

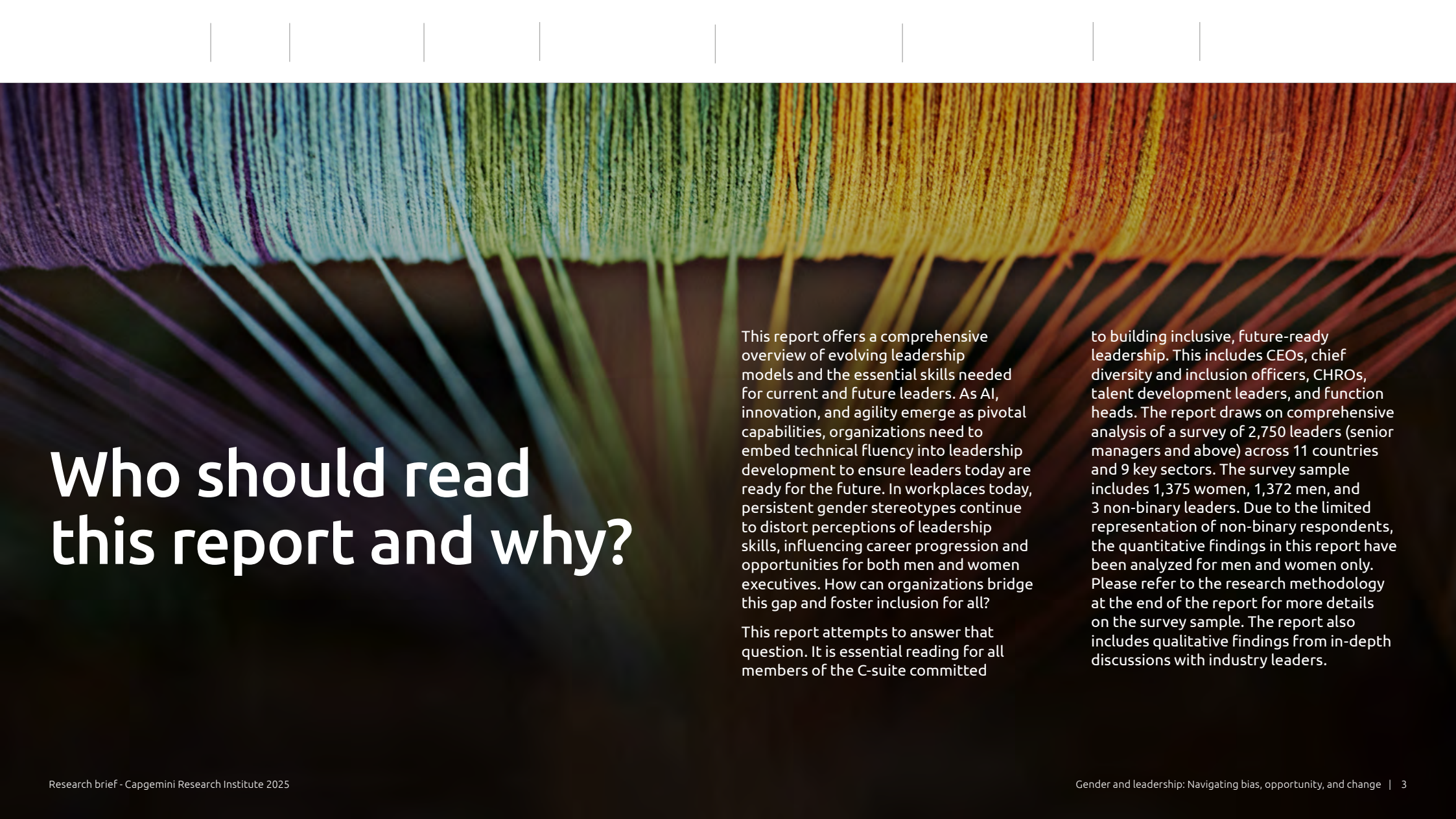
Research brief - Capgemini Research Institute 2025

Gender and *leadership*

Navigating bias,
opportunity, and change

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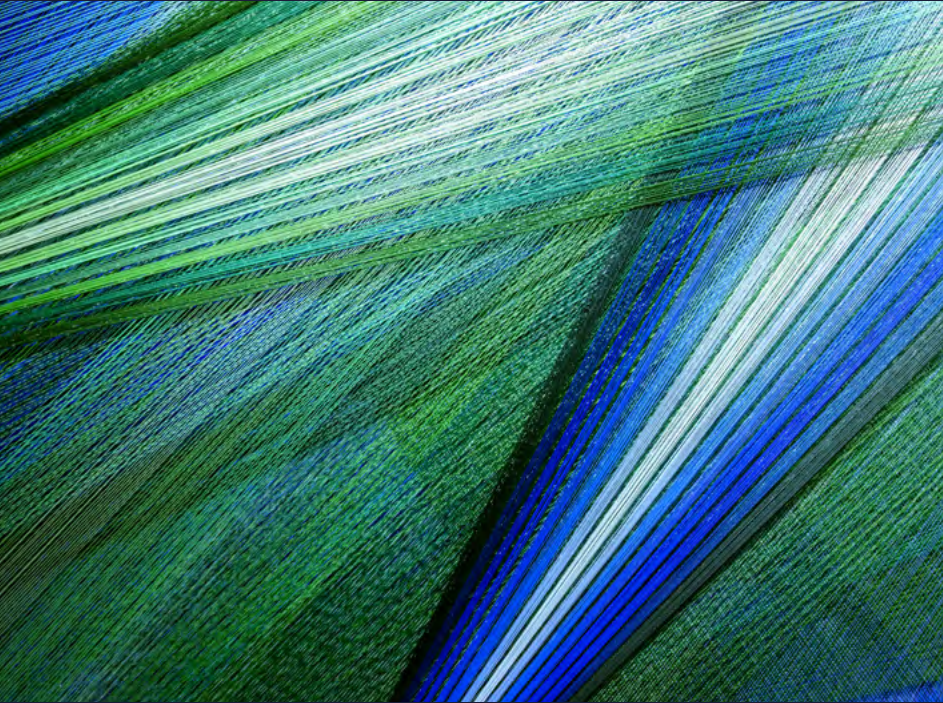


Who should read this report and why?

This report offers a comprehensive overview of evolving leadership models and the essential skills needed for current and future leaders. As AI, innovation, and agility emerge as pivotal capabilities, organizations need to embed technical fluency into leadership development to ensure leaders today are ready for the future. In workplaces today, persistent gender stereotypes continue to distort perceptions of leadership skills, influencing career progression and opportunities for both men and women executives. How can organizations bridge this gap and foster inclusion for all?

This report attempts to answer that question. It is essential reading for all members of the C-suite committed

to building inclusive, future-ready leadership. This includes CEOs, chief diversity and inclusion officers, CHROs, talent development leaders, and function heads. The report draws on comprehensive analysis of a survey of 2,750 leaders (senior managers and above) across 11 countries and 9 key sectors. The survey sample includes 1,375 women, 1,372 men, and 3 non-binary leaders. Due to the limited representation of non-binary respondents, the quantitative findings in this report have been analyzed for men and women only. Please refer to the research methodology at the end of the report for more details on the survey sample. The report also includes qualitative findings from in-depth discussions with industry leaders.



01

Executive summary

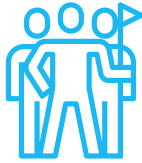


| Executive summary



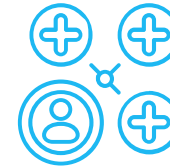
Today, leadership transcends gender

- More than three-quarters of leaders recognize that **women are as effective as men in leadership roles**.
- Most men (63%) and women (74%) believe **having women in leadership positively impacts business performance**.



Leadership skills are evolving

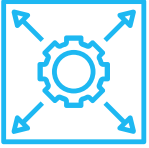
- Modern organizations are increasingly practicing **transformational leadership styles** – one in three respondents says their organization promotes leaders who inspire change, drive innovation, and demonstrate adaptability.
- **AI, data analysis, and innovation** emerge as critical **technical skills** for the future.
- **Agility and confidence** are top personal leadership strengths for the future, while **emotional intelligence** is considered a key people skill by seven in 10 respondents.
- **Leaders across genders, however, fall behind on technical skills**, with just 46% of leaders ranking “using AI and automation” as their key strength.



Gender stereotyping of critical future skills and strengths risks widening the perception versus reality gap

- **Critical leadership skills of future are often seen as “masculine” by men**, revealing a perception gap
 - **Men perceive 4 of these future skills (AI, innovation, data analysis, and agility) as inherently “masculine”**. They consider confidence as “non-gendered” and emotional intelligence as “feminine”
 - While **women perceive 4 of them (AI, data analysis, agility, and confidence) to be “non-gendered”** and two others skills (innovation and emotional intelligence) as inherently “feminine”.
- **Women view themselves equally capable and confident as leaders**.
 - Defying past research, **women today are increasingly recognizing confidence in themselves**, with 58% citing it as their key strength, on par with 59% of men.

| Executive summary



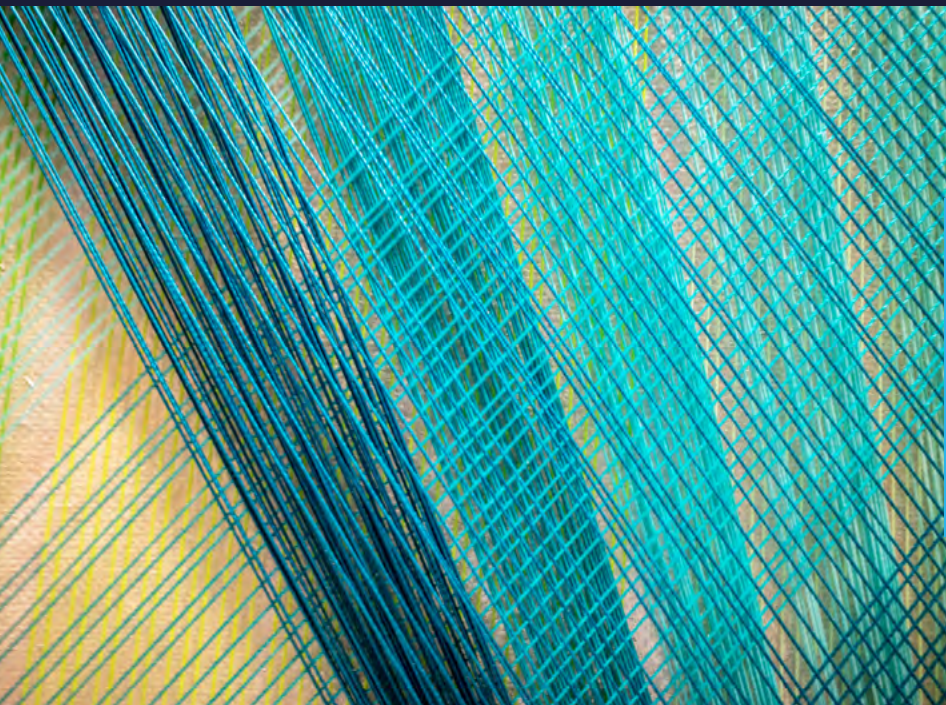
Gender stereotypes fuel bias, limiting growth, opportunity, and retention

- **Gender-based perceptions influence pay and career opportunities for women:**
 - 53% of women have experienced negative bias in relation to competitive pay, while 40% of men say they have enjoyed an advantage.
 - 40% of women have faced negative bias in relation to opportunities to travel and relocate; an equal proportion of men say they have had an advantage.
 - Only half of respondents agree that compensation across genders in similar roles is fair and equitable in their organization.
- **Gender norms limit men's access to flexible work options:** More than half of women agree that they have better access to flexible work arrangements and 44% of men say they have faced a negative bias.
- Gender perceptions significantly **influence job satisfaction, career advancement, and retention**, specifically for women.



Bridging a potentially widening gap, and accelerating AI and technical skills for all

- **Organizations should:**
 - Address and counter bias
 - Enhance technical training
 - Build transparent and equitable career advancement pathways
 - Democratize mentorship and networking
 - Normalize flexibility for all
 - Redesign leadership models to value diverse styles
 - Recognize transferable skills
 - Promote inclusion beyond the workplace.



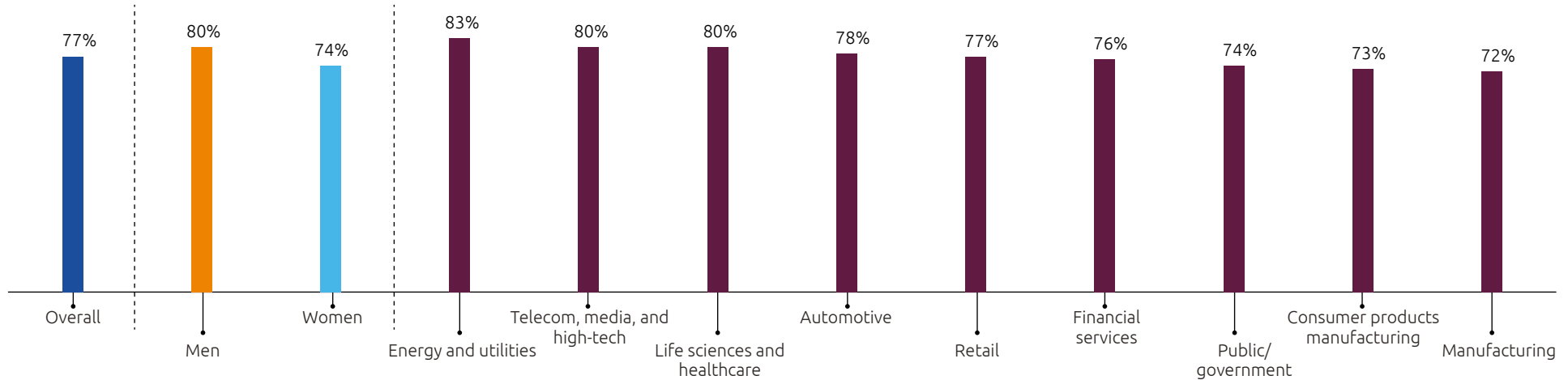
02

**Today, leadership
transcends gender**



Today, there is a widespread recognition that men and women are equally effective as leaders

Percentage of leaders who believe that women are as effective as men in leadership roles



Note: The overall sample includes men, women and non-binary leaders. Analysis for non-binary leaders not done due to low base.

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.



“Leadership style is highly individual and personality-driven. It’s often a product of the environment you’ve grown up in, not something based on gender. When men and women are in similar roles, they can be equally effective.”

Alexandra Taylor

Chief People Officer
Bank of Queensland



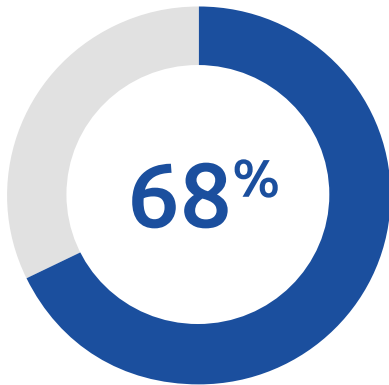
"In my younger years I really actively wanted to avoid being seen as a woman scientist or a girl scientist. I wanted to be seen as a scientist. I felt women in science should be seen first and foremost as scientists."¹

Dr. Jennifer Doudna

Nobel Prize laureate and
Professor of Biomedical Science
University of California, Berkeley

Most executives, in fact, believe that women in leadership positively impact business performance

Percentage of all respondents who agree having more women in leadership roles improves business performance



63% of men



74% of women



agree with this statement

Note: The data for "all respondents" includes men, women and non-binary leaders. Analysis for non-binary leaders not done due to low base.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.





Organizations with women CFOs saw an average 6% increase in stock price within six months of their appointments and were more likely to exceed earnings expectations in the two years post-appointment.²



A Forrester study reveals that profits can be close to 50% higher when women are well represented in upper management.³



Fortune 500 organizations with the highest representation of women on boards financially outperform those with lower representation.⁴



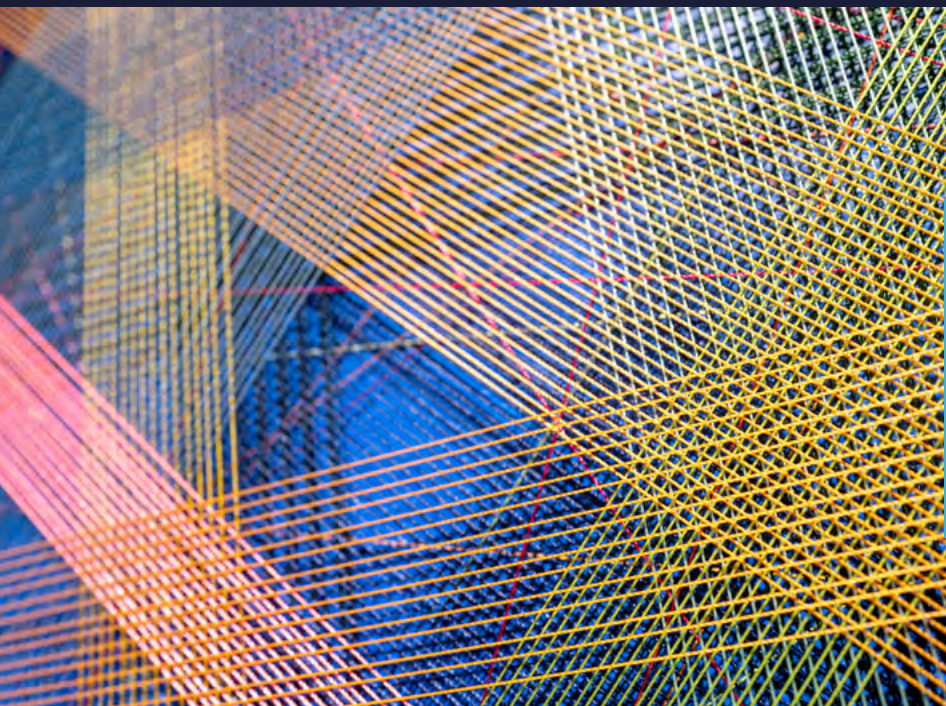
Unilever's Global Talent Strategy led to a 40% rise in women leaders and a 30% boost in sales, showing the strong link between gender-inclusive leadership and strong business performance.⁵



"We have many different types of customers, so it makes sense to draw on as many different viewpoints as possible from within the organization." ⁶

Xavier Chéreau

Chief Human Resources and Transformation Officer
Stellantis



03

Leadership skills are evolving



"The ABCs of leadership are more vital in today's world. Leaders need to **"adapt"** to understand different perspectives and opposing viewpoints. They should focus on what unites us to build **"bridges"** across divides. The complex challenges of today can't be solved alone – so they need to **"cooperate"** with stakeholders."⁷

Paul Polman

Author and Former CEO
of Unilever

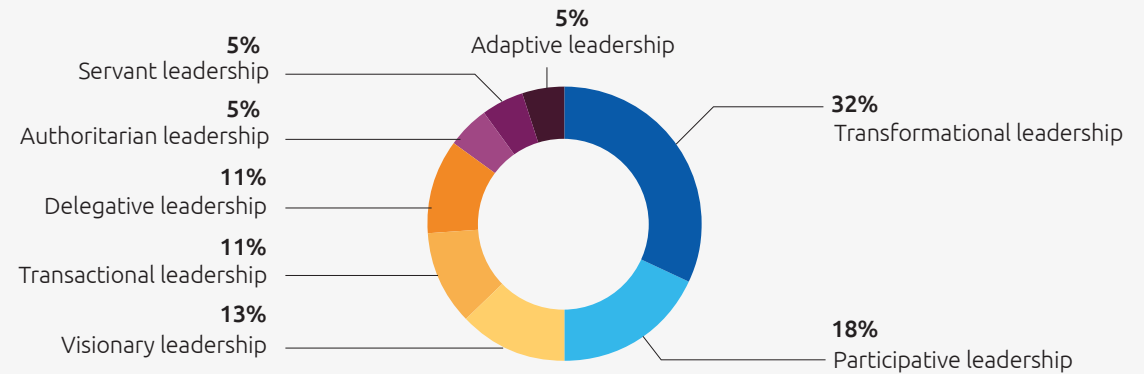
| Today's leadership is rooted in strategic thinking, vision, and adaptability

One in three respondents says their organization promotes transformational leaders who inspire change, drive innovation, and shape a future-ready culture

"Transformational" leaders excel in

- Articulating a compelling **vision** of the future
- Driving a **culture of ownership and accountability**
- Inspiring change, **adaptability**, innovation, and a culture of psychological safety
- Showing **resilience** and the ability to bounce back from setbacks
- Demonstrating **authenticity** and vulnerability
- Practicing **empathy and emotional intelligence**

Percentage of respondents to the question, "Which leadership style is most encouraged in your organization?"



Note: Transformational leadership style focuses on inspiring and motivating change and innovation; participative leadership style encourages team involvement in decision-making; visionary leadership involves setting a clear vision and motivating others to follow it confidently; transactional leadership style focuses on performance and rewards; delegative leadership style empowers team members to make decisions independently; authoritarian leadership involves exerting strong control and centralized decision-making; servant leadership prioritizes the needs and growth of the team; and adaptive leadership style adjusts to changing circumstances.

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N= 2,750 leaders.

As business volatility continues to surge and tech disruptions accelerate, leaders will need to demonstrate agility and emotional intelligence more than ever to navigate these changes.

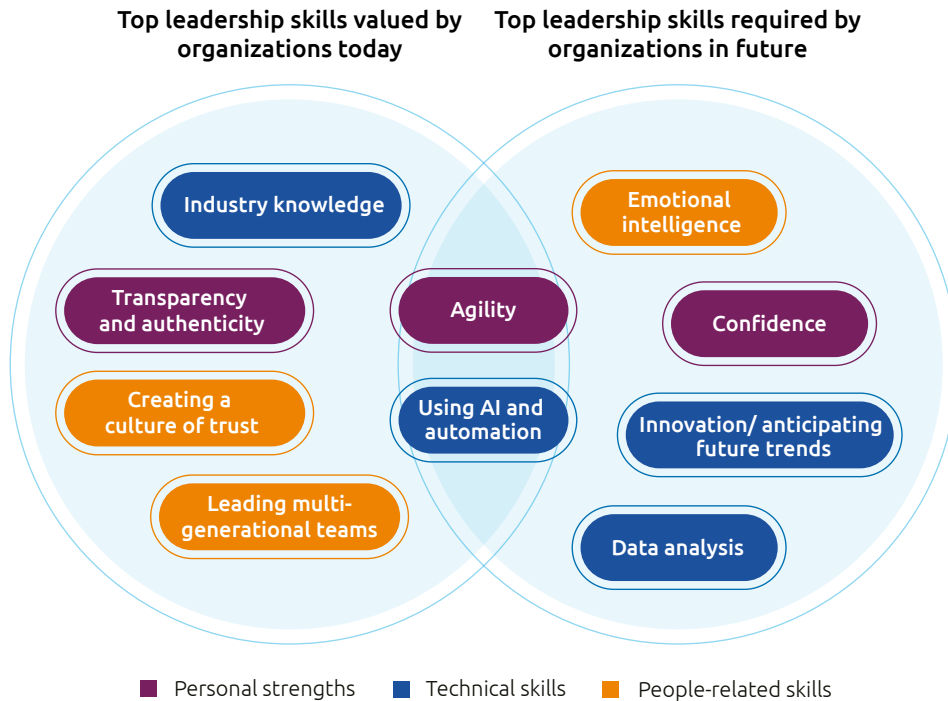


"Leadership today is about adaptability, empathy, and building supportive networks. As business demands accelerate, resilience has become increasingly vital, enabling leaders to adapt swiftly and effectively."

Louise Connelly

Chief Data and Analytics Officer
BNP Paribas Personal Finance

AI skills and agility emerge as the key leadership capabilities critical to organizations today and in the future



Source: Capgemini Research Institute, Gender and leadership research, August 2025, N= 2,750 leaders.

74%

of leaders agree that being skilled in **AI**
is critical to advancing to a leadership
role at their organizations



"I've seen firsthand how new technologies - especially AI - are reshaping the way we lead, collaborate, and solve problems. For women in leadership, this is a chance to challenge old structures, amplify diverse voices, and drive more inclusive decision-making by being at the forefront of change."

Anna Perrin

Chief Customer Officer
NBN

| However, the proficiency of tech skills among leaders remains low



46%

of leaders consider AI and automation among their key strengths



54%

of leaders consider data analysis among their key strengths



48%

of leaders consider innovation/anticipating future trends among their key strengths

Our previous research⁸ also highlights that:

Only

38%

of leaders and managers are confident in prompt engineering

One in three

33%

leaders says they can articulate their needs to a Gen AI system

Just

12%

of employees say their leaders/managers possess data management skills

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N= 2,750 leaders.

Organizations need to embed technical fluency into universal leadership development to ensure leaders today are ready for the future



"Business leaders must understand how tech works. It's no longer safe to just rely on what vendors say or what a glossy demo shows. You don't need to be a developer, but you do need a working understanding of the tech."⁹

David Knott

Chief Technology Officer
UK Government



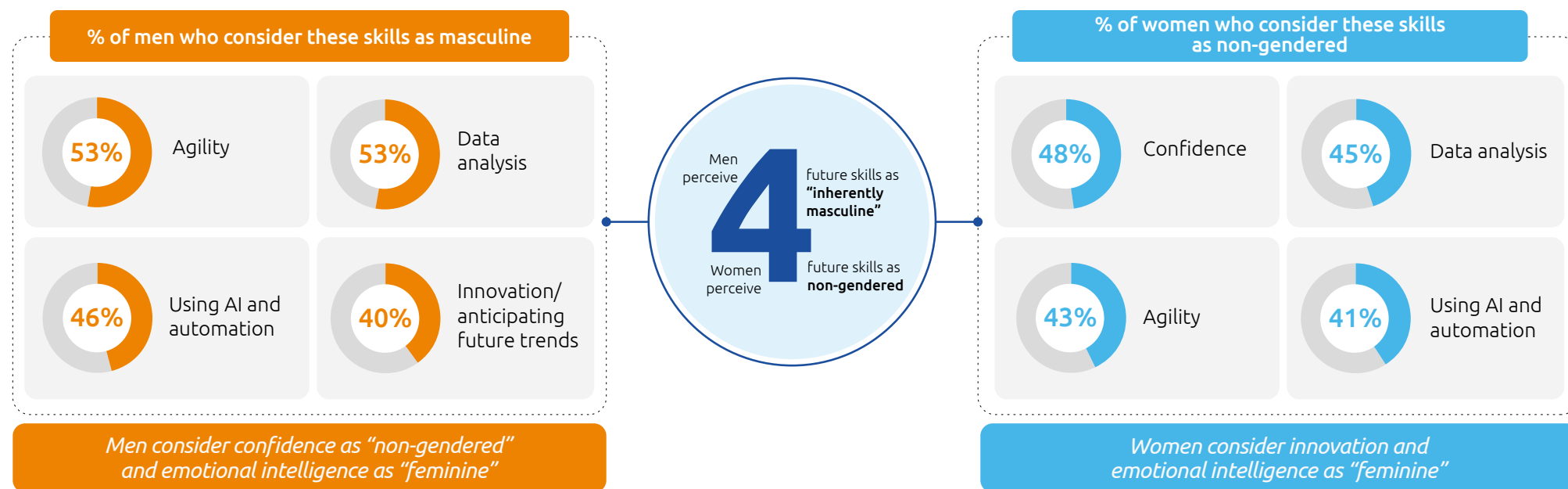
04

Gender-based stereotyping leads to biased assessment of capabilities



Critical leadership skills of future are often seen as “*masculine*” by men, revealing a perception gap

Men consider skills of the future masculine, whereas women think they are more gender neutral



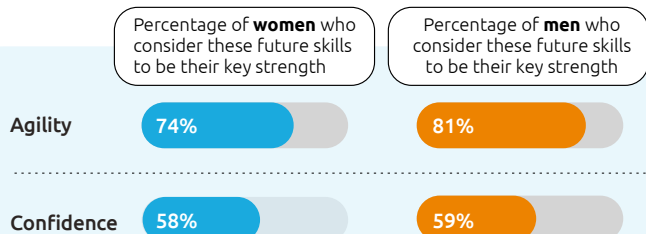
Note: Please refer to Appendix slides on “How leadership skills are perceived?” for the detailed data on all the skills.

Respondents were asked whether they consider each leadership skill inherently feminine, masculine, or non-gender specific. The percentages shown reflect the option chosen by majority of respondent for each skill.

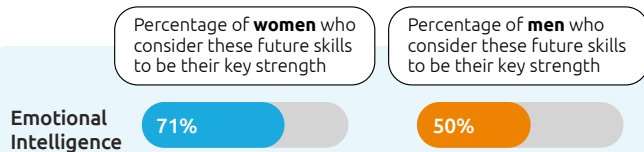
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

| Women view themselves equally capable and confident as leaders

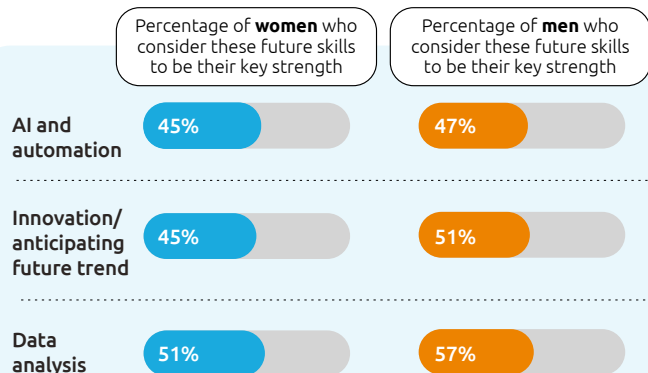
Personal strengths



People-oriented skills



Technical skills



Previous research¹⁰ highlights that women often underestimate their abilities, whereas men almost never do. This lack of confidence can hold capable, talented women back.

However, our research showcases a shifting trend, with an equal number of women now identifying confidence as a key strength.

Please refer to Appendix slides on “How leaders rate themselves on various leadership skills?” for the detailed data on all the skills.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

Gender stereotyping of critical future leadership skills not only exacerbates biases against women but also risks widening the gap. Strong action is urgently required to combat this.



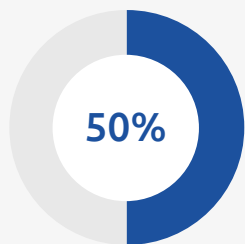
05

Gender stereotypes fuel bias – limiting growth, opportunity, and retention



Gender-based perceptions influence pay levels: Women face hurdles, men gain an edge

Compensation lacks fairness and equity



of all respondents agree that **compensation across genders in similar roles is fair and equitable** in their organization

Percentage of respondents, by gender, who agree with the above statement

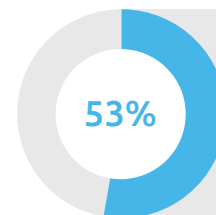


Men
54%

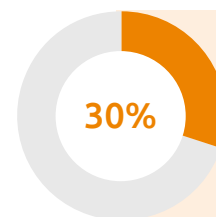


Women
46%

Bias in compensation



of **women** say they have experienced a **negative bias as regards pay** because of their gender



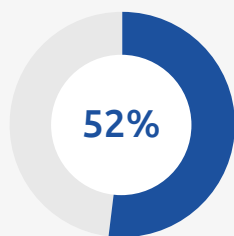
of **men** say they have experienced a **negative bias as regards pay** because of their gender

As much as **40%** of **men** say they have enjoyed a pay **advantage** because of their gender

Note: The data for "all respondents" includes men, women and non-binary leaders. Analysis for non-binary leaders not done due to low base.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.

Perceptions of gender bias in promotions persist, overlooking qualified candidates for leadership positions

Promotion opportunities are not equal



Just over half of respondents **agree that women and men have equal opportunities for promotion** at their organizations

Percentage of respondents, by gender, who agree with the above statement

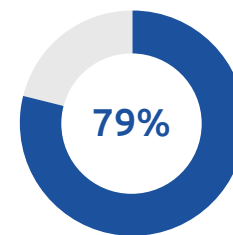


Men
50%



Women
54%

Qualified people are overlooked



of all respondents agree that **qualified people are frequently overlooked for leadership roles** in their current organizations

While **45%** of those who agree think that this happens to both **men and women**, a significant **39%** say that mainly **women** are overlooked

Lack of transparency of promotion criteria is cited as among the top **barriers to career advancement** by both men and women:

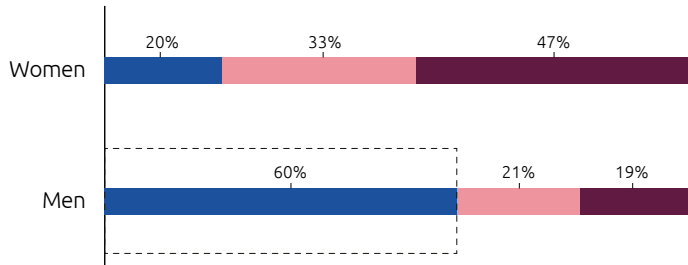
- 49% of men consider lack of transparent promotion criteria as a barrier; out of these, 56% consider it to be related to their gender.
- 42% of women also consider this to be a barrier; out of these, 54% consider it to be related to their being female.

Note: The data for “all respondents” includes men, women and non-binary leaders. Analysis for non-binary leaders not done due to low base.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.

Gendered stereotypes shape career opportunities: Women face bias, while men often benefit from it

Six in 10 men say they have had an advantage in career opportunities owing to their gender

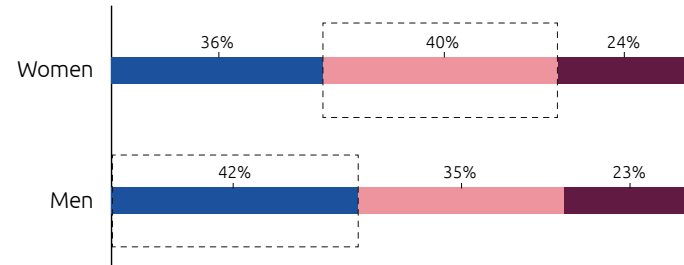
Percentage of men and women citing different experiences of the impact of their gender on **opportunities to move roles**



- I have had an advantage because of my gender
- I have experienced a negative bias because of my gender
- My gender has no impact on this

Four in 10 women have faced a negative bias for opportunities to travel and relocate owing to their gender; an equal number of men say they have had an advantage

Percentage of men and women citing different impacts of their gender on **opportunities to travel and relocate**



- I have had an advantage because of my gender
- I have experienced a negative bias because of my gender
- My gender has no impact on this

43%

of women rank “absence of high visibility” opportunities as a top barrier to career advancement, in comparison with just 34% of men

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.



"When it comes to perceptions of skills and gender bias, I have observed that while there has been progress, there is still a lingering bias that underrates the capabilities of women leaders. This often manifests in subtle ways, such as assumptions about a woman's commitment to her career or her leadership style."

Chinal Jethwa

IT Sourcing and Strategy Manager
BNP Paribas Personal Finance

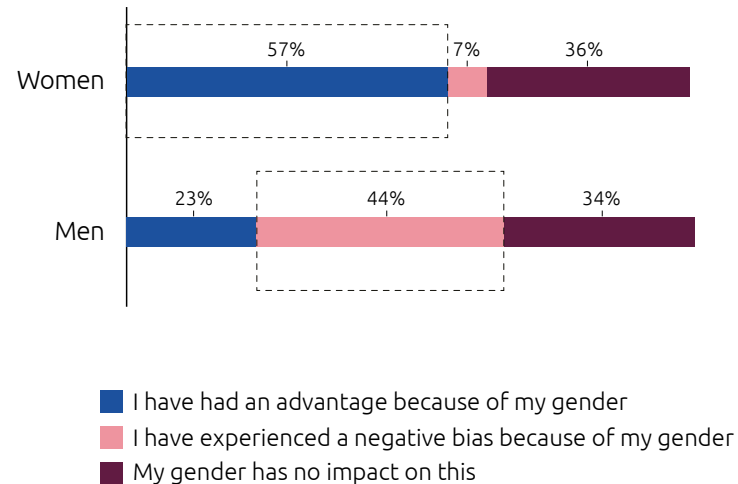
| Gender norms also limit men's access to flexible work options

More than half of women agree that they have had an advantage in accessing flexible work arrangements because of their gender; 44% of men say they have faced a negative bias in this respect owing to their gender

38%

of men select "poor work-life balance" as among the top barriers to career advancement

Percentage of men and women citing different impacts of their gender on **flexible work options**



Note: The sum of the percentages may not be exactly 100% due to rounding to the nearest whole number.

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.



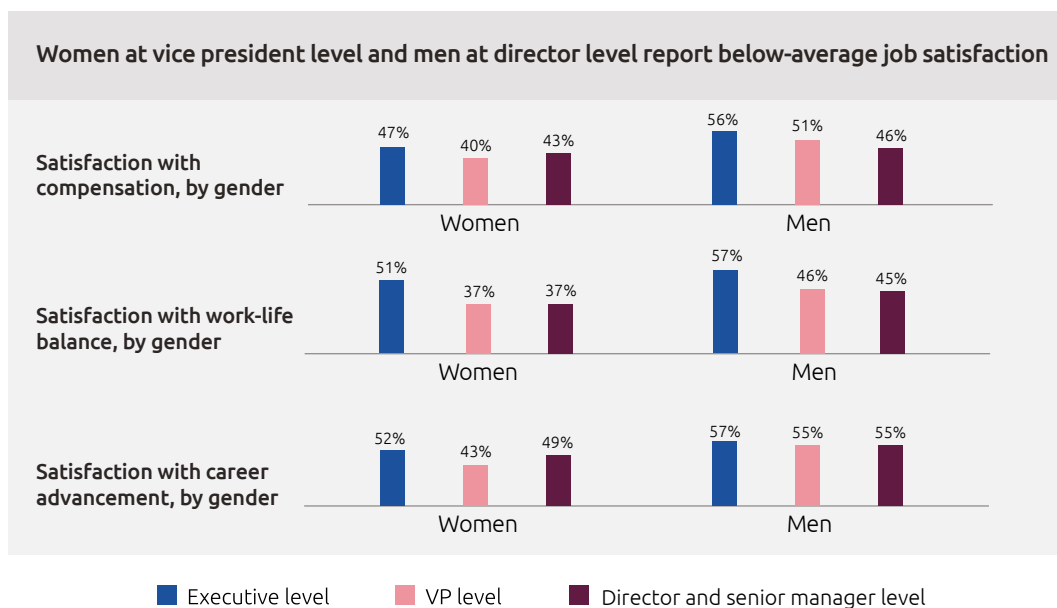
"The main impediment to gender equality for the industries of tomorrow are discriminatory social gender norms – norms that ascribe the caregiver role to women, while men are still seen as responsible for family income – and the conscious and unconscious biases emanating from there." ¹¹

Cecilia Ugaz Estrada

Deputy to the Director General and the Managing Director of the Directorate of Strategic Planning, Programming and Policy
United Nations Industrial Development Organization (UNIDO)

Women are less satisfied with compensation, career advancement and work life balance

Job satisfaction across different aspects of career	Satisfaction level by gender	
	Women	Men
Compensation	43%	48%
Work-life balance	39%	47%
Career advancement	48%	55%



35% of women **26%** of men have **considered leaving** their current organization due to perceived barriers to advancement

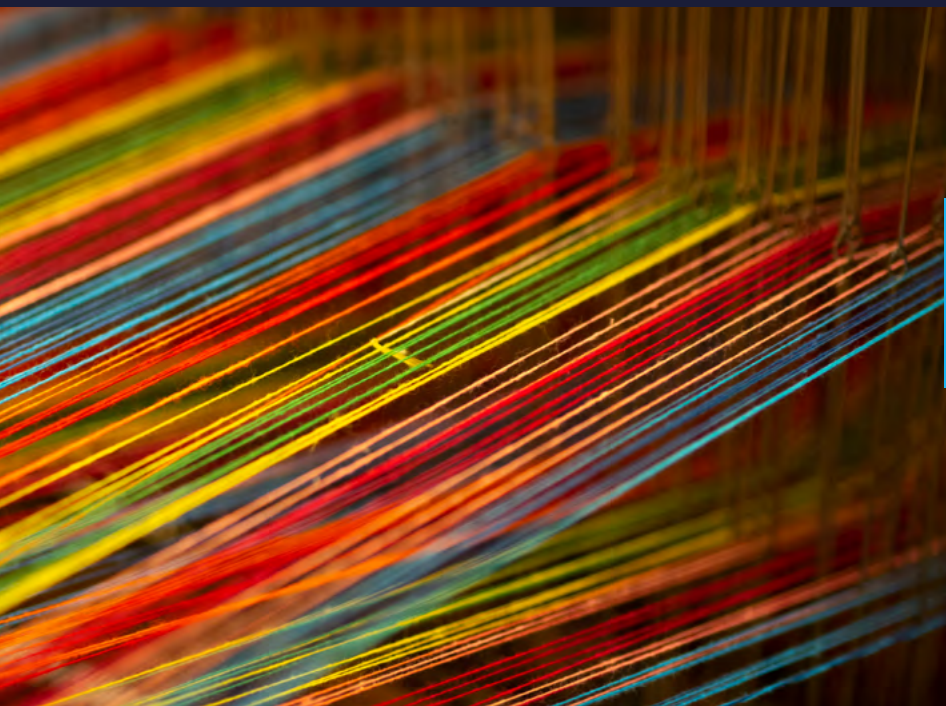
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.



"Technology can be a key equalizer — unlocking opportunities and leveling the playing field for both men and women leaders. Investing in learning pathways to strengthen technical expertise and virtual mentorship programs that are accessible to everyone is a sure way to help bridge the skill gap, setting up our talent for success as leaders of tomorrow."

Sarika Naik

Chief Corporate Responsibility Officer
Capgemini



06

Bridging a potentially widening gap, and accelerating AI and technical skills for all



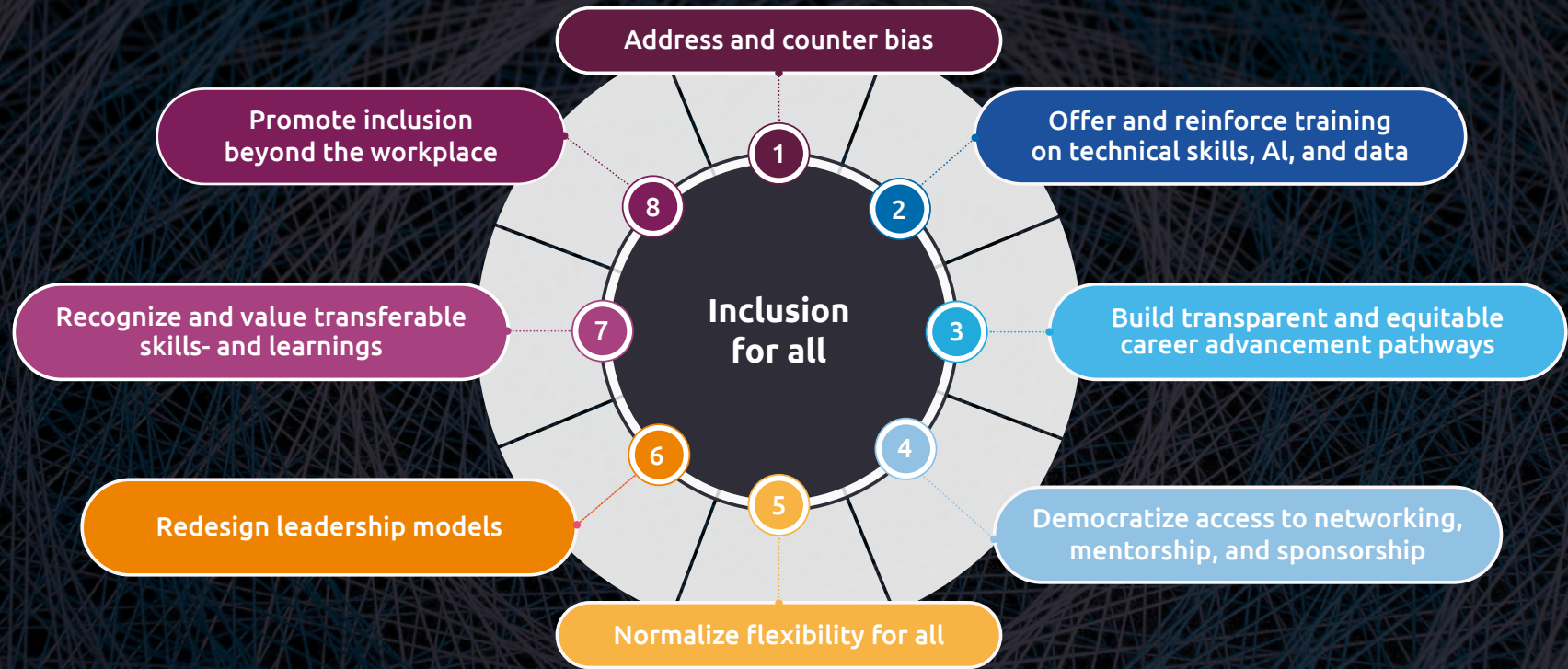


"One of L'Oreal Groupe's core growth principles is developing leaders without cloning them. It's about recognizing the diversity within our team and focusing on building the unique strengths of each individual. This creates the best environment for collective success and drives growth. "

Georgia Hack

Chief Digital and Marketing Officer
L'Oréal Groupe Australia & New Zealand

| Bridging the gender gap to promote equal opportunities



Source: Capgemini Research Institute analysis.

1. Address and counter bias

- Train leaders to spot and challenge bias.
- Implement bias interrupters* in hiring, performance reviews, and succession planning to reduce subjectivity
- Provide structured training, coaching, and mentoring for all to foster equity and inclusiveness
- Enable open dialogue across levels to bridge perception gaps
- Ensure equal pay for equal work and communicate gender pay equity practices clearly

One in three senior leaders feels that stereotyping roles and positions and biasing decisions based on gender hinders career advancement

2. Offer and reinforce training on technical skills, AI, and data

Provide organization-wide access to curated AI, data, and emerging tech learning tracks

Design targeted upskilling programs and ensure skills are learned and applied

Integrate AI and data into everyday workflows

Harness AI to detect bias and personalize leadership development

Note: "Bias Interrupters are proactive strategies designed to identify and mitigate unconscious biases in the workplace. They serve as a framework to interrupt biased practices and foster an environment of fairness and inclusion." – The Oxford Review, "Bias Interrupters – Definition and explanation," accessed September 2025.
Source: Capgemini Research Institute analysis.

Colgate-Palmolive India is trying to create a level playing field for its workforce. The organization is training all its employees (but particularly its male workforce) to eliminate biases.¹²



"We have spent years trying to 'fix' women with more training and mentoring. But the real transformation happens when we fix the environment. When women are placed in supportive, empowering settings, they don't just succeed – they thrive."

Jacqui Kernot

Vice President,
Thales Cybersecurity Services

3. Build transparent and equitable career advancement pathways

Define **clear, objective, and measurable** promotion criteria

Make **promotion processes** transparent and accessible

Adopt a **skills-based approach to hiring and promotion**, focusing on the skills essential to the role

Base advancement on a **balanced set of competencies**, not one-off performance "moments"

Use **multi-dimensional evaluations** over single-format assessments such as presentations or panel evaluations, which may favor certain skills

Lack of transparent promotion criteria is considered a key barrier to career advancement by nearly half of the leaders

4. Democratize access to networking, mentorship, and sponsorship

Ensure fair access to high-visibility opportunities

Use algorithms to match mentees and mentors, and rotate mentors for broader exposure

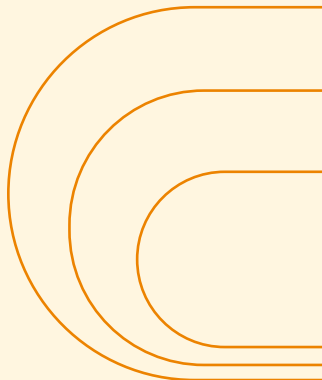
Train executive sponsors to advocate for diverse high-potential talent, with transparent assignment

Track participation and impact of these initiatives

Nearly half (49%) of women consider lack of a mentor or sponsor as a key barrier to their career advancement

Source: Capgemini Research Institute analysis.

5. Normalize flexibility for all



Promote flexible work as a leadership enabler, not a gendered perk
Support all employees in balancing work and life, without stigma or penalties
Foster openness around flexible work for caregiving, wellness, and personal interests

42% of women cite “family care responsibilities” and 38% of men cite “poor work-life balance” as key factors hindering their career growth

Research suggests that:

- Both men and women who use flexible work options have a stronger ability to negotiate their work and family lives and better mental well-being.^{13,14}
- Increased access to flexible work options for men and women could foster greater gender equality in both workplace and domestic spheres, by enabling men to share more of the domestic burdens and mitigate the pressure on women to reduce paid employment after parenthood.¹⁵

Source: Capgemini Research Institute analysis.

6. Redesign leadership models

Diversify success profiles to reflect different leadership styles

Advance and celebrate diverse role models in internal and external communications

Create inclusive leadership pipelines and offer transparent and accessible development opportunities to all

37% of respondents feel that limited acceptance of diverse leadership approaches is a major hurdle to leadership advancement

Source: Capgemini Research Institute analysis.



"The more diverse the leadership styles, the more people realize –'Wow, I can lead too. I don't have to fit a specific mold to be successful.' Throughout my career, I've often heard, 'You're not the typical mold, and yet you've succeeded,' which has inspired others to embrace their own unique styles."

Annabel Fribence

Chief Marketing Officer
McDonald's Australia

7. Recognize and value transferable skills and learnings

Recognize and value adaptable capabilities that cut across roles, industries, and contexts

Embed learnings and best practices from other industries and contexts (e.g., sports)

8. Promote inclusion beyond the workplace

Support community programs that promote women's mentorship

Invest in supplier diversity programs

Boost financial inclusion by funding minority-owned startups

Advocate gender-equity policies and use brand influence to amplify impact

Source: Capgemini Research Institute analysis.

| Embedding best practices from the world of sports

While there is no doubt that sports help cultivate foundational leadership traits such as strategic thinking, resilience, and teamwork, there are also parallels that organizations can draw from the world of sports and utilize those learnings to advance gender equity.

Sports takeaway	Adapting to individual and organizational context
Women sportspersons are recognized for their strategic thinking, decision-making, resilience, and other traits that go beyond stereotypes	Break stereotypes through role modeling and learn resilience and ability to bounce back
Sports rely on clear metrics of performance and consistency	Define objective promotion criteria, use multi-dimensional assessments, and ensure visibility of decision-making processes
Sportspersons thrive with coaches and mentors, and rely on sponsorships for growth and opportunities	Institutionalize mentorship and sponsorship, so that everyone has equal access to these opportunities
Sportspersons embark on their journeys early and start training from a young age	Nurture leadership from early career stages; measures to reduce bias should be embedded across the entire career journey
Winning teams in sports are made up of diverse skills, roles, and backgrounds	Harness diversity as a performance advantage; promote diverse leadership approaches and styles

Source: Capgemini Research Institute analysis.

Among the 20

most powerful women in the world, 19 have practiced competitive sports.¹⁶

A recent survey done in UK highlights that women who played extracurricular sport as children are 50% more likely to reach senior professional roles.¹⁷



"Leadership, like sports, isn't defined by gender—it's defined by grit, vision, and impact. Just look at the world of sports: women compete, lead, and win at the highest levels. It's time we stop treating female leadership as an exception and embrace a culture where inclusion and equality are the norm."

James Forrest

EVP, Intelligent Industry
Women in Rugby Leadership Program Sponsor
Capgemini



07

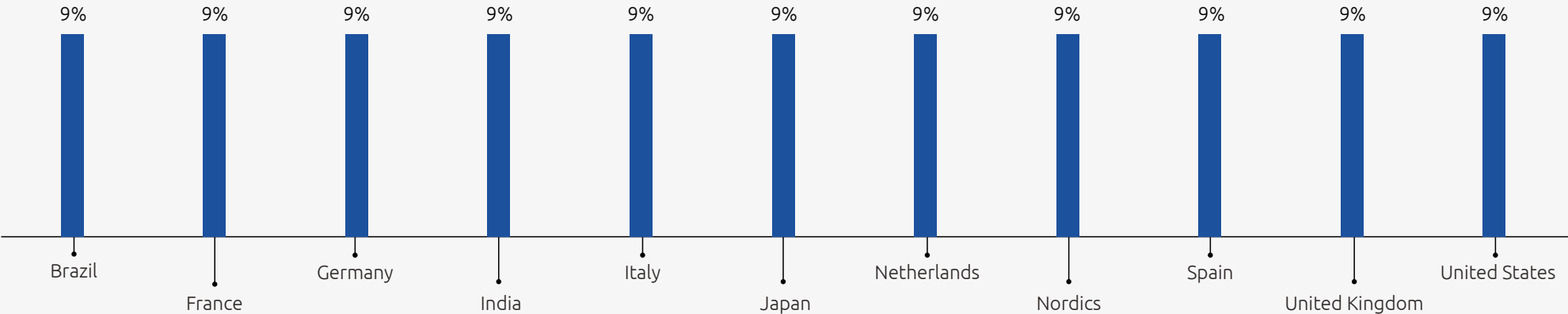
Research methodology



| Research methodology (1/3)

The report draws on comprehensive analysis of a survey of 2,750 leaders (senior managers and above) across 11 countries and 9 key sectors. The survey sample includes 1,375 women, 1,372 men, and 3 non-binary leaders. Due to the limited representation of non-binary respondents, the quantitative findings in this report have been analyzed for men and women only.

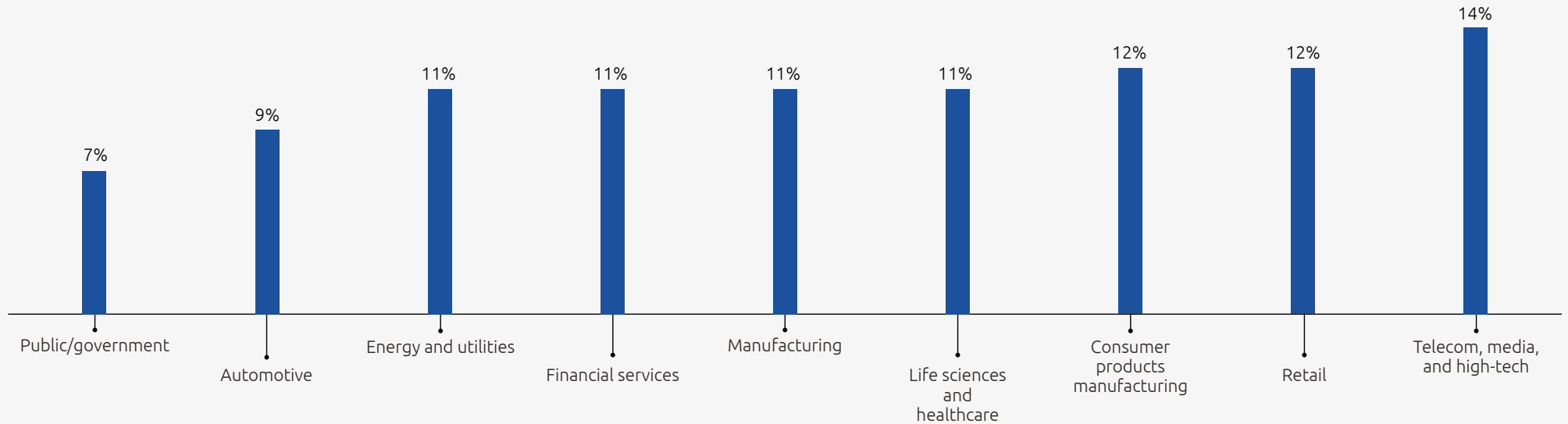
Respondents by country



Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.

| Research methodology (2/3)

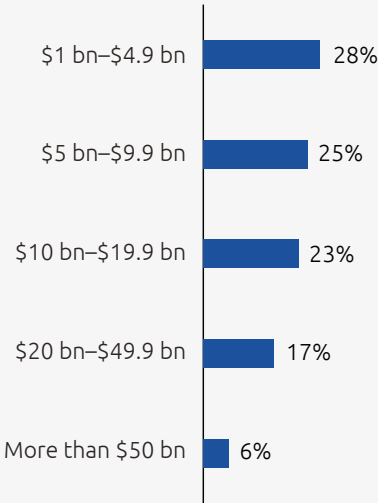
Respondents by sector



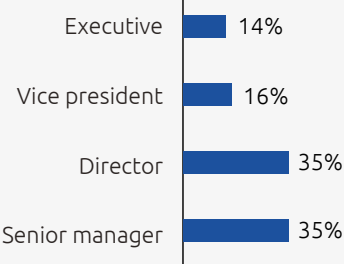
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.

| Research methodology (3/3)

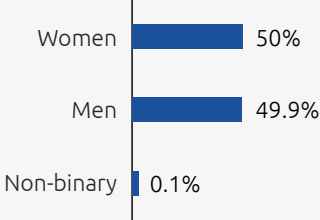
Organization by revenue



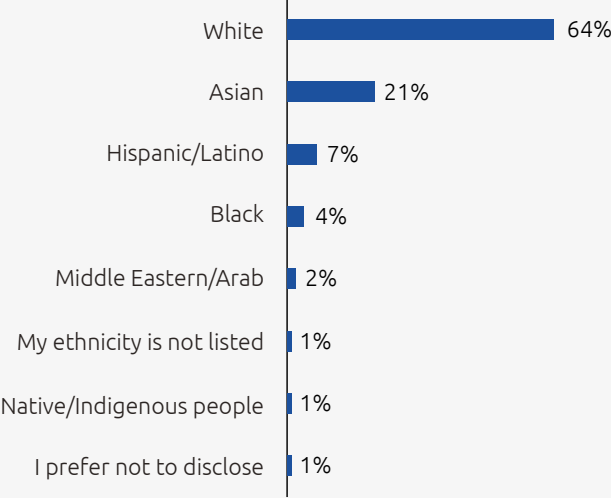
Respondents by title



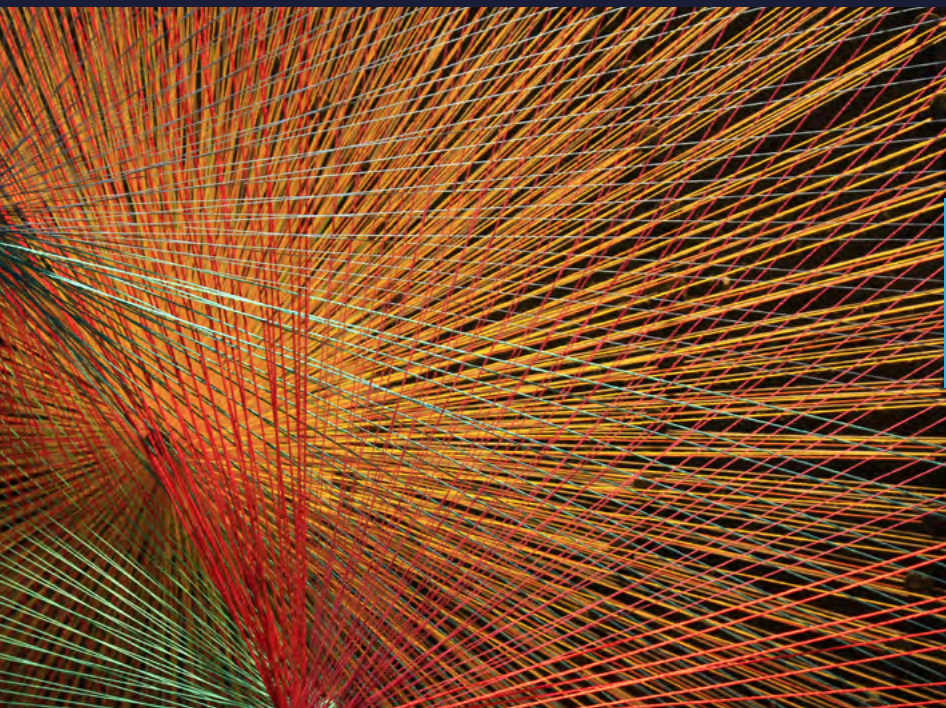
Respondents by gender



Respondents by ethnicity



Note: The sum of the percentages may not be exactly 100% due to rounding to the nearest whole number.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,750 leaders; N = 1,375 women and N = 1,372 men.



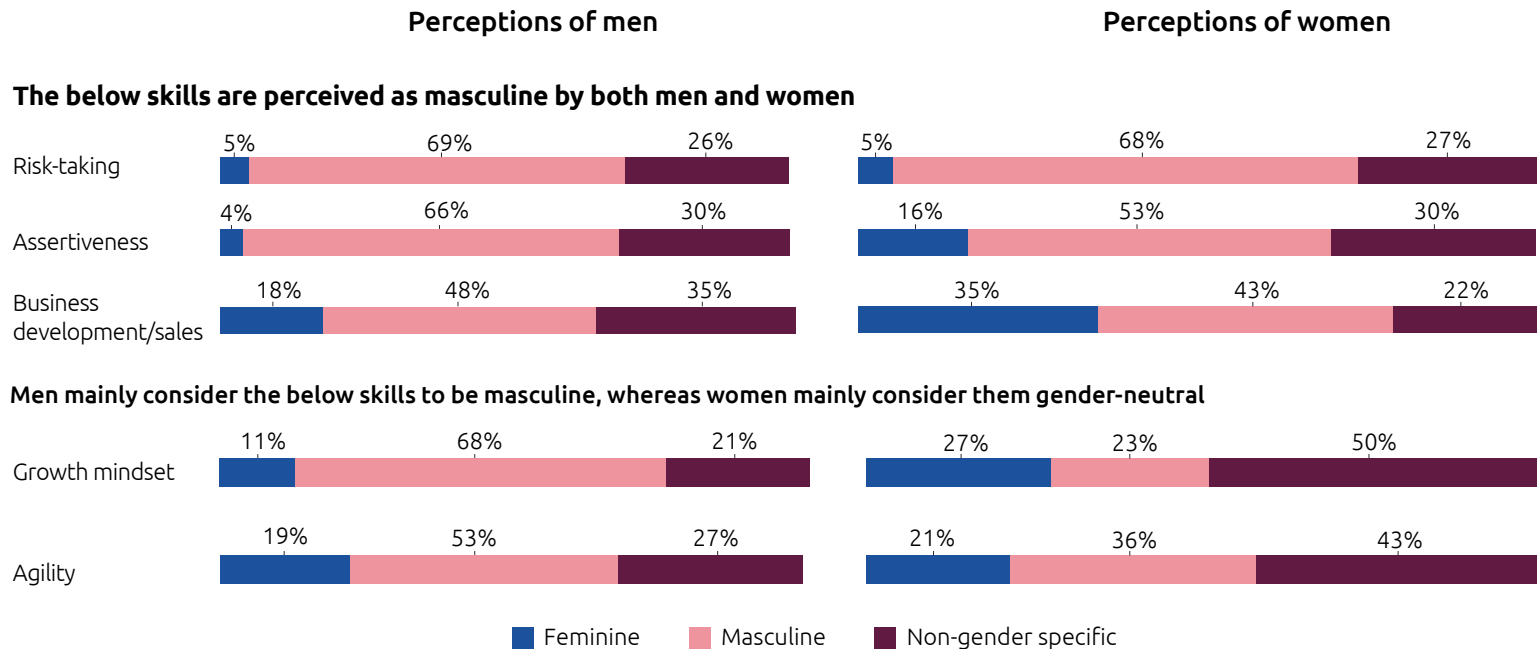
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Appendix



| How leadership skills are perceived? (1/4)

Personal strengths: Many task-oriented personal strengths are considered masculine skills – even by women



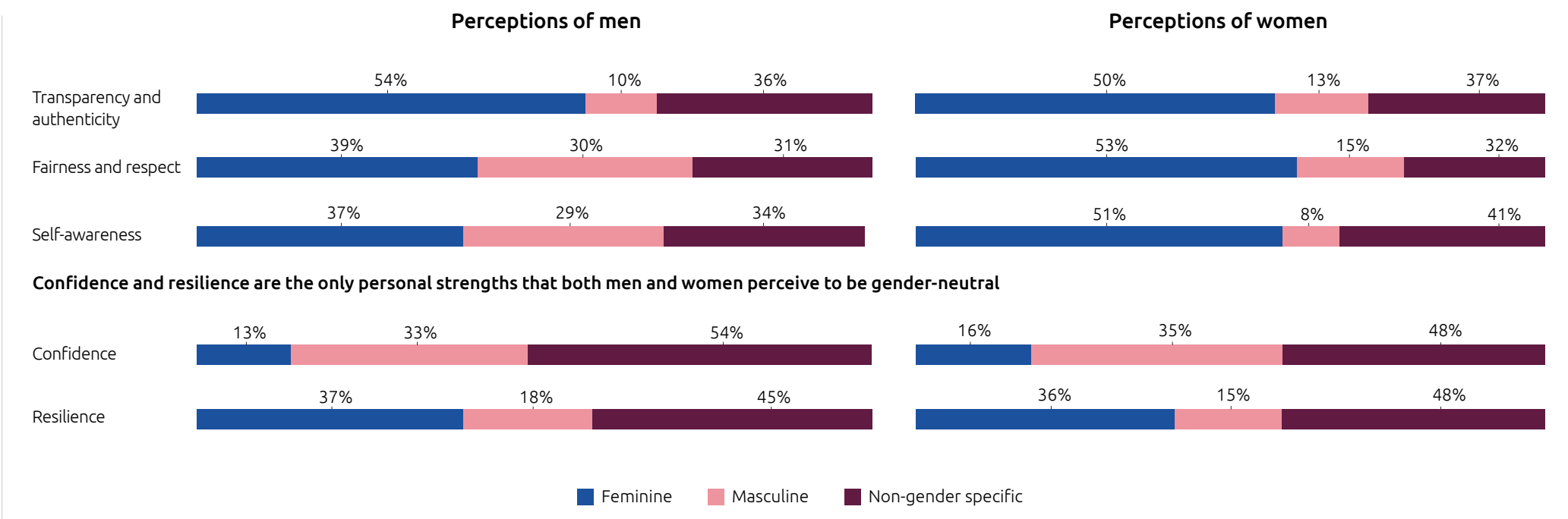
Deep-rooted gender stereotypes are shaping leadership perceptions – organizations must disrupt these biases through intentional, systemic interventions to build truly inclusive cultures.

Note: The sum of the percentages may not be exactly 100% due to rounding to the nearest whole number.

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

| How leadership skills are perceived? (2/4)

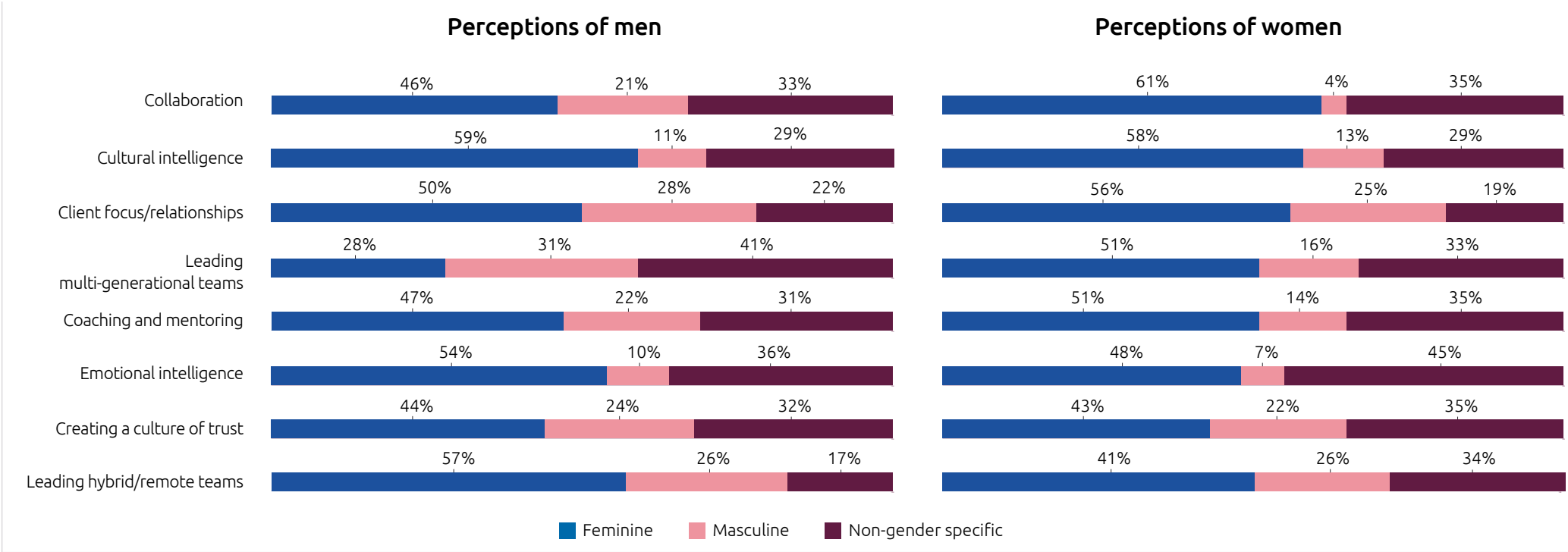
Personal strengths: Both genders perceive most values-oriented personal strengths as predominantly feminine



Note: The sum of the percentages may not be exactly 100% due to rounding to the nearest whole number.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

| How leadership skills are perceived? (3/4)

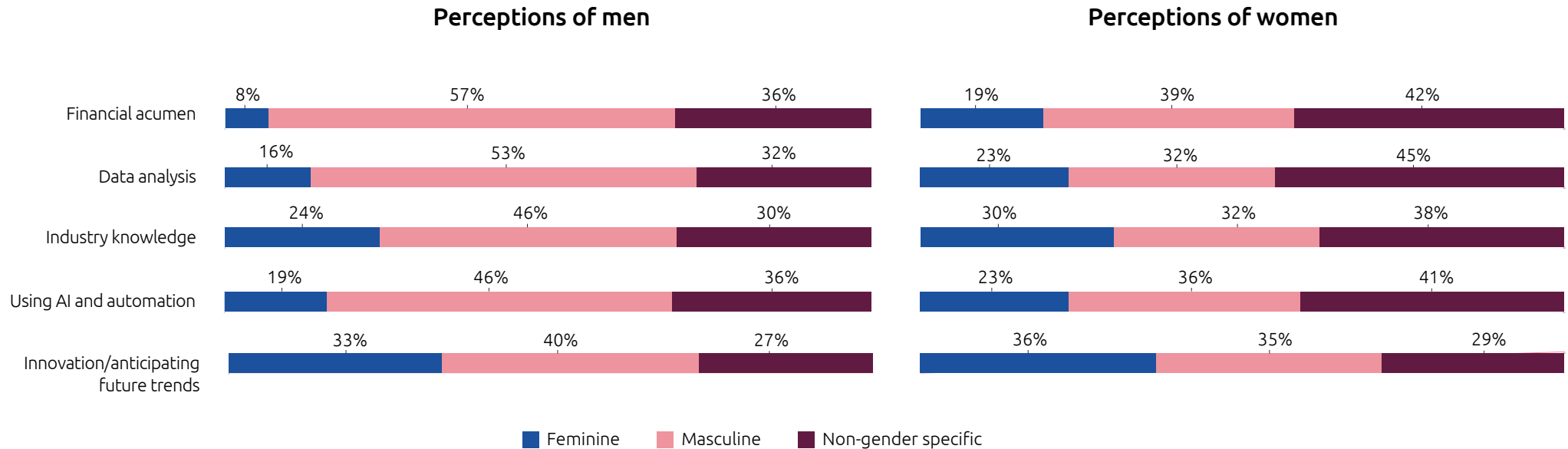
People-oriented skills: Both genders perceive most people-oriented skills as predominantly feminine



Note: The sum of the percentages may not be exactly 100% due to rounding to the nearest whole number.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

| How leadership skills are perceived? (4/4)

Technical skills: Men perceive technical skills to be “masculine,” whereas most women consider them to be gender-neutral



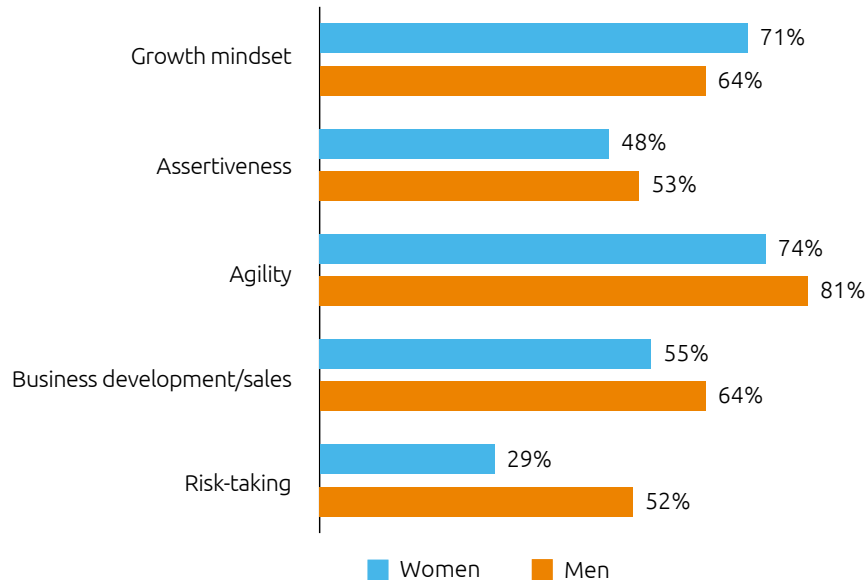
Note: The sum of the percentages may not be exactly 100% due to rounding to the nearest whole number.

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

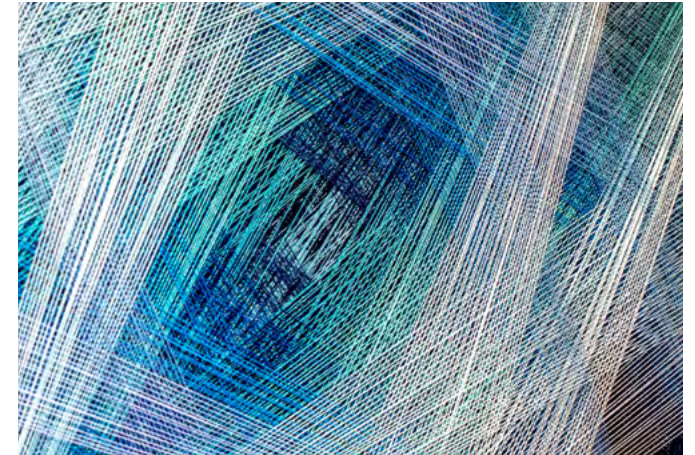
| How leaders rate themselves on various leadership skills? (1/4)

Personal strengths: Men and women leaders are equally confident in most of their task-oriented personal strengths

Percentage of respondents who consider the below skills to be their key strength, by gender



Note: Less than or equal to 8pp difference in strength ratings by men versus women; hence considering them equally confident on these areas.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

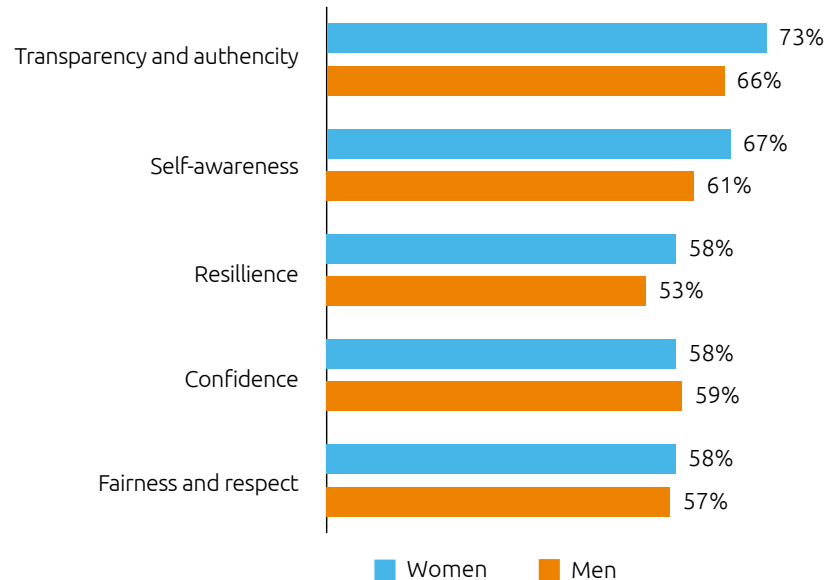


Parity in leadership strengths signals a strategic pivot: organizations must prioritize equitable career advancement over “fix the women” approaches.

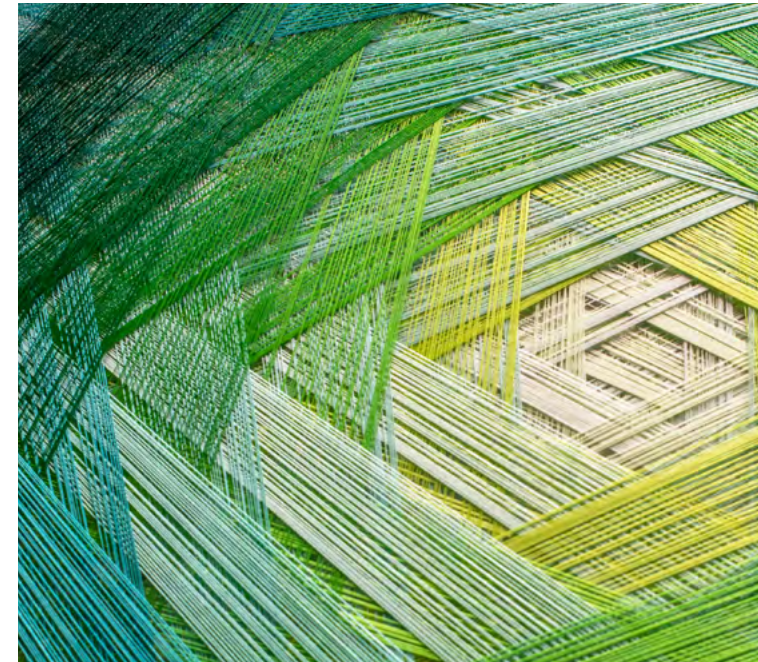
| How leaders rate themselves on various leadership skills? (2/4)

Personal strengths: Men and women leaders are equally confident in most of their values-oriented personal strengths

Percentage of respondents who consider the below skills to be their key strength, by gender



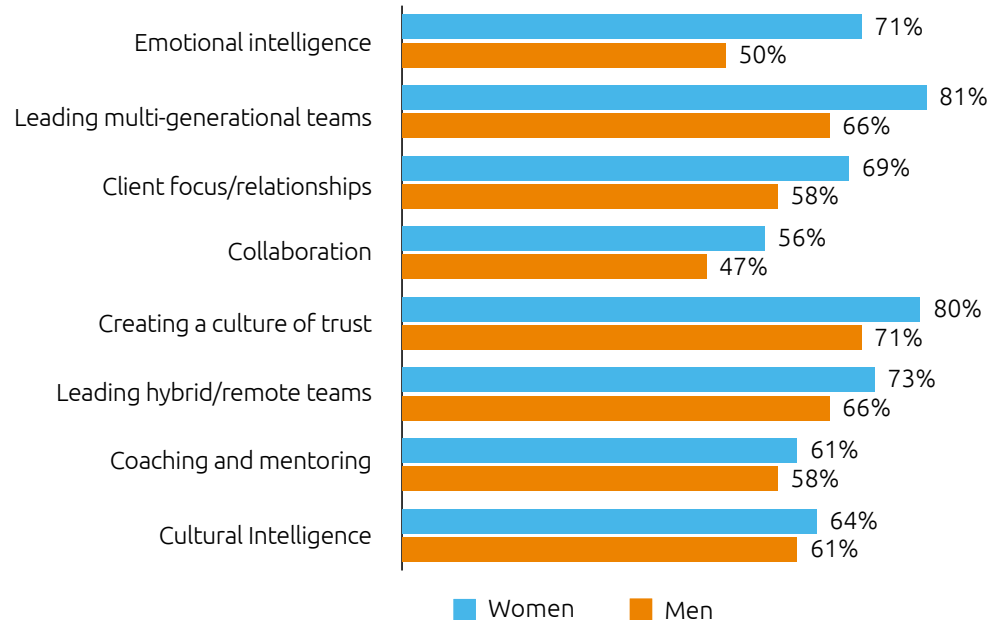
Note: Less than or equal to 8pp difference in strength ratings by men versus women; hence considering them equally confident on these areas.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.



| How leaders rate themselves on various leadership skills? (3/4)

People-oriented skills: Women leaders recognize their critical people-oriented competencies

Percentage of respondents who consider the below skills to be their key strength, by gender



Note: More than 8pp difference in strength ratings by men versus women; hence the conclusion that women rate themselves strongly on these parameters.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

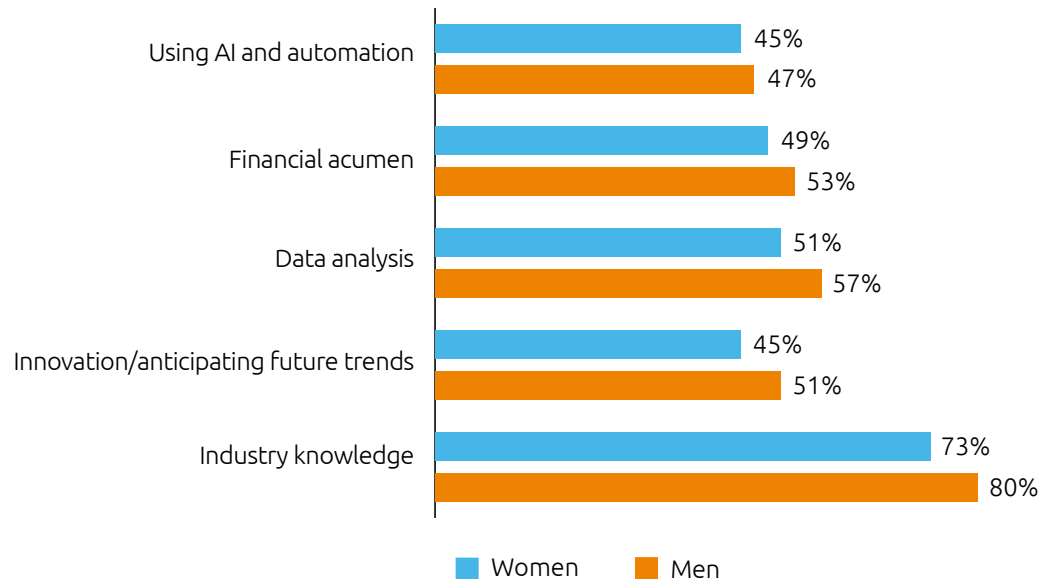
These people-centric strengths are not just “soft skills” – they are strategic capabilities that drive innovation and collaboration in tomorrow’s dynamic and diverse organizations.



| How leaders rate themselves on various leadership skills? (4/4)

Technical skills: While strong in industry knowledge, both men and women leaders fall behind on technical skills

Percentage of respondents who consider the below skills to be their key strength, by gender



Leadership gaps in AI, data, and innovation aren't just skills issues – they're strategic risks: organizations must embed technical fluency into leadership development.



Note: Less than or equal to 8pp difference in strength ratings by men versus women; suggests they are equally confident on these areas.
Source: Capgemini Research Institute, Gender and leadership research, August 2025, N = 2,747 leaders; N = 1,375 women and N = 1,372 men.

In the 2025 Fortune 500 list, 17.4% of CFO roles are held by women, up from 12% in 2015. It's a step forward, though still far from parity.¹⁸



The CFO role has evolved far beyond cost control - it's now about shaping strategy, driving transformation, and unlocking long-term value. That shift demands a broader skill set: empathy, adaptability, and sharp strategic thinking. To do this successfully requires a people-first mindset - and it's something many women bring naturally. It enables stronger collaboration, better decision-making, and a more resilient approach to change.

Nive Bhagat

CFO
Capgemini

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| Authors

Meet the experts



Sarika Naik

Group Chief Corporate Responsibility Officer,
Member of the Group Executive Committee,
Capgemini
sarika.naik@capgemini.com

A keen pursuit for innovation and positive impact drives Sarika's career spanning 20+ years in the tech industry. She leads Capgemini's global corporate responsibility initiatives, focusing on responsible business practices, inclusion, and climate action. She actively promotes integration of ethics into daily business operations. Under her leadership, Capgemini had been recognized multiple times among the world's most ethical companies by Ethisphere. Sarika previously served as the Chief Marketing Officer (CMO) and Chairperson for Diversity & Inclusion in India. In these roles, she elevated the brand's purpose of making a positive impact through technology for an inclusive and sustainable future among clients, employees, and across the industry.



Karine Vasselin

Vice President, Group Head of Inclusive Futures,
Capgemini
karine.vasselin@capgemini.com

Convinced that talent has no boundaries, Karine has dedicated her career to developing people and pushing the diversity and inclusion agenda forward. In her 25+ year career, she notably served as global talent lead for Capgemini Invent, where she was a strong advocate of gender parity and promoting women's programs. As Head of D&I for the Capgemini Group since 2021, she has initiated a cultural shift toward Inclusive Futures for all, embedding inclusion in Capgemini's business and operating model. A member of the steering committee of the ILO Global Disability Network, she was nominated among the "2024 Inspirational D&I Leaders." A strong proponent of lifelong learning and reverse mentoring, Karine attended D&I executive education courses at Cambridge Judge Business School and INSEAD, while being Business Partner of a DEI curriculum in an internal Masters at HEC Paris.



Marjolein Wenderich

Vice President, Global MD – Workforce and Organization,
Capgemini
marjolein.wenderich@capgemini.com

Marjolein is the Global Head – Workforce and Organization at Capgemini Invent. Previously associated with Alliander, Atos Consulting, and KPMG in both consulting and managerial roles. With over 25 years of experience in the public and corporate market, she has helped organizations reimagine work, workforce evolution, and workplace models in the age of digital disruption. She specializes in driving enterprise-wide transformation through agile operating models, skills-based workforce planning, and AI-enabled talent ecosystems. A trusted advisor and speaker, Marjolein brings a unique blend of strategic insight and tech-enabled execution to future-proof organizations in a rapidly evolving world of work.

| Authors

Meet the Capgemini Research Institute



Jerome Buvat

Head,
Capgemini Research Institute
jerome.buvat@capgemini.com

Jerome is the head of the Capgemini Research Institute. He works closely with industry leaders and academics to help organizations understand the business impact of emerging technologies.



Subrahmanyam KVJ

Senior Director,
Capgemini Research Institute
subrahmanyam.kvj@capgemini.com

Subrahmanyam is a Senior Director at the Capgemini Research Institute. He loves exploring the impact of technology on business and consumer behavior across industries in a world being eaten by software.



Nancy Manchanda

Director,
Capgemini Research Institute
nancy.manchanda@capgemini.com

Nancy has over 16 years of experience in market research, consulting, and digital transformation. She collaborates with business leaders to understand challenges and opportunities relating to technology, people, and sustainability transformation.



Tvishee Kumar

Senior Manager,
Capgemini Research Institute
tvishee.kumar@capgemini.com

Tvishee Kumar is a Senior Manager at Capgemini Invent with nearly two decades of professional experience spanning market research and intelligence, marketing strategy, and digital transformation across global organizations.



Anil Sharma

Senior Consultant,
Capgemini Research Institute
anil.f.sharma@capgemini.com

Anil is a Senior Consultant at the Capgemini Research Institute. He specializes in strategic research and advisory, supporting business leaders with insights into emerging technologies.

The key contributors would like to thank Utkarsh Maheshwari, Annie Hughes, Richard Thompson, Laura Gardner, Arita Sarkar, Thomas Hirsch, Magda Bulska, Pauline Sullivan, Alka Mattoo, Christina Bösenberg, Christin Käßler, Rishi Vijay, Nish Bhatt, Mike Welch, Michelle Grujin, Tristan Masters, Julie Raoux, Alon Ellis, Caroline Cook, Vanessa Wolfe-Coote, Nicolas Lock, Jodie Schwartfeger, Jerome Gaslain, Ashish Manekar, Stephan Taitz, Cecile Marion Lecomte, Julia Lievre-Cormier, Haeison Romero, Dan Ong, Jon Le Gat, Humera Pathan, Eshita Razdan, Nitin Goel, Lu Meldrum, Brock Sperry, Vibha Palekar, Amitabha Dutta, Jaydeep Neogi, Mithun Dutta, Subhadra Chakraborty, and Punam Chavan for their efforts on the report.

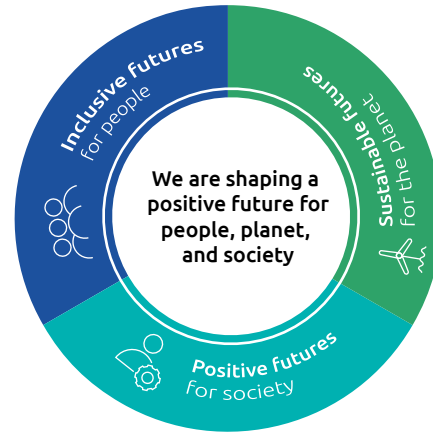
Corporate responsibility at Capgemini

Shaping a positive future for people, planet, and society

Capgemini has a long history of corporate responsibility, and we're committed to leading our industry. We are driven by our purpose to create a sustainable and inclusive future for people, planet, and society, and believe that technology and innovation should drive progress for everyone.

Our commitment to responsible business practices is embedded in our corporate strategy. It guides our decision-making, shapes the development of our solutions and services, and informs our relationships with all stakeholders. It is powered by our people, whose unique perspectives and expertise help turn our ambition into action.

Our corporate responsibility strategy focuses on three key areas:



Inclusive futures for people

By creating a vibrant and inclusive workplace, we boost creativity and innovation and enable all our talents to build meaningful careers.

Objectives

- Maintain 40% women across our teams by 2030
- Reach 35% of women in executive leadership positions

Sustainable futures for the planet

By embedding a sustainability mindset into our operations and the way we work, we're making tangible progress toward a better future for the planet and the people who live there.

Objectives

- Reduce our scope 1,2, and 3 carbon emissions by 90% vs. 2019
- Reach net zero by 2040

Positive futures for society

By combining our passions and expertise with transformative technology, we shape a future where everyone has the knowledge, skills, and opportunities to thrive in a digital and sustainable world.

Objectives

- Reach 10 million beneficiaries worldwide by 2030 vs. 2018

Built on our values and ethical culture, powered by our people, and working with a broad eco-system of partners

How we do it – Inclusive futures

By creating a vibrant, inclusive workplace, we boost creativity and innovation and enable all our talents to build meaningful careers.

At Capgemini, we consider all personal attributes, reflecting society in all its richness, to provide high quality capabilities to our clients, with the right skills and talent mix. It includes, among others, sex and gender, age, race/ethnicity or nationality, sexual orientation, ability status, social origin, cultural identity, faiths, working methods, skills, and experience. We value the differences and uniqueness of our people while cultivating our commonalities to ensure a safe open and collaborative environment where all individuals feel valued and contribute effectively to the success of the Group.

Our program focus areas in more detail		
1. Destination company for all	2. Equal opportunities to succeed	3. Inclusive culture
Our program ensures we access a wide source of talent enabling us to hire the best talent based on skills, performance, and potential.	Our approach ensures that once here everyone has equal opportunities to succeed. Through our accessibility roadmap, flexible work schemes, parental and friends leave, we support our colleagues at moments that matter most in their personal and professional life.	Through awareness and training, and through engagement in our employee network groups, we promote a sense of belonging and respect for all in the workplace.

Our Group ESG objectives by 2030:	40% of women in our workforce	35% of women in executive leadership positions
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And beyond Capgemini, we promote inclusion through client work, brand sponsorships, and society at large.

Key initiatives:

Women in Rugby: As Global Partner of Women in Rugby, Capgemini is committed to supporting female leaders to transform the game of rugby. Our [Women in Rugby](#) leadership program identifies and develops the current and next generation of female leaders in the world of rugby, enabling inspirational role models to fulfill their potential and create further parity across the game. Each year, 12 scholars are granted access to the best learning programs from Capgemini University.

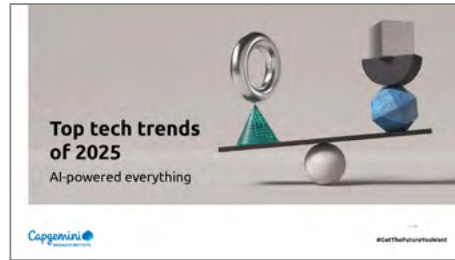
The Beyond the scoreboard mini-series: This series dives deep into the importance of inclusion through real-life experiences and inspiring stories from Capgemini team members as well as guest athletes. Our guests include veterans, people with disabilities, those returning from a career break, and members of the LGBT+ community. We explore the power of team spirit through the lens of sportsmanship, showcasing how lessons learned on the field can cultivate a thriving and inclusive work environment.

Bridging the digital divide for all: Our ACE of STEM initiatives and Digital Academies encourage and support underrepresented groups, starting with women, to access rewarding jobs in the digital economy: equipping local communities with the required skills to reach 10 million beneficiaries by 2030. We encourage girls, women, people from underprivileged backgrounds, and vulnerable minorities to pursue STEM (Science, Technology, Engineering, and Mathematics) studies and apply for rewarding jobs in the technology industry through our ACE of STEM initiatives.

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Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 350,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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