## **Chapter 2 Theoretical Framework**

### **2.1 Introduction**

This chapter presents a review of the literature that relates to the phenomenon the 'glass ceiling'. It provides a brief historical overview of the concept and barriers that women encounter in their professional life. The literature review purpose is to investigate and analyse the relevant literature in order to gain insight into what is already known about the factors that cause the glass ceiling. It aims to seek the reasons for the glass ceiling's existence, and the factors that cause the concept. It discusses the definition of the glass ceiling and its multiple layers. This chapter elaborates on the three main barriers; the organizational and structural, the individual and the cultural barriers that women encounter in their professional life. Ultimately, it will provide an answer to the first sub-question: 'What are, according to the existing body of literature, the factors that cause the glass ceiling?'

### **2.2 The phenomenon: 'The Glass Ceiling'**

In particular over the past 20 years the concept the glass ceiling became more popular among researchers, especially in social science research. The glass ceiling was first introduced in 1986 in an article published in The Wall Street Journal. Due to this article the concept was quickly incorporated (Jackson&O'Callaghan, 2009). The glass ceiling is a metaphor for the invisible and artificial barriers that block women and people of colour from advancing on the corporate ladder to management and executive positions (Federal Glass Ceiling Commission, 1995). This study will focus only on women. The glass ceiling is not just a concept that applies to individual women; it applies to women as a group who are kept away from advancing in their professional life because of their gender (Jakobsh, 2004, Wilson, 2013, Kephart & Schumacher, 2005). Lorber adds to this definition that these women do not lack ambition or strong will (Lorber, 1994). Maume affirmed that the glass ceiling is a unique form of gender and racial bias against women and that this bias is more severe at later stages of career development than at labour entry (Maume, 2004). The glass ceiling in the workplace is 'a reflection of social and economic gender inequality'

(Wirth, 2001). These barriers span an assemblage of variables that emerge into conscious and subconscious discriminatory practices.

In the 1990s the Department of Labour of the United States of America created a special commission to study the concept and to raise awareness: The Federal Glass Ceiling Commission (FGCC). The commission's study showed in their report that the salary of women who held senior management positions was lower than that of their male counterparts, besides that, women filled only 3-5 per cent of senior management positions. Their conclusion was that the glass ceiling was real; women are underrepresented and underappreciated on a senior management level (FGCC, 1995). The existence of the glass ceiling makes it hard for women to obtain and secure their place in the same way as men.

Cotter created a list of 4 criteria that confirms the existence of a glass ceiling:

- 1.A gender or racial difference that is not explained by other job relevant characteristics of the employee. In practice, this means that the glass ceiling effect is measured as the residual differences due to race or gender after controlling for education, experience, abilities, motivation, and other job-relevant characteristics.
- 2.A gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome.
- 3.A gender or racial inequality in the chances of advancement into higher levels (promotions and raises of income).
- 4.A gender or racial inequality represents a gender or racial inequality that increases over the course of a career. (Cotter,et all, 2001).

A larger share of women currently occupies management positions (Johns, 2013). Globally, the proportion of senior positions held by women stands at 24 per cent in 2016, this number increased slightly from 22 per cent in 2015. More women than ever before are managers and business owners, but there is still a scarcity of women at the top of the corporate ladder. According to a research done by the International Labour Organisation (ILO) in 2015, the larger the company or organization, the less likely the Chief Executive Officer (CEO) will be a woman (ILO Report, 2015). The ILO report states that 30 per cent of the investigated companies had no women in their boards, while 65 per cent in total had less than 30 per cent women in their boards. They also found that 87 per cent of the boards of the investigated companies had a man as president, and only 13 per cent had a woman as president (ILO Report, 2015). Oakley concludes this as well from her research; she

states that female senior executives, and especially female CEO's, are extremely rare in large corporations (Oakley, 2000).

The percentage of women attaining higher education has increased over the years, and the work women perform has changed. A larger share of women currently works in management and related occupations (Johns, 2013). According to Zamfirache, the modernization theory states that the economic growth enables the expansion of opportunities for women, as the market grew the need for more work power did as well. An increasing amount of jobs became available, so women left the domestic environment to search for paid work (Zamfirache, 2010). With the increase in the number of women searching for paid work, the percentage of women attending higher education grew as well, their human capital increased through their education (Burke&Nelson, 2002).

Although women's educational attainment and presence in the work force have increased, as well as the share of women that work in managerial positions, their advancement into the higher echelons has stalled in recent years. Studies conclude that inclusion of women in the top positions in corporations has a direct and positive impact on a company's profits and risk management (Johns, 2013). Research has shown that companies with the highest representation of women leaders financially outperform, on average, companies with the lowest representation of female leaders (Daft, 2007).

Numerous scholars have done research about the glass ceiling; many barriers have been investigated. Scholars use different methods to investigate the existence of the glass ceiling and to discover the barriers that women encounter, both quantitative and qualitative research has been used. Previous studies have not all employed the same operational definition of a glass ceiling. Some scholars examined the gender gap in only the most senior executive positions, while other scholars investigated the entire career progress of workingwomen and compared it to men. According to Jackson and O'Callaghan the vast majority of the studies about the glass ceiling relies on the operational definition provided by Morrison and Von Glinow: "The glass ceiling is a concept to describe a barrier so subtle that it is transparent, yet so strong that it prevents women and minorities from moving up in the management hierarchy" (Jackson&O'Callaghan, 2009, Morrison&Von Glinow, 1990). This definition will be used in this study as well.

De Olde and Slinkman created a '*Glazenplafond-index*' a Glass Ceiling index; with this index the thickness of the glass ceiling can be measured. This index shows the difference between the proportions of women in two consecutive job levels relative to the proportion of women in the lowest of these two levels. In other words, the index measures the potential for a higher functional level. The formula: Glass Ceiling Index =  $100 \times (b-a)/b$ . In this context 'b' stands for the low level of functionality and 'a' for a higher function level (de Olde&Slinkman, 1999). The higher the outcome, the thicker the glass ceiling.

The glass ceiling is a multifaceted concept because it causes multiple factors. Sometimes the causes are visible, and sometimes they are hard to notice. The three main overarching barriers that are mentioned in the literature that prevent women from achieving higher positions on the career ladder are: structural and organizational, individual, and cultural barriers (Johns, 2013, Oakley, 2000, FGCC, 1995).

The organizational and structural barriers are the barriers that are found inside a corporation. The individual barriers are obstructions put in place by women themselves that negatively affect their achievement in their professional life. Finally, the cultural barriers, these barriers are rooted in issues of stereotyping, ideas on leadership styles and the psychodynamics of male/female relationships (Oakley, 2000).

### 2.3 Organizational barriers and Structural barriers

The organizational and structural barriers refer to the availability and quantity of educated women for particular positions. In addition, the lack of outreach efforts on behalf of businesses to underrepresented populations, and the leaking pipeline phenomenon also make up structural barriers (Jackson&O'Callaghan, 2009). Corporate policies and practices in training and career development, promotions, and compensations are often identified as major causes of the glass ceiling that prevent women from making it to the top.

A common problem for women in the work force is that they are not offered the right and sufficient training to climb higher on the corporate ladder. These trainings are often considered as an essential prerequisite for CEO and other senior management positions (Oakley, 2000). Due to the fact that this type of training is not



offered to women in the lower ranks, they find themselves excluded from the highest ranks caused by improper tracking earlier in their careers (Oakley, 2000). Few women in upper management positions have the accurate experiences that are required for CEO positions. Besides the lack of proper and sufficient training there is another barrier linked to this one, namely the shortage of women in the so-called pipeline. Employers claim that there are not enough qualified graduated (young) women to fulfil the positions available, this is called 'the pipeline theory'. The pipeline describes the situation in which women are placed on a track inside the company that would lead them to a top executive position, in this way men and women are provided with the same opportunities in the workforce (Mariani, 2008). However, according to a study of Mariani, men and women do not enter the pipeline under similar circumstances, the situation for men is more favourable than the situation for women looking at the chances of a promotion (Mariani, 2008). The problem that this entails is that there are not enough women available on certain levels.

Another closely interlinked barrier for women who are trying to reach the highest echelons is the lack of a mentor. According to Jones, men in general prefer to mentor other men; this is a serious barrier for women's professional life. Women in executive positions stress that the lack of mentoring for women has been disadvantageous to their chances of a promotion and their career realisations. Besides that, Jones mentions in her article that young women feel more threatened than supported by women who are senior to them in the organizational hierarchy. The women she spoke to said they prefer a male mentor than a woman with a senior position (Jones, 2014).

Additionally, a barrier for women is the lack of flexible work arrangements. Flexible work arrangements are possibilities for employers that aim for the best balance between benefits for the employees and the interests of the company. Flexible work arrangements can improve the productivity of the employees because they can achieve a better work-life balance between work and personal obligations of the employee.

Women are often caregivers; as a consequence women regularly have to take time off from their career to meet this caregiver role (Anker, 1998). Women still pay a high price for taking time off and temporary leaving their careers. This taking off time can keep women from being considered as a candidate for a promotion, and when they return after, for example, maternity leave, it is difficult for them to gain back

their credibility and come to an equal level as their male counterparts (Johns, 2013). Organizational support, like career development opportunities and allowing time off for caregiving, is important for women's advancement in the workplace. Inadequate policies can be a key barrier for women in not having the chance to be promoted (Aycan, 2004). Another example of the lack of flexible work arrangements is that many times important meetings and network opportunities are after official office hours, these meetings are especially difficult to attend for working mothers. Kephart and Schumacher mention in their study that the balance between work and family obligations is still a 'right that is earned, not assumed for women in the workplace' (Kephart&Schumacher, 2005). This can shape another barrier for women in the workforce; it provides women with more stress and this might affect the quality of their work.

#### 2.4 Individual barriers

Differences in confidence and career ambitions between men and women have been mentioned as factors in preventing women from getting promoted into senior executive positions (Johns, 2013). Johns states that women often lack self-confidence and self-belief, which leads to less risk taking and more cautious career choices. She states that women must learn to confidently present themselves, and understand that they possess the same qualities as their male counterparts (Jones, 2014). She also mentions that women in general have lower ambitions and expectations. Jones gives another reason why women have less chances of a promotion than men, namely the lack of sponsors and mentors who promote and sell their skills and abilities to others in the organizations. Schultz, Montoya and Briere mention in their research that women feel more personal obstacles and less institutional support in achieving their goals than their male counterparts (Schultz, Montoya&Briere, 1992).

Eagly points out that women are still the ones who interrupt their career, take days off, and work part time to take care of their family. As a result, this has a negative effect on their years of experience, slows down their career progress and reduces their salaries (Eagly, 2007). Wilson points out in her research that women are more likely to leave their job due to family obligations, such as marriage, pregnancy, children's or parents' needs, or relocation due to their husband's job, than men are. However, Wilson's research shows that turnover rates were greatly influenced by

dissatisfaction of women's opportunities for advancement, not by family obligations (Wilson, 2013).

Williams and Cuddly reveal in their study "if a woman has a child, her chance of being hired falls by 79 per cent; she is 50 per cent as likely to be promoted as a childless woman" (Williams&Cuddly, 2012). For women in general it is not easy to leave work for maternity and come back after. The amount of months that parents get paid maternity and paternity leave differs all over the world. In the Netherlands mothers get 16 weeks of paid maternity leave, in Peru mothers get 14 weeks of paid maternity leave (data.un.org, 2017). Fathers in the Netherlands get two days off, in Peru they get four days off, both paid. This is a delicate subject, because if women return to work faster than their maternity leave, they receive a lot of critique by society, if they stay at home longer it becomes harder to return back to work. Furthermore, because of the interruption a gender wage gap arises; research shows that women with children earn 2 to 11 per cent less than women without children (Kmec, 2011).

Besides the fact that women take more days off, work part time, and that this results in interruptions in their career and in the fact that they are considered to be higher cost workers compared to men, they also spend more time on household chores. Men's share of household chores did increase over the years, in both OECD countries as in non-OECD countries, still the bulk of domestic work falls on the shoulder of women (Anker, 1998, OECD.org). Worldwide women spend on average 4 hours and 25 minutes a day on household chores, while men only spend 1 hour and 50 minutes (unstats.un.org & OECD.org). According to Schneer and Reitman, the stress level of women increased over the years because of the responsibilities that they have at home combined with the pressure at work, this has a great impact on their career successes (Schneer&Reitman, 2002).

Subsequently, researchers wonder how it is possible that despite the fact that men did take over parts of the domestic work that the work-family conflict has not eased for women. Eagly places the responsibilities for this on the escalating pressure for intensive parenting and the increasing time demands of most high-level careers (Eagly, 2007). Eagly mentions another disadvantage that women experience due to their responsibilities at home; women have less time for networking. Networking is important for executives' advancement. Lussier points out that networking can be more important than sending your resume to companies (Lussier, 2014), Jakobsh

confirms this in her research and states that during these informal network events positive relationships are created that are useful for one's career (Jakobsh, 2004).

Sturges makes a critical note about the fact that men and women might have a different point of view about the existence of the glass ceiling, due to how they measure their career success. Men focus more on external criteria, like status and material success, while women focus more on internal criteria, like personal recognition, accomplishment and achieving a healthy work-life balance (Sturges, 1999). This might be another barrier causing the glass ceiling; men attach more value to status and therefore find it more important to reach the highest echelons; while women focus more on achieving a healthy work-life balance. According to Valian, the highest and hardest ceiling that women have to break are the barriers they create themselves. "Women take the blame for their failures but do not take the credit for their success" (Valian, 1998).

Another issue is the 'leaking pipeline theory'; this problem reflects the situation in which many companies find themselves with regard to a continuing loss of female talent. Due to cultural or individual reasons women leave the company more often than men in an early stage of their career. The existence of a leaking pipeline, the loss of high potential and high performing females, results in lost growth opportunities, high replacement costs and the potential for cultural obsolescence (Global human capital, 2008).

## 2.5 Cultural barriers

According to Oakley, female executives are more likely to cite subjective reasons as important barriers to top positions than their male colleagues (Oakley, 2000). Subjective reasons are, according to the research of Vogelstein, determined by one's beliefs, ideals, culture, or preference opinion (Vogelstein, 2012). The methodology of coming to a conclusion is based on non-empirical evidence; subjective reasoning is open for interpretation, to determine these reasons the subjectivity of the researcher is involved (Ratner, 2002).

Oakley gives seven examples of cultural barriers; each one will be explained in this chapter. These barriers are cultural barriers; they can slightly differ between cultures. The seven barriers mentioned by Oakley are:

1. Behavioural double binds

2. Communication
3. Stereotyping
4. Different leadership styles
5. Different male and female attitudes towards power
6. Old Boys Network
7. Tokenism

Oakley explains behavioural double binds as “behavioural norms that create a situation where a person cannot win no matter what he/she does” (Oakley, 2000). Jamieson states that people with power have used double binds throughout history to oppress those without power; in most cases the victims were women (Jamieson, 1995). Behavioural double bind is a social concept where someone receives two or more conflicting messages, and one message contradicts the other. In the workplace a typical situation where this occurs is that women get contradicting messages about how to behave to be taken seriously. Women must be tough, authoritative, competitive and independent, but when behaving (too much) like that women can be perceived as too aggressive and can be penalized for their behaviour (Johns, 2013). An additional example can be found in self-promotion. Eagly states that self-promotion is risky for women, while men can use self-promotion to get themselves noticed. Modesty is expected even of FE in the highest echelons (Eagly, 2007). It is hard for women to be seen as both competent and liked. Women must find a balance for themselves, or as Jamieson states more female-friendly business cultures must be developed (Jamieson, 1995).

The second example is communication; numerous researchers name this as an example of a cultural barrier that prevents women from reaching the highest echelons. Women have a different linguistic style than men; their style is often misinterpreted or devalued by men. Women use in general a less aggressive and assertive way of communication, their style is warmer, less direct and more mitigate than men’s. Men’s way of talking is associated with leadership qualities (Eagly, 2007). This style of communication can, according to Johns, lower perceptions about women abilities (Johns, 2013). This can be a disadvantage for women in the workplace, but if they adopt the communication style of men, this would not solve the problem. Oakley states, “the existence of both toughness and femininity in one personality are difficult qualities for our culture to reconcile and digest” (Oakley, 2000).

Tannen discusses in her research that women in corporate life are less likely than men to engage in self-promoting behaviour, a pattern that she traces back to the habits learned in the early childhood socialization process. Boys and girls learn different social behaviour. Tannen states that boys learn to use language to enhance their status in a group, while girls learn that talking with too much confidence is inappropriate. Linguistic skills can be a key factor in the ability to negotiate for a promotion; boys have learned to stand up for themselves since they were little, whereas girls, in general, do not learn that at a younger age. These disadvantages learned at a young age, affect the hierarchical system of negotiation (Tannen, 1994). Babcock and Laschever affirm this idea; they state that women do not negotiate; women are less likely than men to use negotiation to get what they want. They state this is a disadvantage for women; they are less likely to get promotions, and hereby contribute to the glass ceiling (Babcock&Laschever, 2003).

The third example is gender-based stereotypes. Traditional gender roles, behaviour that is expected or seen as common for males and females, are culturally determined. They result in an undervaluing of women's knowledge and experience. Even when women move up the career ladder, they are conditioned by the perspectives and power structures to maintain the status quo; while gender composition are changed, the underlying structure of power, knowledge and status is not challenged (Jakobsh, 2014). Certain differences in male and female attitudes exist; males have been privileged in the workplace for centuries, while women have made progress these gender-based stereotypes still exist and can be a disadvantage for them.

There are certain characteristic traits that are seen as typically female, some as typically male. Typical female character traits are being intuitive, spontaneous, caring, cooperative and emotional. While typical male character traits are being aggressive, competitive, self-confident, independent and decisive. Men are more risk-prone and arrogant, whereas women are more humble (Wirth, 2001, Chamorro-Premuzic, 2013). Studies found that high executives are consistently associated with male traits. The stereotypical male traits are seen as competent, whereas the stereotypical female traits are associated with incompetence. High executives roles are seen as masculine, while women in executive positions are due to gender stereotyping seen as negative (Akpinar, 2012).

Kaufmann, Isaksen and Lauer state that stereotypically biased perceptions and judgements in the context of gender and leadership are stronger at higher levels of the corporate hierarchy (Kaufmann, Isaksen&Lauer, 1996). They mention that a consequence of stereotyping might be that women not only have to prove that they are qualified for the job, but also that they are better qualified than men. The qualification criteria for women are tougher than for men (Kaufmann, Isaksen&Lauer, 1996, Carli, 1991). Oakley concludes in her research that it would not be astonishing if a key explanation for the lack of high FEs might be in the effect of these stereotypes, often acting at the level of the unconscious (Oakley, 2000).

Gender-based stereotypes can also be found in the different jobs that women and men obtain. The gender distribution of many occupations has shifted substantially, despite these shifts women and men still tend to be concentrated in different occupations; for example women are dominating communal services, while men dominate the technical areas (Wootton, 1997). Bielby and Baron state in their research, done in California, that “sex differences in skills and the technical requirements of work roles not only produce a sexual division of labour across occupations but also channel women into specific types of organizations and jobs”. This sex segregation in the workplace is sustained by gender stereotypes (Bielby&Baron, 1986).

Another gender-based stereotype is that there still exists a bias against working mothers; this bias is stronger than the bias against working fathers. Working mothers face the fact that they have to overcome two types of stereotypes; they are evaluated as both an employee and as a parent (Wang, Parker&Taylor, 2013). This cultural gender-based stereotyping causes another barrier for women in their professional life, they might choose not to work out of fear to be called a bad mother.

The fourth example is different leadership styles. The cultural stereotype of a leader, of a CEO, is male; this presents a challenging barrier for women in leadership positions. Women seem to have a different leadership style; their style is defined as softer and more emotional. Jackson and O’Callaghan mention the deficiency theory; this theory describes that women lack qualities necessary for good leadership. These perceived deficiencies are seen as the reason that they are treated differently in the workplace (Jackson&O’Callaghan, 2009). According to Eagly’s study, female leaders often struggle to cultivate an appropriate and effective leadership style (Eagly, 2007). Women adopt a more participative and collaborative way of leadership than men.

Eagly states that women's approach is in general more effective than men's approach; Chamorro-Premuzic confirms this in his study. He states "women are more likely to adopt an effective leadership strategy than men" (Chamorro-Premuzic, 2013). However, the typical stereotype that portrays women as less capable leaders still persists (Oakley, 2000). The different leadership styles is a barrier for women due to the prejudices that exists about women's leadership qualities.

The fifth example is the different attitudes that men and women have towards power. Power in the corporate culture has often been portrayed as a zero-sum game; this can be a reason why exercising power might be less attractive to women than to men. Men, in general, are hungrier for power and status than women (Overbeek, 2016). Besides that, men might feel uncomfortable with women in senior positions, sometimes based on sexual attraction. According to De Vries (1995) it can be based on deeper and unconscious psychological processes based on childhood experiences (De Vries, 1995). De Vries states that unresolved rage, envy, feelings of dependency or fear from early childhood experiences with an all-powerful mother can result in a habit of undervaluing women with power rather than dealing with these feelings.

The sixth example is the so-called Old Boys Network (OBN). Another reason why men might see their female co-workers as a threat is that they advocate change from the status quo. Women who get to the top of a corporation can be a threat to the OBN, which is currently completely focused on men. The OBN is an informal male social system that stretches within and across organizations; it excludes less powerful men and all women from membership (Jakobsh, 2004). Woo states in her book, that the existence of the OBN has a negative influence on the chance of a promotions for women in corporations, because male members of the OBN are afraid to lose their position (Woo, 2000). This can be explained by the desire of (white) male executives to select successors who resemble them (Woo, 2000, Maier, 1997). Oakley mentions that the way to keep women out of the OBN is through the process of competency testing, this is the process in which someone is required to demonstrate whether he/she is suitable for his/her position. With this behaviour men can show dominance in their domain by not selecting women and thereby sending a message that they are not welcome as an attempt to band together and exclude women from the top positions (Oakley, 2000). Another reason for men to keep women out of the OBN mentioned by Oakley, is that women in general are paid less than men for the same



position, allowing too many women into the club could also be a threat to their salaries and perks (Oakley, 2000, Byrne, 1996).

The last example is tokenism in top executives circles. Tokenism is the practice of making policies and implementations regarding hiring employees from minority groups, for example women. Kanter examined the experiences of underrepresented women in organizations and came up with the theory of tokenism. This theory suggests that a social group underrepresented in certain contexts can be confronted negatively such as increased isolation and visibility, sometimes tokenism leads to exclusion of minorities of group activities or informal network events (Kanter, 1977). Oakley confirms this in her research; she states that token employees are subject to more on-the-job pressure and scrutiny than dominants, because they are more visible in the workplace. This visibility increases performance pressure. She states “all women who have a position in the upper management, comprising around 5 per cent of upper managers, are almost always in the token position” (Oakley, 2000).

Eagly states in her research ‘Women and the Labyrinth of Leadership’ that the concept of the glass ceiling is now more wrong than right, she describes the term as a misleading term. She states it describes an absolute barrier at specific high levels in organizations, but the fact that there are female CEO’s and presidents proves this is untrue. She states that the metaphor implies that men and women have equal access to entry and middle level positions, which is in her opinion not the case. The reason that there are only a few women on the top is, according to Eagly, that there are only a few women at the levels before that. Women progressively drop out of the corporate hierarchy. She says that the metaphor misleads women about their opportunities, and that believing in the concept makes people emphasize certain kind of interventions. It draws away the attention and resources from interventions that might attack the problem more potently (Eagly, 2007). She claims that the real challenge is to rename the metaphor to make better progress. A better name for the metaphor according to Eagly is ‘The Labyrinth’, an image with a long and varied history all over the world. As a contemporary symbol it conveys the idea of a complex journey towards a goal worth striving for. The journey through a labyrinth is not simple, nor direct, but requires awareness of the progress and persistence of women’s professional life (Eagly, 2007).

There are ways for women to reach the highest echelons, but these ways are full of expected and unexpected barriers. The understanding of these barriers and the

understanding of how some women did find their way through these barriers is important to successfully improve the situation. This study does not refute neither accepts the argument of Eagly. This study assumes the existence of the glass ceiling for women, Eagly claims that women face barriers throughout their careers, from the beginning of their careers on. This study focuses on the higher echelons of the corporate hierarchy and therefore does not have the evidence to refute or accept this argument of Eagly.

## 2.6 Conclusion

The glass ceiling is a metaphor for the invisible and artificial barriers that block women from advancement on the corporate ladder to executive positions. There are three main barriers mentioned in the literature for women: organizational and structural, individual, and cultural barriers.

The organizational and structural barriers refer to the barriers that exist inside companies. Women do not get offered proper or sufficient training to climb the corporate ladder, which might exclude women from reaching the highest echelons. The lack of flexible work arrangements, the shortage of women in the so-called pipeline and insufficient or no mentoring programs are structural barriers that women encounter on their way to the highest echelons.

The individual barriers are the barriers put in place by individuals that have a negative effect on their professional achievements. The lack of self-confidence and self-belief are mentioned as individual barriers, but also the pursuit of a healthy work-life balance. In addition, women have more interruptions in their careers than men, due to, for example, maternity leave.

Finally, the cultural barriers include seven barriers that all work as an obstruction in women's professional life. Behavioural double binds, communication, different linguistic styles, traditional gender roles, different leadership styles and different attitudes towards power, the OBN and tokenism are mentioned as cultural barriers that women encounter in their professional life. All barriers can be found in figure 1.

The next chapter will elaborate on the methodology used to study and examine the glass ceiling in the private sector in Lima, Peru. The next chapter also operationalizes the concepts mentioned in this chapter.

Figure 1. Barriers that cause the glass ceiling according to the literature

# The Glass Ceiling

Factors that cause the glass ceiling according to the existing body of literature

## Organizational & structural barriers

- \* Lack of training
- \* Lack of mentoring
- \* Lack of flexible work arrangements
- \* Shortage women in pipeline
- \* Policies to promote women

## Individual barriers

- \* Lack of self-confidence
- \* Pursuit of healthy work-life balance
- \* Time as caregiver and on household chores
- \* Missed network opportunities
- \* Career interruptions
- \* Leaking pipeline theory

## Cultural barriers

- \* Double Binds
- \* Communication
- \* Genderstereotypes
- \* Leadershipstyles
- \* Power attitudes
- \* Old Boys network
- \* Tokenism



## **Chapter 3 Methodology**

### **3.1 Introduction**

To meet the purpose of this thesis, the following chapter presents and explains the methodological basis of this study. The concepts mentioned in the previous chapter are operationalized in this chapter. This chapter describes how the empirical study is performed, the choice of approach, interview techniques, as well as criticism regarding the method, and will give an introduction to the companies and the participants who contributed to this research. The chapter ends with the limitations of the research method and with a summary.

### **3.2 Qualitative methods & research design**

This research evaluates the factors that influence the glass ceiling in private companies for Peruvian women, and investigates the barriers women encounter in their professional life. The private sector encompasses all for-profit businesses that are not owned or operated by the government. The organizations are owned and managed by private individuals or enterprises. I chose to do research, to interview FEs and HR specialists, in three private companies in Lima, namely Banco de Crédito del Perú (BCP), Telefónica and Ernst&Young (EY). All three companies are among the largest and most prestigious in their field, because of this they are a decent representation of the private sector in Lima. BCP is the biggest in banking in Peru, Telefónica in telecommunication, and EY in consultancy. Each of the companies is considered as a big company, they all have more than 250 employees. A more detailed profile of each company, and participant, can be found later in this chapter.

In this research in-depth interview is the selected research method. According to Miles and Huberman qualitative research is conducted to confirm previous research on a topic, gain new perspectives, provide more in-depth details about something that is already known, and expand the scope of an existing study. Based on these reasons, qualitative method seemed the best-suited approach for this study (Miles & Huberman, 1994).

According to Smith et al (2009), semi-structured in-depth interviews prove to be the most successful in soliciting thoughts and feelings from participants (Smith,

Flowers & Larkin, 2009). Saunders et al (2009) affirm this in their study. They state that in order to gather valid and reliable data that is relevant to the research question, the use of semi-structured interviews is most suitable (Saunders, et al, 2009). Semi-structured interviews have some degree of predetermined order, but still ensure flexibility in the way issues are addressed by the researcher (Dunn, 2005). Another reason to use semi-structured interviews is that they provide a more appropriate format for discussing sensitive topics (Miles & Gilbert, 2005). The interviews are open-ended interviews; the answers are not predetermined like in surveys. The sequence of the questions is not fixed and can be adapted in each individual interview, depending on the flow of the conversation.

### 3.3 Operationalization

To investigate the concepts mentioned in figure 1, the concepts had to be operationalized. Operationalization is the process of making a phenomenon measurable that is not directly measurable. Below in Table 1 the concepts that are studied in this thesis can be found on the left, on the right the same concepts have been made measurable. In the right part of the table can be found to whom the question is aimed. The concepts, especially the cultural barriers, will be explained to the participants during the interview. The original interview questions, in Spanish, can be found in the appendices.

Table 1. Operationalization of the concepts

<b>Concepts</b>	<b>Operationalization of the concepts</b>
<b>Introduction part</b>	
	<p><u>Questions for HR specialists:</u>            0.1 What is the name of the company and what is the main focus of the company?            0.2 How many employees does the company have?            0.3 How high is the percentage of women that work at the company, at every level?            0.4 Who is the CEO, and how is the hierarchical ladder?            0.5 Do you think the Glass Ceiling exists in Peru and in the company?</p> <p><u>Questions for FEs:</u>            0.6 What is your name and age?</p>

	<p>0.7 Do you have siblings, do they work? Did your parents work?</p> <p>0.8 Are you married, do you have children?</p> <p>0.9 Where&amp;what did you study?</p> <p>0.10 Where do you work, what is your professional title?</p> <p>0.11 How many years of work experience do you have, and where?</p> <p>0.12 Are your co-workers males or females?</p>
<b>Organizational &amp; Structural barriers</b>	
<b>1. Lack of training</b>	<p><u>HR specialists:</u></p> <p>1.1 Do you offer training to the employees? Why?</p> <p>1.2 Do you offer the same training to men and women? What is the male-female ratio?</p> <p><u>FEs:</u></p> <p>1.3 Does your employer offers you training?</p> <p>1.4 Is this training focused on your field?</p> <p>1.5 Do they offer the same training to men and women?</p>
<b>2. Lack of mentoring</b>	<p><u>HR specialists:</u></p> <p>2.1 Do you offer mentors to the employees of the company? Why?</p> <p>2.2 Are these mentors men or women?</p> <p>2.3 Can the employee choose their own mentor or are they appointed?</p> <p>2.4 How many men and women benefit from this?</p> <p><u>FEs:</u></p> <p>2.5 Does your employer offer you a mentor?</p> <p>2.6 Do you want a mentor?</p> <p>2.7 Is your mentor male or female? What would you prefer?</p> <p>2.8 Do you feel that there is support from the top management? Why/how?</p> <p>2.9 In case participant is a mentor herself: Why?</p> <p>2.10 Do you like being a mentor? You think it is necessary for the women in levels below you that they have a mentor?</p>

<p><b>3. Lack of flexible work arrangements</b></p>	<p><u>Both HR and FEs:</u>  3.1 What are the working hours? Do you have to work weekends?  3.2 Are the work hours flexible?  3.3 Are there possibilities to work from home?  3.4 Are there ever meetings in the evenings or weekends? Are these mandatory?  3.5 Can you leave work for a personal issue?</p>
<p><b>4. Policies to promote women</b></p>	<p><u>HR specialists:</u>  5.1 Does the company have any special programs or policies to promote women in the company?  5.2 If a woman gets offered a promotion, is this always because of her qualities and accomplished goals? Or do you know cases where women are offered promotions because of their gender?  5.3 Does the company sometimes hire a female even when she is not the best candidate?  5.4 What are the policies inside the company to promote women to become leaders?</p>
<p><b>Individual barriers</b></p>	
<p><b>5. Lack of self-confidence</b></p>	<p><u>FEs:</u>  6.1 Do you think your current job corresponds with your qualities, knowledge and abilities?  6.2 Would you like a promotion, and do you think you deserve it?  6.3 Did they ever offer you a job that was, in your opinion, above your level, or below your level, and did you take it? Would you accept it?  6.4 Do you have the ambitions to become a CEO, one day?</p>
<p><b>6. Pursuit of healthy work/life balance</b></p>	<p><u>HR specialists:</u>  7.1 Does the company think a healthy work/life balance is important, why?  7.2 Does the company promote the importance of a healthy work/life balance? How?</p> <p><u>FEs:</u>  7.3 How important is a healthy work/life balance for you?</p>



	<p>7.4 Do you think you have enough spare time? Do you have enough free time to spend with your family and friends?</p> <p>7.5 Do you consider your work/life balance healthy at the moment?</p> <p>7.6 Do you think the company you work for gives you enough time and tools to pursuit a healthy work/life balance?</p> <p>7.7 Does the company you work for promote the importance of a healthy work/life balance?</p> <p>7.8 Do you think men and women have the same idea of a healthy work/life balance, in which way?</p>
<p><b>7. Time as caregiver and time spent on the household chores</b></p>	<p><u>HR specialist:</u></p> <p>8.1 Are there any special arrangements for mothers/fathers?</p> <p><u>FEs:</u></p> <p>8.2 How many hours do you spend on the household chores and as a caregiver?</p> <p>8.3 How many hours does your husband/partner spend on the household chores?</p> <p>8.4 Do you have a cleaning-lady/nanny?</p> <p>8.5 Do you think the hours you spend on household chores distracts you from your job?</p> <p>8.6 Would you rather spend those hours on your career?</p> <p>8.7 Are you a mother? How did you feel about leaving the office? Was it difficult to come back? You noticed any chances?</p> <p>8.8 Do you ever miss a day of work because of the time spent as a caregiver/due to household chores?</p>

<p><b>8. Networking</b></p>	<p><u>HR specialists:</u>  9.1 Does the company organise network events?  9.2 Is everybody allowed to attend?  9.3 At what time are the network events, are you sure that everybody is able to attend the events?  9.4 How many people attend these events, how is the male-female ratio?</p> <p><u>FEs:</u>  9.5 Does your employer organise network events? Can you attend?  9.6 Do you have time to attend network events, and social events organised by your employer?  9.7 Do you think attending social events and network events are important for your career?  9.8 Do you feel you miss out if you do not attend those events?  9.9 Do you feel free to talk to male and female co-workers during these events, to people from the higher echelons?</p>
<p><b>9. Shortage of women in the pipeline</b>  <i>In case the HR specialist is not familiar with the concept, it is explained.</i></p>	<p><u>HR specialists:</u>  9.1 Are there any quotas set?  9.2 Is there a pipeline leak; loss of female employees?</p>
<p><b>Cultural barriers</b></p>	<p><i>Before the questions of this section are asked, an explanation of each concept is given to the participant.</i></p>
<p><b>10. Double binds</b></p>	<p><u>HR specialists:</u>  10.1 Do you think the double binds exist in the company?  10.2 Do you think this affects the chances for females on a promotion, or how they perform in the workplace?</p> <p><u>FEs:</u>  10.3 Do you think the double binds exist in the workplace?  10.4 Does it affect your performance in the workplace? Does it change your way of behaving?  10.5 Does it change your attitude towards men (and women)?  10.6 Do you feel that men listen to you? Do they take you serious?  10.7 Do you feel you can behave the same as men?</p>

<p><b>11. Communication</b></p>	<p><u>HR specialists:</u>  11.1 Do you believe men and women have a different linguistic style? How?  11.2 Do you believe women have to adjust their way of communicating?</p> <p><u>FEs:</u>  11.3 Do you think men have a different linguistic style than women? How?  11.4 Do you think this is a disadvantage for women?  11.5 Does this affect you?  11.6 Did you change your communication style to be taken more seriously?</p>
<p><b>12. Gender-stereotypes<sup>4</sup></b></p>	<p><u>HR specialists:</u>  12.1 Do you think traditional gender roles exist in the company? In what way?  12.2 Do you think traditional gender roles hinder women in the workplace?</p> <p><u>FEs:</u>  12.3 Do you think traditional gender roles exist in the company where you work?  12.4 Do you think traditional gender roles hinder you in the workplace?  12.5 Did you ever feel that your employer did/didn't offer you an opportunity/promotion due to your gender?  12.6 Do you feel your gender has an influence on your chance of being promoted in your current organization?</p>
<p><b>13. Leadership styles</b></p>	<p><u>HR specialists:</u>  13.1 What are considered good leadership qualities?  13.2 Do men and women have different leadership styles? How, and which one is better?</p> <p><u>FEs:</u>  13.3 What are in your opinion good leadership qualities?  13.4 Do you think men and women have different leadership styles? How?  13.5 Do you think this affects your leadership opportunities?</p>

<sup>4</sup> Questions are focused on whether men and women occupy the same positions in the workforce. Participants are free to discuss other aspects of traditional gender roles.

	<p>13.6 Do you prefer a male or female leader? Why?</p> <p>13.7 Do you have better experiences with male or female leaders?</p>
<b>14. Power attitudes</b>	<p><u>HR specialists:</u></p> <p>14.1 Does the company notice a difference in attitudes towards power between men and women? How?</p> <p>14.2 Do you think women are just as hungry for power as men? Do you notice that inside the company?</p> <p><u>FEs:</u></p> <p>14.3 Do you think men and women have different attitudes towards power? How?</p> <p>14.4 Do you think men are hungrier for power than women?</p> <p>14.5 Are you hungry for power?</p>
<b>15. Old Boys Network</b>	<p><u>HR specialists:</u></p> <p>15.1 Does an OBN exists in the company?</p> <p>15.2 Do you notice an OBN?</p> <p>15.3 Does the company challenge this network, or make it accessible for women?</p> <p><u>FEs:</u></p> <p>15.4 Does an OBN exists in the company?</p> <p>15.5 Do you notice an OBN?</p> <p>15.6 Do you think this OBN affects your chances in the company? How?</p>
<b>Final part/concluding questions</b>	
	<p><u>HR specialists:</u></p> <p>16.1 Do you have anything to add that can be useful for this research?</p> <p><u>FEs:</u></p> <p>16.2 Do you think the glass ceiling exists in Peru, in the private sector, and in the company you work at?</p> <p>16.3 What are according to you the barriers that women encounter in their professional lives?</p> <p>16.4 Do you experience these barriers, and do you experience the glass ceiling?</p> <p>16.5 If the glass ceiling exists, how can we break it?</p>

16.6 Do you have anything to add that can be useful for this research?
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### 3.4 Interviews

All the interviews were conducted in Spanish. The in-depth interviews were conducted face-to-face on a one-to-one basis between the researcher and the participant, in this way the interviewee could express their feelings freely about the topic. Notes were made during the whole length of the interview. The interviewee had to agree with the interview and was in the position to decline a question, or parts of the interview. The participant also had to approve with the fact that the researcher is in position to use all the information given during the interview for this study, unless agreed on otherwise. An oral agreement was sufficient, unless the participant requested otherwise. Finally, the interviewee could decide whether he/she wanted to be mentioned in this study with his/her full name or that he/she wanted to stay anonymous, in this case the researcher gave him/her a pseudonym.

Participation in the interview was entirely voluntary and participants could at any time withdrawn from the interview. The interviews were preferably conducted in the natural environment of the participant, in their office, if the participant insisted; the interview could be held somewhere else.

### 3.5 Participant selection

I chose to interview FEs in different companies in the private sector in Lima because I wanted to get a broad and comprehensive understanding of the factors that influence the glass ceiling in this sector. All women preferably work in medium to large organizations, larger than 250 employees. In addition, HR specialists from these companies were interviewed, to get a more far-reaching understanding of the topic, and an even better inside view into the companies procedures and the possible strategies and policies they use to stimulate and to simplify the way for women to reach the highest echelons. This will also give a more scientific and academic view of the topic, besides the experiences of the FEs.

The participants were selected based on their position in the company; all of the participants work as high executives, the companies where the participants work had to be part of the private sector. All participants are Peruvian, a requirement was

that they graduated from university, and are older than 30 years. This is important so all participants are more or less in the same stage of their professional careers, and have to a certain extent a similar profile. In addition, HR specialists were interviewed from the same companies where the female participants work; preferably the HR specialists also have a medium-high position on the hierarchical ladder of the company. These interviews provide a more comprehensive view of the structural barriers discussed in the previous chapter. The interviews focused on the strategies that the companies have towards women; to examine what HR is currently doing to increase the number of females at high positions. According to Lockwood, HR specialists have an important role in the development of female leaders who can break with the glass ceiling, who can break with the barriers. She states that HR specialists can drive a change through management by examining the organizational culture by looking for barriers, foster inclusion that includes mentoring and offering trainings that support advancement in women's career development (Lockwood, 2004). Moreover, HR specialists can review company's policies to make sure they are fair and inclusive and explore the reasons why women leave the company and what they can do to make them stay. She states that the route to advancement lies within the HR arena; they are uniquely placed to affect change in companies (Lockwood, 2004).

I had one contact in each of the companies; the other participants were recruited as a result of snowball sampling. Snowball sampling is a technique that is often used to reach a group that has a network that is difficult to penetrate for outsiders, which is the case with high executives (Sudman & Kalton, 1986).

### 3.6 Introduction to the companies

#### Banco de Crédito del Perú (BCP)

The BCP (1889) is the only Peruvian bank that has headquarters outside Peru, in the USA and The Bahamas. With almost 125 years of experience the BCP institution has more than 16,000 employees (BCP website). Their mission is "to promote the success of our clients with adequate financial solutions for their needs, facilitate the development of our employees, generate value for our shareholders and support the country's sustained development." Their vision is to be the leading bank in all segments and products that they offer (BCP website). The main office in Peru is in Lima, in the neighbourhood La Molina.




### Telefónica

Telefónica (1924) is a Spanish multinational telecommunication provider, that has operations in 21 countries worldwide. Its head office is in Madrid, Spain. Telefónica is the largest telecommunication company in Peru, since 1994. The mission of Telefónica is “to empower people so they can choose how to improve their lives”. Their vision is “Digital life is life, and technology is an essential part of the human being. We want to create, protect and promote the connections of life so that people can choose a world of infinite possibilities” (Telefónica website). Their main office in Peru is in Lima, in the neighbourhood Jesús María.

### Ernst & Young (EY)

EY (1846) finds its origin in the United Kingdom, and is in Peru since 1963. Their main office is in London, the United Kingdom, they operate worldwide. EY provides assurance, tax, consulting&advisory services to companies. The mission of EY is “Building a better working world”. And their vision is that with demonstrating integrity, respecting and teaming they build relationships based on doing the right thing. Their main office is in Lima, in the neighbourhood San Isidro.

Table 2. General information of the companies

Name of the company	Banco de Crédito del Perú (BCP)	Telefónica Peru	EY Peru
Main focus:	Banking	Telecommunication	Consulting
Total annual income in 2016 (USD millions):	\$3,136	\$2,744	\$77
Employees:	16,000	5,500	1,400
Percentage of female employees:	50%	45%	45%
Hierarchical structure, (percentage of females):	1. Non-executive-board (10%) 2. CEO (0%) 3. C-level (CFO, CRO) (0%) 4. Division Managers (27%) 5. Area Managers (29%) 6. Service Managers (50%) 7. Assistant Managers (50%) 8. Depute Managers (50%) 9. Senior Analysts (50%) 10. Junior Analysts (50%) 11. Interns (50%)	1. Non-executive-board (10%) 2. CEO (0%) 3. C-level (CFO, CRO) (0%) 4. Vice President (10%) 5. Directors (30%) 6. Senior Managers (43%) 7. Assistant Managers (40%) 8. Senior Analysts (45%) 9. Junior Analysts (50%) 11. Interns (50%)	<i>Board World Wide (not just Peru)- Global Executive</i> 1. CEO, Country 2. Managing Partner (0%) 3. C-level (CFO, CRO) (0%) 4. Senior Partners (10%) 5. Partners (20%) 6. Partner Area (30%) 7. Senior Managers (40%) 8. Managers (45%) 9. Senior Analyst (50%) 10. Junior Analyst (50%) 11. Interns (50%)
CEO:	Walter Bayly(male)	Javier Manzanares(male)	Paulo Pantigoso(male)
			

### 3.7 Introduction to the participants

#### Human resources specialists

Four HR specialists were interviewed, one from BCP, two from Telefónica and one from EY. All participants agreed that I could use their real names. The interviews were conducted between June 5, 2017 and June 15, 2017. Each participant was interviewed once. The interviews ranged from 50 to 75 minutes in length. All participants chose to conduct the interview in their office. Table 3 gives the HR specialists profile. All HR specialists have a high position in the company they work for.



Table 3. HR specialists

Nr.	Name	Company	Position (level)
1.	Ursula Alvarez	BCP	Area manager (high)
2.	Dennis Fernandez	Telefónica	Vice President (high), main sponsor diversity program
3.	Georgette Flores	Telefónica	Director (high)
4.	Karina Astorga	EY	Partner area (high)

### Female Executives

Besides the HR specialists, 13 FE were interviewed; all FEs mentioned during the interview that they preferred to stay anonymous. To meet their wishes a pseudonym is given. The interviews were conducted between June 5, 2017 and June 26, 2017. Each participant was interviewed once, with the exception of one FE; her interview got interrupted because she had an emergency meeting so we continued later. The interviews ranged from 60 to 75 minutes in length. Most participants chose to conduct the interview in their office, with the exception of one participant who requested to conduct the interview in a conference room. The participants' profiles can be found in the appendices.

For the BCP the level from Area manager and higher is considered as high, deputy manager and service manager as middle and the rest as low. For Telefónica the positions from director and higher is considered as high, Senior managers and Assistant manager as middle and the rest as low. At EY the positions from Partner Area and up are considered as high, Senior manager and manager as middle, and the rest as low. This is based upon the information given by the HR specialists of each company.

All FEs have a middle to high position; eight have a high position and six have a middle position. All FE have been to university, and all of them finished a masters or a MBA. Eight did their masters/MBA abroad, and eight in Peru. Ten have already worked between 10 and 20 years at the same company, one two years, and two have already worked more than 20 years at the same company. The participants are between 33 and 48 years old. Nine of the participants are married, eight married with children, two have a boyfriend, one has a boyfriend and a child and is pregnant with her second, two neither have a boyfriend/husband nor children. From six of the FE both their mother and father (used to) work, and from seven the father is/was the

breadwinner. None of the participants comes from a family where the mother was the breadwinner.

### 3.8 Interview Guide

Since the interviews were semi-structured, an interview guide was necessary. The advantage of semi-structured interviews is that the participant has more freedom to speak and the answers do not have to be short, participants can delve deeply into the topic.

The interviews are based on the literature review, and the barriers investigated in the previous chapter. The interviews consisted out of four sections. The first section was about the general information of the participants, and for the HR specialists about the general information of the company. This section contained a few question and lasted up to maximum 10 minutes. This was necessary to create a profile of the interviewees and the companies. The second section of the interview focused on the organizational and structural barriers mentioned in the literature review. The third section focused on individual barriers, and the fourth section concentrated on cultural barriers. A final question was about whether the participants experience the glass ceiling themselves, what in their opinion the barriers are, and what they think might be the solution to crack or even break the glass ceiling. At the end of the interview the participants were asked whether they wanted to add something or whether they had any other story or comment that they wanted to share. The questions can be found in Table 1.

### 3.9 Method of analysing the interviews

With the theoretical part as a foundation of this research, the empirical part is constructed through interviews. The analysis of the interviews is carried out by using thematic content analysis; and by looking for patterns and themes as well as ruptures in the data. Data analysis in qualitative research has a two-fold purpose; primary to understand the participants' perspectives, and secondly to give an answer to the research question (Straus, 1987).

The data is analysed after the interviews are conducted. The interviews are divided by categories; these can be found in Table 1. The method that is used for the analysis of the interviews is coding, each interview is coded after it is conducted. The coding is based on the concepts mentioned above. Each concept has been given a number from 1 to 16, and the interview questions are structured around these concepts, these categories. Each category is divided into subcategories, sub questions, and numbered again. In this way the interviews are analysed and the concepts mentioned by the participants were counted, to see how many of the participants mentioned the same answers and concepts, and hence, conclusions are drawn. After each interview the interviews were elaborated, the notes were elaborated and important quotes were written down. Due to the numbering of the different concepts it was uncomplicated to detect similarities and differences, the concepts mentioned in the interviews are compared among all the participants. Sometimes concepts were mentioned during another section of the interview, for example the importance of a healthy work-life balance was mentioned multiple times during the questions about the flexible work arrangement, but because of the numbering of the concepts this was unproblematic to detect. By comparing the coding of the different interviews, connections, similarities and differences were detected and based on this analyses were made. In this way insight was gained into what is important, which parts of the interviews are important and which parts could be omitted.

### 3.10 Researcher role

The researcher is responsible for reducing any personal biases during the interviews; the participants cannot be influenced by the way of questioning or by a personal opinion of the researcher about the topic. Especially with a qualitative research the researcher plays a major role.

It is an advantage that I know the Peruvian culture and that I speak Spanish, the contact with the participants was easier and there was no language barrier.

### 3.11 Limitations and validity and reliability of the research

Qualitative research has some weaknesses and limitations. Bryman states this method might be too impressionistic and subjective, and that the research is too dependent on

the researcher's point of view about what is considered important. He also mentions that when interviews are used as a research method the relationship between the researcher and interviewees becomes important and this relationship can influence the data and objectivity of the research (Bryman, 2012).

In addition to that, due to the trust that arises between researcher and interviewee the researcher might hesitate to share the obtained information during the interviews, this mutual confidence might also make it hard to draw conclusions. The researcher does not want to violate the trust of the interviewee; neither does he/she want to withhold information that is important for the research (Fink, 2000). Appropriate attention and distance are therefore desirable.

Moreover, some limitations became clear during the search for suitable participants, namely that in the private sector in Lima there are almost no female CEO's, or it is difficult to contact them. There are female managers, female senior managers and partners, but it was difficult to reach them as well. On the one hand, people in Lima work long hours and are very busy so it was difficult for them to get a free hour to do the interview. On the other hand, all participants were very interested in the topic and while some of the FEs only scheduled 30 minutes for the interview we ended up talking for more than an hour.

In conclusion, it is important to note that the data is analysed in an objective way. One of the most significant aspects of a study is to ensure its validity and reliability. According to Bryman 'validity refers to the issue of whether an indicator that is devised to gauge a concept really' and reliability 'refers to the consistency of a measure of a concept' (Bryman, 2012). External validity is the degree to which findings can be generalized (Bryman, 2012). External validity might be a problem for qualitative research because of the small samples; nevertheless there are interviews done with three FEs of the BCP, with six FEs of Telefónica and with four of EY. One interview with HR specialists of BCP and EY, two separated interviews with HR specialists of Telefónica. In this way the external validation is justified. Reliability is the degree to which a study can be replicated; the conditions, methods and settings of the interviews are defined and described in such a way that if wanted the study can be replicated.

## **Chapter 4 Empirical Findings**

### 4.1 Introduction

This chapter presents the empirical findings of the interviews with both the HR specialists and the FEs. The results are presented and an analysis is given. Some quotes of both HR specialists and FEs can be found in this chapter.

### 4.2 Research results

The results of this research are summarised in four sections that parallel the interview questions: the organizational and structural barriers, the individual barriers, the cultural barriers, and what according to the participants the barriers are that women encounter to see whether this corresponds with the barriers investigated in both literature and interviews. At the beginning of every part of the interview an introduction to the specific barrier was given, the barrier was explained as well as the concepts corresponding to this barrier.

### 4.3 Part one: Organizational and structural barriers

Part one of the interviews addressed the organizational barriers that women, according to the literature, encounter in their professional life. Both HR specialists and FEs were asked questions related to the concepts that are linked to this barrier, the results can be found in Table 4 and 5.

Table 4. Results HR specialist of the organizational&structural barriers

<b>Concepts</b>	<b>BCP</b>	<b>Telefónica</b>	<b>EY</b>
<b>Does the company offer training, who participates?</b>	Yes. Hard skills (entry level)&soft skills (higher levels) for every employee + special program for women from the talent group. Same amount of men as women participate.	Yes. General training for every new employee and later there are special trainings per area. Participation striving: 50-50% ratio. Every new employee has to take the 'unconscious bias' course; diversity is	Yes. Hard skills&soft skills for every employee from every level.

		important inside Telefónica.	
<b>Does the company offer mentorship?</b>	Yes, only to females from the talent group.	Yes, but not to everyone, the company is too big for that. They have a special talent group, for them there is a mentor program. 50-50% male-female ratio that benefit from this.	Yes, counselling program. Mentors: 43% is female. Mentors receive a training to participate in this program.
<b>What are the working hours?</b>	Officially: 8.30am-6.00pm. People stay longer.	Officially: 9.00am-6.00pm. Fridays: 9.00am-2.00pm. People stay longer.	Officially: 8.30am-7.00pm. People stay longer.
<b>Are there meetings in the weekends/evenings ?</b>	Weekends: never. Evenings: rarely.	Weekends: never. Evenings: yes, Fridays they go home earlier, Telefónica expects employees to stay longer during the week when necessary.	Weekends: never. Evenings: yes, especially during peak season.
<b>Are the employees allowed to work from home?</b>	They just started a pilot.	Yes, only for women and men who just became parents. (See below)	In theory yes, but they prefer their employees to come to the office, due to teamwork/meetings.
<b>Are there any flexible work arrangements?</b>	1.Flex time=functions; employees can plan their own schedule. 2.Part-time=upcoming. 3.Teletrabajo=does not work yet.	Employees are allowed to plan their own schedule; there are no official flexible work arrangements.	Not really, after the official working hours you can work from home if you didn't finish.
<b>Are the employees allowed to leave for a personal issue?</b>	Every employee receives two 'golden tickets' per year; these tickets allow employees to leave the office a day part without explanation. Rest in confirmation with boss.	Yes, in discussion with superior.	Yes, in confirmation with boss.

<b>What are the amount of female employees?</b>	50 % (9,500)	45% (2,475)	45% (630)
<b>Does the company set any quotas?</b>	No, but it is on the agenda.	No, Telefónica does not work with quotas=discrimination. Telefónica hires the best candidate, not based on gender. There is an extra pulse for women; they do promote women to apply to positions.	No, EY does not work with quotas; they think it endorses gender discrimination instead of preventing it.

### Banco de Crédito del Perú

The first thing Ursula Alvarez, the area manager of HR, mentioned was that the BCP is a very ‘machista’ company, a company where men rule, though where the importance of women is increasing. At entry level more than 50 per cent is female, but the higher on the corporate hierarchical ladder the fewer women. On the board there is, for the first time since this year, one woman. 10 years ago there were no female division or area managers. Alvarez stated, “*Change is necessary, BCP’s hierarchy is very vertical hierarchy, unfortunately this is difficult to change.*” According to Alvarez the glass ceiling exists in Peru, in the private sector, and in BCP. She states that the glass ceiling is thicker in the private sector than in the public sector. This because more female CEO’s and FEs can be found in the public sector than in the private sector.

Alvarez stated there is a selected group of employees who belong to ‘the talent group’, they are chosen because of their special potential. Both men and women are part of this talent group, which consists of five per cent of the employees; 50 per cent is female. The group gets offered special soft skill trainings and (financial) benefits. There are special trainings focused on women and leadership; the BCP just started this special program focused on women. They are trying to connect young women with FEs; it is a combination of a mentor program with a special training. Young women who belong to the talent group get a female mentor assigned, they are invited to special breakfasts and meetings to discuss their experiences. Alvarez mentioned that they have been working on this program for three years. The BCP’s CEO is an important sponsor of this program; he supports the program and is expressing his

opinion about how important it is to have FEs in the workplace, especially as an example for other (young) women. She states that until now there are no results yet, to see whether the program has the desired effect.

There are special arrangements for women who just became a mother. The first year they can profit from this special home office, flex/teletrabajo, program. They can work part-time from home and part-time at the office. This program is only for women, men are not eligible for this program, and everything requires confirmation with their supervisor.

### Telefónica

Georgette Flores, HR director at Telefónica, Dennis Fernandez, Vice President Strategy, regulation, transformation&business and the main sponsor of the diversity program, from HR Telefónica were, separately, interviewed. Telefónica has one woman on the board; there is a big chance that she is leaving soon, she received an offer at Telefónica Spain in Madrid. Both stated the glass ceiling in Lima exists, also in Telefónica. At the entry level the male-female ratio is more or less equal, the higher on the corporate ladder the fewer FEs. Formally the opportunities and salaries for men and women are equal in Telefónica, in practice this is not the case. Formally, the glass ceiling problem should not exist, nevertheless, looking at the male-female ratio in the higher echelons it does exist. Telefónica started a program called ‘The Diversity Program’; this program brings awareness about the gender issues that are present in Peru and in Telefónica. Women encounter many barriers in the workplace; Telefónica researched these barriers to see how they can make them visible in order to break the glass ceiling. For Telefónica diversity is very important and in 2017 the focus will be on women. They formed a committee that focuses on diversity, with a special emphasis on Telefónica’s internal policies. This diversity program has a special program that makes Telefónica’s employees aware of their unconscious bias. Telefónica thinks these biases are one of the causes that shape barriers in women’s career. People think in stereotypes; for women this has a negative effect. Flores stated *“If women were more aware of these unconscious biases they could work on it.”*

Telefónica hired a company, Aequales, to do internal research about the barriers women encounter in their professional life and what hinders them from reaching the highest echelons. The barriers that Telefónica found are:



1.Cultural social barrier, the main one being machismo. The company's culture also plays a role; men were preferred over women for years due to their supposed increased capability for success.

2.Confidence, a man applies to a vacancy even when he does not fulfil all the requirements, a woman will only apply if she complies with all the requirements. Women need to take more risks, not be afraid.

3.Women feel like they have to choose between being a mother and having a career. In Peruvian culture this feeling among women is strong. Mothers of many modern-day women did not work full-time, so their example of a successful mother is a mother who stays at home and takes care of the children. Many young female professionals who are mothers in Peruvian society feel guilty about having a full-time job.

In line with these barriers they started a program 'Women in Leadership' (WIL); this training-program offers a holistic leadership model, beginning with values and vision, and including a series of topics that are particularly relevant to all leaders, such as career planning and personal branding. Besides that, Telefónica started another program available for both men and women who just became parents: flex-time. With this program they can plan their work-hours more flexible. They can work from home, two days a week or four afternoons a week. Almost everybody can join this program, before joining a performance evaluation is done and if they pass they can join the program (only 5% does not pass this test). Fernandez mentioned that the numbers of women and men who joined this program are surprisingly low; they started the program a year ago and there were 69 people who complied with the requirements and only 18 employees applied. Telefónica has some speculations about why this number is so low, but research is necessary.

## EY

Karina Astorga, partner area HR, stated the glass ceiling exists in Peru, the situation is improving but it still exists. *"Women are changing and companies as well, both are looking for more flexible work arrangement and better opportunities for women, and this change is needed."* About the question whether the glass ceiling exists in EY she has doubts. 10 years ago she would have said yes, now she said the situation is improving. More women get promotions, 10 years ago there were two women with a manager function and now there is even a woman on the board. Astorga mentioned,

*“This it is still not enough and the ratio is not even close to equal, but it is improving.”* EY has an evaluation program for women; this program evaluates the competences of female employees. EY is working on programs to improve the male-female ratio. There is a special global program for women: Women Fast Forward. This worldwide EY program focuses on gender equality in the workplace. It is a platform around women's initiatives. Women Fast Forward identifies three accelerators to help the process: 1.Illuminate the path to leadership, 2.Speed up company culture with progressive corporate policy, 3.Take action to eliminate conscious and unconscious biases. Based on this programs need to be developed, however there are no specific implementations in Peru yet.

There is a special flexible program for women who just became a mother, but this arrangement is only available for women who comply with all their work-goals. Women who wish to participate will be evaluated; not only at that moment but all assignments from over the past years will be taken into account. If the mother is applicable for the program there is the possibility of adjusting her workload a bit, or, in confirmation with her boss, women can work from home. *“Nevertheless”*, stated Astroga, *“This is a privilege that women can earn, this is not a right. This program is, in theory, also available for men, but due to the macho culture they typically do not ask for this.”*

The opinions of the FEs are summarized per company because in general the FEs who work at the same company have the same ideas about the different concepts, if not the difference will be made clear. Some concepts are also counted, in this way it becomes clear how many FEs have corresponding answers/thoughts on a certain concept.

Table 5. Results FEs of the organizational&structural barriers

<b>Concepts</b>	<b>BCP</b>	<b>Telefónica</b>	<b>EY</b>
<b>Gender colleagues</b>	Almost all have mostly male co-workers.	5 out of 6 said one of few/only woman. 2 said that at their area it is more or less an equal ratio.	Higher more men than women.

<p><b>Does the company you work for offer you trainings? If yes, what kind of training?</b></p>	<p>Yes, level FE=soft skills, lower level=hard skills+special leadership program that focuses on FE.</p>	<p>Yes, entry-level=hard skills, higher level=soft skills+special program focused on talents; they get offered different trainings. 1 stated the best trainings are offered to people in the talent group and that this is not fair.</p>	<p>All stated EY offers trainings, same to men&amp;women. Entry level=hard skills, higher level=soft skills.</p>
<p><b>Does the company you work for offer you a mentor?</b></p>	<p>Formally: no mentor program, unofficially they all have a mentor, 1 is a mentor.</p>	<p>Yes, only for the people who belong to the talent group. 1 said that the system is good, but difficult to manage time.</p>	<p>Officially: mentor program, but 3 of the 4 participants said that this system doesn't work; mentors don't have enough time.</p>
<p><b>Do you prefer a male/female mentor/no preference?</b></p>	<p>1 prefers male 2 have no preference.</p>	<p>4 prefer male (easier to talk to+better to beat the macho culture&amp;to help break the glass ceiling). 1 prefers female (better understanding). 1 has no preference (experience of the person is more important than the gender).</p>	<p>2 prefer female, (better understanding in the macho society at EY). 1 prefers male, 1 has no preference.</p>
<p><b>What are the work hours, official and unofficial? Weekends?</b></p>	<p>Officially: 8.30am-7.30pm, all participants work longer. 3 never work during weekends.</p>	<p>Officially: 09.00am-07.00pm, Fridays: 09.00am-2.00pm. People stay longer. All FE stated they never work during weekends, 2 only with emergencies.</p>	<p>Officially: 8.30am-7.00pm, all said this does not correspond with reality. Peak season: 60-80 hours a week. Working during weekends does happen.</p>

<b>Do you ever have meetings in the evenings?</b>	2 said yes, because their co-workers are male and they plan meetings at 7.00pm. Because there are almost no women at their level nobody complains.	3 said never, 3 said very rarely.	2 said they sometimes have meetings after 7.00pm, 2 said they don't because they leave at max 6.30pm to be with their children.
<b>Do flexible arrangements exist?</b>	All 3 have flexible work arrangements, due to their high position. 2 really use it, 1 works part time (only one at the BCP) and 1 works one day from home.	Yes, employees are allowed to arrive earlier or later. They have to finish their tasks and make more or less 8 hours a day.	This depends on the position the FE have in the company, 3 of the 4 participants said the work hours are more or less flexible, the lower you are on the corporate ladder the less flexible the work hours are.
<b>Are there possibilities to work from home?</b>	Yes, 2 do this regularly.	Preferably not, all FE state it is difficult to work from home because of the equipment, people who just became a parent have this opportunity, but for other employees they prefer not to.	In theory yes, but this is difficult to achieve due to meetings with clients and teamwork. Nobody does.

<b>Can you leave for a personal issue?</b>	Yes, BCP is very flexible.	Yes, Telefónica is very flexible, people at the lower levels have to discuss it with their superior, but the participants can leave when they want to.	Yes, always in communication with your boss. Higher levels do not need to communicate.
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All three companies stated the topic of gender equality in the work force is important and that they work hard to implement policies that empower women and to increase the number of females in the highest echelons. The percentage of female employees is between 45-50 per cent, the higher you go on the corporate ladder the fewer women you will find. This indicates that a glass ceiling exists in the three companies investigated. There are no female CEO's and the percentage of women in highest echelons is between 10 and 30 per cent.

Looking at the organizational and structural barriers, training is one of the discussed concepts. All three companies stated they offer training to all their employees; some have special programs focused on women. All FEs confirmed this, but stated that at entry level there is more trainings offered, mainly focused on hard skills. The higher you go on the corporate ladder the less training is offered; only focused on soft skills. None of the HR specialists mentioned the pipeline theory as a problem, according to them the problem that there would not be enough women available for the highest echelons, does not exist. All three companies offer a mentorship program, Telefónica and BCP only to a selected group, the talent group, EY officially offers mentors to all their employees. However, the FEs of EY mentioned this system does not always work, the FEs of Telefónica said they should offer mentors not only to the talent group, but to all women, because it is important to have an example to look up to. The FEs of BCP mentioned that they have, on own initiative, a mentor. Nevertheless, only three women prefer a female mentor, while six women stated they prefer a male mentor: *“A male mentor can help me to break the glass ceiling or to deal with the macho culture.”*

The next concept discussed is the working hours; FEs stated that the official working hours do not correspond with reality, HR confirmed this. Most of the FEs stay at the office till late, all mentioned the working hours in Peru are extreme.

According to the FEs this is a cultural issue, which applies to everyone in the work force, not only to women. All FEs from EY said they have to work during the weekends and evenings, “*Especiallly during peak season we sometimes make 60-80 hours a week*”, the HR specialist from EY stated that their employees never have to work during the weekends, but they do have to work during the evenings. FEs from BCP never work during the weekend but two do have meetings after 07.00pm, this corresponds with the information given by the HR specialist. Three FEs from Telefónica work never in the evenings, three rarely, only two mentioned that they have to work sometimes during the weekends, but only in case of emergencies, this corresponds with the information given by the HR specialists.

According the HR specialists of all companies, there are flexible work arrangements, the FEs of BCP confirmed this, and stated they can also work from home, but only because of their position. “*Before I didn’t had any flexibility, but the higher you climb on the corporate ladder you more freedom you receive in planning your own schedule.*” The FEs of Telefónica said, “*The start/end time is flexible but we cannot work from home due to the work pressure, difficulties with equipment, and meetings with clients*”. Three of the four FEs of EY stated this as well, but only due to their position they have more flexibility. At all companies it is possible to leave for a personal issue, all FEs are, because of their position, at liberty to do so without having to discuss this with a superior.

#### 4.4 Part two: Individual barriers

Table 6. Results HR specialists of the individual barriers

Concepts	BCP	Telefónica	EY
<b>Is the lack of self-confidence of women mentioned?</b>	Yes, women lack self-confidence, this is the reason why BCP started a special leadership program focused on women; women have to gain self-confidence and learn to present themselves.	Yes, according to an internal investigation of Telefónica this is one of the barriers that women encounter in their professional lives. Women need to take more risks.	Yes, when women enter the company they can act insecurely, this will disappear with age and experience. Some women stay insecure, that is a part of their personality. Women have to learn to be self-confident if they

			want to make a career at EY.
<b>Pursuit of healthy work/life balance; importance</b>	Yes, this is very important for the BCP. They believe that if people have a healthy work/life balance they work better, are better focused and will be happier.	Yes, very important.	Yes, having a healthy work/life balance is important. Important to grow professionally and as a person, in general this is difficult to reach, especially in Lima. Even if you leave early due to the traffic you will be home late. Every employee has the freedom to search for his/her own free time; some prefer it in the morning so they arrive later&vice versa. Important is that they comply with their goals, if they do so they obtain more flexibility.
<b>Pursuit of healthy work/life balance; special programs</b>	Yes, inside the BCP there is a hairdresser, a gym, laundry service, a WI, a sleep/relax-room. Special sport-programs for the employees to join. Healthy food; a special diet menu at the canteen. Waterfall, plants and trees on the parcel of the company.	Yes, Telefónica does a lot to make it easier for her employees to have a health work/life balance. You get the afternoon off on your birthday, on mothers- and fathers day, on anniversaries. They have a sports program where employees can participate in events and they even have a Feel Good Program; which includes massages, nutrition consults etc. Nevertheless, people in general don't have time to use these	Yes, there is a sports program and sometimes on a Friday afternoon there are after office drinks (organised by the employees, not by EY).

		benefits.	
<b>Does the company organise network events?</b>	Yes, but not that many. Sometimes there are events for students or social events inside the BCP, but most events are organized per area, so not by the BCP.	Yes, network events, but also leadership events, in small groups once or twice a month. Communication events.	Yes, once or twice a year. But not a main focus-point of EY.
<b>Are all employees allowed to attend those network events? Who attends?</b>	Everybody is allowed to attend these events. And the male-female ratio is equal; they do not take track of this.	Yes, they promote these events, try to reach everyone. Some are mandatory. They have no numbers of who attends, but they try to promote it to everyone.	Yes formally everybody is welcome, but most of the events are organized for particular clients, so then only the employees who work with this client will be invited. Some of the events are 'mandatory', because it is good for the image of EY. EY does not count the people who attend, neither whether they are male or female.
<b>At what time are these network events?</b>	After work, Friday afternoons.	During office hours.	Most of the events are at 5.00pm and last for an hour.
<b>Does the leaking pipeline problem exist at the company?</b>	Yes, due to pressure women feel; to make a choice between motherhood and having a career in combination with the lack of suitable flexible work-arrangements.	Unfortunately yes, due to a lack of self-confidence; women are talented, but they do not see it, due to machismo&the pressure women feel they have to choose between being a (super)mother or having a career.	Yes, the fact that women don't reach the highest echelons in the same pace and amount as men is due to machismo and the historical hierarchy, the percentage of men in the upper echelons is higher.



Table 7. Results FEs of the Individual barriers

<b>Concepts</b>	<b>BCP</b>	<b>Telefónica</b>	<b>EY</b>	<b>Total</b>
<b>Do you think your actual job corresponds with your qualities?</b>	All said yes.	All said yes.	All said yes.	13 said yes
<b>Would you like a promotion/ do you deserve it?</b>	2 said no, 1 just had a promotion and 1 does not want any more responsibilities (will affect her work/life balance). 1 said yes, but in 1.5 years.	1 said yes, 2 said they deserve it but prefers to wait, 1 just had a promotion, 2 are fine at her current position.	2 said they deserve a promotion, but they prefer to wait some more (experience and pregnancy). 2 just had a promotion.	1 said yes would like & deserve a promotion
				5 said they deserve it, but prefer to wait
				7 said no does not want/deserve a promotion (yet)
<b>Would you like to become a CEO?</b>	2 said no, and 1 said yes, but only if it is possible with a healthy work/life balance.	All said yes.	2 said yes, 2 said no (because of the responsibilities).	9 said yes
				4 said no
<b>Is healthy work/life balance important, do you think you have it?</b>	Important for all. 2 said they do not have a healthy balance, healthier than in the past, but still not enough time for themselves. 1 said she has, because she works part-time, but still difficult to disconnect	Important for all, 4 stated their balance is not healthy at the moment, due to the intense hours people work in Peru. 2 stated their balance is healthy, the higher your position the more flexibility (Vice-President&Director)	Important for all, 3 participants indicated that their work/life balance is not healthy at the moment. They stress that the working hours are too much, combined with the traffic there is not free time at all. 1 participant said she has a healthy	4 said important&have a healthy balance
				9 said important&don't have a healthy balance

	these days, always online and available.		balance now, because of her position (partner) before she did not.	
<b>Does the company promote a healthy work/life balance, how?</b>	They all said yes, BCP offers sport programs, time to relax, to sleep, there is even a hairdresser.	All the participants said that Telefónica has programs to promote a healthy balance, but there is not enough time. In general they are positive about the actions.	2 said EY tries, but it is not enough. 1 said there are special programs and it works, and 1 said she never noticed any special program or promotion of healthy work/life balance.	10 said yes, and is useful
				2 said company tries, but could be better
				1 said no
<b>Do men&amp;women have the same idea about a healthy life/work balance?</b>	All said men&women have different view. Women need more free time, because they feel the pressure of the machista culture to be home on time. Women need more flexibility and men do not feel guilty if they come home late.	1 said men&women have the same idea about this, but all her co-workers are young and childless. Others stated there is a big difference, men stay at the office till late and feel less pressure to go home and take care of the children. Women feel the obligation, out of social pressure, to go home and take care of the children/household.	3 agreed that men&women have a different idea about this; all state men have a different rhythm and are allowed, by society, to have this. Women are still expected to be home early, house&family life is women's responsibility, machismo. 1 mentioned that men&women think the same, but maybe the older generation men has a different point of view.	11 said yes
				2 said no

<b>Do you have a cleaning lady/a nanny?</b>	All have a cleaning lady&nannies	All have a cleaning lady, 3 also have a nanny.	All have a cleaning lady. 3 out of 4 participants also have a nanny.	4 Have a cleaning lady
				9 Have a cleaning lady&nanny
<b>How many hours, per week, do you spend on household chores?</b>	They spend almost no time on household chores, sometimes cooking and groceries on the weekends. 4 hours average.	They spend almost no time on household chores, maybe cooking and doing groceries in the weekend, an average of 4 hours.	Because they all have a nanny they spend almost no hours on household chores, on average 4 hours a week, on the weekends.	On average 4 hours
<b>Does your husband help you?</b>	1 stated her husband does not help at all, not necessary. 1 said that they do groceries together and he helps wherever he can. 1 said that her husband enjoys doing chores in the house, but nobody outside the family knows this, is bad for his image.	They all stated it is not necessary, 1 said her husband helps her with cooking, 1 said that her husband used to help a lot before they had a nanny. 1 stated that her husband leaves work early to bring their children to bed.	2 stated their boyfriends help them on the weekends or during peak hours, and 2 stated their husbands never help because it is not necessary.	6 said yes
				5 said he does not help them, not necessary
				2 No partner
<b>Would you prefer to spend these hours on your career?</b>	No.	No.	No.	13 said no
<b>Are you a mother? Did you leave on</b>	All are mothers, all left for maternity	3 of the FE don't have children, 1 does not want children out of	3 of the FE are a mother, 2 said it slowed their career	2 said leaving was difficult

<b>maternity leave, was it difficult to come back, did you notice any changes?</b>	leave. 2 left as short as possible, and nothing changed when they came back. 1 had good arrangements with her boss, but he left during her maternity leave and when she came back she lost all her benefits, so she quit and they hired her for projects and later part-time.	fear that it will affect her career, the 2 other stated Telefónica has very flexible arrangements for mothers and fathers. 3 are mother and state this did not affect their career; all left a couple of months, very flexible, no changes.	down, but they are fine with it. 1 only sees it as a short break. They all state nothing changed. 1 said she was afraid to leave. And the FE that has no children stated she is afraid to have children, that this will affect her career.	8 said leaving wasn't difficult
				3 said there were changes after leave
				7 said there were no changes after leaving
				3 Not a mother, and no fear it will affect her career
				1 Not a mother, but afraid it will affect her career
<b>Do you ever miss a day of work because of being a caregiver?</b>	Never.	Never.	Never.	13 said no
<b>Does the company you work for organise network events, are these important?</b>	All said not enough, while in Peru having a big social network is important. Sometimes there are special meetings for female high executives, they all attend those meetings. But 1 stated that it should be open for	All stated once in a while Telefónica organizes network events, but not enough. It is very important in Peru to have a big social network.	1 said she is not aware of any network events, 1 said once a year an important one (abroad), 1 said sometimes, 1 said that now she is a partner she gets invited more. They all state it is important, because having a social network is important in	12 said yes (but not enough)
				1 said no
				13 said important

	everyone.		Peru.	
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The first concept discussed in the individual barrier was the lack of self-confidence; all companies mentioned this as a difficulty they encounter among women, due to this lack of self-confidence women take less risks. With special programs they try to work on this lack of self-confidence among women. Only one FE, from Telefónica, said yes to the question whether she deserved a promotion, six said not yet and five said they thought they deserved it but preferred to wait some more. Nine FEs said that they would like to become a CEO one day, and four said that they do not have this desire, because they are afraid that this will bring even more responsibilities and that the workload will be even heavier. These outcomes do not show a lack of confidence among the FEs per se, but that only one FE states that she would like and deserves a promotion might imply that women lack self-confidence and take less risks than men, this is in line with the statement of the HR specialists.

The second concept is the pursuing of a healthy work/life balance, all FEs and HR specialists stressed that having a healthy work/life balance is important. At the BCP there is only one FE that said she has a healthy work/life balance, she works part-time, *“For me it is easier because I work part-time, but still it is not as healthy as I would like it to be.”* At Telefónica there are two with a healthy work/life balance, these two occupy the highest positions. At EY there is one FE who stated she has a healthy work/life balance, she also occupies the highest position among the FEs of EY interviewed. Nine said they do not have a healthy work/life balance because of the heavy workload, the long work hours and not having enough free time, especially during the week. The companies do have special programs that promote the importance of a healthy work/life balance, BCP and Telefónica more than EY, but the majority of the participants stated they do not have enough time to enjoy these benefits. *“BCP has a lot of programs and options to create a healthy balance, but due to the pressure at work there is no time to enjoy these programs. As soon as you are done at work, all you want is to go home and spend time with your family.”*

The third concept, the time women spend on household chores and being a caregiver, is something that, according to the answers of the participants, does not

cause a barrier in their professional life. All participants have a cleaning lady, the majority on a daily basis, and nine of them have nannies. None of the participants ever missed a day of work due to being a caregiver. *“The ‘empleadas’ and nannies do everything: cooking, groceries, babysitting and ironing.”* This saves the FEs a lot of time, none of the participants said they would prefer to spend the hours that they spend on the household, an average of four hours that they only spend on chores in the weekends, at the office. These hours that they spend on household chores are so few that it, for them, does not make sense spending them at the office.

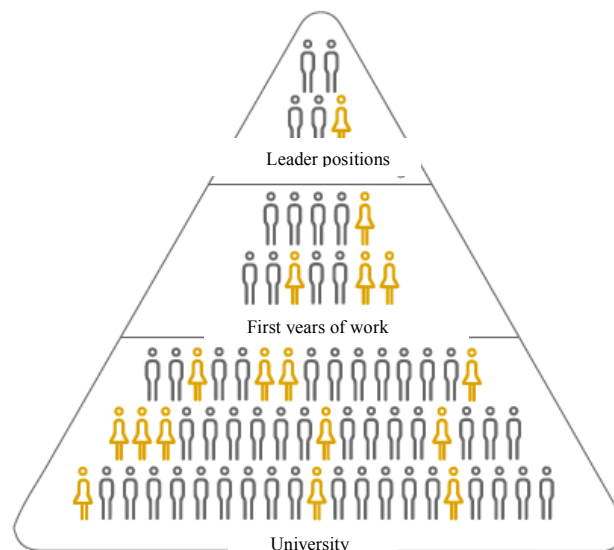
The next concept is career interruptions, such as maternity leave. Seven of the participants said it was not difficult to leave; only two mentioned it was. Eight said there were no changes after they came back, everything stayed the same, it was easy to go back to work because of the help of nannies. One FE, from the BCP, mentioned that she experienced a change when she returned after maternity leave. *“I made good arrangements with my boss, but when I came back my boss left and my new boss did not agree with the arrangements made.”* Two said they are sure that being a mother did slow down their career.

EY has no official arrangement for parents; some women can earn the right to have more flexibility. BCP has a special arrangement for mothers, they can work part-time from home and part-time at the office, Telefónica has a special arrangement for both mothers and fathers, with this program they can plan their work hours in a more flexible way. They can work from home two days a week or four afternoons a week.

In regard to network events, HR specialists said that there is room for improvement here; they organize network events but not that often. Having a social network is important in Peru, both the female participants and the HR specialists stated this, organizing network events can help employees in gaining this social network. HR specialists mentioned that women are weak in promoting themselves, that they should learn how to present themselves, to do personal branding. This can also be something cultural, in Peru men and women do almost not interact if they are not in a relationship. So for women this personal branding, networking, is more difficult than for men.

All HR specialists stated that the leaking pipeline may be a problem at their company; more women than men take early discharge, this may be due to the pressure women feel to choose between motherhood and a career, or to the historical hierarchy that exist in the company and is difficult to break with, see figure 2.

Figure 2. The leaking pipeline. Figure provided by Aequales (Event: Ranking of Gender Equity in Organizations in Peru, 07-19-2017, Lima Peru)



#### 4.5 Part three: Cultural barriers

The third part is about the cultural barriers. Both HR specialists and FEs were asked questions related to the concepts that are linked to this barrier. In table 9 the answers of the HR specialists can be found and in table 10 the answers of the FEs.

Table 8. Results HR specialists of the cultural barriers

Concepts	BCP	Telefónica	EY
<b>Does the double bind exist in the company, does it affect the chances of females in their careers?</b>	Yes, in a machista company like BCP this is inevitable, existence was stronger, now less present. HR stated that it does not affect women's careers anymore; women felt the pressure to behave manly, women used to dress	Yes, unfortunately it still exists, women are seen as more emotional and less strong, if they act more assertive or aggressive, men, but also women, may think it is weird. Especially if someone just entered the company. They hope it does not	Yes, but this will disappear with age. The young women who enter EY may experience this more than the women who already work longer at EY; this is also a theme of age and of self-confidence. With time women become more secure, and also they win more

	differently (less-feminine) so men would take them seriously, they tried to behave like men: more aggressive style of communicating.	affect women but they are not sure.	respect, from men and women. Women are, in general, more emotional than men, so if they display strong and independent behaviour this raises eyebrows among men, this is something that has to change in the Peruvian society.
<b>Do men&amp;women have different linguistic styles? Does this affect/hinder women in their careers?</b>	Not anymore according to HR.	Yes, women and men use different words. Does not affect their career.	Yes out of nature, they use different words. Men are more direct. Women need to learn this.
<b>What are considered good leadership qualities?</b>	Be empathetic Have influence Inspire your team Strategic vision	Flexibility, honesty, teaching skills, communication and self-confidence.	Flexibility, handle stress. Be a teacher, not a loner.
<b>Do men&amp;women have different leadership styles and does this affect women?</b>	Yes, that is why they started this program specially focused on women. This program focuses mainly on self-confidence, setting goals and how to reach these goals. Women should be proud of themselves and they should learn how to network, because this is very important in Peru. They learn how to present themselves.	Yes, men are more direct and less emotional, some employees think it is easier to deal with men than with women.	Yes, out of nature. EY is more or less a school, you get training and your boss develops you into a leader. You will copy the leadership skills of him/her and combine this with your own and the training you get.
<b>Does the company notice any difference in attitudes</b>	There is a difference in how men&women express it; men are more open about it.	Yes, men are not afraid to show it. Women are. Men are more self-confident and think they	Yes. Machismo is very strong in Peru, men are supposed to be the head of the family, due to



<b>towards power?</b>		deserve the power, that they don't have to 'fight' for it.	education their way of expressing will be different, but this does not mean that women are less hungry for power.
<b>Does an Old Boys Network exist in the company, if yes how? Is it accessible for women or are there any policies against it?</b>	No, maybe in the old days, not anymore. At least HR does not notice it, and it is not on the agenda.	No does not exist, and no policies.	No, the board exists for 90 % out of men, but not because women are excluded from it or at any other level.
<b>Do traditional gender roles exist in the company, in what way? Do they hinder women in their professional life?</b>	There are still some positions that are never occupied by a woman. Also maybe inside in the areas, women usually take care of the birthdays and other social events.	Yes, this is due to the Peruvian culture. Peru is still a very conservative and machista society, so this has nothing to do with Telefónica, but more with the attitude of men and women in society. Also, for example in HR 80 % is female and 20% male. Because of these gender roles Peru loses talent. Many women may like a technical career but because of gender roles they will chose something else.	Yes, but not that strong anymore. At HR almost all employees are women, the secretaries are all women and at the administration area as well.

Table 9. Results FEs of the cultural barriers

<b>Concepts</b>	<b>BCP</b>	<b>Telefónica</b>	<b>EY</b>	<b>Total</b>
<b>Do you think the double bind exists, does this affect you?</b>	All stated it exists. I said getting respect from men is something you have to earn. All stated for women it is	5 out of 6 stated it exists, strong behaviour among women is seen as inappropriate, a woman cannot be too strong or	3 out of 4 said it exists, they stated women receive contradicting messages/contradicting expectations. Women are	3 said yes exists & affects them
				8 said yes it exists, but doesn't affect them (anymore)

	<p>inappropriate to show strong &amp; ambitious behaviour. At BCP the culture is very conservative &amp; machista, at the highest echelons men still have difficulties with women at high positions. They stated it affected them in the beginning of their careers, not anymore.</p>	<p>dominant. 4 stated it does not affect her (anymore), 2 said yes.</p>	<p>supposed to be more emotional, so if they display stronger and more aggressive behaviour people can be surprised. 3 said it does not affect them (anymore), 1 said it makes her insecure.</p>	<p>2 said no</p>
<p><b>Did you ever have to change your attitude at work?</b></p>	<p>1 stated in the beginning of her career she had to change her way of decision-making, and the way she dressed to be taken more seriously. 2 said no, men had to get used to them; strong women.</p>	<p>5 out of 6 said no, 1 stated she had to change her attitude, but towards women, Telefónica told her that she acts too strongly.</p>	<p>All said they had to toughen up because of the macho culture; a more aggressive attitude was needed. 1 took a course to lower the tone of her voice.</p>	<p>6 said yes</p>
				<p>7 said no</p>
<p><b>Do you feel that men listen to you/take you seriously?</b></p>	<p>Men at the highest echelons are very machista, sometimes men don't listen, but this only happened in the beginning of their careers. All 3 fought hard for their place and earned respect.</p>	<p>2 said they sometimes feel that men take them less seriously if they are the only women at the meeting. 4 stated now they do take them seriously, but before not always.</p>	<p>All stated when they had a lower position men sometimes didn't take them seriously. 3 stated men now do take them seriously. 1 stated she still feels men don't take her seriously.</p>	<p>10 said men take them seriously now because of their position, but before they didn't</p>
				<p>3 said men still don't</p>

				take them seriously all the time
<b>Do you think that men&amp;women have a different linguistic style?</b>	2 said no, their position does not allow them to have a different style. 1 said yes, men's style is more basic and simple; women chose their words more carefully.	All said yes, men use more bad words, are more rude, less friendly in their word-choices.	All stated men&women have a different style. Men talk different/use different words/use bad language when there are no women around. 1 said: only outside, 3 said: in- and outside the office.	11 said yes
				2 said no
<b>Do you think this is a disadvantage for women, does this affect you?</b>	2 stated no, 1 stated it can be, sometimes women feel like they have to adapt to the style of men; just a case of confidence.	5 stated this can be a disadvantage, men can talk more freely among each other, women can miss out of things.	2 stated this can be a disadvantage for women, they sometimes feel excluded, this makes them insecure. Due to different styles it is easier for men to connect. 1 said women should adapt to men's style.	8 said yes
				5 said no

<p><b>Do you think traditional gender roles exist in the workplace?</b></p>	<p>All said yes, and that this is very strong at BCP. Some positions are never occupied by women (CEO,CFO) and some never by men (secretary).</p>	<p>All stated these roles exist in the workplace, in some areas you see more women than men, and some positions are only occupied by men. 1 stated that because she is the only woman at her level, she always has to arrange the birthdays. Also in the way men&amp;women treat each other, lot of distance, because of culture. Men&amp;women cannot go out together, just the 2 of them, not even for lunch. Macho culture.</p>	<p>All stated these different roles exist, at HR mainly women, secretaries are women, technical areas more men. When women enter at EY men make sexist jokes, but this disappears with time.</p>	<p>13 said yes</p>
<p><b>Does this hinder you?</b></p>	<p>1 said no, 2 said maybe indirectly, if a high position comes free HR looks directly at a man, not at a woman.</p>	<p>2 said yes, 1 said that sometimes men think she is the secretary. Another stated that women position themselves wrongly many times, as softer and weaker. So it can hinder women.</p>	<p>All said no.</p>	<p>4 said yes this (can) hinder(s) me 9 said no this does not hinder me (anymore)</p>
<p><b>Did you ever get/missed out on a promotion because of</b></p>	<p>2 stated no, 1 knows that women around 30 and mothers have a smaller</p>	<p>5 stated this never happened, 1 said at the beginning of her career she</p>	<p>2 stated this never happened, 1 said not at EY but previous boss (also private</p>	<p>4 said they missed out 0 said they got a promotion</p>

<b>your gender?</b>	chance on promotions. 1 said she was nominated for a promotion but did not get it because she just became a mother and HR thought it would be too much for her, she lost the promotion due to her gender.	missed out of opportunities that all went to her male co-worker.	sector) didn't give her a promotion because of her gender. And 1 said not a promotion, but sometimes cases go to a (wo)men based on gender.	9 said never happened
<b>Do you think your gender influences your career?</b>	2 said no, and 1 said that it already happened, see above. They didn't discuss it with her; HR took the decision without communication	2 said yes, in general women's careers go slower than men's. 1 said that because of all the attention that Telefónica pays to gender equality, that the opposite may happen.	1 mentioned that a man and a woman (30years) with the same profile went for an interview, and the man got hired because he was less risky (age) to hire, so gender can influence your career negatively. 1 stated she feels that men make career faster than women. And 1 thinks that at the moment in EY more women than men get promoted, for the image.	2 said yes this (may) influences her career positively
				5 said yes this influences her career negatively
				6 said this does not influence her career
<b>What are good leadership qualities?</b>	Be humble, communication combination hard&soft skills, team spirit.	Confidence, communication, transparency, open-door-policy.	Empowerment & motivate team, communication, tolerance.	
<b>Do men&amp;women have different leadership styles?</b>	2 stated yes, women are more careful on emotional level, and men are more	All 6 said yes, out of nature. Men are stronger, more direct, more aggressive&do	All said yes, men are more direct&goal-oriented. Women are more concerned about	12 said yes

	direct. 1 said it depends on personality not on gender.	minant. Women more thoughtful and emotional. Women get criticized for being too maternal.	their team and have a broader view.	1 said no
<b>Do you prefer a male/female boss/no preference?</b>	All prefer a male boss, based on previous experiences.	4 no preference, and 2 prefer a male boss due to previous experience and easier to talk to.	2 prefer a male boss, based on experience. 2 said it depends on the personality, so no preference.	7 prefer a male boss
				0 prefer a female boss
				6 have no preference
<b>Do you think men&amp;women have different attitudes towards power?</b>	2 stated because of nature men&women have different attitudes towards power. 1 said ambition is a better word; due to culture women feel the pressure to put family nr.1, inappropriate if they put job on nr.1.	5 said yes, out of nature, men are taught/indoctrinated with the idea that having power is important and necessary.	All stated there is a difference in attitude, out of nature, education and society (machismo).	12 said yes
				1 said no
<b>Do men&amp;women have the same hunger for power?</b>	1 said same hunger, but maybe in the way men&women express their hunger for power there is a difference. 2 said because of nature men are hungrier and have no shame to show it.	They all stated men and women have the same hunger for power.	All said men are hungrier for power, and show this easier; also they stated gaining power for men is easier, women must work harder to gain this same power. They make career faster, women are afraid to take risks.	7 said yes
				6 said no, men hungrier.
<b>Does an OBN exist and does</b>	All said yes, not officially, but BCP is	5 said yes, 1 stated that women exclude	All said it exists, but not officially. They are not sure	12 said it exists, unofficially

<b>this affect you?</b>	very machista company. 1 stated that she feels it because she does not get invited to social events outside office hours, 1 said that the men from the highest echelons are all friends from each other, are very close. Women in Peru can never have the same level of friendship with men. And 1 also stated that she knows that men discuss work issues during social events, where she is not present.	themselves, due to culture/society. 1 stated that the men from the highest echelons never invite her and sometimes go to bars where women are not allowed. They stated it is possible that it affects their career in a negative way, exclusion.	whether it is on purpose, but in the highest echelons the majority is men, so they go out together, all know each other. This can affect the career of women indirectly.	1 said it does not exists
				8 said it (may) affect(s) her
				4 said it does not affect her

The last barrier is the cultural barrier; six concepts are discussed here. The HR specialists stated the behavioural double bind unfortunately does exist in the workplace; *“Women are more emotional and sometimes feel the pressure to behave manly, if a woman behaves in a strong and assertive way this can be seen as inappropriate.”* They stated that this affects women more in the beginning of their career than later on; this is in line with the answers of the FEs. Eleven FEs said the double bind exists; eight FEs stated the double bind does not affect them anymore, because of their position, and three said it still affects them.

The second concept is the linguistic style; the BCP said there is no difference between men and women in this aspect. However, both Telefónica and EY stated there is a difference, this difference exists out of nature, men are more direct and use different words than women. Eleven of the FEs stated men have a different linguistic style, men use bad language, and eight FEs said that this difference in style can be a disadvantage for women. Ten of the FEs said that men take them seriously now-a-

days; three FEs, two from Telefónica and one from EY stated this is not always the case. Six participants, all FEs from EY, one from BCP and one from Telefónica, stated they changed their attitude at work; they had to toughen up. This can also be a self-confidence issue, the fact that women have the feeling that they have to change their attitude in the workplace to be taken seriously.

The next concept discussed in the interviews is leadership qualities and different leadership styles. Both HR specialists and the FEs said that the capability to work in a team and communication are important qualities for a good leader, furthermore flexibility, confidence, transparency and empathy are mentioned. Twelve of the FEs mentioned that men have a different leadership style than women, *“Men are more direct and less emotional, keep their eyes on the goal, women care more about the well-being and learning process of their team.”* HR specialists agree with this. Noteworthy is that seven of the FEs prefer a male over a female boss, six have no preference, and none of the FEs prefers a female boss.

Different attitudes to power is the next concept, the majority of the FEs, eleven of them, stated men and women have the same hunger to power but that they have different attitudes towards power. HR specialists agreed with this, they stated, *“Women in general are more afraid in showing it, and men because of nature and machista society, feel like they deserve power, they are not afraid to show it. Men are taught that having power is something important, necessary to take care of their spouse and family, women never learned this, and might feel uncomfortable to show it.”*

The old boys network is a concept that creates a conflict between the answers of the HR specialists and the FEs. All HR specialists stated there is no OBN detected at their company. According to HR specialist from the BCP, *“It may have existed in the old days, but not anymore. Women will never be excluded from anything; they are not excluded from the highest echelons due to their gender.”* Twelve of the FEs stated an OBN does exist, one FE from Telefónica stated it does not exist; she said, *“Women exclude themselves from social events.”* FEs are not sure whether it is a formal network and whether it happens on purpose, but it does exist according to them. Eight stated this network might affect their career in a negative way. *“Men in the highest echelons form unofficial groups, they go out for drinks, become close friends and might discuss work issues in the private sphere and in this way it might affect our*



*careers.*” They sometimes feel excluded by male executives, whether it is on purpose or to blame on women themselves, it does happen.

The last concept is a clear barrier in the lives of the FEs, the traditional gender roles; both HR specialists and FEs said these gender roles exist. Women never occupied the position of CEO or CFO; there are no men who ever occupied secretary positions. HR specialists said the Peruvian society is very conservative and machista, this is hard to change. Telefónica stated, *“Women, in general, are in charge of social events, like birthdays, which can also be a sign that traditional gender roles exist in the company.”* Four FEs, two from BCP and two from Telefónica, said these traditional gender roles (indirectly) hinder their career. Nine stated this does not hinder them anymore; they are at a position now that this no longer affects them. Six stated their gender influences their career in a negative way, two FEs from Telefónica and one from EY stated their career goes at a slower pace than men’s, and three stated due to their gender they lost a promotion/opportunity. Two FEs, one from Telefónica and one from EY, stated their gender may influence their career in a positive way, *“Because of all the attention gender equality gets these days, the focus is more on women, we are more in the picture for promotions now.”*

#### 4.6 The existence of the glass ceiling

At the end of the interviews the FEs were asked whether they think that the glass ceiling exists in Peru and at the company they work. All of the participants stated the glass ceiling exists in the private sector in Peru, and twelve said it also exists in the company where they work. Some stated the glass ceiling is less thick than a couple of years ago, one FE, from Telefónica said, *“Not only women in Peru encounter a glass ceiling, but also people from lower social classes.”* The FEs were asked what they think that the barriers are that women encounter in their professional life, ten of the FEs stated that women themselves put the barriers, women feel the pressure to choose between their career and being a good mother. *“Women put this pressure on themselves, but this pressure also comes from society.”* Peru is a very machista society, the majority of the women mentioned machismo as a barrier, and that the Peruvian culture has to change to break the glass ceiling. Not having enough self-confidence is another barrier that the women mentioned, *“Women are not confident enough and should work on this”*. In line with this six participants mentioned another

barrier, namely that women do not take enough risks in their professional life. Men take more risks and this can be a reason why their career goes faster. Time management is mentioned three times; finding a healthy balance after having children can be another barrier. The lack of flexibility inside companies is mentioned four times, women need more flexibility than men and companies should offer this, not only on paper. Finally, the lack of a social network is mentioned as a barrier, four women mentioned that due to a machista society women lack a rich social network. The HR specialists from BCP and Telefónica both stated the glass ceiling exists in their companies, in Telefónica the opportunities and salaries are equal for men and women but looking at the numbers the glass ceiling does exist. The HR specialist from EY stated that compared to 10 years ago the glass ceiling does not exist anymore at EY.

Four women stated they definitely feel the existence of the glass ceiling in their professional life, their career goes slower than their male colleagues, *“Women have to work three times as hard as men to reach the same positions.”* Five participants said they do not feel it yet, but they are afraid that in a couple of years they will experience the glass ceiling.

Finally, the FEs were asked to come up with solutions to break the glass ceiling, seven times women themselves are mentioned as the solution, women should help each other out more, be examples for each other. Six FEs mentioned that the solution is gaining more self-confidence, and taking more risks. Four FEs, from EY, mentioned the companies they work at should work on their flexible work arrangements, two mentioned that there should be more network opportunities. Breaking with the machista society, with the fact that women feel the pressure to make a decision between a career and being a mother is mentioned ten times. Finally one FE mentioned that women and men should have the same salaries and that there should be more space for discussion.

In the next chapter the conclusion can be found, in this chapter the main question will be answered.

## **Chapter 5 Conclusion**

### 5.1 Answers to sub-questions

This chapter will give a brief answer to the two sub-questions and will answer the main question of this research. The first sub-question ‘What factors, according to the existing body of literature, cause the glass ceiling?’ is answered in chapter 2; the glass ceiling is a metaphor for the invisible and artificial barriers that block women from advancement on the corporate ladder to executive positions. There are three main barriers mentioned in the literature: organizational and structural, individual, and cultural barriers, each of these barriers consists of several sub-concepts, see table 10. The second sub-question, ‘What are the factors that play a role in causing the glass ceiling in the private sector in Peru?’ is answered using the empirical data collected in this research. Table 10 shows a comparison between the Western literature and Peruvian practice, the differences and similarities are presented.

Table 10. Comparison Western literature and Peruvian practice

Western literature	Peruvian practice	
	HR	FE's
<b>Organizational and structural barriers</b>		
1. Lack of training	X	X
2. Lack of mentoring	X	✓
3. Lack of flexible work arrangements	✓	✓
4. Shortage of women in pipeline	X	Not discussed
5. Lack of policies to promote women	✓	✓
<b>Individual barriers</b>		
1. Lack of self-confidence	✓	✓
2. Time spend on household chores and as a caregiver	X	X
3. Pursuit of healthy work-life balance	✓	✓
4. Missed network opportunities	✓	✓
5. Career interruptions	X	X
6. Leaking pipeline theory	✓	Not discussed
<b>Cultural barriers</b>		
1. Double Bind	X	✓
2. Communication	X	✓
3. Stereotyping	✓	✓
4. Leadership styles	✓	✓
5. Attitudes towards power	X	✓
6. Old Boys Network	X	✓
7. Tokenism	Not investigated in this study	

On the left the western literature is placed and on the right is indicated whether the HR specialists and FEs mentioned the same barriers, ✓ indicates the concept is seen as a barrier, X indicates the concept is not seen/mentioned as a barrier.

Five differences between the barriers mentioned by HR specialists and FEs are ascertained. HR specialists do not see a lack of mentoring, while the FEs do, because not all women get offered a mentor and the system does not work well. Most women do prefer a male mentor, because according to the FEs they can be more useful for their career. HR specialists do not think that a behavioural double bind affects the career of women, neither do different linguistic styles and different attitudes towards power between men and women cause a barrier, while FEs do feel this as a barrier in their professional life. Finally, according to the HR specialists, the OBN does not exist. Nevertheless, FEs do feel the existence of this network and mention this as a disadvantage for their career.

Four differences between the western literature and the Peruvian practices are determined; neither the Peruvian HR specialists nor the FEs mentioned the lack of training as a barrier. In general the FEs don't see maternity leave as a career interruption or as a barrier. The literature mentioned the shortage of women in the pipeline as a barrier, while the HR specialists do not see this as a barrier. Nevertheless, HR specialists do see the leaking pipeline, women leaving their career on an earlier stage than men do to cultural and individual issues, as a problem. The hours spent on household chores and as a caregiver is a primary barrier mentioned in the western literature, in Peru this is not a barrier due to the help of 'empleadas' and nannies. Eventually, one of the main barriers mentioned by both HR specialists and FEs is the machista culture in Peru, this barrier is not mentioned in the Western literature.

The different types of factors, structural, individual and cultural, influence and relate to each other. The individual barriers are influenced by the structural barriers and are linked to the cultural barriers. The individual barriers will not disappear as long as the structural and cultural barriers will exist, and vice versa. For example FEs cannot pursue a healthier work-life balance as long as there are not enough flexible work arrangements implemented by organizations, and as long as the machista culture exists and puts pressure on the FEs.

## 5.2 Answer to main question

The main question of this research is: 'What are the factors that influence the glass ceiling in the private sector in Lima, Peru?' Based on the literature and the interviews

conducted with HR specialists and Peruvian FEs it can be concluded that a glass ceiling exists in the private sector in Lima, Peru. The glass ceiling is still present, maybe not as thick as it used to be because companies are taking actions and are implementing policies. Nevertheless, even with these improvements women still encounter barriers in their professional life.

#### Organizational and structural barriers

From the concepts belonging to the organizational and structural barriers mentioned in the literature, two are mentioned by both the HR specialists and the FEs as barriers that Peruvian women encounter in their professional life in the private sector, namely the lack of flexible-work-arrangements and the lack of policies to promote women on the workplace. The FEs also mentioned the lack of, or not properly working, mentoring programs as a barrier that they encounter in the workplace. The literature also mentions this as a barrier for women; women do not feel supported, especially not by their female superiors, women prefer male mentors. The Peruvian FEs also prefer male mentors; they do not mention that they do not feel supported by their female superiors, but state that a male mentor can help them to break the glass ceiling and to deal with the machista culture.

#### Individual barriers

From the concepts that pertain to the individual barriers mentioned in the literature, both HR specialists and FEs mentioned three concepts; the lack of self-confidence, the pursuit of a healthy work-life balance and missed network opportunities. The HR specialists also mentioned the leaking pipeline, more women than men leave the company in an early stage of their career, due to individual and cultural barriers.

The literature states that the qualification criteria for women are tougher than for men, this can also affect the self-confidence of women in a way that they experience the feeling that their career goes at a slower pace than men's. HR specialists state that women take fewer risks and are less likely to engage in behaviour that is self-promoting.

The pursuit of a healthy work-life balance is also seen as a barrier in the private sector. Most of the FEs state that their balance is healthier than some years ago; the higher you climb on the corporate ladder the more freedom you gain in scheduling your time. The conclusion that can be drawn from the interviews is that

only the women with a high-position have a more-or-less healthy work-life balance, the women with a middle-position do not; due to working hours, work pressure, and traffic.

One concept that is mentioned by the Western literature as an important barrier is the time women spend on household chores or as a caregiver. Western women spend on average 4 hours and 25 minutes a day on household chores, the Peruvian FEs did not mention this as a barrier, they only spend 4 hours a week on household chores, this is a significant difference.

### Cultural barriers

From the concepts that are relevant to the cultural barriers both the HR specialists and FEs mentioned gender stereotypes and the difference in leadership styles between men and women as barriers that women encounter in the private sector in Lima. Men have a different, stronger, linguistic and leadership style. Women do feel that men take them seriously, but with time, some of them had to change their attitude on the workplace. Still the majority of the women prefer a male boss over a female boss. The FEs also mentioned the double bind, the different communication styles and different power attitudes between men and women, and the OBN as barriers women encounter.

As mentioned before, there is one important barrier that is not mentioned in the Western literature, but is mentioned by both the HR specialists and the FEs as an important barrier that women in the private sector in Lima encounter, namely, the machista culture. According to the participants, Peru is a traditional and conservative country, where the machista culture still exists, not only in private life, but also on the workforce. Due to the machista culture women feel the pressure that they have to choose between motherhood and having a career, also due to the machista culture the traditional gender stereotypes still exist. The machista culture influences the network opportunities women have. Having a big social network is important in the private sector in Lima, like mentioned in the Western literature, but creating this social network is more difficult for women than for men, due to the fact that men easier interact with each other, sometimes they exclude women. Men have many advantages in the Peruvian, macho, culture, and this might affect the pace of the career of FEs. The FEs state that women have to work three times as hard as men to achieve the same results.

The fact that all three companies are transnational could have influenced the results of this research; according to a study of Aequales<sup>5</sup>, transnational companies focus more on (gender)equality policies than national companies, 57 per cent versus 21 per cent, and transnational companies spend more money on internal goals, like gender equality, than national companies in Peru, 60 per cent versus 26 per cent (Aequales, 2017).

### 5.3 Reflection

In the timeframe of this research it was difficult to investigate all the concepts mentioned in the literature. Both HR specialists as FEs mentioned the lack of self-confidence as an important barrier; this barrier is hard to investigate in an objective way. Another difficulty during this research was getting enough interviews with FEs, fortunately, I had contacts in each of the three companies who put me in contact with FEs, but still it was hard to reach them and to find the time to conduct the interview. Without having a social network here in Lima it would have been even harder, most FEs are extremely busy during the day, most interviews are conducted during lunch time or after office hours. Furthermore, it would have been interesting to, in addition, interview male colleagues of the FEs, maybe this would have given other results, or females who did not reach the higher echelons, to see what the barriers are that they encounter, whether they differ from the barriers found in this research.

### 5.4 Recommendations and suggestions for further research

The recommendations given by the FEs are that women should help each other; be examples for each other, try to be less affected by the machista culture. Women should try not to be affected by the way men behave in the workplace, women should realise they are strong, and equal to men. They also state that a better mentoring program is needed, or that the program should be available for all employees, not only to a selected group. Looking at the flexible work arrangements, there is some room for improvement. Employees who just became parents, both men and women, should have the option choose for more flexible-work-arrangements, the literature appoints

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<sup>5</sup> PAR2017, study of Aequales presented on 07-19-2017. 'Ranking de equidad de género en las organizaciones' (Ranking of gender equality in organizations). Aequales made a ranking of organizations in Peru, both from the public and private sector, based on a study where they investigated the existence and implementations of policies to promote gender equality on the workforce.

this as organizational support. HR can play an important role here, more flexible-work-arrangements are needed, arrangements to work from home can be improved, part-time jobs can be created. The need for more network opportunities is also mentioned; this is also in the hands of HR.

Further research is needed, in Peru, in the public sector, and in Latin America in general. Not only with the focus on women, but also on ethnicity and social class, because another observation that can be conclude from this research is that the majority of the FEs are from the higher social class in Lima.



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## Appendices

### 1. General information Female executives

NR	Name	Company	Job Title (level)	Age	Education level	Years of experience & at company	Marital stage and children (age)	Parents work one of them or both
1.	Paula	BCP	Area manager (high)	38	Bachelor Economy Peru & MBA USA	17, 12 at BCP	Married, 3 children (7,6,2)	Father
2.	Andrea	BCP	Division manager (high)	43	Bachelor Administration Peru & MBA USA	21, all at BCP	Married, 2 children (21, 16)	Both
3.	Pilar	BCP	Division manager (high)	48	Marketing & MBA USA	27, 22 at BCP	Married, 2 children (16, 19)	Father
4.	Jade	Telefónica	Director (high)	42	Electric Engineering Peru, bachelor&master	17, 16 at Telefónica	Married, 1 child (9)	Both
5.	Roxana	Telefónica	Vice president (high)	48	Business administration& accounting in Peru, MBA Peru and MBA Belgium	23, 15 at Telefónica	Married	Both
6.	Julia	Telefónica	Senior manager (middle)	33	Business administration Peru, bachelor&master	14, all at Telefónica	Not married, no boyfriend, no children	Father
7.	Sandra	Telefónica	Senior manager (middle)	33	Electronic Engineering Peru, bachelor&master	10, all at Telefónica	Not married, no boyfriend, no children	Both
8.	Luisa	Telefónica	Director (high)	46	Bachelor economics, master administration, Peru	24, 15 at Telefónica	Married, 2 children (18, 14)	Father
9.	Maria	Telefónica	Senior manager (middle)	42	Administration, Peru	17, all at Telefónica	Married, 2 children (4,6)	Father
10.	Paula	EY	Partner area (high)	40	Administration Peru, MBA Spain, MBA Peru	25, 12 at EY	Married, 2 children (3,7)	Both
11.	Katy	EY	Senior manager (middle)	38	Economy, Peru, MBA UK	12, all at EY	Boyfriend, 1 child (2), pregnant	Both
12.	Claudia	EY	Senior manager (middle)	33	Business administration & accounting Peru, MBA Peru	14, 2 at EY	Boyfriend	Father
13.	Ellen	EY	Partner (high)	36	Administration& finance, MBA Mexico, MBA Chile&USA	16, 12 at EY	Married, 1 child (5)	Father

## **2. Entrevistas especialistas Recursos Humanos**

### Agradecimiento + Introducción

Me gustaría grabar la entrevista, ¿Usted está de acuerdo con eso, es solamente para uso personal. Las entrevistas no serán publicadas, ni serán transcritas. Primero quiero agradecerle por tomar el tiempo de ayudarme.

Soy estudiante en la universidad de Rotterdam- Erasmus University y estoy haciendo una maestría de International Management and Public Policy. En este momento estoy escribiendo mi tesis sobre el techo de cristal (Glass Ceiling) en el sector privado in Lima. Estoy investigando las barreras que las mujeres encuentran en su vida profesional. El techo de cristal es un fenómeno en el que las mujeres tienen menos oportunidades que los hombres para obtener puestos altos, hay 3 barreras mencionadas en la literatura que las mujeres encuentran en su vida profesional; individuales, organizativas y culturales. Quisiera investigar si esas barreras también están presentes en el Perú, en el sector privado.

La entrevista se compone de 4 partes: parte 1= información general de la compañía, parte 2 = Barreras organizativas y estructurales, parte 3 = barreras individuales, parte 4 = barreras culturales

La entrevista se demora más o menos una hora.

### Parte 1 Información General de la Compañía

1. ¿Como se llama la empresa?
2. ¿Cuál es el enfoque principal de la empresa?
3. ¿Cuántos empleados tienen la empresa?
4. ¿Qué tan grande es el porcentaje de mujeres en la empresa?
5. ¿Cuántas mujeres trabajan en los niveles más altos de la empresa? Y en cada nivel de la empresa? ¿Puede proporcionarme números de la relación hombre-mujer de cada nivel?
6. ¿Cómo es la estructura jerárquica de la empresa?
7. ¿Quién es el CEO, y cuántas mujeres hay en el directorio de la empresa?
8. ¿Cree que el techo de cristal existe en el Perú?
9. ¿Cree que el techo de cristal existe en la empresa?
10. ¿La empresa tiene una estrategia para que más mujeres puedan lograr puestos superiores?

### Parte 2 Barreras Organizativas y Estructurales

Las barreras organizacionales y estructurales se refieren a la disponibilidad y cantidad de mujeres educadas para puestos específicos. Además de eso también la falta de esfuerzos de divulgación en nombre de las empresas a las poblaciones subrepresentadas.

Las políticas y prácticas corporativas en materia de capacitación y desarrollo profesional, promociones y compensaciones se identifican a menudo como las principales causas del techo de cristal que impiden que las mujeres lleguen a puestos altos.

1. ¿Ustedes ofrecen formación a los empleados de la empresa? ¿Por qué sí, por qué no?
2. ¿Ustedes ofrecen el mismo entrenamiento a hombres y mujeres? ¿Por qué sí, por qué no?
3. Ustedes ofrecen mentores a los empleados de la empresa? ¿Por qué sí, por qué no?

4. ¿Los mentores son hombres o mujeres?
5. ¿El empleado pueden elegir su propio mentor o son nombrados?
6. ¿Cómo es el horario del trabajo? ¿Cómo se ve una semana laboral normal para los empleados?
7. ¿Las horas de trabajo son flexibles? ¿Hay arreglos laborales flexibles?
8. ¿Hay posibilidades de trabajar desde casa? ¿Puedes trabajar medio tiempo desde la casa y medio tiempo desde la oficina?
9. ¿Hay reuniones en las tardes o fines de semana? ¿Son obligatorios?
10. ¿Los empleados pueden dejar su trabajo por un asuntos personales?
11. ¿Cuántas mujeres trabajan actualmente en la empresa?
12. ¿Hay alguna women´s quota establecida?
13. ¿Usted está familiarizado con el fenómeno Shortage of women in the pipeline? Ese fenómeno existe en la compañía?

### Parte 3 Barreras Individuales

Las barreras individuales son las obstrucciones que las propias mujeres ponen en práctica y que afectan negativamente su logro en su vida profesional. Esas barreras son, por ejemplo, el equilibrio entre la vida laboral y familiar, tener hijos, las horas dedicadas a las tareas domésticas o como cuidador.

1. ¿La compañía piensa que un equilibrio saludable entre el trabajo y la vida es importante, y por qué?
2. ¿La compañía promueve la importancia de un equilibrio saludable entre el trabajo y la vida? ¿Y cómo?
3. ¿La compañía organiza eventos sociales y network events?
4. ¿Se les permite a todos asistir? A hombres y mujeres de todos los niveles?
5. ¿A qué hora son los eventos, si es después del trabajo, está seguro de que todos los empleados puede asistir a los eventos?
6. ¿Cuántas personas mas o menos asisten a estos eventos, y la relación hombre-mujer es más o menos igual?

### Parte 4 Barreras Culturales

La literatura dice que las mujeres ejecutivas son más propensas a citar razones subjetivas como barreras importantes para obtener un puesto alto que sus colegas masculinos. Las razones subjetivas están determinadas por las creencias, los ideales, la cultura o la opinión de preferencia.

Estas barreras son barreras culturales, ya que estas barreras pueden diferir ligeramente entre las culturas. Hay seis barreras. Explica bien que significan los conceptos.

1. Comportamiento doble
2. Comunicación
3. Estereotipos
4. Estilos de liderazgo
5. Diferentes actitudes masculinas y femeninas hacia el poder
6. Old Boys network

1. ¿Cree usted que el Comportamiento Doble existe en la empresa?
2. ¿Cree usted que esto afecta las posibilidades de las mujeres tienen, o cómo se actúan en el piso de trabajo?

3. ¿Cree usted que los hombres y las mujeres tienen un estilo lingüístico diferente?  
¿De qué manera?
4. ¿Cree usted que las mujeres tienen que ajustar su forma de comunicarse?
5. ¿Cree usted que existen roles tradicionales de género en la empresa?
6. ¿Cree usted que los roles tradicionales de género obstaculizan a las mujeres en el trabajo?
7. ¿Cree usted que las mujeres son reprimidas por los hombres en el trabajo?
8. ¿Cree usted que los hombres y las mujeres tienen diferentes estilos de liderazgo?  
¿Porque y como?
9. ¿Cuáles son las políticas dentro de la empresa para promover a las mujeres a convertirse en líderes?
10. ¿La empresa nota una diferencia en las actitudes hacia el poder entre hombres y mujeres? ¿Cómo?
11. ¿Cree usted que las mujeres están tan hambrientas de poder como los hombres?  
¿Le da cuenta de esto dentro de la empresa? ¿Y cómo?
12. ¿Existe The Old Boys Network en la empresa? ¿Le da cuenta de The Old Boys Network?
13. ¿La compañía intenta desafiar al The Old Boys Network, o intenta hacerlo accesible para las mujeres?
14. ¿La compañía a veces contrata a una mujer incluso cuando ella no es el mejor candidato?
15. Si a una mujer se le ofrece una promoción, ¿tiene esto que ver siempre con sus cualidades y logros? ¿O sabe si hay casos en los que se ofrece promociones a las mujeres por un gesto simbólico?

Por ultimo, puedo usar su nombre complete en mi tesis? ¡Muchas gracias por su tiempo, su ayuda y apoyo!

### **3. Entrevistas participantes femeninas**

#### Agradecimiento + Introducción

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La entrevista se compone de 4 partes: parte 1= información personal de los participantes, parte 2 = Barreras organizativas y estructurales, parte 3 = barreras individuales, parte 4 = barreras culturales

La entrevista se demora más o menos una hora.

#### Parte 1 Información personal

1. Nombre.
2. Edad.

3. Información de la familia: hermanos, trabajo. Hermanas, trabajo. Trabajo padres.
4. Estado civil y niños + edad.
5. Educación.
6. Donde trabajas + Titulo profesional.
7. Años de experiencia. Experiencias laborales anteriores:
8. ¿Sus compañeros de trabajo son hombres, mujeres, los dos? ¿Cuál es la proporción masculina – femenino?

### Parte 2 Barreras organizativas y estructurales

Las barreras organizacionales y estructurales se refieren a la disponibilidad y cantidad de mujeres educadas para puestos específicos. Además de eso también la falta de esfuerzos de divulgación en nombre de las empresas a las poblaciones subrepresentadas.

Las políticas y prácticas corporativas en materia de capacitación y desarrollo profesional, promociones y compensaciones se identifican a menudo como las principales causas del techo de cristal que impiden que las mujeres lleguen a puestos altos.

1. ¿La empresa se ofrece cursos de formación?
2. ¿Las formación son enfocadas en su especialización?
3. ¿Cree usted que la empresa le ofrece el mismo tipo de formación que a los hombres en la empresa?
4. ¿Cree usted que estas capacitaciones le ayuda a crecer profesionalmente?
5. ¿Su empleador le ofrece un mentor? ¿Por qué sí, por qué no?
6. ¿Quieres un mentor?
7. ¿Su mentor es masculino o femenino? ¿Qué preferiría?
8. En caso de que el participante sea un mentor mismo: ¿Por qué usted es un mentor, por interés personal o parte del trabajo?
9. ¿Te gusta ser un mentor? ¿Crees que es necesario que las mujeres en niveles inferiores a ti tengan un mentor?
10. ¿Cuáles son las horas laborales?
11. ¿Cómo se ve una semana normal de trabajo para usted?
12. ¿Son flexibles las horas de trabajo?
13. ¿Hay posibilidades de trabajar desde casa? ¿Puedes trabajar por parte en casa y por parte en la oficina?
14. ¿Hay reuniones en las noches o fines de semana? ¿Son obligatorios?
15. ¿Puede dejar el trabajo para un asunto personal?

### Parte 3 Barreras individuales

Las barreras individuales son las obstrucciones que las propias mujeres ponen en práctica y que afectan negativamente su logro en su vida profesional. Esas barreras son, por ejemplo, el equilibrio entre la vida laboral y familiar, tener hijos, las horas dedicadas a las tareas domésticas o como cuidador.

1. ¿Cree usted que su trabajo actual se corresponde con sus cualidades, conocimientos y habilidades?
2. ¿Le gustaría una promoción, y cree que le lo merece?

3. ¿Alguna vez le ofrecieron un trabajo que, en su opinión, estaba por encima de su nivel, y lo tomó? Si lo hicieran, ¿lo aceptaría? O debajo de su nivel?
4. ¿Qué tan importante es un equilibrio saludable entre trabajo y vida personal?
5. ¿Cree usted que tiene suficiente tiempo libre? ¿Tiempo libre para pasar con su familia y amigos?
6. ¿Considera su equilibrio trabajo / vida saludable en este momento?
7. ¿Cree que la empresa para que trabaja le da suficiente tiempo y herramientas para lograr un equilibrio saludable entre el trabajo y la vida?
8. ¿La empresa para que trabaja promueve la importancia de un equilibrio saludable entre el trabajo y la vida?
9. ¿Cree usted que el hombre y la mujer tienen la misma idea de un equilibrio saludable trabajo / vida?
10. ¿Ve una diferencia entre hombre y mujer en este tema?
11. ¿Cuántas horas dedica usted a las tareas del hogar y como cuidador por semana?
12. ¿Cuántas horas su esposo / compañero de vida o niños pasan en las tareas del hogar?
13. ¿Tiene una empleada?
14. ¿Piensa que las horas que se dedica a las tareas del hogar esto le distrae de su trabajo?
15. ¿Preferiría dictar esas horas en su carrera?
16. ¿Su empleador organiza eventos de networking? ¿Podría asistir?
17. ¿Tiene tiempo para asistir a network eventos y eventos sociales organizados por la compañía?
18. ¿Cree que asistir a eventos sociales y eventos de network son importantes para su carrera?
19. ¿Siente que se pierde algo si no asiste a esos eventos?
20. ¿Se siente libre de hablar con compañeros de trabajo masculinos y femeninos durante estos eventos, también a personas de los niveles superiores?

#### Parte 4 Barreras culturales

La literatura dice que las mujeres ejecutivas son más propensas a citar razones subjetivas como barreras importantes para obtener un puesto alto que sus colegas masculinos. Las razones subjetivas están determinadas por las creencias, los ideales, la cultura o la opinión de preferencia.

Estas barreras son barreras culturales, ya que estas barreras pueden diferir ligeramente entre las culturas. Hay siete barreras:

1. Comportamiento doble
2. Comunicación
3. Estereotipos
4. Estilos de liderazgo
5. Diferentes actitudes masculinas y femeninas hacia el poder
6. Old Boys network
7. Tokenism

1. ¿Crees que el comportamiento doble existe en la empresa, en el piso de trabajo?
2. ¿Afecta su rendimiento en el piso de trabajo? ¿Cambia su manera de hacer y de hablar?
3. ¿Cambia su actitud hacia los hombres (y las mujeres) durante las reuniones, como por ejemplo?



4. ¿Siente que los hombres le escucha?
5. ¿Siente que puede comportarse igual a los hombres?
6. ¿Cree usted que los hombres tienen un estilo lingüístico diferente que las mujeres?  
¿De qué manera?
7. ¿Crees que esto es una desventaja para las mujeres? ¿Le afecta esto?
8. ¿Ha cambiado su estilo de comunicación para ser tomado más en serio?
9. ¿Cree usted que existen roles tradicionales de género en la empresa donde trabaja?
10. ¿Cree usted que los roles de género tradicionales les estorban en el lugar de trabajo?
11. ¿Le siente suprimido por los hombres en el piso de trabajo?
12. ¿Alguna vez ha sentido que su empleador no le ofreció una oportunidad / promoción debido a su género?
13. ¿Alguna vez se sintió discriminado en el piso de trabajo en función de su sexo?
14. ¿Siente que su género influye en su oportunidad de ser promovido en su organización actual?
15. ¿Cree usted que hombres y mujeres tienen diferentes estilos de liderazgo? ¿Porque y como?
16. ¿Cree que esto afecta sus cualidades de liderazgo?
17. ¿Prefiere un líder masculino o femenino? ¿Y por qué?
18. ¿Tiene mejores experiencias con líderes masculinos o femeninos?
19. ¿Cuáles son en su opinión buenas cualidades de liderazgo?
20. ¿Tiene usted la ambición de convertirse en un CEO un día?
21. ¿Cree que los hombres y las mujeres tienen diferentes actitudes hacia el poder?  
¿De qué manera?
22. ¿Cree que los hombres tienen más hambre de poder que las mujeres?
23. ¿Tiene hambre de poder?
24. ¿Existe un Old Boys network en la empresa?
25. ¿Le da cuenta de un Old Boys Network?
26. ¿Cree que esta red de Old Boys afecta sus posibilidades en la empresa? ¿Cómo?

#### Ultimo parte

1. ¿Cree usted que el techo de cristal existe en el Perú? Y porque?
2. ¿Crees usted que el techo de cristal existe en la empresa donde trabaja? Y porque?
3. ¿Experimenta el techo de cristal? Como?
4. ¿Cuáles son las barreras para el avance profesional de las mujeres?
5. ¿Experimenta alguna barrera que le impida obtener una posición más alta?
6. Si el techo de cristal existe; lo que puede ser la solución para romper el techo de cristal?

Por ultimo, puedo usar su nombre completo en mi tesis? ¡Muchas gracias por su tiempo, su ayuda y apoyo!