



International
Labour
Organization

Women in Business
and Management

GAINING MOMENTUM

Global Report



ACT/EMP
Bureau for Employers' Activities

Women in Business
and Management

GAINING MOMENTUM

Global Report

Copyright © International Labour Organization 2015
First published 2015

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: pubdroit@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with reproduction rights organizations may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

Women in business and management: gaining momentum / International Labour Office. Geneva: ILO, 2015

ISBN 978-92-2-128873-2 (print)

ISBN 978-92-2-128874-9 (web pdf)

woman manager / women workers / professional worker / equal employment opportunity / career development / equal.rights /sex.discrimination

Also available in French: *Femmes d'affaires et femmes cadres: une montée en puissance* (ISBN 978-92-2-228873-1), Geneva, 2014, in Spanish: *La mujer en la gestión empresarial: cobrando impulso* (ISBN 978-92-2-328873-0, Geneva, 2014).

14.04.2

ILO Cataloguing in Publication Data

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

ILO publications and electronic products can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by email: pubvente@ilo.org

Visit our website: www.ilo.org/publns

This global report, *Women in Business and Management: Gaining Momentum*, was compiled by Ms. Linda Wirth-Dominicé for the ILO-Bureau for Employers' Activities (ACT/EMP). It is part of the Bureau's initiative on promoting women in business and management coordinated by Ms. Anne-Brit Nippierd and funded under the ILO-Norway Partnership Agreement.

This publication was produced by the Document and Publications Production, Printing and Distribution Branch (PRODOC) of the ILO.

Graphic and typographic design, layout and composition, manuscript preparation, copy editing, proofreading, printing, electronic publishing and distribution.

PRODOC endeavours to use paper sourced from forests managed in an environmentally sustainable and socially responsible manner.

Code: CAD-ICA

Preface

Promoting gender equality at the workplace is not only the right thing to do, but also the smart thing to do. A growing body of evidence shows that utilizing the skills and talent of both men and women is beneficial for enterprises and for society in general. I commend the ILO-Bureau for Employers' Activities (ACT/EMP) for embarking on this research project which brings together statistics and information on measures that can be taken to advance women in business along with analysis and ideas for future areas of focus. I am confident that it will become a key reference document for those seeking updated information and authoritative data on women in business and management.

The report underlines the fact that women's presence in the labour market is increasingly significant for economic growth and development at both national and enterprise levels. It seeks to demonstrate the benefits that enterprises stand to gain in recognizing and supporting women's talent. As women surpass men in educational attainment in most regions, they represent an incredible talent pool and national resource. Women are running more businesses, and consumer-spending decisions are increasingly in their hands. These realities often seem to be overlooked, even though there is an intensive search for global talent and skills as economies are more and more based on knowledge and technology.

The report shows that women still have to deal with a number of hurdles to reach positions as CEOs and company board members. While they have advanced in business and management they continue to be shut out of higher level economic decision-making despite the last decade of activism to smash the "glass ceiling".

A wide array of initiatives challenging gender stereotypes, corporate cultures and lack of measures to reconcile work and family responsibilities are discussed and the report calls for a closer examination of the career paths of women and men to ensure

that subtle gender biases are eliminated from the very first assignment.

The report stresses that a wealth of resources, good practices, organizational structures and networks are already in place. And, while progress is slow, women who are appointed to the highest positions attract media attention, creating new role models.

More concerted efforts and advocacy are needed to share information on the benefits of utilizing women's talent and skills at all levels, including in the boardroom. While many multinational companies are already on this track, a major challenge is to ensure that national firms, especially medium and large sized firms, receive advice and tools on how to advance women and improve their business outcomes.

National employers' organizations have a strategic and timely role to play as the business world is on the cusp of recognizing how women's contribution to economic decision-making can make a positive difference to the "bottom line" and business performance.

It is heartening to see that, with the support of national employer's organizations, many companies from the developing regions responded to the ILO Company Survey that provided rich material for the global report. The participatory approach of the report with inputs from national employers' organizations and companies themselves will undoubtedly ensure that it is relevant and useful. Employers' organizations will be able to incorporate elements into their national programmes and activities while companies will find it useful in designing and implementing their business strategies.

Expanding women's businesses and moving more women into decision-making positions involve particularly challenging and complex issues which also reflect the many inequalities that exist at all levels of sex-segregated labour markets.

It is my sincere hope that this report will stimulate and motivate all actors in the world of work to join forces in achieving greater gender equality at all levels. It is a fundamental right integral to the ILO's Decent Work Agenda and its Declaration on Fundamental Principles and Rights at Work. It is also a condition for sustainable development.

Guy Ryder

Director General
International Labour Office

I also hope that this initiative will inspire our work under the ILO Centenary Initiative on 'Women at Work – a major stocktaking of the status and conditions of women in the world of work that could serve as a springboard for renewed ILO action, with the engagement of our tripartite constituents, to promote full and lasting gender equality and non-discrimination. ▶

Acknowledgements

Preparation of this Global Report entailed a participatory approach with contributions from national employers' organizations, companies from five regions, ILO employer and gender experts, and consultants with expertise in gender equality and entrepreneurship.

National employers' organizations from Africa, Asia and Pacific, Latin America and the Caribbean, Central and Eastern Europe, the Commonwealth of Independent States, the Middle East and North Africa made extremely valuable contributions to the preparation of the Global Report. They provided national reports on the situation of women in business and management and shared their knowledge, initiatives, challenges and ideas at workshops held in each region. National employers' organizations also played a key role in disseminating and collecting company responses for the ILO Company Survey conducted in 2013 by the ILO Bureau for Employers' Activities (ACT/EMP).

Through the ILO Company Survey, close to 1,300 companies from the regions referred to above provided critical information and reflections on the situation of women managers in their companies, the barriers faced by women in leadership and the measures they considered effective for advancing women in management. The companies were mostly small, medium sized and large national companies as well as multinational companies in developing regions. Their contribution is particularly unique in that much of the research literature on women in business and management focuses on large and multinational companies in developed economies.

The ILO regional senior employers' specialists played an important role in the preparation and holding of the regional workshops as well as in mobilizing the national employers' organizations to assist in disseminating and collecting responses for the Company Survey. Particular appreciation goes to Ms. Rose Anang, Ms. Jae-Hee Chang, Mr. Gotabaya Dasanayaka, Mr. Jorge

Illingworth, Mr. Lorenzo Peláez Dorantes, Mr. Dragan Radic, Mr. Gary Rynhardt and Mr. Andrés Yurén.

Gender specialists and technical experts also participated in the workshops sharing their knowledge with participants from national employers' organizations. Particular appreciation goes to Ms. Grania Mackie, women's entrepreneurship expert of the ILO Pretoria office, Ms. Nelien Haspels, gender specialist from the ILO Bangkok office, Ms. María José Chamorro, gender specialist and Ms. Keisy Rodriguez, employer-expert, both of the ILO San José Office, and Ms. Rania Bikhazi, the ILO regional specialist for enterprise development in the Arab states and Susan Maybud, ILO Geneva.

In addition, officials and directors in the ILO offices of Beirut, Lima, Johannesburg, Budapest and Bangkok as well as the ILO national coordinator and local consultants in Kiev gave their valuable time in the organization of and attendance at the workshops.

Ms. Nada Al-Nashif, Regional Director, ILO Regional Office for Arab States opened the workshop in Beirut and Ms. Elizabeth Tinocco, Regional Director, ILO Regional Office for Latin America and the Caribbean opened the workshop in Lima. Mr. V. Van Vuuren, Director of the ILO Decent Work Team for Southern Africa and Country Office for South Africa, Pretoria, opened the workshop in Johannesburg and Mr. Maurizio Bussi, Director of the ILO Decent Work Team in Bangkok, opened the Bangkok workshop. Mr. Vasyl Kostyrytsya, ILO National coordinator in Ukraine opened the workshop in Kiev.

A number of experts and company representatives also made important contributions at the workshops. These included Ms. Tidarat Kanchanawat of ADECCO, Ms. Manusrudee Suwannarat of L'OREAL, Ms. Jitlada Sirachadapong of AXA and Ms. Parul Arora of HINDUSTAN UNILEVER LTD, at the Bangkok workshop, Ms. Lidia Heller, and Ms. Rosa María Fuchs at

the Lima workshop, and Ms. Ganna Gerasymenko, member of the research team for the Study of Gender Equality in Ukraine and Ms. Nuzhat Ehsan, UNFPA Representative for Ukraine, at the Kiev workshop.

The ILO Department of Statistics provided critical assistance and advice for accessing and navigating the most up-to-date statistics possible through their newly designed statistical database. Much appreciation goes to Mr. Rafael Diez de Medina, Director of the Department and his staff, in particular, Mr. Edgardo Greising, Mr. Francisco Guerreiro, Ms. Adriana Mata-Greenwood, Ms. Valeria Nesterenko and Ms. Marie-Claire Sodergren.

The assistance of Mr. Paolo Salvai was invaluable in formatting the Company Survey to which many companies submitted their answers electronically. Mr. Salvai assisted in trouble shooting during the roll out of the survey. Much appreciation goes to the ILO International Training Centre in Turin for hosting the electronic survey.

For the Middle Eastern and North African Region, Ms. Charlotte Karam, Assistant Professor, Management & Organizational Behaviour at the American University of Beirut, coordinated the dissemination and collection of survey reports in Arabic and English. She and her

team prepared an analysis and report on the survey results which were integrated into the global report. Ms. Karam also participated in the regional workshop in Beirut sharing her expertise in gender and management issues.

The consultant, Ms. Linda Wirth drafted the report. In preparation for the global report, Ms. Wirth wrote five regional papers on women in business and management for workshops as well as reports for each. Ms. Wirth suggested the initial design of the ILO Company Survey and incorporated comments from those consulted. She also analyzed and prepared a report on the survey results as well as integrating the findings in the global report.

Ms. Anne-Brit Nippierd of the ILO Bureau for Employers' Activities conceptualized and managed the project including the organization and coordination of the regional workshops, the Company Survey and the global report. Mr. Adam Adrien-Kirby provided valuable support in the finalization of the report for publication.

Finally, the guidance and support of the Director of the ILO Bureau for Employers' Activities, Ms. Deborah France-Massin, was key to the implementation of the various stages of preparation of the report. ▶

Contents

PREFACE	iii
ACKNOWLEDGEMENTS	v
LIST OF ACRONYMS	xiii
1. INTRODUCTION	1
1.1 Glass ceiling still intact	1
1.2 The business case for women in business and management	1
1.3 Still lonely at the top	1
1.4 Gender stereotyping a powerful force	2
1.5 Making corporate culture more inclusive	2
1.6 Women in the “pipeline”	2
1.7 Gaps in data	3
1.8 Company survey conducted by ILO’s Bureau for Employers’ Activities	3
2. BUSINESS CASE FOR MORE WOMEN IN BUSINESS AND MANAGEMENT	5
2.1 Women as “engine of economic growth”	5
2.2 Does gender balance make a difference?	6
2.3 Losses and gains	8
2.4 Diversity management	8
2.5 Making the business case	9
3. WOMEN IN MANAGEMENT	11
3.1 Data sources for male and female managers	11
3.2 Statistics on women in management	13
3.3 Women in different types of management occupations	15
3.4 ILO Company Survey	16
3.5 Women concentrated in specific management functions	17
3.6 Women are increasing their share of managerial jobs	19
3.7 Women in senior and middle management	22
4. WOMEN AT THE TOP	27
4.1 ILO Company Survey	28
4.2 World Bank enterprise surveys	28
4.3 International surveys	30
4.3.1 <i>Women at the top – Africa</i>	30
4.3.2 <i>Women at the top – Americas</i>	30

4.3.3	<i>Women at the top – Asia and Pacific</i>	31
4.3.4	<i>Women at the top – Europe</i>	32
4.3.5	<i>Women at the top – MENA region</i>	32
5.	WOMEN ON BOARDS	35
5.1	Boards of the world's largest corporations	35
5.2	All Male Boards	37
5.3	ILO Company Survey	37
5.4	National surveys	38
5.5	Lone women board members	40
5.6	Board committee chairs	42
5.7	Women on board and decision-making committees	43
5.8	Measures to speed up women's presence on boards	44
5.9	Initiatives to advance women on company boards	46
6.	WOMEN IN BUSINESS	51
6.1	Women as employers	52
6.2	More women employers	54
6.3	Share of women as own-account or self-employed workers	55
6.4	More women among the self-employed	57
6.5	World Bank Enterprise Surveys	58
6.6	Global Entrepreneurship Monitor (GEM)	60
6.7	National surveys	60
6.8	Challenges faced by women entrepreneurs	61
6.9	Women's access to finance	62
6.10	Tapping into women's entrepreneurial talent	64
7.	GENDER PAY GAP	67
7.1	Gender pay gap among managers	69
7.2	ILO Company Survey	72
8	WOMEN IN DECISION-MAKING IN THE PUBLIC SECTOR	75
8.1	Public service	75
8.2	Women in parliaments	77
8.3	Legislative quotas	79
8.4	Women in the top public sector job	80
9.	WOMEN MAKING STRIDES IN EDUCATION	81
9.1	Women in tertiary education in Africa	81
9.2	Women in tertiary education in the Americas	82
9.3	Women in tertiary education in Asia and Pacific	83
9.4	Women in tertiary education in CEE and CIS countries	84
9.5	Women in tertiary education in EU and Western Europe	84
9.6	Women in tertiary education in the MENA region	85
9.7	Gender differences in fields of education declining	85
9.8	Gender gap for women in engineering	87
9.9	Women as researchers	88

10.	BARRIERS TO WOMEN'S LEADERSHIP	89
10.1	ILO Company Survey	89
10.2	Gender roles and stereotypes	91
10.3	Corporate culture	93
10.4	Management and leadership styles	93
10.5	Role models	94
10.6	Family responsibilities	95
11.	POLICIES AND MEASURES TO ADVANCE WOMEN IN BUSINESS AND MANAGEMENT	97
11.1	Exit interviews	98
11.2	Company policies	98
11.3	Priority company measures to advance women	100
11.4	Legal frameworks	101
11.5	United Nations Global Compact	102
12.	INITIATIVES TO ADVANCE WOMEN IN BUSINESS AND MANAGEMENT	103
12.1	Company initiatives	103
12.2	Awarding good practice	107
12.3	Initiatives of national chambers of commerce and employers' organizations	107
12.4	Structures for women and gender equality in business membership organizations	110
12.5	Women's representation in chambers of commerce and employers' organizations	113
12.6	Women organizing at regional and international level	114
12.7	Women organizing at national level	116
12.8	Initiatives of academic institutions	121
13.	WAY FORWARD	123
13.1	Company expectations for support	123
13.2	Suggested action points	124
13.3	Role of employers' organizations	125
14.	BIBLIOGRAPHY	127
15.	USEFUL WEBSITES	133
16.	STATISTICAL ANNEX	143
	Global level	143
	Africa region	150
	Americas	153
	Asia and Pacific	157
	CEE and CIS	161
	European Union and Western Europe	163
	Middle East and North Africa	167
17.	ANNEX II	171
	Companies Responding to ILO Company Survey wishing to be acknowledged	171

LIST OF FIGURES AND TABLES

3. Women in Management

Table 3.1	Women's percentage share of all managers (ILO, Latest years until 2012)	14
Table 3.2	Women's percentage share at different levels and types of management, ILO, 2010-2012	15
Table 3.3	Women's percentage at different levels and types of management, ILO, 2012	15
Table 3.4	Proportion of women at different managerial levels	17
Table 3.5	Increases and decreases for women as managers 2000-2012, ILO	20
Figure 3.1	Percentage of gender balanced companies	17
Figure 3.2	Percentage of companies with 30 per cent or less of women at different management levels	17
Figure 3.3	Gendered Organizational Pyramid	18
Figure 3.4	Percentage of companies with women and men in different types of management	19
Figure 3.5	Countries with > 7% increase in women in management 2000-2012	21
Figure 3.6	Percentage share of women in senior and middle management 2012, ILO	23
Figure 3.7	South African women executive managers by race, 2012	25

4. Women at the top

Table 4.1	Women CEOs of public listed companies	27
Table 4.2	Number and percentage share of women and men as CEOs, ILO, 2013	28
Table 4.3	Percentage of Firms with a Female Top Manager, World Bank Enterprise Surveys, Latest Year	29
Table 4.4	Percentage share of men and women CEOs of the largest public companies in selected countries in Europe, 2013	33
Figure 4.1	Percentage of women CEOs in selected Asian countries, 2011	31

5. Women on boards

Table 5.1	Percentage share of women as board members of respondent companies	37
Table 5.2	Percentage share of women board members of the largest public companies in selected countries in Europe, 2013	41
Table 5.3	Number of respondent companies where the board president is a man or a woman	43
Figure 5.1	Percentage share of women on boards, latest years, Catalyst	36
Figure 5.2	Percentage of boards with all male members in Asia & Pacific, 2012	37
Figure 5.3	South African women board directors by race 2010 and 2012	38
Figure 5.4	Women Board Chairs Americas 2009-2013	42
Figure 5.5	Women Board Chairs Asia & Pacific 2009-2013	42
Figure 5.6	Women Board Chairs Europe 2009-2013	42
Figure 5.7	Women Board Chairs Africa & Middle East 2009-2013	43
Figure 5.8	Percentage growth in women's share of board seats	49

6. Women in business

Table 6.1	Countries with 20 to 29 per cent share of women as employers, ILO, Latest years until 2012	53
Table 6.2	Countries with increased and decreased share of women as employers between 2000 and 2012	54
Table 6.3	Countries with 30 or more per cent share of women as own-account workers, ILO, Latest years until 2012	55
Table 6.4	Countries with increased and decreased share of women as own-account workers between 2000 and 2012	58
Table 6.5	Percentage of Firms with Female Participation in Ownership, Latest Year, Globally and Regions	59
Figure 6.1	Countries with more than 30 or more per cent share of women as employers, latest years to 2012	52
Figure 6.2	Countries with 12 or less per cent share of women as employers, latest years until 2012	53

Figure 6.3	Countries with 50 per cent or more of women as own-account workers, ILO, Latest years until 2012	56
Figure 6.4	Countries with less than 20 per cent of own-account workers who are women, ILO, Latest years until 2012	57
7. Gender pay gap		
Table 7.1	Managerial and Professional Gender Pay Gap, ILO, Recent Years to 2013	69
Table 7.2	Percentage gender salary gap for different levels and types of managers, ILO, ISCO 08, Selected countries, Latest Years	71
Table 7.3	Percentage gender salary gap for different levels and types of managers, ILO, ISCO 88, Selected countries, Latest Years	71
Figure 7.1	Countries with less than 20 per cent gender wage gap, ILO, Latest years	67
Figure 7.2	Countries with 20 per cent or more gender wage gap, ILO, Latest years	68
8. Women in decision-making in the public sector		
Table 8.1	Percentage of senior civil servants who are women in selected countries, 2011-2013	75
Table 8.2	Central Board Bank Members by Sex, Latest Year	75
Figure 8.1	Portfolios Held by Women Ministers (1065 portfolios in 188 countries)	78
9. Women making strides in education		
Figure 9.1	Increases in the percentage of graduates in engineering, manufacturing and construction who are women, Selected countries, latest years 2000-2012	86
Figure 9.2	Decreases in the percentage of graduates in engineering, manufacturing and construction who are women, Selected countries, latest years, 2000-2012	87
Figure 9.3	Percentage share of women as researchers, 2009	88
11. Policies and measures to advance women in business and management		
Table 11.1	Retention of women as a problem	97
Table 11.2	Implementation of company policy measures	99
Table 11.3	Measures to advance women in management	100
16. Statistical Annex		
Table 16.1	Women's Access to Finance Score for 2010 and 2012, Economist Intelligence Unit	143
Table 16.2	Percentage of Firms with Female Participation in Ownership, Latest years, World Bank Enterprise Surveys	146
Table 16.3	Percentage Share of Women as Managers in the Private and Public Sector in Africa 2000-2012, ILO	150
Table 16.4	Percentage Share of Women as Employers in Africa 2000-2012, ILO	150
Table 16.5	Percentage Share of women as own-account Workers in Africa 2000-2012, ILO	151
Table 16.6	Percentage of students in tertiary education who are women, Percentage of graduates from tertiary education who are women, Percentage of graduates of advanced degrees who are women (ISCED 6) African countries, Latest Years, UNESCO	152
Table 16.7	Percentage Share of Women as Managers in the Private and Public Sectors in the Americas 2000-2012, ILO	153
Table 16.8	Percentage Share of Women as Employers in the Americas 2000-2012, ILO	154
Table 16.9	Percentage Share of Women as Own Account Workers in the Americas, 2000-2012, ILO	155
Table 16.10	Percentage of students in tertiary education who are women, Percentage of graduates from tertiary education who are women, Percentage of graduates of advanced degrees who are women (ISCED 6) Americas, Latest Years, UNESCO	156
Table 16.11	Percentage Share of Women as Managers in the Private and Public Sector in Asia and Pacific 2000-2012, ILO	157

Table 16.12	Percentage Share of Women as Employers in Asia and Pacific 2000-2012, ILO	158
Table 16.13	Percentage Share of Women as Own Account Workers in Asia and Pacific 2000-2012, ILO	159
Table 16.14	Percentage of students in tertiary education who are women, Percentage of graduates from tertiary education who are women, Percentage of graduates of advanced degrees who are women (<i>ISCED 6</i>) Asian and Pacific countries, Latest Years, UNESCO	160
Table 16.15	Percentage Share of Women as Managers in the Private and Public Sector in CEE and CIS countries 2000-2012, ILO	161
Table 16.16	Percentage Share of Women as Employers in CEE and CIS Countries, 2000-2012, ILO	161
Table 16.17	Percentage Share of Women as Own Account Workers in CEE and CIS countries 2000-2012, ILO	162
Table 16.18	Percentage of students in tertiary education who are women, Percentage of graduates from tertiary education who are women, Percentage of graduates in advanced degrees who are women (<i>ISCED 6</i>) CEE and CIS countries, Latest Years, UNESCO	162
Table 16.19	Percentage Share of Women as Managers in the Private and Public Sector in the European Union and Western Europe 2000-2012, ILO	163
Table 16.20	Percentage Share of Women as Employers in the European Union and Western Europe 2000-2012, ILO	164
Table 16.21	Percentage Share of Women as Own Account Workers in the European Union and Western Europe 2000-2012, ILO	165
Table 16.22	Percentage of students in tertiary education who are women, Percentage of graduates from tertiary education who are women. Percentage of graduates in advanced degrees who are women (<i>ISCED 6</i>) EU and Western Europe, Latest Years, UNESCO	166
Table 16.23	Percentage Share of Women as Managers in the Private and Public Sector in the Middle East and Northern Africa 2000-2012, ILO	167
Table 16.24	Percentage Share of Women as Employers in the MENA region 2000-2012, ILO	167
Table 16.25	Percentage Share of Women as Own Account Workers in the MENA region 2000-2012, ILO	168
Table 16.26	Percentage of students in tertiary education who are women, Percentage of graduates from tertiary education who are women, Percentage of graduates of advanced degrees who are women (<i>ISCED 6</i>) MENA countries, Latest Years, UNESCO	169

List of acronyms

ABWN	Africa Businesswomen's Network
ACT/EMP ILO	Bureau for Employers' Activities
ACWF	All-China Women Federation
AIOE	All India Organisation of Employers
AIWF	Arab International Women's Forum
AMCHAM	American Chamber of Commerce in El Salvador
AMEP	Businesswomen Association of Peru
AMMJE	Mexican Association of Businesswomen
ANEP	National Association of Private Enterprises
APEP	Paraguayan Association of Businesswomen, Executives and Professionals
ASALA	Palestinian Business Women's Association
ASX	Australian Securities Exchange
AWE	Association of Women Entrepreneurs
BO	Business Organization
BPO	Business Process Outsourcing
BSE	Bombay Stock Exchange (India)
BUSA	Business Unity South Africa
BWFS	Business Women's Forum of Swaziland
CAC	Cotation Assistée en Continu (French stock market index)
CACB	Confederation of Associations of Commerce and Business of Brazil
CAME	Confederation of Medium-Sized Enterprises (Argentina)
CAWE	China Association of Women Entrepreneurs
CEE	Central and Eastern Europe
CEED	Center for Entrepreneurship and Economic Development
CEO	Chief Executive Officer
CII	Confederation of Indian Industry
CIS	Commonwealth of Independent States
CONINDUSTRIA	Confederation of Venezuelan Industries
CONSECOMERCIO	Venezuelan National Council of Commerce and Services
CNME	National Council of Business Women (Brazil)
COSEP	High Level Council of Private Enterprises in Nicaragua
CPC	Confederation of Production and Commerce
CPMEN	Permanent Congress of Women Entrepreneurs (Nicaragua)
DAX	Deutscher Aktienindex (German stock market index)
DBWC	Dubai Business Women Council
DDI	Development Dimension International

EIU	Economist Intelligence Unit
EC	European Commission
EFC	Employers' Federation of Ceylon
EFI	Employers' Federation of India
EFPP	Employers' Federation of Pakistan
ELA	Latin American Group for Gender and Justice
EMPREPAS	Businesswomen for Social Responsibility
EO	Employers Organization
ESG	Environmental, social and governance
EU	European Union
EWEC	Eagle Women Empowerment Club (Ghana)
FICCI	Federation of Indian Chambers of Commerce and Industry
FIDE	Iberoamerican Federation of Businesswomen
FIWE	Federation of Indian Women Entrepreneurs
FPCCIA	Federation of Palestinian Chambers of Commerce, Industry and Agricultures
FTSE	Financial Times and Stock Exchange (London)
FUE	Federation of Uganda Employers
FUEWEC	Federation of Uganda Employers Women Executives' Chapter
FWEAN	Federation of Woman Entrepreneurs' Associations of Nepal
GCC	Gulf Cooperation Council
GEM	Global Entrepreneurship Monitor
GEP	Girl Entrepreneurship Program
GER	Gross Enrolment Ratio
GICAM	Cameroon employers' organization (Groupement Inter-Patronal du Cameroun)
GIZ	German Technical Cooperation Organisation
GMI	Governance Metrics International (company)
GPI	Gender Parity Index
HXEx	Hong Kong Exchanges and Clearing
IBR	International Business Report (Grant Thornton)
ICAWB	International Center for Women Promotion in Business (Moldova)
ICT	Information and Communications Technology
IFC	International Finance Corporation
IGGN	International Corporate Governance Network
ISIN	International Securities Identification Number
IT	Information Technology
ITES	Information Technology Enabled Services
ILO	International Labour Organization
IPU	Inter-Parliamentary Union
ISCO	International Standard Classification of Occupations
JSE	Johannesburg Stock Exchange (South Africa)
LA	Latin America
MDG	Millennium Development Goals
MEF	Mauritian Employers' Federation
MEF	Montenegrin Employers' Federation
MENA	Middle East and North Africa
MSCI	Morgan Stanley Capital International
MSCI AC WI	Morgan Stanley Capital Investments All Country World Index

NABW	National Association of Business Women (Malawi)
NACCIMA	Nigerian Association of Chambers of Commerce, Industry, Mines & Agriculture
NASSCOM	National Association of Software and Services Companies
NAWE	Nigerian Association of Women Entrepreneurs
NAWORG	Business Women Group of the National Association of Chambers of Commerce, Industry, Mines & Agriculture
NECA	Nigerian Employers' Consultative Association
NEDLAC	National Economic, Development and Labour Council
NGO	Non-Governmental Organisation
NHO	Confederation of Norwegian Business and Industry
NNEW	NECA's Network of Entrepreneurial Women
NXSX	New Zealand Stock Exchange
OAME	Argentine Organization of Business Women
OAS	Organization of American States
OBME	Brazilian Organization of Businesswomen
OECD	Organization for Economic Cooperation and Development
OEM	Organization of Employers of Macedonia
OSCE	Organization for Security and Cooperation in Europe
PKCG	Chamber of Commerce of Montenegro
PROWEB	Professional Women Executives and Business Forum
PWCCI	Punjab Women Chamber of Commerce and Industry (Pakistan)
SAARC	South Asian Association for Regional Cooperation
SADC	Southern African Development Community
SBF 250	Société des Bourses Françaises 250 Index (French stock market)
SCOPE	Standing Conference of Public Enterprises
SCWEC	SAARC Chamber Women Entrepreneurs Council
SGX	Singapore Exchange (stock market)
SME	Small to Medium-Sized Enterprise
TEA	Total Early Stage Entrepreneurial Activity
UK	United Kingdom
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Education, Science and Culture Organization
USA	United States of America
VCCI	Vietnam Chamber of Commerce and Industry
VWEC	Women Entrepreneurs Council (Vietnam)
WABAZ	Women Alliance of Business Associations in Zimbabwe
WAVE	World Association of Women Entrepreneurs
WEAB	Women Entrepreneurs Association of Bangladesh
WB	World Bank
WBCP	Women's Business Council of the Philippines
WBF	OECD-MENA Women's Business Forum
WCCI	Women's Chamber of Commerce and Industry (Pakistan)
WCIC	Women's Chamber of Industry and Commerce (Sri Lanka)
WEC	World Economic Forum
WIPS	Forum of Women in Public Sector
ZNCC	Zimbabwe National Chamber of Commerce



1. Introduction

1.1 Glass ceiling still intact

In 2001, the ILO published a report called *“Breaking through the Glass Ceiling: Women in Management,”* which looked at why women were not being appointed to top jobs despite their active participation in the labour market.

Since the report was published, women have swelled the ranks of middle and senior management in the public and private sectors. But there are still very few women being appointed to the top jobs. The larger the company, the less likely the CEO will be a woman: Only a small per cent of CEOs of the world’s largest corporations are women.

Yet, the world of work has changed dramatically in the last generation. Women now hold over 40 per cent of jobs worldwide, though often at lower pay. They also run a third of all businesses, although concentrated in micro and small enterprises. In most regions, women are surpassing men with degrees at bachelor’s (first degree) and master’s (second degree) levels. They are fast catching up in doctoral degrees, but still lag behind as researchers and in areas such as engineering and information technology.

Women’s purchasing power has shot up and women often control household budgets and financial decisions. They are significant consumers and clients. It has even been said that globally, women represent the third billion after China and India in terms of emerging markets.

“The cracks might be bigger but the ceiling is still not shattered”

Kunyalala Maphisa,
President Businesswomen's Association 2011
South Africa

1.2 The business case for women in business and management

An increasing number of studies illustrate the links between women’s presence in top management and boards, and company results. Advocates for greater inclusion of women in decision-making point to the benefits of the talent pool and the consumer power women represent. The precise manner in which gender diversity adds value is also widely discussed around the world.

1.3 Still lonely at the top

Today, there are definitely more female role models as leaders than a decade ago. Yet, all data sources and analyses point to a continuing dearth of women in top decision-making positions, as CEOs, board members or as politicians. The 2010 World Economic Forum’s Gender Corporate Gap report found that, on average, less than 5 per cent of CEOs were women in the largest companies in OECD countries. Other surveys report that 5.6 per cent of CEOs in publicly listed companies in China were women¹, 4.8 per cent in the US Fortune 500 companies in 2014², 3 per cent in Australia’s top 200 companies in 2014³, 4 per cent of the FSTE 100 in the UK in 2013, 4 per cent in JSE- listed companies⁴ in South Africa in 2012, 4 per cent of BSE 100 companies in India in 2012⁵, 3 per cent in Mexico’s Expansion 100⁶ and 0 per cent in the French CAC 40 and the German DAX 30 in 2012⁷.

¹ *Lessons For Executive Women From Chinese Boardrooms*, Forbes.com, 10 September 2012

² Fortune.com, 3 June 2014

³ Girl.com.au, 6 June 2014

⁴ 2012 Women in Leadership Census report of the Business Women's Association, 2011 and 2012

⁵ Spencer Stuart, *India Board Index 2012, Current board trends and practices in the BSE-100*

⁶ The New Breed of CEOs in Mexico, Heidrick & Struggles, 2010

⁷ European Commission National Fact Sheet, *Gender Balance in Boards*, countries France and Germany, January 2013

The 2013 Catalyst survey of the percentage of women on boards over recent years in some 40 countries indicates that women make up more than 20 per cent of board members in only three countries: Finland, Sweden and Norway. In 11 countries the figure is between 10 and 16 per cent, in 18 countries it is between five and 10 per cent and in 12 countries it is less than 5 per cent. Out of 41 countries surveyed by Catalyst Inc., only six had more than five per cent of board directors who were women and 17 had none.

"There isn't a glass ceiling, just a thick layer of men"

Laura Liswood, Author (USA), 8th March 2011

Many commentators describe progress as "glacial" and estimate that it will take 50 to 100 years, or even more, at this rate to achieve parity at the top. While celebrating the "firsts" of women appointees, many express dismay that we are still at the level of firsts and not dozens and more.

As a result, some countries have moved to legislate controversial mandatory quotas for women on company boards, and the European Commission has proposed extending these to its member States. Other countries, while stopping short of quotas, have taken a variety of measures to promote more women in business and management.

Given all the activism, laws, initiatives and the management capacity women have demonstrated, why is the glass ceiling still there? What will it take for a quantum leap to tear down the ceilings, walls and cliffs? How can business benefit from the growing talent pool and market that women represent today?

1.4 Gender stereotyping a powerful force

The "glass walls" within hierarchal structures that reproduce occupational segregation persist in creating subtle barriers, making career pathways different for women compared to men. The world over, certain jobs are still deemed "suitable" for women, while men are considered to be more apt for others. Management and decision-making have historically been perceived as men's jobs, while service occupations reflecting women's reproductive roles in the home are considered feminine.

Social customs and traditional gender roles in many countries and certain regions greatly influence the role women are able to play in labour markets and in decision-making generally. Such norms are often internalized in the world of business and become part of the fabric of corporate culture. However, there is increasing governmental and societal support for the education and economic engagement of women as long as social and religious norms, particularly in relation to family responsibilities, are respected. The route for women to gain access to management positions is being opened up with efforts to counter the particularly low labour participation rates of women in countries of the Middle East and South Asia. Some multinational companies are playing a key role in such countries by hiring and promoting more women in their management structures.

1.5 Making corporate culture more inclusive

Many women, and to an increasing extent, men, report that they do not want to be the subject of special treatment or quotas, but that what they do need are *flexible solutions* to manage work and family commitments. This calls for a closer examination of corporate culture, internal processes, procedures and structures, as well as shareholder accountability, so as to limit subjective and biased decisions in recruitment, promotion and career paths that exclude women or other groups.

Over the past decade, there has been growing interest in the implementation of diversity management approaches, including gender diversity, in order to maximize innovation and governance within companies. Adopting a diversity policy involves greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programmes.

1.6 Women in the "pipeline"

Women must receive the same opportunities, feedback, mentoring and training as their male counterparts. A key challenge is to ensure that this happens all along the "pipeline" – from graduation to recruitment, to the first assignment or project, and to lower level and middle level management. Research shows how women continue to "drop out", thus shrinking the candidate pool of women for top jobs. Understanding the reasons for the attrition of women and putting in place measures to address them is critical if the young

women of today are to be part of the future generation of top managers and leaders.

1.7 Gaps in data

A key issue is insufficient data on women in management in the private sector. There has been increased focus in recent years on women on company boards, but mainly from the developed economies. A number of international and national surveys focus on the largest stock exchange companies in identifying the extent to which women are in senior management and top management positions. ILO data has considerable geographical coverage, but it combines the public and private sectors. Numerous representatives of national employers' organizations from the developing region have indicated that data on women in business and management in the private sector of their countries was practically non-existent.

1.8 Company survey conducted by ILO's Bureau for Employers' Activities

A survey conducted in 2013 by the ILO Bureau for Employers' Activities (ACT/EMP) helps fill that data gap. The survey was conducted among nearly 1,300 companies in five regions (Africa, Asia and Pacific, Central and Eastern Europe, Latin American and Caribbean and Middle East and North Africa). These companies were small, medium-sized and large, as well as multinational companies. The survey provides information on the proportion of women in management at different levels and in different management functions. It also shows to what extent the companies have policies and measures in place to promote women in management and what they consider as the main barriers to women's advancement. Finally, the survey asked what kind of practical measures companies would consider effective and what support they would want from national employers' organizations.

Responses were received from 39 countries – Botswana, Cameroon, Ghana, Kenya and South Africa in Africa; Bangladesh, Cambodia, Fiji, India, Iran, Pakistan, Philippines and Sri Lanka in Asia and the Pacific; Albania, Moldova, Montenegro, Serbia in the CEE region; Argentina, Costa Rica, Ecuador, Honduras, Nicaragua, Paraguay, Uruguay, Venezuela, Jamaica in Latin America and the Caribbean and Egypt, Kuwait, Jordan, Lebanon, Libya, Oman, Palestine, Qatar, Saudi

Arabia, Sudan, Syria, United Arab Emirates and Yemen in the Middle East and North African region.

The findings are included in this report. They support many of the outcomes of studies and surveys conducted by a variety of organizations and institutions. However, the survey findings are unique in that they express the experiences, realities and views of national small, medium and large companies in the developing regions. They provide information and insights that are hard to find elsewhere.

In addition to the ILO Company Survey, ILO's Bureau for Employers' Activities (ACT/EMP) organized five regional workshops during 2012-2013 with representatives of employers' organizations and gender experts to explore the issues facing companies and national employers' organizations regarding the promotion of women in business and management. The workshops were held in Bangkok, Beirut, Lima, Johannesburg and Ukraine. Country papers on the situation of women in the labour market, business and management were prepared by many of the employers' organizations in the different regions. Together with the survey findings, these country reports and the workshops provided valuable sources of information and analysis for the preparation of this global report.

The global report aims to provide the most recent statistics and information from the ILO and other sources on the situation of women in business and management with a focus on the developing regions. ►



"In nine years of measuring the global gender gap, the world has seen only a small improvement in equality for women in the workplace. According to the Global Gender Gap Report 2014, the gender gap for economic participation and opportunity now stands at 60% worldwide, having closed by 4% from 56% in 2006 when the Forum first started measuring it. Based on this trajectory, with all else remaining equal, it will take 81 years for the world to close this gap completely."

Global Gender Gap Report 2014, World Economic Forum

2. Business case for more women in business and management

Girls and women are excelling in education and even overtaking boys and men around the globe. As women move into a whole range of occupations and run more businesses themselves, their income has increased substantially in many countries. As consumers they control their own income and often the whole household budget. And women today represent half the available talent at a time when companies report talent and skills shortages. So why do so few reach top positions?

One of the reasons could be that decision-makers are unaware of the missed opportunities in failing to harness that talent, and do not realise how supporting women can make a positive difference to their business outcomes. Women's perspective and ideas on products and services can easily be lost if they are not part of research, innovation and management teams.

2.1 Women as “engine of economic growth”

Research is demonstrating that women's ever-increasing entry into the labour market has been the biggest engine of global growth and competitiveness. Human capital has become key for companies to maintain a competitive edge in economies that are increasingly based on knowledge and technology. Gender equality is being viewed increasingly by business groups and development actors as an important plank for long-term economic growth and development.

A recent study⁸ by Booz & Company points out that in terms of emerging markets, women across the world represent the “third billion” after the first and second billion in China and India. It also asserts “if female employment rates were to match male rates in the United States, overall GDP would increase by 5 per cent. In developing economies, the effect is even more pronounced”. For its part, the Women's Business Council of the United Kingdom estimates that by equalizing the labour force participation rates of men and women, the United Kingdom could further increase GDP per capita growth by 0.5 percentage points per year, with potential gains of 10 per cent of GDP by 2030⁹. In 2005, using a model of GDP growth as a function of three components: growth in employment, growth in capital stock, and growth in technical progress or total-factor productivity (TFP), a Goldman Sachs publication calculated that increased female participation in the labour market could lift Japan's GDP growth to 1.5 per cent from 1.2 per cent over the next 20 years.¹⁰ A 2013 publication¹¹ by the Institute for Development Studies in the United Kingdom reviews research on the relationship between gender equality

⁸ Booz & Company, *Empowering the third billion: Women and the world of work*, 2012

⁹ Women's Business Council, *Maximising women's contribution to future economic growth*, Department for Culture, Media & Sport, United Kingdom, June 2013

¹⁰ Goldman Sachs Group, Inc., *Womenomics: Japan's Hidden Asset Japan Portfolio Strategy*, October 2005.

¹¹ Kabeeer, N. and Natali, L., *Gender Equality and Economic Growth: Is there a Win-Win?* IDS Working Paper, Volume 2013, No. 417, Institute of Development Studies, Brighton, United Kingdom, February 2013, <http://www.ids.ac.uk/files/dmfile/Wp417.pdf>

and economic growth. It finds that there is a stronger relationship between a contribution to economic growth through investment in women's education and employment than economic growth contributing to greater gender equality. The *Corporate Gender Gap Report 2010* of the World Economic Forum estimated a possible increase as much as 13 per cent in GDP in the Eurozone with greater participation of women across the labour force.

Booz & Company has also created the Third Billion Index, a "ranking of 128 countries worldwide that is based on how effectively leaders are empowering women as economic agents in the marketplace. The index is a composite of established data on women's economic and social status. The Third Billion Index is unique in that it focuses specifically on women in the world of work." In addition, there is a Third Billion Campaign, launched by La Pietra Coalition, a global alliance of corporations, governments, non-profit organizations, academics, foundations and individuals dedicated to helping prepare and enable one billion women to participate in the global economy by 2025. Corporate members include Accenture, Booz & Company, The Coca-Cola Company, Ernst & Young, Goldman Sachs and PricewaterhouseCoopers.

"To participate effectively in an increasingly competitive world, countries will need to harness their resources efficiently by improving opportunities for all and allocating based on skill instead of gender. Gender inequality – whether in endowments, economic opportunities, or agency – reduces a country's ability to compete in this increasingly globalized economic environment".

World Bank, 2011

2.2 Does gender balance make a difference?

In the past years, academics and companies have been examining the extent to which more gender balance in management teams and boards actually improves business performance and if the "bottom line" is negatively affected when all decision-makers are men only. So far, these studies have mainly focused on stock exchange listed companies in North America, Europe, and Australia. A number of these studies highlight enhanced financial outcomes when more women

are on the board, though some research indicates there may be no such direct causal link, pointing to other concurrent factors that may influence outcomes. For example, some studies note that companies that promote women to top jobs are often those that also invest a great deal in research, innovation and technology. The research methodology and sampling may also affect research results, making comparisons across studies and countries challenging. The various studies below illustrate the interest in discovering and demonstrating the linkages between company performance and the presence of women in senior and top management and on boards.

McKinsey & Company has been researching in recent years the relationship between organizational and financial performance and the number of women managers. It found that the stock price of European listed companies with more women in their management teams rose by 17 per cent between 2005 and 2007 and their average operating profit was almost double that of the industry average.¹² Their research has shown that the companies in North America, Europe and Asia with the highest scores on nine areas of organization (capability, leadership, external orientation, accountability, motivation, coordination and control, innovation, direction, work environment and values) were likely to have higher operating margins than their lower-ranked counterparts. Also companies with three or more women on their senior-management teams scored higher on all nine organizational criteria than did companies with no senior-level women. The researchers argued that while the analysis did not show a causal link, it called nevertheless for greater gender diversity among corporate leaders.¹³

Catalyst, of the United States found in its 2004 "Bottom Line" report¹⁴ that the return on equity of companies with higher gender diversity on their board, or among top management, is higher than that for companies with lower gender diversity. In a ranking of 353 companies from the Fortune 500 index, companies with 14.3 per cent to 38.3 per cent women in top management (the top quartile) had a return on equity 35 per cent higher than companies with 0 per cent to

¹² McKinsey and Company, *Women Matter: Gender diversity a corporate performance driver*, 2007.

¹³ Georges Desvaux, Sandrine Devillard-Hoellinger, and Mary C. Meaney, *A business case for women*, McKinsey & Company, McKinsey Quarterly, September 2008

¹⁴ Catalyst, *The Bottom Line, Connecting Corporate Performance and Gender Diversity*, 2004. Catalyst is a US leading nonprofit organization expanding opportunities for women and business through research, advisory and networking services.

5.1 per cent women in top management (the bottom quartile). In addition, the total return to shareholders was 34 per cent higher.

A 2011 Catalyst report found that Fortune 500 companies with the most women board directors outperformed those with the least by 16 per cent on return on sales. Companies with the most women on their boards outperformed those with the least by 26 per cent on return on invested capital. Companies with high representation of women (three or more) on their boards over at least four to five years outperformed those with low representation by 84 per cent on return on sales, by 60 per cent on return on invested capital and by 46 per cent on return on equity.¹⁵ Nevertheless, Catalyst indicated that while these results show that gender diversity and financial performance are linked, they do not necessarily mean that gender diversity causes better financial performance.

A US study¹⁶ “found that female representation in top management improves firm performance but only to the extent that a firm’s strategy is focused on innovation.” The authors looked at data on the top management teams of the Standard and Poor’s (S&P) stock market 1,500 companies over a 15-year period. The researchers used four financial measures: return on assets, return on equity, annual sales growth, and Tobin’s Q (the ratio of the market value of a firm’s assets to the replacement value of those assets). The study found a positive relationship between financial performance and the percentage of women in top management team positions and found that this was driven by companies pursuing an “innovation intensive strategy.” Such a strategy enabled women and the diversity they represent to contribute to improved overall managerial performance.

Dow Jones recently studied the state of women in US venture-backed companies and how women in leadership roles affect the success of a start-up. The study¹⁷ found that successful companies had a higher average proportion of women executives than unsuccessful ones and that a company’s likelihood for success increased with more women executives at the vice-president and director levels.

Research¹⁸ conducted by the global talent management company Development Dimensions International (DDI) found that leaders from organizations with a majority of women had over 50 per cent more leaders rating their leadership quality as “high” compared to organizations in any other group. Organizations with a higher percentage of women in leadership positions reported their financial performance as “better” more frequently than those with fewer women. DDI found that organizations with more effective talent management mechanisms, such as succession planning, performance management and selection had a significantly higher percentage of women in leadership positions, and this was most pronounced at the executive level.

In 2012 Credit Suisse¹⁹ compiled a database on the number of women since 2005 on the boards of the 2,360 companies constituting the MSCI AC World index²⁰. This research was more comprehensive in terms of geographical scope than other studies in covering all regions except Africa. The outcome shows that, over the previous six years, companies with at least one female board member outperformed those with no women on the board by 26 per cent in terms of share price performance. The study also noted that larger companies are much more likely to have women on the board than smaller companies and that the fastest rates of change in female representation have come from European companies.

“At IFC, we have seen that the inclusion of women at the leadership tier leads to a stronger private sector. The increased visibility of women at the senior level plays a catalytic function with these women viewed as role models and cultural change agents that help empower women at all levels.”

“Women on Boards: A Conversation with Male Directors” International Finance Corporation, 2011

On the other hand, there are also studies concluding that links between company performance and gender composition in management are inconclusive. For

¹⁵ Catalyst, *The bottom line: corporate performance and women’s representation on boards (2004–2008)*, March 2011

¹⁶ Cristian L. Dezso (University of Maryland) and David Gaddis Ross (Columbia Business School) *Does Female Representation in Top Management Improve Firm Performance? A Panel Data Investigation*, Robert H. Smith School Research Paper No. RHS 06-104, 9 March 2011

¹⁷ Dow Jones, *Women at the Wheel: do female executives drive start-up success?*, September 2012

¹⁸ Jazmine Boatman, Richard S. Wellins, with Stephanie Neal, *Women Work: The Business Benefits of Closing the Gender Gap*, Global Leadership Forecast 2011, Development Dimensions International, (DDI), Pittsburg

¹⁹ Credit Suisse Research Institute (2012) *Gender Diversity and Corporate Performance*.

²⁰ MSCI AC World Index = Morgan Stanley Capital Investments All Country World Index

example, a study²¹ of US firms found that while gender composition of the board is positively related to measures of board effectiveness, “the true relation between gender diversity and firm performance appears to be more complex”. Another study²² of US firms found that although more women tend to be on the boards of better performing firms, there was “no convincing evidence that gender diversity in the corporate boardroom, on average, is a value enhancing strategy”. Thus, companies that are already doing well may be appointing more women to boards than others that are not.

2.3 Losses and gains

Another way of looking at the issue of the financial value of more women in decision-making is estimating the losses involved in not promoting women. A report²³ from the United Kingdom concluded that there could be a potential benefit of up to “£5 billion a year if companies unblocked the talent pipeline for their 500,000 female middle managers”.

Some studies look at the particular contribution that women bring to management and boardrooms, identifying improvements in corporate governance, accountability and transparency. A survey²⁴ by Henricks and Struggles found that women board members “appear to be more assertive on a number of hot-button issues, including evaluating their own board’s performance and supporting more oversight on boards”.

2.4 Diversity management

Gender equality concerns are often part of a policy approach that looks at diversity as a critical ingredient for innovation and creativity, seeking not just diversity in terms of physical and social attributes (male, female, race, religion, etc.) but also “diversity of thinking.” The latter is a more recent approach that acknowledges that men and women may be different in many ways, but it is their unique backgrounds (family, which part of the city they grew up in, which educational institutions they

attended, work experience, etc.) that have shaped their thinking, their approach to problem-solving and their strategic vision. This is the opposite of recruiting graduates from the same business school or private university, who might have different physical attributes and nationalities, but come from the same social class and interact with people of the same backgrounds and mindsets.

“Women may well be the dominant source of economic growth in the near future – and organizations that are able to capitalize on the roles women play as economic actors will most likely have a competitive advantage as the world pulls out of the global recession”.

*“The Gender Dividend:
Making the business case for investing in women”
Deloitte Touche Tohmatsu Limited, 2011/25*

The concepts of “diversity management” and “diversity training” arose mainly in the United States in the context of a multi-racial society. They have also come to include personality and sexual orientation as elements of diversity. Through multinational companies they have been taken up in Europe and other parts of the world. But they are not always readily understood or embraced in the developing world in terms of corporate business practices, recruitment and promotion. Diversity is often understood at a broader level in terms of culture, language, religion and ethnic origin and political and economic systems that may help or hinder the co-existence and cohesion of diverse population groups. Companies in developing countries are generally more exposed and familiar with the notion of gender equality than diversity employment policies, especially as many governments have laws and programmes to counter sex discrimination.

Nevertheless, many companies are actively promoting diversity, and their managers undergo diversity management training. Yet, according to a Mercer survey²⁶, “despite organizations’ efforts to achieve a diverse workforce, the majority – 71% – do not have a

²¹ Rene B. Adams and Daniel Ferreira, *Women in the boardroom and their impact on governance and performance*, Journal of Financial Economics, 94 (2009) 291–309

²² Kathleen A. Farrell and Philip L. Hersch, *Additions to corporate boards: The effect of gender*, Journal of Corporate Finance 11 (2005), pp. 85–106.

²³ Everywoman and Alexander Mann Solutions, *Focus on the Pipeline: Engaging the full potential of female middle managers*, 2012

²⁴ Boris Groysberg and Deborah Bell, 2012 Board of Directors Survey facilitated by Heidrick & Struggles and WomenCorporateDirectors (WCD), 2012

²⁵ Greg Pellegrino, Sally D’Amato, Anne Weisberg, *The Gender Dividend: Making the business case for investing in women*, 2011 www.deloitte.com/genderdividend

²⁶ Mercer in conjunction with Talent Management and Diversity Executive magazines, *Women’s Leadership Development Survey*. Conducted in December 2010, the survey received responses from more than 1,800 human resource, talent management and diversity leaders worldwide about their leadership development practices for women.

clearly defined strategy or philosophy for the development of women into leadership roles.” The same survey found that the “US and Asia Pacific both showed higher than average support for the development of women with 27% of organizations indicating a great extent of support compared to the global response of 19%.”

“My work with personality and teams has shown that a diverse team is harder to manage, but results are always better because more aspects of a challenge are examined and discussed. It takes longer to achieve innovative solutions, but wow, they are incredibly good.”

Angela Brown, Director,
Bright Umbrella Consulting Ltd (New Zealand),
9 April 2012

2.5 Making the business case

Making the business case for more women in business and management is important for companies in considering their competitive edge. While considerable research efforts have been made to examine the impact of gender balance in management on the bottom line, making causal links is still a challenge. And more research, especially in developing regions, would be of immense value, especially for those many organizations that are actively advocating for greater inclusion of women. In the meantime, there is plenty of evidence of the benefits to business and economies of tapping in the talent pool women represent – including being in tune with a consumer market increasingly driven by women, benefiting from the innovation and creativity that gender diversity can bring, improving corporate governance and, as a result, enhancing company outcomes. ▶



© sjenna13/Gettyimages



"While diversity is much more front of mind than several years ago, some companies still don't know where to start to unlock the productivity of their female middle managers. The good news is that there are practical steps companies can take to improve their female talent pipeline."

Rosaleen Blair, founder and CEO of Alexander Mann Solutions.
In 'Everywoman', Blocked female talent pipeline losing UK business
£5bn a year 27 November 2012

3. Women in management

Over the past decade, women have been filling the ranks of management in companies, public institutions and organizations. Their numbers at lower and middle management are often equal to or higher than men. At senior management level, women have also increased their share of positions.

Despite the increasing number of appointments of women to high-profile CEO positions and heads of companies around the world, the ongoing paucity of women at the top confirms that the “glass ceiling” is still very much in place. Where figures are available, women still represent just a few per cent of CEOs in the world’s largest publicly traded companies, not much different from a decade ago. The invisible barriers symbolized by the glass ceiling continue to prevent women from making inroads into the most powerful decision-making processes of the corporate and business world.

Women have attained critical mass in high-level management positions in areas such as human resources, finance and administration, public relations and communications, and corporate social responsibility. However, these reflect the fact that women’s career paths tend to go up the side of the typical hierarchical organizational pyramid with “glass walls” separating them from the central pathways and networks that lead directly to the top of the pyramid.

There have been significant changes over the last decade in terms of increasing educational levels and diversification of areas in which women are qualified, with ever higher proportions of women in technical, professional and managerial jobs and an increasing number of women running their own businesses.

However, while there are some changes at the top, they have been exceedingly slow. Observers note that it may take another eight decades to achieve equality

in top management.²⁷ They decry the fact that businesses and organizations are missing out on the talent, creativity and perspectives women can contribute towards achieving a more diversity-driven, respected and, therefore, sustainable global economy.

In recent years, a myriad of organizations and institutions have developed strategies and programmes to address “the problem” that has drawn widespread media attention and public debate. There has been a focus in the last few years on the role of company boards regarding women’s participation in decision-making, and the extent to which women are present in board structures. Quotas aimed at getting more women into parliaments are common today as part of a democratic ideal in many countries. However, recent moves by a number of countries to apply quotas or similar measures for the appointment of women to company boards in the private sector have stirred controversy. As a consequence, a rich debate is being held in many corners of the globe on the rationale and strategies for advancing women in management.

3.1 Data sources for male and female managers

It is a challenge globally to identify comparable, comprehensive and consistent statistics over time on men and women in management, particularly for the private sector. The ILO collects and compiles statistics by sex on legislators, senior officials and managers as an occupational category. This gives an idea of the overall proportion of women as managers in the public and private sectors combined. The Inter-Parliamentary Union collects and publishes statistics on women in parliaments and executive branches of government. Various institutions and think tanks carry out periodic

²⁷ Global Gender Gap Report 2014, World Economic Forum

national and international surveys on private sector management, which also provide an indication of women's share in management positions. Otherwise, some national statistical offices collect and compile statistics for more detailed occupational categories than those provided to the ILO. These may provide more insights into trends on women in management in a particular country, but may not be comparable across countries.

For data on women “at the top” (CEOs, general managers, company presidents, board members, board chairpersons, etc.) information can only be obtained from various surveys conducted by different groups and organizations. Most notable are the World Bank, GMI Ratings²⁸ and the Grant Thornton International Business Report. However, not all countries are covered and sample sizes can be limited. Also companies of different sizes are not always represented in such surveys. Many reports are based on stock exchange member companies in different countries, as information on CEOs and board membership can be easier to obtain, since these are publicly traded companies. Moreover, there is strong interest from various groups to analyse the situation of women in the most economically powerful companies.

The ILO's data set is the most comprehensive for the occupational category of managers as a whole in terms of the number of countries, covering all regions over time. However, the main drawback is not being able to separate out the private sector from the public sector as countries submit data based on the ILO's International Standard Classification of Occupations (ISCO). Also, not all countries provide statistics on a regular basis so there are gaps in particular years and for comparisons over time.

An increasing number of countries provide data to the ILO on occupations according to the newest version of ISCO as revised in 2008.²⁹ Other countries continue to provide such data according to the 1988 revised ISCO classification. These classifications entail descriptions for subgroups of *managers* in the case of ISCO 2008 and *legislators, senior officials and managers* in the case of ISCO 1988 (as well as for other occupations). Each of these subgroups is further broken

down into various types of managers. As can be seen below, in ISCO 1988 legislators and senior officials are separated out from corporate managers and general managers, although the latter two can cover both private and public sector. In ISCO 2008 the subgroups identify categories of managers according to level (highest – subgroup 11) and in specific functional areas, for example human resources managers or sales and marketing managers (covering both private and public sectors).

For ISCO 2008 the four main subgroups, termed second digit level are as follows:

1 *Managers*

- 11 Chief executives, senior officials and legislators
- 12 Administrative and commercial managers
- 13 Production and specialized services managers
- 14 Hospitality, retail and other services managers

For ISCO 1988 the three main subgroups, termed second digit level are as follows:

1 *Legislators, senior officials and managers*

- 11. Legislators and senior officials
- 12. Corporate managers
- 13. General managers

The ILO mainly publishes data disaggregated by sex for the number of managers collected at the broadest level for both ISCO classifications, i.e. covering all types and levels of managers in the private and public sectors. For example, legislators are included in both classifications along with all types of managers. Differences in data collection between the classifications emerge at the subgroup level. The ILO's new labour statistics database became available online in December 2012. It is being developed further based on an expanded request to member States for data by sex at the subgroup or second digit level of ISCO. Therefore, data disaggregated by sex on some types and levels of management is now available for a number of countries, although still with private and public sectors combined (see Table 3.1 below).³⁰ While some types of management, for example in sales or retail, may be associated primarily with private sector businesses, depending on the country, this may not necessarily be the case, as there can be public enterprises and mixed private/public enterprises operating in similar areas.

The ILO also has a comprehensive data set (status in employment) that provides statistics on the proportion

²⁸ Brings together the content, research and analysis of three predecessor firms – The Corporate Library, GovernanceMetrics and Audit Integrity – GMI Ratings Reports offer corporations independent analysis of key Environmental, Social and Governance (ESG) Metrics and risk.

²⁹ See ILO Department of Statistics website for the text of ISCO (versions 1958, 1968, 1988 and 2008), <http://www.ilo.org/public/english/bureau/stat/isco/index.htm>

³⁰ <http://www.ilo.org/global/statistics-and-databases/lang--en/index.htm>

of men and women as employers and as own-account workers (self-employed). Chapter 6 of this report on Women in Business presents this data.

Terminology

Another challenge for comparative analysis is the variety of terminology. The same term may have different meanings and, equally, measurements and different terms may mean the same thing in practice. A prime example of this would be women who run their own business(es) being described as a businesswoman, woman entrepreneur, woman employer, woman own-account worker, or a self-employed woman.

Then there are terms used by governments, institutions and companies to capture different levels of management within an enterprise or organization. These include president, manager, director, executive, chief executive, CEO, senior manager, head, chief, general manager, high level manager, middle level manager, junior manager and supervisor.

There is much interest from the academic world, the media, business, women's and international organizations, in obtaining data on gender differences at the highest level of management, but also at the various other levels of management, in order to analyse the so-called "pipeline" of career progression and salaries of women, compared to men. Being clear on terminology is vital for effective strategies and programmes to advance women in business on the one hand, and in corporate management on the other. Furthermore, there can be linkages or crossovers between the two domains, as there are women who acquire experience in large companies, but who also leave for various reasons to start their own business(es).

3.2 Statistics on women in management

Despite the data limitations outlined above, by drawing on the ILO data and various other sources, a general picture can be drawn of trends over time regarding women's versus men's share of management positions.

Using ILO data, Table 3.1 below illustrates the proportion of women among managers (private and public sectors, all levels) for the latest years available. Data were available for 128 countries up to 2012. For 49 countries, the latest data available was previous to 2012, in certain cases dating back to 2004. Of these

countries, eight provided data for 2008 and six for 2009.³¹ The table reflects data contributed by ILO member States under both the ISCO 88 and ISCO 08 classifications.³²

Bearing in mind that the data is not always from the same year for each country, it can be observed that among the 128 countries, in three countries women held a higher proportion than men of management jobs – Jamaica, Colombia and Saint Lucia with Jamaica at 59.3 per cent.

In over half or some 70 countries women were 30 per cent or more of all managers. In 19 countries they represented between 40 and 50 per cent of all managers. There were 48 countries where women held between 30 and 40 per cent or more of managerial jobs. In 27 countries, women were between 20 and 30 per cent of all managers. In 26 countries women represented less than 20 per cent of all managers. In a number of the latter countries, particularly those in the MENA region, the labour force participation rates of women are also among the lowest globally. On the other hand, in many countries the labour market share of women is higher than their representation in management.

It may be noted that strong economies such as Japan and South Korea have among the world's lowest participation of women in the management of companies and public institutions. Nevertheless,

³¹ Albania, Belarus, Bahamas, Bolivia, Uganda and Vanuatu (2009), Jamaica, Morocco, New Zealand, Pakistan, Saudi Arabia, United Arab Emirates and United States (2008), Georgia, Lebanon and Qatar (2007), Tanzania (2006), China and Kuwait (2005), Algeria, Jordan and Namibia (2004), Oman (2000)

³² **ISCO 08** – 76 countries – Argentina, Aruba, Australia, Austria, Azerbaijan, Belgium, Bulgaria, Cambodia, Cayman Islands, Costa Rica, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Finland, France, Germany, Ghana, Greece, Guatemala, Guinea, Hong Kong China, Hungary, Iceland, Iran, Ireland, Italy, Japan, Kazakhstan, Korea Republic of, Kyrgyzstan, Latvia, Liberia, Lithuania, Luxembourg, Macau China, Macedonia FYR, Madagascar, Maldives, Malta, Mauritius, Mexico, Mongolia, Montenegro, Netherlands, New Zealand, Norway, Panama, Poland, Portugal, Romania, Serbia, Seychelles, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Trinidad & Tobago, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, Vanuatu, Venezuela, West Bank and Gaza Strip and Zimbabwe.

ISCO 88 – 49 countries – Albania, Algeria, Bahamas, Belarus, Belize, Bermuda, Bhutan, Bolivia, Botswana, Brazil, Brunei Darussalam, Burkina Faso, Canada, Chile, China, Colombia, Cook Islands, Dominica, Dominican Republic, Georgia, Indonesia, Israel, Jamaica, Jordan, Kiribati, Kosovo, Kuwait, Lebanon, Malaysia, Moldova, Morocco, Namibia, Nepal, Nicaragua, Oman, Pakistan, Paraguay, Peru, Philippines, Qatar, Russian Federation, Saudi Arabia, Singapore, Syria, Tanzania, United Arab Emirates, Uruguay, Vietnam and Yemen.

Table 3.1 Women's percentage share of all managers ILO, Latest years until 2012

Rank	Country	Year	%	Rank	Country	Year	%	Rank	Country	Year	%
1	Jamaica	2008	59.3	36	Canada	2012	36.2	69	Czech Rep.	2012	26.2
2	Colombia	2010	53.1	37	Namibia	2004	36.0	70	Italy	2012	25.8
3	Saint Lucia	2004	52.3	38	Sweden	2012	35.5	71	Greece	2012	25.1
4	Philippines	2012	47.6	39	Bolivia	2009	35.1	72	Guinea	2010	23.9
5	Panama	2012	47.4	40	Portugal	2012	34.6	73	Chile	2012	23.6
6	Belarus	2009	46.2	41	Azerbaijan	2012	34.2	74	Mauritius	2012	23.4
7	Latvia	2012	45.7	41	U.K.	2012	34.2	75	Macedonia	2012	23.1
8	Guatemala	2012	44.8	42	Georgia	2007	34.0	76	Viet Nam	2009	23.0
9	Bahamas	2009	44.4	42	Rwanda	2012	34.0	77	Albania	2009	22.5
10	Moldova	2012	44.1	43	Venezuela	2012	33.4	78	Ethiopia	2012	22.1
11	Uruguay	2011	43.9	44	H.K., China	2012	33.2	79	Malaysia	2012	21.5
12	Bermuda	2010	43.5	44	Switzerland	2012	33.2	80	Liberia	2010	21.4
13	Barbados	2004	43.4	45	Slovakia	2012	33.1	81	Indonesia	2010	21.2
14	Trinidad & Tob.	2010	43.1	46	Estonia	2012	32.8	82	Zimbabwe	2011	20.6
15	United States	2008	42.7	47	Ireland	2012	32.6	83	Uganda	2009	20.2
16	Cayman Is.	2012	42.4	48	Belgium	2012	32.4	84	Cambodia	2010	18.0
17	Mongolia	2012	41.9	49	Kyrgyzstan	2012	32.3	84	Luxembourg	2012	18.0
18	Belize	2005	41.3	49	Paraguay	2012	32.3	85	China	2005	16.8
19	Aruba	2010	41.0	50	Norway	2012	32.2	86	Tanzania	2006	16.5
19	Nicaragua	2006	41.0	51	Mexico	2012	32.1	87	Cyprus	2012	15.8
20	Seychelles	2011	40.8	52	Israel	2012	31.8	88	Yemen	2010	15.2
21	New Zealand	2008	40.0	53	Macau, China	2012	31.4	89	Kosovo	2012	14.8
22	Iceland	2012	39.9	53	Romania	2012	31.4	89	Tunisia	2012	14.8
22	Ukraine	2012	39.9	53	Singapore	2008	31.4	90	Iran, Is. Rep.	2010	14.6
23	Ecuador	2012	39.7	54	South Africa	2012	31.3	91	Palestine	2012	14.4
24	France	2012	39.4	55	Germany	2012	31.1	92	Kuwait	2005	13.9
25	Russian Fed.	2012	39.1	56	Argentina	2012	31.0	93	Maldives	2010	13.4
26	Ghana	2010	39.0	57	Austria	2012	30.0	94	Morocco	2008	12.8
26	Slovenia	2012	39.0	57	Spain	2012	30.0	95	Turkey	2012	12.2
27	Lithuania	2012	38.8	58	Finland	2012	29.7	96	Japan	2012	11.1
28	Botswana	2010	38.6	59	Peru	2012	29.3	97	Korea, Rep. of	2012	11.0
28	Domin. Rep.	2012	38.6	60	Serbia	2012	29.1	98	Syria	2007	10.2
28	Hungary	2012	38.6	61	Netherlands	2012	29.0	99	U.A.E.	2008	10.0
29	Cuba	2010	38.1	62	Vanuatu	2009	28.5	100	Egypt	2012	9.7
30	Poland	2012	37.8	63	Denmark	2012	28.4	101	Oman	2000	9.3
31	Brazil	2012	37.3	63	Sri Lanka	2012	28.4	102	Lebanon	2007	8.4
32	Kazakhstan	2010	37.2	64	Thailand	2012	28.2	103	Saudi Arabia	2008	7.1
33	El Salvador	2012	37.1	65	Costa Rica	2012	27.9	104	Qatar	2007	6.8
34	Madagascar	2010	36.6	66	Bhutan	2012	27.6	105	Bangladesh	2011	5.4
35	Bulgaria	2012	36.4	66	Croatia	2012	27.6	106	Jordan	2004	5.1
35	Kiribati	2010	36.4	67	Montenegro	2012	27.3	107	Algeria	2004	4.9
36	Australia	2012	36.2	68	Malta	2012	27.0	108	Pakistan	2008	3.0

Source: ILO Statistical Database, employment by occupation: managers, June 2014.

Total 126 countries ISCO 88 and ISCO 08 (ranking 1-108 with 14 sets of two countries and two sets of three countries having the same percentage share, marked in green).

* Data for USA from the US Bureau of Labor Statistics, Management Occupations from Household Survey Data, 2012, Washington.

women have higher representation as employers and self-employed entrepreneurs and so are a growing force in the world of business in Japan and South Korea, as will be seen in Chapter 6 of this report on Women in Business.

3.3 Women in different types of management occupations

Tables 3.2 and 3.3 below indicate the proportion of managerial jobs held by women at different levels and for different types of management. Given there are differences between how sub groups of managers are classified in ISCO 08 and ISCO 88 two separate tables are presented. Nevertheless, in both tables it can be observed that the higher the management level, the lower the share of women for the majority of the 57 countries for which data were available at more differentiated managerial levels and functions.

In Table 3.2 above in 8 of the 9 countries for which data were available for 2010/2012 it can be observed that women's share of high level management was less than their share of middle managers (i.e. other department managers), in many cases significantly so. Their share of general managers was also higher than for high-level managers in 6 out of 7 countries for which data were available. In five out of the nine countries women were 40 per cent or more of the middle level managers.

In Table 3.3 below in most of the countries (40 out of 48) it can be noted that women's share of chief executives, legislators and senior officials is less than for middle level managers such as administrative, commercial, hospitality and retail managers, and in many cases the difference is considerable. In a handful of countries, there was not much difference in the proportion of chief executives who were women compared to other types of managers, for example, Finland, Ireland, Netherlands, Slovakia and Spain.

Table 3.2 Women's percentage share at different levels and types of management, ILO, 2010-2012

Country	Year	Legislators, senior officials, directors & chief executives (Sub groups 11+121)	Other department managers (Sub group 123)	General managers (Sub group 13)
1. Dominican Republic	2011	16.3	58.9	34.8
2. Ecuador	2012	43.9	60.4	23.0
3. Indonesia	2010	14.5	27.2	22.1
4. Israel	2011	16.0	43.9	36.9
5. Philippines	2011	33.1	49.3	54.6
6. Russian Federation	2011	42.8	52.0	n/a
7. Serbia	2011	28.7	37.0	33.2
8. Sri Lanka	2011	n/a	25.7	22.8
9. Uruguay		19.1	29.7	46.2

Source: Sex and status in employment, ISCO 88 Level 2 managers, ILO statistical database, June 2014

Table 3.3 Women's percentage at different levels and types of management ILO, 2012

Country	Chief executives, senior officials & legislators (Sub group 11)	Administrative & commercial managers (Sub group 12)	Hospitality & retail managers (Sub group 14)
1. Albania	0	32	15
2. Argentina	57	85	28
3. Australia	22	32	45
4. Austria	17	32	40
5. Belgium	26	37	36
6. Bulgaria	34	44	38
7. Costa Rica	22	33	23
8. Croatia	27	38	26
9. Cyprus	17	15	15
10. Czech Republic	19	24	41
11. Denmark	19	24	25

	Country	Chief executives, senior officials & legislators) (Sub group 11)	Administrative & commercial managers (Sub group 12)	Hospitality & retail managers (Sub group 14)
12.	El Salvador	25	56	55
13.	Estonia	27	53	34
14.	Ethiopia*	15	30	39
15.	Finland	28	30	31
16.	France	22	44	40
17.	Germany	24	32	47
18.	Greece	8	28	28
19.	Guatemala	19	30	54
20.	Hungary	30	51	44
21.	Iceland	23	54	48
22.	Ireland	28	30	38
23.	Italy	24	15	30
24.	Latvia	33	67	56
25.	Lithuania	31	47	56
26.	Luxembourg	21	15	21
27.	Macedonia, FYR	28	29	23
28.	Malaysia	17	31	24
29.	Malta	16	37	25
30.	Mauritius	20	27	24
31.	Mexico	20	31	32
32.	Netherlands	24	24	31
33.	Norway	27	38	36
34.	Panama	49	59	44
35.	Poland	28	50	47
36.	Portugal	22	36	42
37.	Romania	36	42	32
38.	Slovakia	33	34	38
39.	Slovenia	43	50	32
40.	South Africa	25	31	36
41.	Spain	29	33	33
42.	Sweden	22	37	42
43.	Switzerland	30	33	50
44.	Thailand	16	48	42
45.	Turkey	12	24	9
46.	Ukraine	37	58	36
47.	United Kingdom	22	41	38
48.	West Bank & Gaza Strip	15	20	3

*Data for 2013

Source: Sex and status in employment, ISCO 08 Level 2 managers, ILO statistical database, June 2014

3.4 ILO Company Survey

Further insights into the percentage share of women at different levels of management in developing regions were obtained through the ILO Company Survey (2013) conducted by the Bureau for Employers' Activities in developing regions. Table 3.4 below

shows that there are fewer than 1:10 women at junior levels of management in 29 per cent of companies. A further 10 per cent of the companies had no women managers at this level. Only 16 per cent of companies had gender balance (i.e. between 40-60 of either sex) at junior level. At middle management level, the percentage of companies was similar to that of

junior management at the levels where women represented less than 10 per cent. However, with 19 per cent there was a slightly higher proportion of companies with gender balance in middle management. With regard to senior management, 21 per cent of companies had no women at this level and a further 27 per cent had less than 10 per cent. In terms of gender balance, the proportion was less than at junior and middle management levels, at 12 per cent.

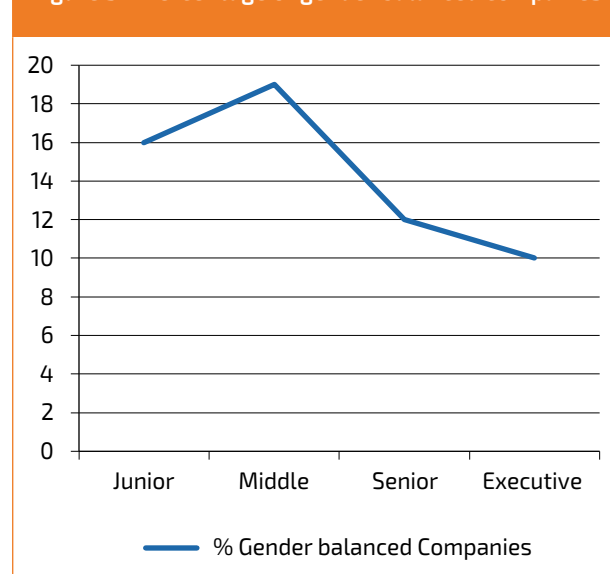
At the top executive level, an even greater proportion of companies, 34 per cent, had no women and a further 21 per cent had 10 per cent or fewer women. There were also fewer gender-balanced companies, at 10 per cent. Figure 3.1 below shows the proportion of companies with gender balance for different management levels. Figure 3.2 shows the percentage of companies with 30 per cent or less women at the different management levels.

Table 3.4 Proportion of women at different managerial levels

Management Level	Number of company responses indicating percentage share of women													
	0	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100	100	N/A	No. Responses
Supervisory/ Junior	57	171	86	50	55	77	19	27	18	10	5	12	7	594
% Total	10%	29%	14%	8%	9%	13%	3%	5%	3%	2%	1%	2%	1%	
Middle	54	178	86	59	57	89	19	16	15	5	2	19	8	607
% Total	9%	29%	14%	10%	9%	15%	4%	3%	2%	8%	2%	3%	1%	
Senior	120	156	74	56	40	58	14	14	14	2	1	20	4	573
% Total	21%	27%	13%	10%	8%	10%	2%	2%	2%	3%	1%	4%	7%	
Top exec.	179	112	53	47	33	40	9	11	7	1	4	27	3	526
% Total	34%	21%	10%	9%	6%	8%	2%	2%	1%	2%	8%	5%	1%	

Source: ILO Company Survey, 2013

Figure 3.1 Percentage of gender balanced companies



Source: ILO Company Survey, 2013

Figure 3.2 Percentage of companies with 30% or less of women at different management levels



Source: ILO Company Survey, 2013

3.5 Women concentrated in specific management functions

The ILO Company Survey in the developing regions confirms trends already identified in a range of studies and surveys. The concentration of women in certain types of management reflects the “glass walls”

phenomenon, that is, segregation by gender within the management occupations. While women are gaining access to more and higher levels of management, there is a tendency for them to be clustered in particular managerial functions. Figure 3.4 below illustrates that a greater proportion of companies participating in the survey have 100 per cent women compared to

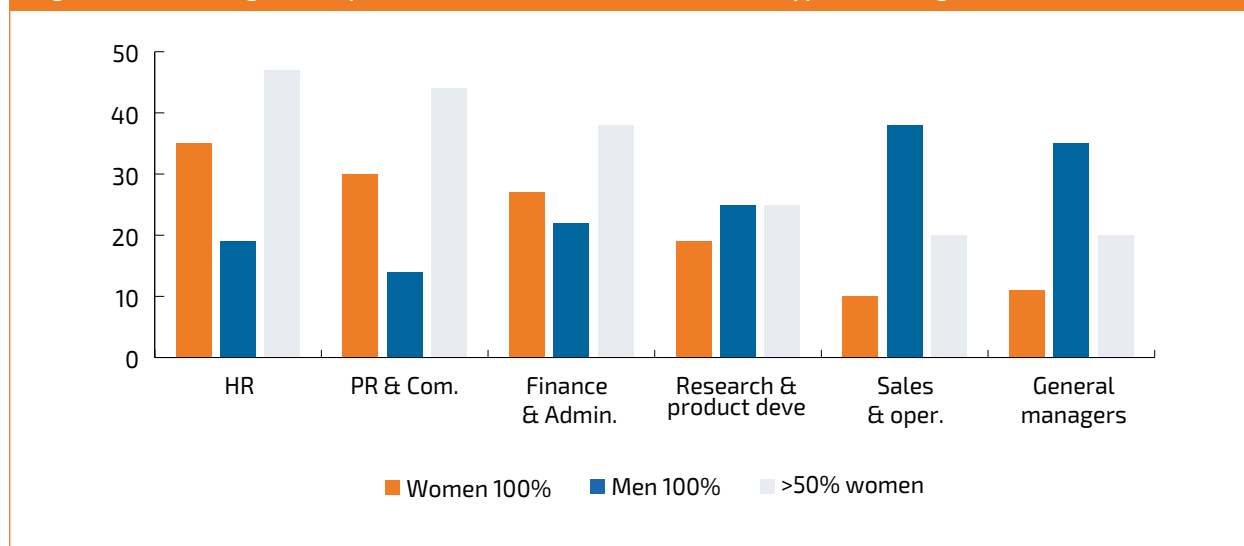
Figure 3.3 Gendered Organizational Pyramid



Attaining experience in managerial functions, such as operations, sales, research, product development and general management, is crucial for women to rise through the central pathway to the top of the organizational hierarchy (shown in blue).

However, women are often siloed in managerial functions such as human resources, public relations and communications, and finance and administration, and are therefore only able to go up the ladder to a certain point in the organizational hierarchy (shown in orange).

Figure 3.4 Percentage of companies with women and men in different types of management



Source: ILO Company Survey, 2013

100 per cent men in managerial functions such as human resources, public relations and communications management, and finance and administration. Fewer companies have 100 per cent women or more than 50 per cent women in managerial functions such as operations and sales managers, research and product managers, and general managers. In addition, more companies have more than 50 per cent women in the first three types of management compared to the latter. Attaining experience in the latter are vital managerial functions for ascending the central pathways of the organizational pyramid (see Figure 3.3 above) to reach top positions. As a consequence, women may “go up the ladder” only to a certain point as the managerial functions they exercise are located on the sides of the pyramid.

Attaining experience in managerial functions, such as operations, sales, research, product development and general management, is crucial for women to rise through the central pathway to the top of the organizational hierarchy (shown in blue).

However, women often find themselves in silo managerial functions such as human resources, public relations and communications, and finance and administration, and are therefore only able to go up the ladder to a certain point in the organizational hierarchy (shown in orange).

Companies responding to the ILO Company Survey also identified some other types of managers and the proportion who were women. Among the sample responses, ICT managers appeared to be men more

often than not, while there were more women as quality control and procurement managers.

According to the 2013 Grant Thornton International Business Report (IBR) on women in senior management, women are increasing their presence in the so-called C-suite.³³ These positions are considered strategic for entry into top management. The IBR reports that of the companies surveyed, the top five positions where women enter senior management – chief finance officer (31 per cent), human resources director (30 per cent), corporate controller (14 per cent), chief marketing officer (13 per cent) and sales director (13 per cent) – all saw increases in the number of women over the past year.

3.6 Women are increasing their share of managerial jobs

Women's labour market participation rates are generally still proportionally higher than their share of management jobs, and in many countries the gap is considerable. However, they are gradually increasing their numbers as managers. In the majority of countries for which data were available over time during the last decade, women have increased their share of management jobs (see the statistical annex for tables by region). In 77 per cent, or 84 of the 109 countries for which data were available, the proportion of women

³³ Top senior executives' titles tend to start with the letter C, for chief, as in chief executive officer, chief operating officer and chief information officer

in management increased in the period 2000 to 2012. These figures indicate the strides made by women into management jobs over the last decade (see Table 3.5 and Figure 3.5 below).

However, growth in over half (44) of these countries was marginal with less than 5% increase over more than a decade. In 25 countries increases were between 5-10 per cent and in 14 countries growth in the proportion of women managers was more significant with over 10 per cent increases. In 22 countries, women's share

of management fell despite their increasing labour force participation and higher levels of education. A decline in women managers occurred in countries from all regions and levels of development. In some cases countries with already high levels of women in management, such as Estonia, Lithuania and Philippines, saw a decline while in other countries with already low levels there was a further decline in the share of women in management, as for example in Iran, Saudi Arabia and Yemen. In only a few cases did the labour force participation decline as well as the proportion of women in management.

Table 3.5 Increases and decreases for women as managers 2000-2012, ILO

Increased < 5%		Increased > 5%	Increased >10%	Decreased %
1. Argentina	23. Macedonia FYR	1. Aruba	1. Azerbaijan	1. Algeria
2. Australia	24. Mauritius	2. Barbados	2. Bhutan	2. Austria
3. Bahamas	25. Morocco	3. Botswana	3. Cook Islands	3. Bangladesh
4. Belgium	26. Netherlands	4. Brazil	4. Georgia	4. Bermuda
5. Canada	27. New Zealand	5. Bulgaria	5. Iceland	5. Bolivia
6. Croatia	28. Nicaragua	6. Cambodia	6. Ireland	6. Cayman Islands
7. Cyprus	29. Pakistan	7. Dominican Rep.	7. Italy	7. Chile
8. Czech Rep.	30. Peru	8. Ecuador	8. Macau China	8. Costa Rica
9. Denmark	31. Russian Fed.	9. El Salvador	9. Madagascar	9. Estonia
10. Egypt	32. Qatar	10. Ethiopia	10. Malta	10. Iran
11. Finland	33. Serbia	11. Greece	11. Moldova	11. Lithuania
12. France	34. Slovakia	12. HK China	12. Mongolia	12. Lebanon
13. Germany	35. Spain	13. Hungary	13. Norway	13. Luxembourg
14. Guinea	36. Sweden	14. Mexico	14. Switzerland	14. Maldives
15. Israel	37. Thailand	15. Montenegro		15. Malaysia
16. Jamaica	38. Trinidad & Tob.	16. Namibia		16. Paraguay
17. Japan	39. Turkey	17. Panama		17. Philippines
18. Indonesia	40. Ukraine	18. Poland		18. Portugal
19. Kazakhstan	41. UAE	19. Romania		19. Saudi Arabia
20. Korea, Rep.	42. United States	20. Singapore		20. Uganda
21. Kyrgyzstan	43. Venezuela	21. South Africa		21. United Kingdom
22. Latvia	44. West Bank & Gaza Strip	22. Sri Lanka		22. Yemen
		23. Slovenia		
		24. Uruguay		
		25. Vietnam		

Source: ILO Statistical database, 2014

Despite the large number of countries in **Africa**, data were available over time for only 8 countries on women in management. Women increased their share of management jobs during the last decade in six of these – Botswana, Guinea, Madagascar, Mauritius, Namibia and South Africa – while there was a slight decline in Ethiopia and a significant decline in Uganda (see Statistical Annex for detailed data).

Out of 24 countries for which data were available over time in the **Americas**, women increased their share of management jobs in 18 countries, in most cases by a few percentage points. El Salvador and Ecuador saw the greatest rate of increase – from a 26.1 per cent share in 2000 to 37.1 per cent in 2012 in El Salvador and from a 29.3 per cent share in 2000 to 39.1 per cent in 2010 in Ecuador. In six countries,

the proportion of women in management decreased (see Statistical Annex for detailed data).

Out of 21 countries for which data were available over time in **Asia and the Pacific**, women increased their share of management jobs by 2012 in 16 countries, in most cases by a few percentage points. However, Bhutan increased by 16 percentage points and Mongolia by nearly 12 percentage points. In five countries, the proportion of women in management decreased. In one of these, the Philippines, there was already a high level of women in management in 2001 compared to other countries (with 59 per cent), but with a 11.4 per cent decrease, it still remained relatively high globally in 2012, at 47.6 per cent (see Statistical Annex for detailed data).

Out of 11 countries for which data were available over time in the **CIS and CEE region**, women increased their share of management jobs in all 11 countries. In some countries, the increases were considerable over the last decade, for example Moldova with a nearly 11 per cent increase and Montenegro with a 7.6 per cent increase (see Statistical Annex for detailed data).

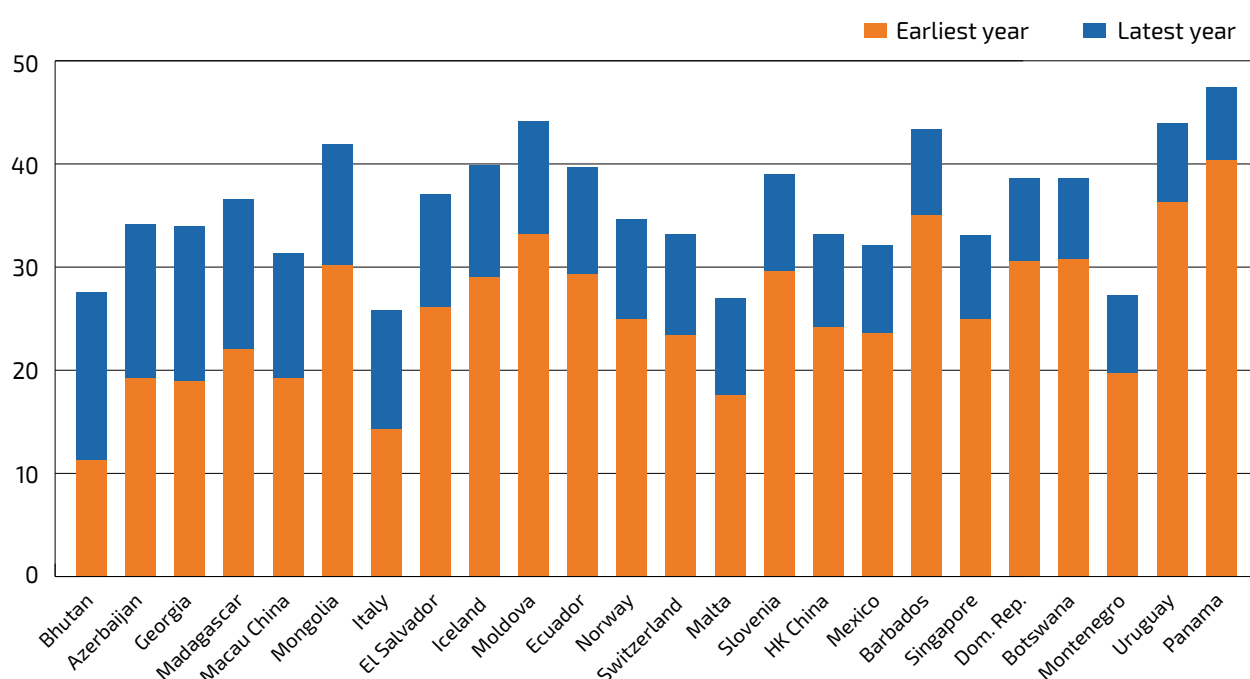
Out of 32 countries for which data were available over the last decade till 2012 in the **European Union and Western Europe**, women increased their share of management jobs in 26 countries, in many cases

by a few percentage points. The greatest rates of increase in percentage points were in Italy (11.5 per cent), Iceland (10.9 per cent), Switzerland (9.7 per cent), Norway (9.7 per cent), Malta (9.4 per cent) and Slovenia (9.4 per cent). In six countries, the proportion of women in management decreased (see Statistical Annex for detailed data).

In the **Middle East and North Africa**, women increased their share of management jobs by a few percentage points in five of the nine countries for which data were available over time during the last decade. In four countries, the proportion of women in management decreased (see Statistical Annex for detailed data).

The chart below shows the countries with the highest percentage points of increase during the last decade, ranging from 7 to 16 percentage points. A number of countries were already over the 30 per cent mark a decade ago and increased even further their proportion of women in management, as was the case in Mongolia, Panama and Uruguay. Most of the countries in the chart climbed into the over 30 per cent category during the decade. A few countries, such as Azerbaijan, Malta and Italy, had a low figure a decade ago but increased significantly their share of women in management (see Statistical Annex for detailed data by country and region).

Figure 3.5 Countries with > 7% increase in women in management 2000-2012, ILO



Source: ILO Statistical database, Female share of employment by occupation; managers, 2014

3.7 Women in senior and middle management

Women reaching senior management positions in greater numbers is critical for building a pool of potential candidates for the top jobs such as chief executive officer (CEO) or company president. ILO data provided by 49 countries give an indication of the proportion of women in senior and middle management in the private and public sectors combined in 2012 as shown in Figure 3.6 below. Given that legislative quotas in many countries have boosted the proportion of women as legislators and that legal requirements for equal opportunity in the public service are driving the appointment of women at higher levels of management, the figures below are likely to be lower for the private sector alone.

A number of organizations carry out surveys to ascertain the progress of women in senior management in the private sector. Survey samples may be limited to certain types of enterprises such as large multinationals, and so may not be representative of a country's overall business profile. However, such surveys provide some insights into women's movement to the upper echelons in the private sector, especially if they are conducted periodically for comparisons over time. For example, the *Grant Thornton International Business Report (IBR)*³⁴ found that women held 24 per cent of senior management positions globally in 2012, up three percentage points from the year before. According to the IBR 2013, women also increased their presence in the "C-suite" (management positions which have "chief" in their title) that better positioned them to be selected for top management positions. The top five positions where women enter senior management all saw increases in the number of women from 2011 to 2012: chief finance officer (31 per cent, up from 13 per cent), human resources director (30 per cent, up from 21 per cent), corporate controller (14 per cent, up from 13 per cent), chief marketing officer (13 per cent, up from 8 per cent) and sales director (13 per cent, up from 8 per cent).

The IBR found that for the companies surveyed in China, there was a sharp rise in 2012, with women holding 51 per cent of senior management positions compared to 25 per cent in 2011. The report states

³⁴ The *Grant Thornton International Business Report (IBR)* surveys 13,000 business leaders in 44 economies on an annual basis providing insights on the economic and commercial issues affecting companies globally. The data in the report were drawn from more than 6,500 interviews with business leaders from all industry sectors, conducted between November 2012 and February 2013. Additional in-depth interviews were conducted by Forbes Insights.

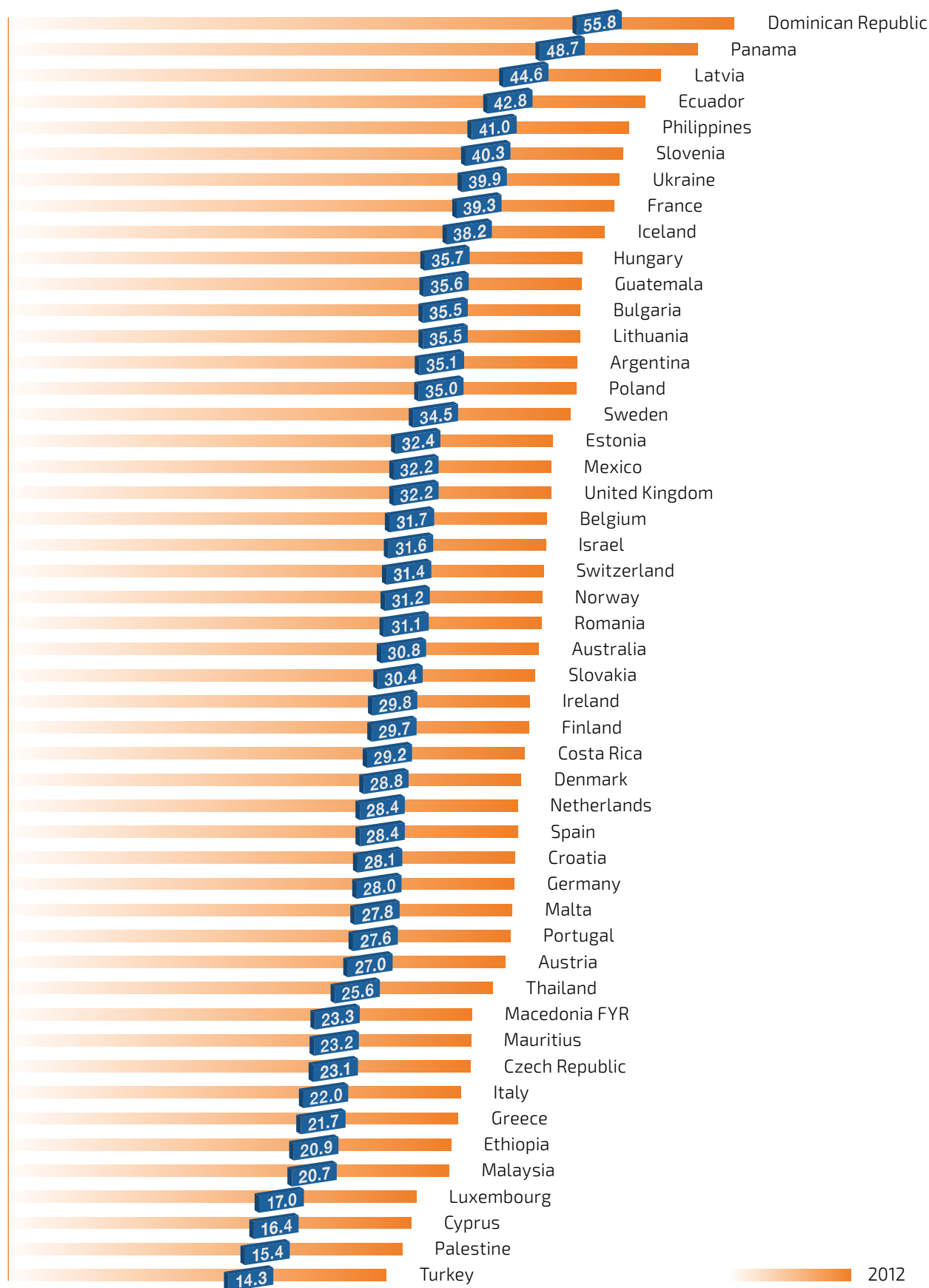


© Olezzo/Gettyimages

“regionally, Asia Pacific leads with 29 per cent of senior leadership positions held by women, compared to 25 per cent in the European Union, 23 per cent in Latin America and 21 per cent in North America”.

According to IBR, China had the highest percentage of women in senior management, followed by Poland (48 per cent), Latvia (43 per cent), Estonia and Lithuania (40 per cent), Philippines and Georgia (37 per cent), Thailand (36 per cent) and Vietnam (33 per cent). While the Philippines and Thailand had among the highest in the world, the percentage of women in senior management actually decreased from 39 per cent to 37 per cent in the Philippines and from 39 per cent to 36 per cent in Thailand. The lowest percentages were the United States (20 per cent), United Kingdom and India (19 per cent), Switzerland (14 per cent), the Netherlands and the United Arab Emirates (11 per cent) and Japan

Figure 3.6 Percentage share of women in senior and middle management 2012 ILO



Source: ISCO 88 and ISCO 08 – legislators, senior officials, directors and chief executives, ILO statistical database, June 2014

(7 per cent). Nevertheless, India increased from 14 per cent to 19 per cent and Japan from 5 per cent to 7 per cent in 2012 compared to 2011.

Another survey³⁵ of companies in Europe and the Middle East by **Mercer**, an international consulting company, found that, in Western Europe, the countries with the greatest proportion of women in the executive suite were Greece and Ireland (33 per cent), followed by Sweden (30 per cent) and Belgium (29 per cent). Spain, the UK and France all had 28 per cent female representation. Next came Denmark and Portugal (both 27 per cent), Finland, Switzerland and Norway (all 25 per cent) and Italy (22 per cent), followed by Austria (21 per cent), Germany (20 per cent) and the Netherlands (19 per cent).

The same survey found that for **Central and Eastern Europe** women's representation was highest in Lithuania, where 44 per cent of executives were women, followed by Bulgaria (43 per cent), Russian Federation (40 per cent), then Estonia and Kazakhstan (37 per cent). The countries with the next highest female representation were Serbia (36 per cent), Ukraine (35 per cent), Romania (34 per cent), Hungary (33 per cent), Poland (30 per cent), Slovakia (30 per cent) and the Czech Republic (27 per cent).

For the **Middle East**, the Mercer survey found that women made up 26 per cent of the executives in Turkey, 23 per cent in Morocco, 17 per cent in the UAE, 16 per cent in Egypt and 7 per cent in Qatar, while in Saudi Arabia there was no recorded female participation at all.

A survey of 112 companies by the Diversity Inclusion in Asia Network, entitled *Gender Diversity Benchmark for Asia 2011*, found that at senior level management, women were 20.7 per cent in China, 22.7 per cent in Hong Kong, 9.3 per cent in India, 7.8 per cent in Japan, 27.5 per cent in Malaysia and 21.5 per cent in Singapore.³⁶

The **Latin Business Chronicle** reported in 2012 that 77 companies had female executives in upper management, accounting for 15.4 per cent of the Latin American 500 largest companies³⁷.

³⁵ Mercer, Women's leadership development survey, December 2010, based on more than 1,800 human resource, talent management and diversity leaders worldwide on their leadership development practices for women.

³⁶ Diversity and Inclusion in Asia Network, *Gender Diversity Benchmark for Asia 2011*

³⁷ Latin Business Chronicle, 8 March 2012

National studies and surveys, though scarce due to the lack of statistics, also shed some light on the situation of women in senior management.

In **Argentina** a survey sample of 2,300 firms (industries, services, finance) representing between 30 and 40 per cent of GDP, showed that 4 out of 10 companies had a woman manager. In a total of 14,880 decision-making positions, women held 11 per cent, i.e. 1,601.³⁸

In **Brazil**, women were 22.1 per cent of all managers and 26.8 per cent of supervisors in the largest 500 companies in 2010.³⁹

In **Hong Kong**, a survey by the Standard Chartered Bank and Community Business Organization found that 24 per cent, or 12 of the 50 companies listed on the Hong Kong Stock Exchange (HIS), had female executive directors in 2013. There are 15 women, or 6.9 per cent of all executive directors.⁴⁰

In **India**, women were 3 to 6 per cent of senior managers but 22 per cent of employees.⁴¹

In **Macedonia FYR**, the share of women in executive management positions in large companies and SMEs was 29 per cent in 2008.⁴²

In **Mauritius**, in the private sector, the share of women in senior positions is estimated to have increased from 10 per cent in the 1980's to around 30 per cent in 2011.⁴³

In **Mexico**, 54 per cent of the largest 200 companies in 2011 had women in their senior level management, up from 43 per cent in 2006. CNN Expansión publishes a list each year of the 50 most powerful women in Mexico, and in 2011, 60 per cent of these came from multinationals.⁴⁴

³⁸ Fundaciones de Investigaciones Económicas Latinoamericanas (FIEL), *Mapa económico de las mujeres argentinas (1998-2006)*

³⁹ *Perfil Social, Racial e de Gênero das 500 Maiores Empresas do Brasil e Suas Ações Afirmativas* – Pesquisa 2010 é uma publicação do Instituto Ethos, Site: www.ethos.org.br

⁴⁰ Standard Chartered Bank and Community Business Organization, *Women on Boards: Hang Seng Index 2013*.

⁴¹ India Country Report for ILO regional workshop on women in business and management, 18-19 April 2013, Bangkok

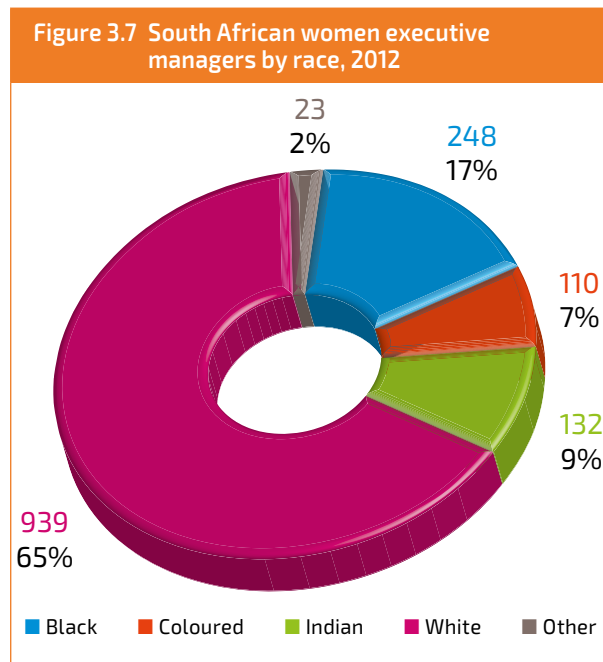
⁴² European Commission, *The current situation of gender equality in the Former Yugoslav Republic of Macedonia (FYROM) – country profile*, 2012.

⁴³ Mauritius National Report, ILO regional workshop on women in business and management, Johannesburg October 2012

⁴⁴ CNN Expansión, 12 de agosto de 2011

In the **Russian Federation**, a 2010 survey by PricewaterhouseCoopers and the Russian Managers' Association found that the number of women occupying senior positions in Russian business increased over the three previous years, particularly in finance and personnel departments. The survey, "Career Opportunities for Women in Business," noted that women now make up a large portion of chief accountants (93 per cent), human resources senior managers (70 per cent) and chief financial officers (48 per cent). Despite the increased figures, the survey also found that the number of women in senior management positions such as president and general director remained low.⁴⁵

In **South Africa**, the Business Women's Association carries out an annual *Women in Leadership Census*. The 2012 Census was based on a survey of 309 Johannesburg Stock Exchange (JSE)-listed companies and 20 state-owned enterprises. It reports that executive managers of companies increased from 14.7 per cent in 2004 to 21.4 per cent in 2012. The number of women executive managers increased for all races except the white race where there was a decrease. However, white women executive directors are still far more numerous than the other races, as shown in Figure 3.7 below. ▶



Source: South African Women's Business Association, 2013

⁴⁵ Modern Russia, 6 April 2010, Article: "Russian business women see cracks in glass ceiling"



© gemphotography – Fotolia.com

4. Women at the top

For more than two decades, women have made a significant move into professional, technical and managerial roles in most regions. Yet, they still represent only a tiny percentage of top management positions, such as Chief Executive Officer (CEO) or company president. And the larger the firm, the fewer the women at the top. In the last decade, women have even swelled the ranks of senior management in many countries. Despite the publicity given to the “glass ceiling” effect and the mobilisation of many organizations, the glass ceiling appears to be still intact. “Marble ceilings”, “sticky floors”, “glass walls”, “glass cliffs” and “glacial progress” are among the many analogies that capture

the inertia and barriers that prevent women from making it to the top from achieving critical mass and make a dent in the way corporate culture, image and decision-making are shaped.

The last few years has seen many historical “firsts” with women being appointed as CEOs of large companies and heads of banks, etc. Women have been appointed recently as CEOs of Google and Facebook, generating much debate on their leadership styles and the many issues surrounding women’s access to top management. These women represent critical breakthroughs for themselves, their companies and for other women,

Table 4.1 Women CEOs of public listed companies

Stock exchanges	Percentage	Stock exchanges	Percentage
OECD ⁴⁶	< 5.0	European Union ⁴⁷	2.8
Latin 500 ⁴⁸	1.8	FTSE 100, UK ⁴⁹	4.0
US Fortune 500 ⁵⁰	4.8	ASX 200 Australia ⁵¹	3.0
JSE South Africa ⁵²	3.6	BSE 100 India ⁵³	4.0
Mexico Expansion 100 ⁵⁴	3.0	CAC 40 France ⁵⁵	0.0
SGX Singapore ⁵⁶	4.6	DAX 30 Germany ⁵⁷	0.0
China ⁵⁸	5.6	NZSX 100 New Zealand ⁵⁹	5.0

⁴⁶ Economic Forum’s 2010 Gender Corporate Gap Report covering the largest companies in OECD countries.

⁴⁷ European Commission, Fact Sheet on Gender balance on corporate boards> Europe is cracking the glass ceiling, March 2014, 6 COM(2012) 614: http://ec.europa.eu/justice/gender-equality/gender-decision-making/index_en.htm

⁴⁸ Source: Latin Business Chronicle, Analysis of Latin 500 as of March 5, 2012.

⁴⁹ Financial Times, 17 January 2014, London

⁵⁰ Fortune.com, 3 June 2014

⁵¹ Girl.com.au, 6 June 2014, Women are CEOs of six ASX 200 companies (3%) – GasNet Australia Group, Harvey Norman Holding, Macquarie Airports, Macquarie Countrywide Trust, St George Bank and Telecom Corporation of New Zealand.

⁵² South African Business Women’s Association, South African Women in *Leadership Census 2011 and 2012*. <http://www.bwasa.co.za>

⁵³ Spencer Stuart, *India Board Index 2012, Current board trends and practices in the BSE-100*

⁵⁴ The New Breed of CEOs in Mexico, Heidrick & Struggles, 2010

⁵⁵ European Commission National Fact Sheet, Gender Balance in Boards, country France, January 2013.

⁵⁶ Dr Marleen Dieleman, Dr Meijun Qian and Mr Muhammad Ibrahim, Singapore Board *Diversity Report 2013: Time for Women to Rise*, 14 November 2013

⁵⁷ European Commission National Fact Sheet, Gender Balance in Boards, country Germany, January 2013.

⁵⁸ Yan (Anthea) Zhang, professor of management at China Europe International Business School, Shanghai, China, Lessons For Executive Women From Chinese Boardrooms in Forbes.com, 10 September 2012 (there were 2,100 publicly listed companies in 2010).

⁵⁹ Human Rights Commission, *Census of Women’s Participation, 2012*, New Zealand

as they provide much-needed role models. They not only illustrate a “can do” model but are actively contributing to the discussion on how women can reach the top. But they still represent a small percentage of jobs at the top as the following data illustrate.

Identifying the trends on women as top managers and CEOs is not easy as there is no international database that systematically collects such information over time. Various organizations and institutions carry out surveys nationally and globally, for example Catalyst Inc. Often the focus is on the large, listed companies for which a public listing of CEOs exists, as shown for example in the Table 4.1 above.

Women achieving CEO positions in such large and multinational companies is an important part of the gender equity picture in management. However, the majority of companies are small and medium-sized and it is a challenge to obtain data on whether the

CEOs are men or women. The World Bank, through its enterprise surveys, captures the number of female top managers of the enterprises surveyed in a set of countries across all regions. The enterprises range from small and medium to large. The ILO Company Survey conducted in 2013 included a number of questions on CEOs.

4.1 ILO Company Survey

While ILO labour statistics (based on labour force surveys, population censuses, etc.) do not capture management positions at the highest level, the ILO Company Survey of nearly 1,300 companies across the developing regions indicated that women were around 21 per cent and men were almost 80 per cent of all CEOs. The companies ranged from small (34 per cent) and medium-sized (38 per cent) to large (19 per cent) and multinational (9 per cent). Table 4.2 below gives

Table 4.2 Number and percentage share of women and men as CEOs – ILO, 2013

	LA & Caribbean	Asia & Pacific	Africa	CEE	MENA	Total	Total Excl. 3 CEE countries
Man	18	314	74	150	124	680	593
Woman	12	62	26	121	18	239	158
No. Responses	30	376	100	271	142	919	751
% Men CEO	60%	84%	74%	55%	87%	74%	79%
%Women CEO	40%	16%	26%	45%	13%	26%	21%

Source: ILO Company Survey, 2013

figures based on company responses by region and globally. The CEE countries of Albania, Moldova and Serbia are excluded from the final global count of 751 respondent companies as most of the companies responding in these three countries were women-owned businesses.

4.2 World Bank enterprise surveys

The World Bank conducts ongoing enterprise surveys in countries across all regions. Over 130,000 firms in 135 countries were surveyed in the period 2002-2014. There are four gender-related indicators captured in these surveys: percentage of firms that have a female top manager, percentage of firms with a woman among the principal owners, proportion of permanent full-time employees who are female (%) and the proportion of

permanent non-production part-time workers who are female (%).⁶⁰

Table 4.3 below indicates the percentage of firms with a female top manager for companies surveyed globally. The proportion of firms with a female top manager varies widely across countries. It should be borne in mind that sample sizes and the sectors surveyed also vary depending on the country and are not necessarily representative of a particular country situation. However, given the scarcity of sex disaggregated data

⁶⁰ According to the World Bank website, the enterprise surveys are answered by business owners and top managers. Typically 1200-1800 interviews are conducted in larger economies, 360 interviews are conducted in medium-sized economies, and for smaller economies, 150 interviews take place. The manufacturing and services sectors are the primary business sectors of interest.

Table 4.3 Percentage of Firms with a Female Top Manager – World Bank Enterprise Surveys, Latest Year

Country	Year	%	Country	Year	%	Country	Year	%
Afghanistan	2014	4.6	El Salvador	2010	21.4	Niger	2009	11.3
Albania	2013	11.7	Eritrea	2009	7.7	Panama	2010	23.5
Angola	2010	13.5	Estonia	2009	25.8	Paraguay	2010	22.8
Antigua & Barb.	2010	17.5	Ethiopia	2011	13.6	Peru	2010	14.1
Argentina	2010	9.2	Gabon	2009	11.5	Philippines	2009	32.7
Armenia	2013	19.0	Georgia	2013	32.1	Poland	2009	31.1
Azerbaijan	2013	2.4	Grenada	2010	24.0	Romania	2013	20.1
Bahamas	2010	33.2	Guatemala	2010	15.7	Russia Federation	2012	20.1
Bangladesh	2013	4.8	Guyana CR	2010	17.7	Rwanda	2011	19.1
Barbados	2010	25.4	Honduras	2010	31.7	Serbia	2013	25.7
Belarus	2013	32.8	Hungary	2009	13.8	Sierra Leone	2009	7.1
Belize	2010	25.5	Indonesia	2009	31.2	Slovakia	2009	19.8
Benin	2009	27.5	Iraq	2011	2.4	Slovenia	2013	18.8
Bolivia	2010	21.7	Jamaica	2010	24.1	Sri Lanka	2011	8.8
Bosnia & Herezgov.	2013	24.2	Kazakhstan	2013	18.8	St. Kitts & Nevis	2010	21.1
Botswana	2010	16.4	Kenya	2013	13.4	St. Lucia	2010	23.7
Brazil	2009	17.9	Kosovo	2013	9.5	St. Vinc. & Grend.	2010	38.6
Bulgaria	2013	24.0	Kyrgyzstan	2013	28.8	Suriname	2010	15.0
Burkina Faso	2009	11.3	Lao PDR	2012	32.2	Syria	2009	22.8
Cameroon	2009	10.0	Latvia	2009	31.3	Tajikistan	2008	11.8
Cape Verde	2009	16.7	Lebanon	2009	29.1	Tanzania	2013	14.3
Cen. African Rep.	2011	12.2	Lesotho	2009	21.6	Togo	2009	15.1
Chad	2009	6.8	Liberia	2009	29.9	Trin. & Tobago	2010	20.8
Chile	2010	4.5	Lithuania	2009	15.1	Turkey	2008	12.4
China	2012	17.5	Macedonia FYR	2013	26.3	Uganda	2013	15.3
Colombia	2010	12.1	Malawi	2009	15.6	Ukraine	2013	18.9
Congo Dem.Rep.	2013	10.8	Malaysia	2007	8.7	Uruguay	2010	19.4
Congo Rep.	2009	17.2	Mali	2010	21.0	Uzbekistan	2008	11.4
Costa Rica	2010	15.4	Mexico	2010	14.6	Venezuela	2010	31.1
Croatia	2013	18.7	Moldova	2013	26.3	Vietnam	2009	26.4
Czech Republic	2009	18.4	Mongolia	2013	36.6	West Bank & Gaza	2013	1.2
Djibouti	2013	14.2	Montenegro	2013	19.4	Yemen	2010	0.2
Dominica	2010	23.6	Myanmar	2014	29.5	Zambia	2013	23.8
Dominican Rep.	2010	11.0	Nepal	2013	17.2	Zimbabwe	2011	17.4
Ecuador	2010	17.0	Nicaragua	2010	32.3			

Source: Enterprise Surveys (<http://www.enterprisesurveys.org>), The World Bank

on top management, these World Bank enterprise surveys are helpful in beginning to fill the data gap and support further research and debate.

4.3 International surveys

Several international consultancy and research companies carry out international surveys and country comparisons and rankings of enterprises. These capture the number of women CEOs, mainly in the largest stock exchange companies. In recent years there has been increasing focus on women as company board members and presidents. The 2013 *Grant Thornton International Business Report* indicates that 14 per cent of 13,000 companies in 44 countries surveyed had a woman CEO, an increase from 9 per cent, in 2012.⁶¹

According to CTPartners, a global executive search firm, in 2012 only 12, or 2.4 per cent, of the world's leading companies were run by women CEOs, up from six, or 1.2 per cent of the Fortune Global 500 companies in 2005.⁶²

Although limited in number, some regional and country studies, surveys and national statistical offices reports also give an indication of the proportion of women in management in the highest positions. Below are examples from the different regions.

4.3.1 Women at the top – Africa

Generally, there is a lack of available statistics in most African countries on women CEOs.

The main country that produces data is South Africa, and in many countries there is only anecdotal information.

In **South Africa** the Annual Women in Leadership Census conducted by the South African Business Women's Association found that women's share of CEOs in 2012 was 3.6 per cent, which was the same as for 2009 and represented a decline from 4.4 per cent in 2011.⁶³

In Lagos state, **Nigeria's** largest commercial hub, the private sector participation of women as directors and

in top management has been reported for 2006 as 8.1 per cent and 13.1 per cent respectively.⁶⁴

In **Cameroon**, a survey of 93,969 enterprises indicated that while 27 per cent of their employees were women only 10 per cent had a female manager and it is "rare to find a female CEO of a large company."⁶⁵

In **Ghana**, a biennial survey conducted amongst over 200 leading CEOs by PricewaterhouseCoopers and Business & Financial Times, established a list of ten of "Ghana's Most Respected CEOs".⁶⁶ In 2012, there was one woman CEO on the list. The CEOs were asked which of their peers they most respected in terms of the vision and innovation, high ethical standards, promotion of human capital development, good corporate governance and harmonious relations demonstrated by fellow CEOs.

4.3.2 Women at the top – Americas

According to the 2012 *Latin Business Chronicle* analysis of the Latin 500 ranking of the region's largest companies, 1.8 per cent of **Latin American** companies were run by women, with nine of them having female CEOs.⁶⁷ In a 2012 ranking of the region's top 50 CEOs of publicly listed companies, there were no women.⁶⁸

In **Argentina** in 2010, there were 43 women CEOs of the 1,000 largest companies, ergo 4.4 per cent, and four women among the 134 members of chambers of commerce, ergo 3 per cent. The same study revealed that women were only 5 per cent of national trade union leaders, but that on the political front, women were much better represented with 37.7 per cent in the national Parliament, 27.3 per cent in provincial parliaments and 28 per cent in national judicial positions.⁶⁹

⁶¹ Grant Thornton International Business Report, 2013.

⁶² CTPartners cited in Business Intelligence Middle East, 8 November 2012.

⁶³ South African Business Women's Association, *South African Women in Leadership Census 2011 and 2012*. <http://www.bwasa.co.za>

⁶⁴ Nigeria National Report, ILO African employers' regional workshop on women in business and management, Johannesburg, October, 2012

⁶⁵ Cameroon national statistics and WB enterprise survey reported in National Report for ILO African regional workshop on women in business and management, October 2012.

⁶⁶ The woman CEO was Dzigbordi K Dosoo, Founder & CEO of Allure Africa, Allure website, <http://www.allurespainthecity.com/Latest-News/ceo-of-allure-africa-only-female-among-top-ten-respected-ceos-in-ghana.html>

⁶⁷ *Latin Business Chronicle*, 8 March 2012

⁶⁸ Ranking, compiled by a team led by Fernando Fragueiro, former dean of the IAE Business School in Buenos Aires, Argentina reported in article by Benedict Mander in Financial times, 29 March 2012.

⁶⁹ Equipo Latinoamericano de Justicia y Género, *Sexo y Poder: Quién manda en la Argentina?* www.ela.org.ar

In **Canada**, women currently hold 5.5 per cent of the CEO roles of the 500 largest companies.⁷⁰

In **Chile**, a survey of the 733 high-level director posts that existed in the 100 largest companies in 2012 revealed that 25, or 3.4 per cent, were occupied by women.⁷¹

While in **Mexico** women hold 6 per cent of board seats of the major companies, there was not a single woman CEO of a leading Mexican company in 2012⁷². Women were CEOs in three, or 3 per cent, of the “Expansion 100” (multinational) companies in 2010.⁷³

In **Colombia**, approximately 4 per cent of the top 100 companies have women CEOs.⁷⁴

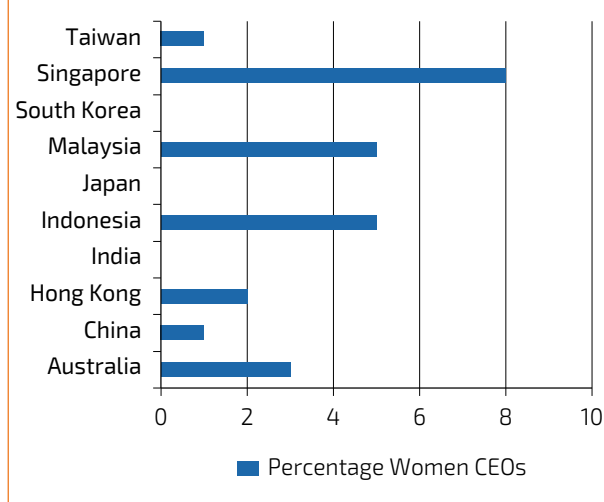
On a positive note, **Brazil** appears to be moving ahead, as women in 2010 were 13.7 per cent of CEOs among the largest 500 companies, up from 6 per cent in 2001.⁷⁵

In the **United States**, women held 4.2 per cent of Fortune 500 CEO positions and 4.6 per cent of Fortune 1000 CEO positions in 2013.⁷⁶

4.3.3 Women at the top – Asia and Pacific

According to a 2012 study⁷⁷ by McKinsey and Company, the proportion of women CEOs in 2011 ranged from less than 1 per cent in India, Japan and South Korea to 8 per cent in Singapore as shown in Figure 4.1 below.

Figure 4.1 Percentage of women CEOs in selected Asian countries – 2011



Source: McKinsey and Company

In **Australia**, the 2012 *Census of Women in Leadership* reported that, of the largest 500 companies of the Australian stock exchange (ASX 500), there were 12 women CEOs. In the 200 largest companies (ASX 200) there were seven women CEOs, or 3.5 per cent, (compared to six in 2010), up from 2 per cent in 2002.⁷⁸

In **Bangladesh**, according to a 2013 ILO survey of 54 companies (small, medium and large), 98 per cent of the companies had a CEO, and 9.6 per cent of them were women. Among the companies with male CEOs only 3.3 per cent had ever had a female CEO.

In **Cambodia**, the ILO survey of 74 companies (small, medium and large) found that 21 per cent had women CEOs and that 78 per cent of responding companies had never had a woman CEO.

In **China**, women CEOs control 20 per cent of the mainland's small and medium businesses, according to Shanghai's CEIBS Business Review, citing the China Association of Women Entrepreneurs. They have been nicknamed “ShEOs”. Sixty per cent of China's SMEs were founded within the past ten years.⁷⁹

In **Hong Kong**, a survey of the stock exchange listed companies by the Standard Chartered Bank and Community Business Organization found that there is

⁷⁰ Catalyst Knowledge Centre, United States, based on the Financial Post 500 list of companies published by the Financial Post in June of each year. June 2013

⁷¹ Thesis Consultores, April 2012, reported in *Economía y Negocios*, 4 June 2012

⁷² Forbes magazine, *In Mexico and Around the Globe Women are Moving into Senior Leadership Positions*. 26 March 2012

⁷³ Jose J. Ruiz, Heidrick and Struggles, *The New Breed of CEOs in Mexico, who will define them and where will they come from?* The three companies are Scotiabank Inverlat, Metlife and General Motors, 2010

⁷⁴ Pedersen& Partner Executive Search, *When talent is not enough: being a woman in Colombia*, Press release, 22 April 2013, Riga, Latvia

⁷⁵ *Perfil Social, Racial e de Gênero das 500 Maiores Empresas do Brasil e Suas Ações Afirmativas* – Pesquisa 2010 é uma publicação do Instituto Ethos, Site: www.ethos.org.br

⁷⁶ Catalyst Knowledge Center, United States, 1 July 2013, based on the Fortune 1000 list of companies published by Fortune magazine in May or June of each year.

⁷⁷ McKinsey and Company, *Women Matter: An Asian Perspective, Harnessing Female Talent to Raise Corporate Performance*, June 2012

⁷⁸ Equal Opportunity for Women in the Workplace Agency, Australian government, *Australia Census of Women in Leadership*, Sydney, 2012. The census is commissioned every two years.

⁷⁹ China Times, *Women CEOs outperforming men on average at China's SMEs*, 24 January 2013

currently only one company with a female CEO (Hang Seng Bank Ltd).⁸⁰

In **India**, a survey by global executive search firm, EMA Partners International, of 240 large corporations (Indian-owned, multinational, private and state-owned) revealed that 11 per cent had Indian women as CEOs. Women CEOs of family businesses constituted 35 per cent of these women CEOs. More than half of the women CEOs came from the banking and financial services sector, which accounted for 54 per cent. The media and life sciences sector contributed around 11 per cent each. The Fast-Moving Consumer Goods (FMCG) and Consulting sectors were around 8 per cent each, while manufacturing and IT and ITES reported around 4 per cent each.⁸¹ A 2012 ranking⁸² by the Economic Times of India, in partnership with IMRB International, of the 10 most powerful CEO's of Indian companies, included one woman who is CEO of ICICI Bank, India's largest private sector bank. There was also one woman CEO of PepsiCo in the ranking by the same group of the top 10 Indian global business leaders.⁸³

In **New Zealand**, the *2012 Census of Women's Participation*, reported that there were five women CEOs, or 5 per cent, among the top 100 stock exchange (100 NZSX) companies.⁸⁴

In **Singapore**, a 2012 survey⁸⁵ of the Singapore Exchange (SGX) listed companies found women accounted for 4.1 per cent of CEOs in 2011.

In **Sri Lanka**, according to a 2005 survey of 100 companies by the Employers' Federation of Ceylon, of the 104 representatives of apex decision-making bodies, only five, or 4.8 per cent, were women. There were only three women CEOs, or 4.3 per cent, out of 69 CEOs. An ILO survey of 13 companies conducted in 2013 found only one company had a women CEO and only one other had ever had a woman CEO previously.⁸⁶

⁸⁰ Standard Chartered Bank and Community Business Organization, *Women on Boards: Hang Seng Index 2013*.

⁸¹ EMA Partners International, *GENDER SPLITS*, August 3, 2011, EMA website, <http://www.ema-partners.com/articles/gender-split>

⁸² See Economic Times for ranking methodology, <http://economictimes.indiatimes.com/articleshow/13407948.cms>

⁸³ Economic Times and IMRB International, Economic Times, 25 May 2012. IMRB is a market research and consultancy services firm throughout South Asia, the Middle East and North Africa. It was formerly the Indian Market Research Bureau.

⁸⁴ Human Rights Commission, *Census of Women's Participation*, 2012

⁸⁵ Dr. Marleen Dieleman and Maythil Aishwarya, *Singapore Board Diversity Report 2012: The Female Factor*, 12 October 2012

⁸⁶ Sri Lanka country report for ILO regional workshop on Women in Business and Management, 18-19 April 2013, Bangkok

4.3.4 Women at the top – Europe

The European Commission's database on women and men in decision-making provides data on the CEOs of the largest publicly listed companies. The largest companies are taken to be the members (max.50) of the primary blue-chip index, which is an index maintained by the stock exchange covering the largest companies by market capitalization and/or market trades. Only companies that are registered in the country concerned (according to the International Securities Identification Number (ISIN) code) are included. Table 4.4 below gives the percentage of women and men as CEOs of these companies. Women represented only 2 per cent of the EU-27 group and 3 per cent of all the countries in the table. Nineteen countries had no women CEOs amongst these largest public companies. Serbia had the highest proportion of women CEOs, at 17 per cent, followed by Romania, the Netherlands and Slovakia, with 10 per cent, and the United Kingdom, with 6 per cent.

4.3.5 Women at the top – MENA region

According to Business Intelligence Middle East, women CEOs head 14 of the largest corporations in the Middle East. The Top 100 Most Powerful Arab Women by Arabian Business magazine in 2012 featured 14 women CEOs of companies, which included the Olayan Financing Company of Saudi Arabia, TECOM Business Parks in United Arab Emirates, the National Bank of Kuwait, JAFZA and EZW in UAE and Rubicon Group Holding Jordan. Among women at the top globally, four were Arab women. Of these, two held government positions and two were CEOs of companies – the National Bank of Kuwait⁸⁷ and the Gulf One Investment Bank in Bahrain.⁸⁸

CommsMEA, a publication for telecommunications executives, reports that a few years ago there was not a single woman CEO of a telecom company in the MENA region. Today, there are three – at Orange in Jordan, VTEL of Middle East and Africa Ltd., and Korek Telecom in Iraq. They are “in charge of some of the region's biggest and fastest growing operators, and in some of the toughest markets.”⁸⁹

⁸⁷ *2012 Forbes Most Powerful 100 Women in the World* cited in Business Intelligence Middle East, 8 November 2012

⁸⁸ *The Top 50 Women in World Business*, 2011 Financial Times cited in Business Intelligence Middle East, 8 November 2012

⁸⁹ CommsMEA, *Top 50 Telecoms Executives*, 30 September 2012

Table 4.4 Percentage share of men and women CEOs of the largest public companies in selected countries in Europe, 2013

Countries	No. of companies	CEO % Women	CEO % Men	Countries	No. of companies	CEO % Women	CEO % Men
EU-27	582	2	98	Netherlands	20	10	90
Belgium	19	0	100	Austria	20	0	100
Bulgaria	15	0	100	Poland	19	5	95
Czech Rep.	12	0	100	Portugal	18	0	100
Denmark	18	0	100	Romania	10	10	90
Germany	30	0	100	Slovenia	19	0	100
Estonia	14	0	100	Slovakia	10	10	90
Ireland	19	0	100	Finland	23	0	100
Greece	18	0	100	Sweden	26	4	96
Spain	34	3	97	UK	47	6	94
France	36	0	100	Croatia	23	4	96
Italy	38	0	100	Macedonia, FYR	10	0	100
Cyprus	20	5	95	Turkey	50	2	98
Latvia	31	3	97	Serbia, Rep. of	12	17	83
Lithuania	25	4	96	Iceland	9	0	100
Luxembourg	10	0	100	Norway	19	0	100
Hungary	11	0	100	All countries	705	3	97
Malta	20	5	95				

Source: European Commission Database on Women in Decision-Making



© Tim Robbins

***"At the current rate of change it will take over 70 years
to achieve gender-balanced boardrooms in the UK"***

Lord Davies Report on Women on Boards, 2011

5. Women on boards

Much publicity has been given in recent years to the low participation of women on the managing boards of companies. Increasing women's presence on boards and company decision-making is considered key in the overall effort to improve the situation of women in management.

Various groups monitor the number of women on boards, especially of the largest companies. They also run awareness campaigns and set up databases of qualified women to help establish pools of potential candidates for board directorships. An increasing number of studies connect improved business performance with gender diversity on their boards. The media spotlight has been on the paucity of women on boards and the phenomenon of all-male boards. Countries have adopted different approaches to addressing the issue – voluntary measures, advocacy around the business case for gender diversity and the passing of legislation setting mandatory quotas, the latter mainly in Europe.

A number of organizations carry out surveys and studies on women on boards around the globe. Catalyst and GMI Ratings are two organizations with international scope and among the most active in monitoring women on boards. GMI Ratings⁹⁰ is an independent provider of research and ratings on environmental, social, governance (ESG) and accounting-related risks affecting the performance of public companies. It carries out an annual survey of Women on Boards across countries. The 2013 survey covered 5,977 companies in 45 countries. Catalyst⁹¹ is a leading non-profit membership organization expanding opportunities for women and business, with offices in the United States, Canada, Europe, and India. Its board includes a considerable

number of large corporations and multinationals. It conducts and publishes research on women's participation in company management and on boards. The research for Figure 5.1 below produced by Catalyst is based on a combination of the GMI Ratings Survey and other sources. The 2013 Catalyst survey⁹² of the percentage of board seats held by women over recent years in 44 countries indicates that in just four countries women are over 20 per cent of board members (Finland, Sweden, Norway and United Kingdom), in 13 countries between 10 and 20 per cent, in 14 countries between five and 10 per cent and in 13 countries less than 5 per cent. Only six countries had more than 5 or more per cent of board directors who were women and 16 had none. It shows that some countries have almost no women members of company boards, while at the other end of the scale, Norway has over 40 per cent, largely as a result of a mandatory 40 per cent quota introduced in 2003 when only 6.8 per cent of board members were women.

5.1 Boards of the world's largest corporations

The 2013 Report of Corporate Women Directors International (CWDI), shows that 15 per cent of board directors in the 200 largest companies are women, an increase of only 1.2 per cent since the 2011 CWDI Report. Almost a quarter (47) of these large companies, most of them based in Asia, still have all-male boards of directors. The CWDI report also indicated that more of the 200 companies have reached a critical mass of three or more women board directors. There are now 67 companies with three or more directors compared to 56 companies in 2011.⁹³

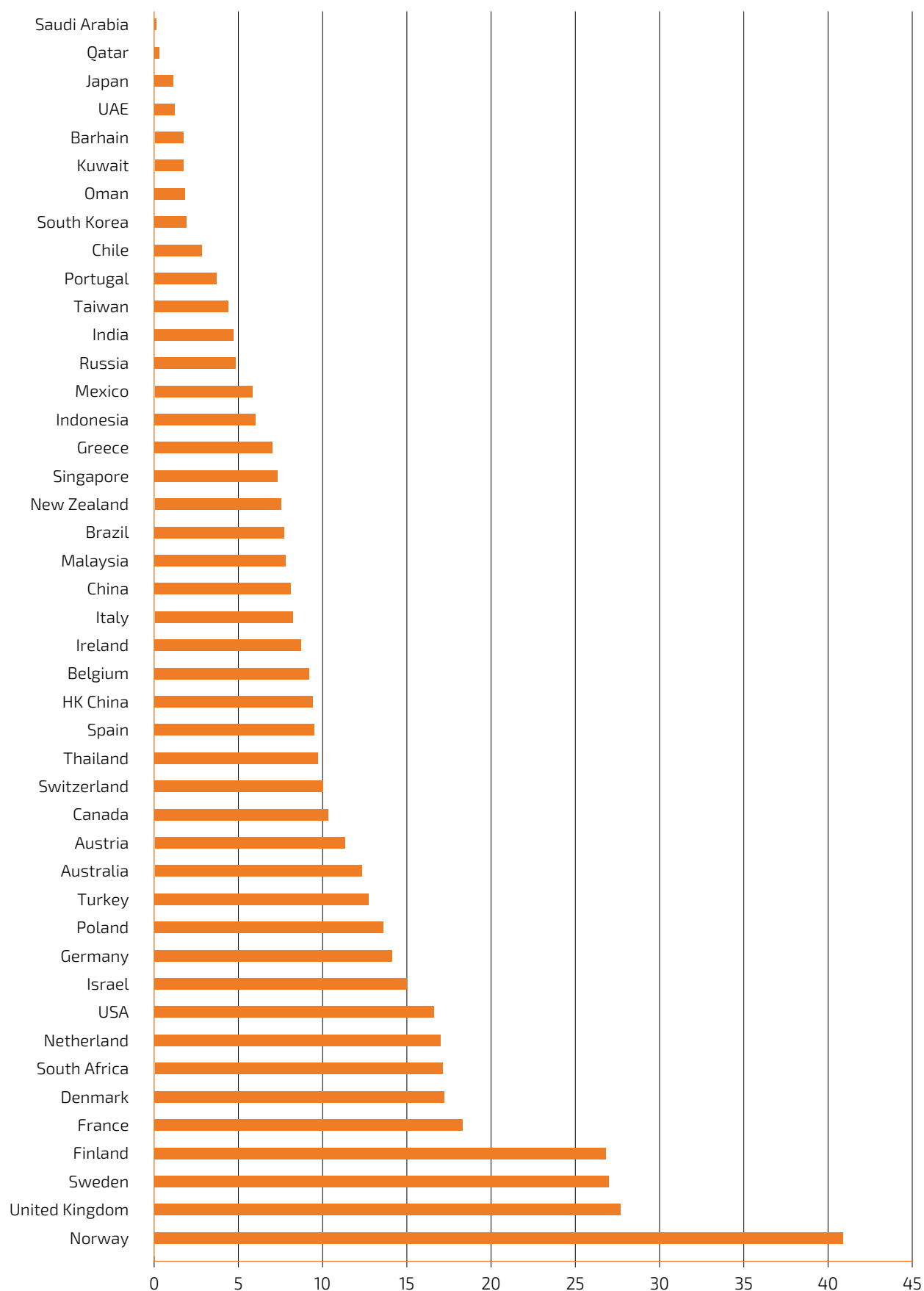
⁹⁰ It was formed in 2010 through the merger of the Corporate Library, Governance Metrics International and Audit Integrity. See website: <http://info.gmiratings.com/gmi-ratings-2013-women-on-boards-survey>

⁹¹ <http://www.catalyst.org/knowledge/women-boards>

⁹² Catalyst. *Quick Take: Women on Boards*. New York: Catalyst, 2014.

⁹³ 2013 CWDI Report: Women Board Directors of Fortune Global 200 and Beyond, http://www.globewomen.org/CWDI/2013_cwdi_report.html

Figure 5.1 Percentage share of women on boards, latest years.

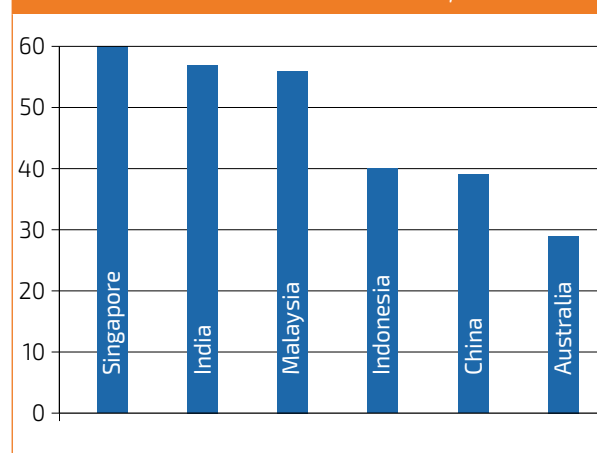


Source: Catalyst Knowledge Centre, Women on Boards, 1 March 2014

5.2 All Male Boards

Around the world, it is often the case that company boards are entirely composed of men. Figure 5.2 below gives some examples from Asia and the Pacific of the percentage of stock exchange listed companies with all-male boards in 2012, as reported in a study by the National University of Singapore Business School's Centre for Governance, Institutions and Organizations. On the other hand, significant changes have taken place in the last few years in some countries. In the United Kingdom, the number of all-male boards in the largest 100 stock exchange companies (FTSE 100) fell from 21 in 2010 to seven at the beginning of 2013.⁹⁴ In Australia, there were 105 companies in the largest 200 companies (ASX200) without women board members in December 2009. This fell to 64 in March 2012.⁹⁵

Figure 5.2 Percentage of boards with all male members in Asia & Pacific, 2012



Source: Singapore Business School, Indonesia Diversity Boardroom Report

5.3 ILO Company Survey

In the ILO Company Survey, 1,059 companies (SMEs, large and multinational) indicated they had a board. Of these, 431 companies provided information on the percentage of women on their boards. As can be seen from Table 5.1 below, 30 per cent had no women on their boards, while 65 per cent had less than 30 per cent women – 30 per cent is often considered the critical mass needed for women's voices and views to be taken into account. Thirteen per cent had

gender-balanced boards, with between 40 and 60 per cent women.

It is important to note that in many countries, a high proportion of companies are family-owned businesses. This can result in higher female representation on such boards. For example, in Venezuela 43.4 per cent of family enterprises stated in 2011 that between 21 and 60 per cent of their boards were women. Family enterprises represent 8 in 10 of all businesses in Venezuela.⁹⁶ Interviews in December 2012 with representatives from more than 100 family-owned

Table 5.1 Percentage share of women as board members of respondent companies

	0	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100	N/A	No. Responses
LA & Caribbean	2	2	2	8	5	9				1			29
Asia & Pacific	75	25	28	28	15	22	10	3	7	2	7	17	239
Africa	9	3	4	5	3	1	1				1		27
CEE	7	2	10	2	8	5	1	4	6		2		47
MENA	36	16	8	8	6	4	2	2	0	1	5	1	89
Total	129	48	52	51	37	41	14	9	13	4	15	18	431
%Total	30%	11%	12%	12%	9%	10%	3%	2%	3%	1%	3%	4%	

⁹⁴ Press office, Department for Business, Innovation & Skills, United Kingdom, 30 January 2013

⁹⁵ Website, *Women on Boards*, www.womenonboards.org.au/pubs/bdi/2012/asx.htm

⁹⁶ Encuesta de Exaudi reported in el Informe de "Las Mujeres Venezolanas en las Actividades Empresariales y en Puestos de Dirección", September 2012

firms in the United Arab Emirates, as part of a report on governance practices, revealed that 32 per cent had at least one woman sitting on the company board.⁹⁷

5.4 National surveys

National studies and surveys also provide insights into the position of women on company boards. Some examples are found below.

Women on Boards – Africa

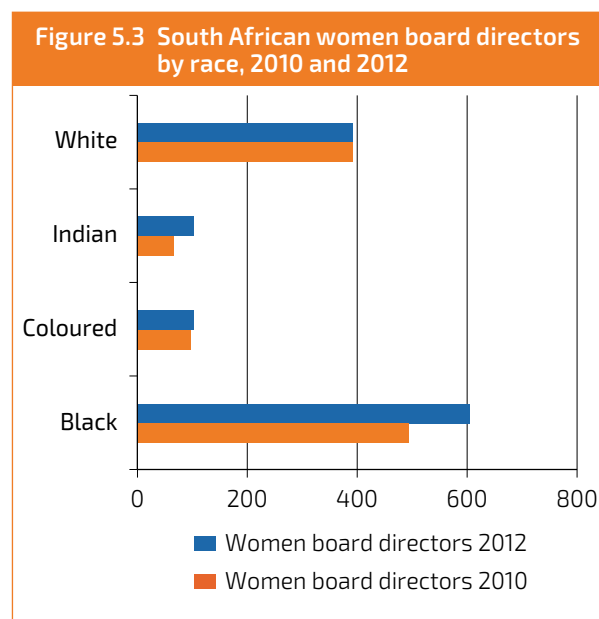
In **Kenya**, women hold 44, or 9.5 per cent, of the 462 board seats of the 55 companies listed on the Nairobi Securities Exchange (NSE). Twenty-three of the companies – less than half – have women directors, and those with female board members are majority-owned by multinationals.⁹⁸

A 2004 study on “Gender Equality at Board Decision Level in **Mauritius**” revealed that 23 per cent of women are represented on Mauritian Public Boards (excluding state-owned companies) versus 19 per cent in the private sector. The study was conducted by UNDP and commissioned by the Commissioner for African Programmes of the Femmes Chefs d’Entreprises Mondiales.⁹⁹

A document of the Gender Monitoring Office in **Rwanda** “*Gender Baseline and key indicators in four sectors: Decision Making, Agriculture, Infrastructure, and Private Sector, 2011*” indicates that women were 12.5 per cent of private sector company board members.¹⁰⁰

In **South Africa**, the proportion of board directors of 309 public companies and 20 state owned enterprises who were women increased, from 7.1 per cent in 2004 to 17.1 per cent in 2012. The proportion of board directors was higher at 34.3 per cent for state owned enterprises. In terms of race, the number of black women board directors increased from 495 in 2010 to

608 in 2012, considerably higher than for white women directors who were 394 in 2010 and 393 in 2012.¹⁰¹ The number of coloured and Indian women board directors also increased as shown in Figure 5.3 below:



Source: South African Business Women's Association

Women on Boards – Americas

According to Corporate Women Directors International (CWDI) women held 5.6 per cent of the 1,032 board seats in the Latin American region's 100 largest companies in 2012. The majority (58 per cent) of the largest Latin American companies did not have a single woman on their board. The remaining 42 per cent usually had just one. CWDI notes that there has been no progress in the appointment of women to boards of Latin America's largest companies since 2005. In seven years, the percentage has only increased half of one per cent, from 5.1 per cent to 5.6 per cent. The CWDI report also found that a significant proportion (36.8 per cent) of women holding board seats are family members, though the percentage varies greatly by country. In Brazil, 41.7 per cent were held by women with family ties, while none of Colombia's eight board seats held by women were family members.¹⁰²

In **Argentina**, women held six per cent of board seats in the 1,000 largest companies in 2011.¹⁰³

⁹⁷ Gillian Duncan, *The National*, Pearl Initiative Resource Centre, *Almost a third of family firms in Gulf have female board members*, 16 December, 2012, website: www.pearlinitiative.org/articles/articles/almost-a-third-of-family-firms-in-gulf-have-female-board-members.html

⁹⁸ Chege, N. (2012, May 20). Women in the Boardroom. *Eve Woman*. Retrieved from <http://www.standardmedia.co.ke/index.php?articleID=2000058444&pageNo=2>, Quoted in the Kenya National Report for the African Regional Meeting on Women in Business and Management, October 2012

⁹⁹ Mauritius National Report for African Regional Workshop on Women in Business and Management, Oct. 2012

¹⁰⁰ Rwanda National Report for African Regional Workshop on Women in Business and Management, Oct. 2012

¹⁰¹ South African Business Women's Association, *South African Women in Leadership Census 2011 and 2012*. <http://www.bwasa.co.za>

¹⁰² 2013 CWDI Report: *Women Board Directors of Fortune Global 200 and Beyond*, http://www.globewomen.org/CWDI/2013_cwdi_report.html

¹⁰³ Equipo Latinoamericano de Justicia y Género, *Sexo y Poder: Quién manda en la Argentina?*, 2011 www.ela.org.ar

In **Chile**, women hold 5 per cent of board seats. In 2010, 90 per cent of stock exchange listed companies had no women on their boards according to an OECD report *Gender: Closing the Gap*.¹⁰⁴

In **Colombia**, women comprised 10 per cent of more than 500 board members in the 50 largest firms in 2013, and there were no women at all in almost half the boards.¹⁰⁵

In **Jamaica**, women made up 17.4 per cent of board directors of the 53 companies listed on the Jamaica Stock Exchange (JSE) in 2012, with ten of the companies having no women on their boards at all.¹⁰⁶

In the **United States**, women held 16.6 per cent of board seats of the Fortune 500 in 2012, the seventh consecutive year of no improvement. In both 2011 and 2012, less than one-fifth of companies had 25 per cent or more women directors, while one-tenth or 50 companies had no women serving on their boards. In 2012, women of color held 3.3 per cent of all board seats of the Fortune 500.¹⁰⁷ Among the Fortune 1000, women were less than 15 per cent of board members in 2011, and there were 139 boards with no women directors.¹⁰⁸

Women on Boards – Asia and Pacific

In **Australia**, in 2012, in the largest 200 stock exchange listed companies (ASX200) 13.9 per cent of board positions were held by women and 32 per cent (64) of companies did not have a woman on their board. However, 18 per cent (36) of companies met the Australian *Women on Boards* target of having 25 per cent female directors by 2012. Figures were lower for the ASX201-300 companies, with 7.6 per cent of board seats held by women in 2012 and 64 per cent (60) companies without any women on their board. Only 6 per cent (five) companies met the *Women on Boards* target of having 25 per cent female directors by 2012.¹⁰⁹

In **Hong Kong**, the Standard Chartered Bank and Community Business Organization's "Women on Boards: Hang Seng Index 2013" found that progress has been slow. Women held 9.4 per cent, or 61, of the 649 directorships in the 50 HSI-listed companies in 2013, compared with 8.9 per cent in 2009. The number of companies with women on their boards increased from 28 to 31, but 19 continued to have all-male boards. The percentage of companies with more than one woman on their board has been steadily declining from 35.7 per cent in 2009 to 28 per cent in 2013. Of 77 new appointments to boards in 2012 just seven different women were appointed to nine directorship roles. The study found that companies in the financial sector continue to perform the best in terms of gender diversity, with the top four ranking companies being financial institutions in 2013.¹¹⁰

In **Indonesia**, the first comprehensive national study of gender diversity in boardrooms found that women held 11.6 per cent of seats in 2011, making the country a leader in boardroom gender diversity in Asia. According to the Indonesia Boardroom Diversity Report, Indonesia is ahead of countries and territories such as Hong Kong (with 10.3 per cent of boardroom seats held by women), China (8.5 per cent), Malaysia (7.3 per cent), and Singapore (7.3 per cent). The report, published by the National University of Singapore (NUS) Business School's Centre for Governance, Institutions and Organizations (CGIO), in partnership with Indonesia's Globe Asia magazine, covered 424 Indonesia Stock Exchange (IDX) listed firms that issued annual reports in 2011. In Indonesia's two-tier system of a Board of Directors and a Board of Commissioners, women were better represented as directors than as commissioners. Thirteen per cent of all directors were women, while 9.9 per cent of commissioners were female, the report found. Women are best represented in the finance and trade, services and investment sectors, making up 14.2 per cent of board members in those industries. Women were underrepresented in board leadership positions. Only 8.5 per cent of the 411 President Commissioners and 6.5 per cent of the 413 President Directors were women.¹¹¹

In **Japan**, women represented 515, or 1.2 per cent, of 41,973 members of company boards and committees (NA for all companies), in stock exchange listed companies. The reason that women's share is so small

¹⁰⁴ OECD (2012), *Closing the Gender Gap: Act Now*, OECD Publishing. <http://dx.doi.org/10.1787/9789264179370-en>

¹⁰⁵ La Silla Vacía (The Empty Chair), *Así son los que mandan en las empresas más grandes del país*, 2 April 2013 www.lasillavacia.com/historia/asi-son-los-que-mandan-en-las-empresas-mas-grandes-del-pais-40582

¹⁰⁶ UNWomen, *Women shareholders in Jamaica's board rooms are ready to achieve their fair share* www.unwomen.org/en/news/stories/2012/9/women-shareholders-in-jamaica-s-board-rooms-are-ready-to-achieve-their-fair-share

¹⁰⁷ Catalyst website: www.catalyst.org/knowledge/2012-catalyst-census-fortune-500-women-board-directors

¹⁰⁸ CTP Partners, *Women On Boards: Review & Outlook*, 2012

¹⁰⁹ Website www.womenonboards.org.au/pubs/bdi/2012/asx.htm

¹¹⁰ Standard Chartered Bank and Business Community Organization, *Women on Boards 2013*.

¹¹¹ National University of Singapore Business School's Centre for Governance, Institutions and Organizations (CGIO), *Indonesia Diversity Boardroom Report*, 7 December 2012

is that most of company board members in Japan have been promoted from within.¹¹²

In **New Zealand**, women held 14.8 per cent of company board directorships in the top 100 stock exchange companies (100 NZSX) in 2012 – up from 9.3 per cent in 2010. And 55 of the top 100 NZSX companies had at least one female director – up from 43 in 2010.¹¹³

In **Pakistan**, a 2010 survey of 303 KSE 100 Index companies and a random sample of actively trading companies listed on the Karachi Stock Exchange showed that 31 per cent of surveyed companies had women on their board and 72 per cent of those that had women on the board were family owned. Among KSE 100 Index companies, 78 per cent did not have any women on their boards. The survey was conducted by the Association of Chartered Certified Accountants (ACCA) Pakistan.¹¹⁴

In **Singapore**, the 2012 *Singapore Board Diversity Report: The Female Factor*, found that the proportion of women in the boardrooms of Singapore Exchange (SGX) listed companies increased from 6.9 per cent in 2010 to 7.3 per cent in 2011, with family firms, Real Estate Investment Trusts (REITs) and Temasek-linked (investment company owned by the Government of Singapore) companies scoring better on gender diversity. However, according to the researchers, Singapore scored below Asian peers such as Hong Kong and Malaysia. It also fell further behind other developed economies, which improved female representation in boardrooms at a faster rate. By sector, the construction industry had the highest proportion of female board directors, at 10 per cent, an increase from 7.5 per cent in 2010 when the property and transport, storage communications (TSC) sectors were the top scorers. The report also found that women continued to be under-represented in board leadership positions. Only 3.5 per cent of Chair positions were held by women in 2011.¹¹⁵

Women on Boards – Europe

In the case of Europe, Table 5.2 provides recent data for 34 countries. While the average membership of women on boards is 17 per cent, there is considerable variation from 5 per cent in Malta to 49 per cent in Iceland.

Women on Boards – MENA region

A 2008 survey of GCC boards by TNI Market Insight reported that women were 1.5 per cent of the 4,244 board members in the Gulf Council Countries, ranging from 0.1 per cent in Saudi Arabia to 2.7 per cent in Kuwait.¹¹⁶

In **Egypt**, the percentage of women on corporate boards was 6.7 per cent in 2011, down from 7.6 per cent in 2010.¹¹⁷ For the top 30 listed companies (EGX 30) there were 7.5 per cent of board members who were women in 2010, and this fell to 6 per cent in 2011. Forty per cent of EGX 30 companies have at least one woman board member.¹¹⁸

In **Jordan**, a study in 2010 found that of the top 50 listed companies, 14 per cent had women board members, primarily concentrated in the banking and services industries.¹¹⁹

In **Tunisia**, a 2010 survey found that 37 per cent of 30 companies surveyed had women board members and the overall percentage of women board members was 5.3 per cent.¹²⁰

5.5 Lone women board members

In monitoring the presence of women on boards, various criteria are examined. For example, the proportion of all-male boards, the proportion of boards with just one woman and the proportion of boards with 20, 30 or 40 per cent women. The latter is viewed as important as it is considered the “critical mass” needed for women’s voices to be

¹¹² Japan Country Report for ILO regional workshop on Women in Business and Management, 18-19 April, 2013, Bangkok

¹¹³ Human Rights Commission, *New Zealand Census of Women's Participation*, 2012, cited on website of 25 Percent Group, www.25percentgroup.co.nz

¹¹⁴ Center for International Private Enterprise (CIPE) <http://www.cipe.org/blog/2010/07/01/gender-diversity-of-corporate-boards-in-pakistan/#.UUy1VHDA7ao>

¹¹⁵ Dr. Marleen Dieleman and Maythil Aishwarya, *Singapore Board Diversity Report 2012: The Female Factor*, 12 October 2012

¹¹⁶ National Investor (TNI) with Hawkamad Institute for Corporate Governance and IOD Mudara, *Power matters: A survey of GCC boards*, 13 May 2008, Market Insight, Abu Dhabi, UAE

¹¹⁷ GMI Ratings' 2012 *Women on Boards Survey*

¹¹⁸ Mustansir Barma, *Women's Work*, American Chamber of Commerce in Egypt, Business Monthly Magazine, 11 November 2012

¹¹⁹ Women Directors International (2010), *Accelerating Board Diversity*, as reported in Paul Hastings, *Breaking the Glass Ceiling: Women in the Boardroom*, 2012

¹²⁰ ibid

Table 5.2 Percentage share of women board members of the largest public companies in selected countries in Europe, 2013

Countries	No. of companies	% Women Board Members	Countries	No. of companies	% Women Board Members
EU-27	587	17	Netherlands	20	24
Belgium	19	14	Austria	20	12
Bulgaria	15	15	Poland	19	10
Czech Rep.	12	18	Portugal	18	7
Denmark	18	21	Romania	10	9
Germany	30	20	Slovenia	19	20
Estonia	14	8	Slovakia	10	10
Ireland	19	11	Finland	23	29
Greece	18	7	Sweden	26	26
Spain	34	14	UK	47	18
France	36	27	Croatia	23	13
Italy	38	13	Macedonia, FYR	10	20
Cyprus	20	9	Turkey	50	9
Latvia	31	29	Serbia, Rep. of	12	19
Lithuania	25	16	Iceland	9	49
Luxembourg	10	10	Norway	19	42
Hungary	11	12	All countries	705	17
Malta	20	5			

Source: European Commission Database on women in decision-making, 2013

heard.¹²¹ This does not mean however, that women are a homogenous group – there is “diversity of thinking” among women, just as there is among men, depending on their backgrounds. However, given the historical challenges faced by women in the halls of power, their presence in sufficient numbers is considered strategic in making a difference to company outcome and performance.

However, this view is not necessarily shared by board members. Heidrick & Struggles and Women Corporate Directors (WCD), in conjunction with Dr. Boris Groysberg of Harvard Business School,¹²² surveyed 398 men and women corporate directors in 2010.

Their findings suggest a gender divide whereby “more women directors than men felt that three or more women on a board made it more effective (51 per cent vs. 12 per cent), and that women brought unique attributes to a board (90 per cent vs. 56 per cent).”

Nevertheless, a number of governments, civil society organizations and business organizations are calling for the proportion of women on boards to reach 25, 30 or 40 per cent.

“First, women are better negotiators. They are also more open to the problems of the social group within which they live, or the business environment in which they operate. This is part of their nature. Given all this, a more balanced participation of men and women would be beneficial for business in general.”

Mihail Yanov, owner of Sofia-based Marketing Partners Company, who supports more women sitting on company boards

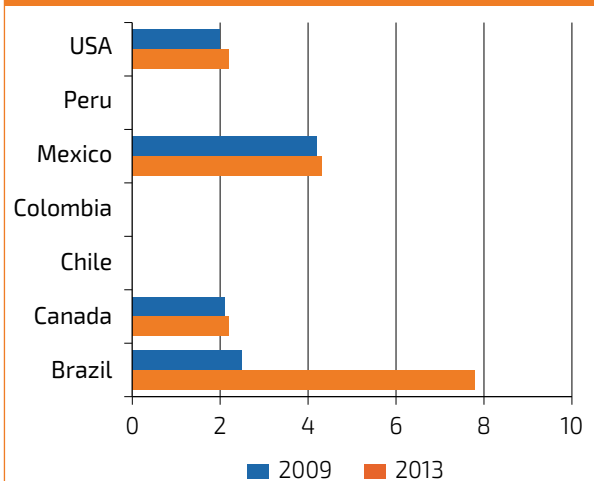
¹²¹ See Alison M. Konrad, Vicki Kramer, Sumru Erkut, Critical Mass on Corporate Boards: *Why Three or More Women Enhance Governance*, 2006, www.wcwonline.org/2006/groundbreaking-study-finds-that-three-women-constitute-a-critical-mass-on-a-corporate-board

¹²² Dr Boris Groysberg, Thomas S Murphy Associate Professor of Business Administration, Harvard Business School, and Deborah Bell, Research Associate, Harvard Business School, 2010 *Board of Directors Survey*, sponsored by Heidrick & Struggles and Women Corporate Directors (WCD), www.heidrick.com/publicationsreports/publicationsreports/hs_bod_survey2010.pdf

5.6 Board committee chairs

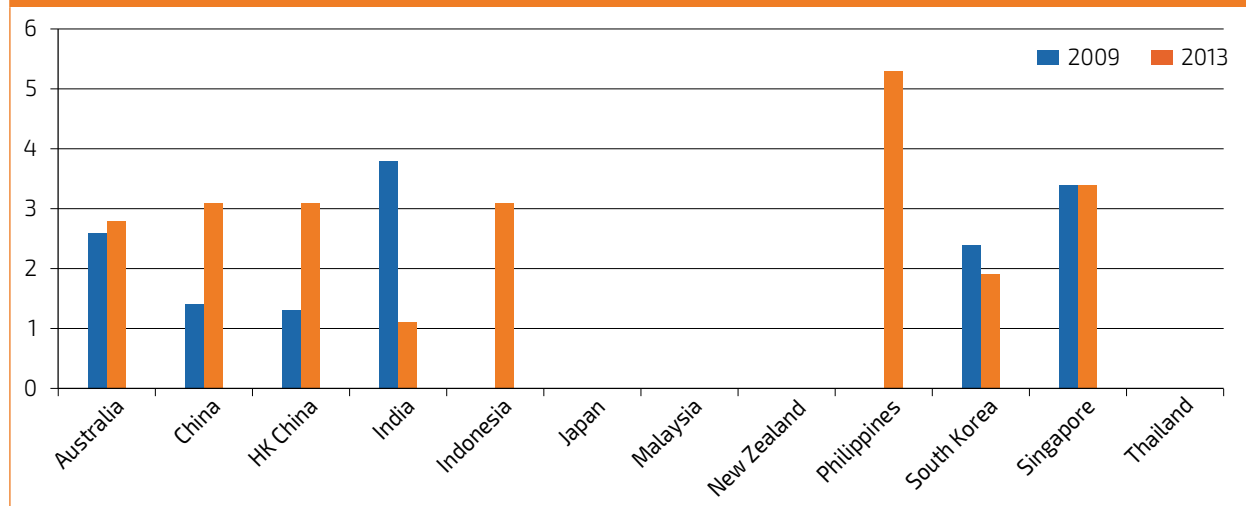
Close attention is paid not only to the extent to which women make it to the board, but also how likely they are to head that board. When it comes to women becoming the chair of a company board, the percentages decline sharply. While data from different sources vary, they generally show just how rare it is for women to reach the top job. The proportion of women heading the board generally ranges from zero to a few per cent (Only in Norway is the proportion more significant, at 13.3 per cent, followed by Turkey, at 11.1 per cent. Of the 44 countries covered by the 2013 GMI Ratings Survey – see Figures 5.4, 5.5, 5.6 and 5.7 below – 19 did not have a single company with a woman board chairperson. In a number of countries there was some increase in the percentage of women as chairpersons from 2009 to 2013, while in others it declined.

Figure 5.4 Women board chairs in the Americas, 2009-2013



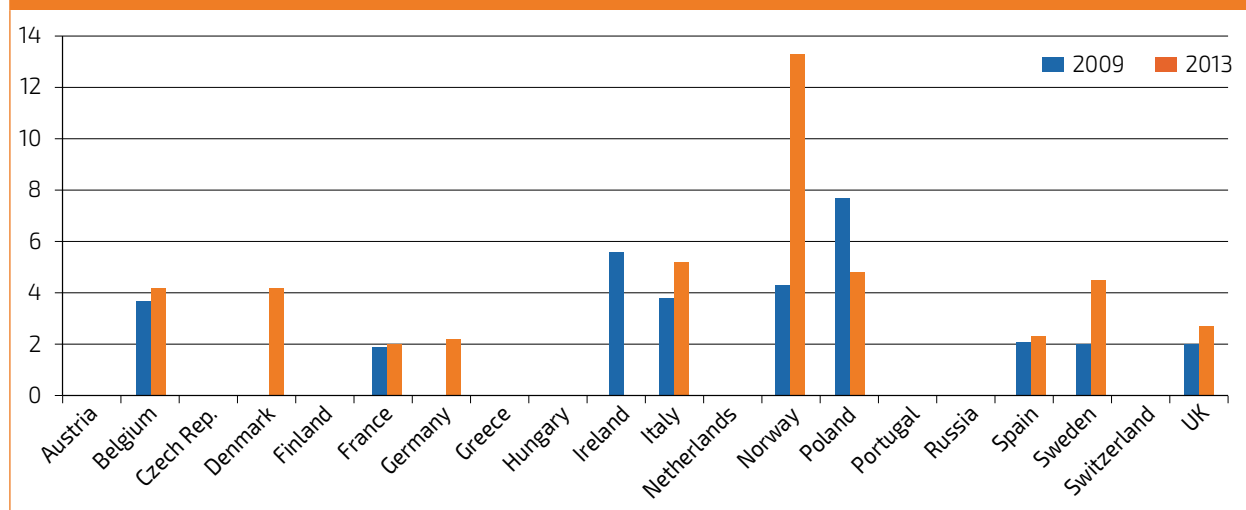
Source: GMI Ratings 2013

Figure 5.5 Women board chairs in Asia & Pacific, 2009-2013



Source: GMI Ratings 2013

Figure 5.6 Women board chairs in Europe, 2009-2013



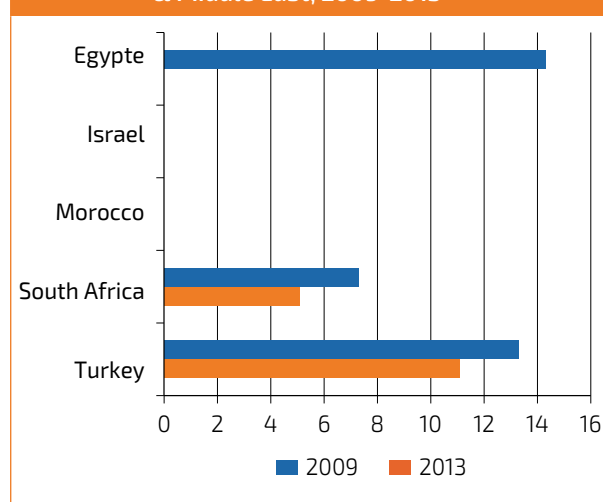
Source: GMI ratings 2013

Table 5.3 Number of respondent companies where the board president is a man or a woman

	LA & Caribbean	Asia & Pacific	Africa	CEE	MENA	Total	%Total
Man	25	176	20	60	110	391	87%
Woman	9	26	3	14	8	60	13%
No. responses	34	202	23	74	118	451	

Source: ILO Company Survey 2013

Figure 5.7 Women board chairs in Africa & Middle East, 2009-2013



Source: GMI Ratings 2013

The European Commission's database on gender balance in decision-making positions indicates that for the EU-27 group of countries the average percentage of women as board chairs for 587 listed companies was 4 per cent in July 2013. For a wider group of 34 countries in Europe, the average was 5 per cent for 716 listed companies.¹²³

In the ILO Company Survey (2013) covering developing regions, 598 companies indicated they had a board president. Of the 451 companies out of these that indicated whether the president was a man or a woman, 87 per cent, or 391 boards, had a man as president (see Table 5.3 above).

5.7 Women on board and decision-making committees

Serving on a board and other decision-making committees is viewed as a critical pathway for women to progress to chair positions.

Data by Catalyst for the United States shows that while only 3.3 per cent of board chairs in the Fortune 500 group were women in 2011, a higher percentage of women were chairs of various board committees. This has been gradually increasing, and reached 19.2 per cent in 2011, from 14.2 per cent in 2005 on Nominating and Governance Board Committees.¹²⁴

The GMI Ratings¹²⁵ 2012 survey indicated that the percentage of women serving as chairs of Nominating and Governance committees of companies was 8.7 per cent in South Africa, 7.9 per cent in France, 5.3 per cent in Mexico, 3.8 per cent in Brazil, 3.6 per cent in Australia and Norway, 2.8 per cent in China, 1.6 per cent in India, 1.2 per cent in Germany and zero per cent in Japan. In Egypt, the percentage of female committee membership was 6.3 per cent in audit committees, 12.5 per cent in governance/nomination committees, and 7.7 per cent in compensation committees in 2011.

The ILO Company Survey (2013) covering developing regions showed that 45 per cent of 377 respondents indicated that women participated in various board and decision-making committees, while 22 per cent indicated that women did not participate. The types of structures indicated by the respondents included management committees, committees dealing with finance and audit, risk, procurement, compensation, human resources and recruitment, ICT, safety and health, social welfare, research and development, industrial relations, ethics and corporate social responsibility, education and training and quality control. The presence of women ranged generally from 20 to 70 per cent and in some cases 100 per cent. The presence of women appeared to be stronger in committees dealing with human resources, corporate social responsibility, social welfare and safety and health and to some extent in audit committees.

¹²³ Website: www.ec.europa.eu/justice/gender-equality/gender-decision-making/database/business-finance/supervisory-board-board-directors/index_en.htm

¹²⁴ Catalyst Knowledge Center website: www.catalyst.org/knowledge/women-boards

¹²⁵ GMI Ratings 2102 Survey: *Women on Boards*

5.8 Measures to speed up women's presence on boards

While women today are as, or even more, qualified than men in many countries, their entry to top management and boards has been exceedingly slow. While a time lag for women to “catch up” and for the pool of women candidates to expand has been regarded as reasonable, a number of governments have recently moved to get more women on boards. Norway was the first to impose mandatory quotas. When it passed the legislation in 2003, women made up only 6.8 per cent board members, compared to over 40 per cent in 2012. Other countries have followed suit – Spain in 2007, Iceland and France in 2010, Netherlands, Italy, Belgium and Malaysia in 2011. Brazil has introduced a 40 per cent target for state controlled firms. The governments of several other countries, including Australia, Britain and Sweden, have indicated quotas may be introduced if companies do not appoint more women board members voluntarily.

The European Union is currently considering the introduction of quotas for all member countries in light of the unsatisfactory result of calls for companies to increase board representation of women voluntarily. In November 2012, the European Commission proposed legislation on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures. The legislation, if passed, would apply to about 5,000 listed companies, but not small and medium-sized groups. The European Parliament and a majority of member states have not approved the proposal at this stage, and there is considerable opposition to Europe-wide quotas and targets. Negotiation on wording of the directive was still ongoing into 2014. It appears unlikely that mandatory quotas will be adopted. However, it is likely there will be requirements for listed companies to set targets for the representation of both sexes on their boards by 2020 and to periodically report on progress or lack thereof.

The issue of legislated quotas for private sector company boards is controversial. Many business groups are opposed to such measures, often arguing that merit criteria for appointments will be downgraded with the appointment of “token women” or family members. They also consider that improvement in women's participation on boards can be achieved through greater awareness of the business case for gender diversity on boards and voluntary measures. Many women themselves are also opposed to quotas, as they wish to achieve higher levels of responsibility

and board membership through their own efforts and not be perceived as having been picked merely to fill a quota slot.

Views on quotas also seem to differ between men and women board members. A survey¹²⁶ of 721 board members across 26 countries found that while “the majority (59 per cent) of women board members did not personally support quotas, the majority (53 per cent) did agree that they seem to be working” while only 18 per cent of men directors “agreed that quotas were effective for increasing board diversity”. The same survey found that the majority of women board members (70 per cent) considered that more women on boards contributed to improved performance, while most men board members (70 per cent) did not agree.

Despite the efforts of many organizations, governments and business groups, progress with voluntary approaches seems to be exceedingly slow. Questions are being raised as to whether legislation may be needed after all. Various studies show that European countries that have adopted legal measures are moving ahead. The 2013 GMI Ratings Survey found that women hold 11 per cent of board seats at the largest companies worldwide. This is an increase of one half of a percentage point since December 2011 and only 1.7 percentage points since 2009. Most of the change has come from Europe, and if Europe is not counted, female representation on boards has risen only eight-tenths of one percentage point since 2009. Half of the new female directors appointed since 2009 are on European boards.

Nevertheless, the fact that quotas have been legislated in a number of countries has contributed to opening up broader debate and putting the spotlight on how board members are selected and how boards function. A lot of attention has been paid to the issue of corporate governance generally, corporate image and social responsibility. Gender diversity along with other types of diversity – such as ethnic, race or age – has become part of this discussion. Criteria for board selection and term limits, for example, are included in corporate governance codes adopted in a number of countries. Also, there is a trend towards having more independent non-executive board members representing diverse backgrounds.

¹²⁶ Dr Boris Groysberg, Professor of Business Administration, Harvard Business School, and Deborah Bell, Researcher, Harvard Business School, *2011 Board of Directors Survey*, sponsored by Heidrick & Struggles and Women Corporate Directors (WCD), www.heidrick.com/PublicationsReports/PublicationsReports/2011BoardofDirectorsSurvey.pdf

A consultation paper¹²⁷ prepared by the **Hong Kong** Security Exchanges and Clearing Limited (HKEx –stock exchange) highlights some of the benefits greater board diversity can bring. One of these is overcoming the “group-think,” that tends to happen when board membership is homogenous, and that can lead to reduced innovation and lack of awareness of customer and shareholder interests. The paper also draws attention to the potential drawbacks of greater diversity, such as the possibility of “more conflict, less group cohesiveness and limited communication between subgroups.” It also points out that as “qualified minority candidates may be in short supply, minority directors are likely to sit on multiple boards, which may make them less effective.” This is reflected in some research finding that women, more than men, hold multiple directorships on boards in some countries, referred to as “golden skirts” in Norway¹²⁸. However, the HKEx paper concludes that on balance, there is justification for promoting board diversity.

Corporate governance codes are thus beginning to include requirements for demonstrating a gender diversity policy, reporting periodically on goals or targets achieved, and explaining “why not” if no progress has been achieved. Examples below include Australia, Hong Kong China, Malaysia and the United Kingdom, where major stock exchange companies have adopted this approach.

In **Australia**, the Australian Securities Exchange (ASX) includes in its Corporate Governance Principles and Recommendations of 2010 the following:

According to various research reports, an increasing number of ASX companies in Australia are complying with these recommendations and the percentage of women on ASX 200 boards increased from 8.7 per cent in 2010 to 13.0 per cent in 2012.¹²⁹

In **France**, the corporate code of governance provides that the composition of boards represent women and men. The Boards are also required to make this policy public and report on actions taken and results attained. The code specifies that as of 2010, a target for 20 per cent of women on boards should be achieved within three years and 40 per cent within six years.¹³⁰

In **Germany**, the corporate governance code requires that diversity be respected in the composition and should “in particular, aim for an appropriate consideration of women.” The Code also requires that concrete objectives be specified, including “stipulating an appropriate degree of female representation”¹³¹

The **Hong Kong** Exchanges and Clearing (HKEx) has introduced a provision in its corporate governance code to promote more boardroom diversity for compliance by 1 September 2013. Companies are required to have a diversified board composition in terms of gender, age and knowledge or they will need to explain why not. The HKEx operates the local stock and futures markets and has 13 directors who are all men, six elected by shareholders and the rest appointed by the government.¹³²

Recommendation	Entity must report on an ‘if not why not’ basis
3.2	<ul style="list-style-type: none"> ➤ Establish a diversity policy. ➤ Disclose the diversity policy or a summary of that policy. ➤ Include in the diversity policy requirements for the board to establish and annually assess measurable objectives and the progress towards achieving them.
3.3	<ul style="list-style-type: none"> ➤ Disclose in each annual report the measurable objectives for achieving gender diversity and progress towards achieving them.
3.4	<ul style="list-style-type: none"> ➤ Disclose in each annual report the proportion of women employees in the organization, women in senior executive positions and women on the board.
3.5	<ul style="list-style-type: none"> ➤ Disclose in the corporate governance statement of the annual report an explanation of any departure from the Recommendations. ➤ Diversity policy should be made publicly available, ideally by posting the diversity policy or a summary of it on the entity’s website.

Source: KPMG, ASX Corporate Governance Council Principles and Recommendations on Diversity. Analysis of disclosures for financial years ended between 31 December 2011 and 31 December 2012.

¹²⁷ Hong Kong Security Exchanges and Clearing Limited, *Consultation Paper: Board Diversity*, September 2012, <http://www.hkex.com.hk/eng/newsconsul/mktconsul/Documents/cp201209.pdf>

¹²⁸ See www.bi.edu/bizreview/articles/golden-skirts-fill-the-board-rooms

¹²⁹ Women on Boards: <http://womenonboards.org.au/pubs/bdi/2012/index.htm>

¹³⁰ AFEF and MEDEF, Articles 6.3 and 6.4 of *Code de gouvernement d’entreprise des sociétés cotées*, révisé en juin 2013.

¹³¹ Paul Hastings, *Breaking the glass ceiling: Women in the Boardroom*, 2012

¹³² South China Morning Post, HKEx opens its doors to female director, 12 March 2013

In **Malaysia**, the government introduced a quota for women on boards in 2011. In addition, the 2012 Malaysian Code on Corporate Governance of the Security Commission requires that company boards should establish a policy formalizing their approach to boardroom diversity. The board, through its nominating Committee, should take steps to ensure that women candidates are sought as part of its recruitment exercise. The board should explicitly disclose in the annual report its gender diversity policies and targets, and the measures taken to meet those targets.¹³³

The Malaysian Cabinet approved legislation in 2011 stipulating that corporate companies must achieve at least 30 per cent representation of women in decision-making positions in the private sector. Corporate firms have five years to comply. This legislation is an extension of a similar policy introduced in 2004 for the civil service that resulted in the number of women working in government agencies growing from 18.8 per cent that year to 32.2 per cent in 2010.¹³⁴ The Malaysian Securities Commission has indicated that a registry of directors comprising women and men would also be set up to provide a list of potential candidates that companies could source from.¹³⁵

In **Morocco**, the Code of Good Practice on Corporate Governance (March 2008) states that management boards should be composed of members who, among other qualities, should provide diversity – training, professional experience, *gender balance*, age, and nationality. Nevertheless, the participation of women on boards in Morocco is practically zero.¹³⁶

In **Nigeria**, women occupy 15 per cent of board seats in commercial banks, according to Central Bank of Nigeria (CBN) statistics. Through the Banker's Committee, the CBN has set a mandatory requirement and developed a three-year programme to empower women bankers in the financial system. The Committee set a target of 40 per cent of top management positions in banks to be held by women between 2012 and 2014. During the same period, 30 per cent of board positions in banks are also to be reserved for women. The CBN is also encouraging corporations to monitor and report on the number of women on their boards and to include information in their annual

reports on how they have complied with the policy directive.¹³⁷

In **Pakistan**, the Code of Corporate Governance of Pakistan indirectly promotes gender diversity of corporate boards by recommending non-executive directors representing minority interest, lenders and institutional investors.¹³⁸

The **Southern African Development Community** (SADC) Gender and Development Protocol adopted in 2008 potentially could have an effect on the private sector in the 15 SADC countries, as it requires affirmative action measures to eliminate all barriers preventing women from participating fully *in all spheres of life* and to create a conducive environment for such participation. By early 2013 two thirds of the members had ratified the protocol bringing it into force. Gender equity targets set out by the protocol include the achievement of 50 per cent representation by women and men in politics and decision-making in the public and private sectors by 2015.¹³⁹

In **Turkey**, the Capital Markets Board issued a statement in 2012 stipulating that at least one board member of publicly traded companies should be female.¹⁴⁰

The United Arab Emirates Cabinet on 9 December 2012 made it compulsory for corporations and government agencies to include women on their boards of directors.¹⁴¹ This followed a recommendation of the Dubai Women Establishment (DWE), which held a conference in November 2012 to discuss how to increase female representation on boards.

5.9 Initiatives to advance women on company boards

Various international and national groups have initiatives to promote more women on boards, often as part of “diversity thinking” which is gaining traction as a

¹³³ Securities Commission, *Corporate Governance Code, Malaysia, 2012* <http://www.sc.com.my/eng/html/cg/cg2012.pdf>

¹³⁴ Deloitte, *Women in the Boardroom, A Global Perspective*

¹³⁵ The Star online, *Grooming more women for the boardroom*, 19 November 2011

¹³⁶ Paul Hastings, *Breaking the glass ceiling: Women in the Boardroom*, 2nd edition, 2012

¹³⁷ All Africa This Day, Nigeria: *Women's Representation on Banks' Board Still Dismal*, 18 August 2012.

¹³⁸ Center for International Private Enterprise (CIPE) <http://www.cipe.org/blog/2010/07/01/gender-diversity-of-corporate-boards-in-pakistan/#.UUy1VHDA7ao>

¹³⁹ www.sadc.int/files/8713/5292/8364/Protocol_on_Gender_and_Development_2008.pdf

¹⁴⁰ EC Progress Report for Turkey on EU accession, 10 November 2012, http://ec.europa.eu/enlargement/pdf/key_documents/2012/package/tr_rapport_2012_en.pdf

¹⁴¹ Lianne Gutcher, *Women on every UAE board, rules Cabinet*, The National, UAE, 10 December 2012 www.thenational.ae/business/industry-insights/economics/women-on-every-uae-board-rules-cabinet#ixzz2Zgq8uql

key element in improved corporate governance and performance.

International Corporate Governance Network (ICGN) members approved new guidelines on gender diversity on boards in June 2013.¹⁴² The ICGN is a global membership organization of around 600 leaders in corporate governance based in 50 countries, whose aim is to raise standards of corporate governance worldwide. Its members are largely institutional investors who collectively represent funds under management of around US\$18 trillion.

In its third edition, the Deloitte Global Center for Corporate Governance's publication, *Women in the boardroom: A global perspective* highlights initiatives aimed at balancing the scales in favour of a more diverse and inclusive boardroom in 25 countries and six continents.¹⁴³

Global Board Ready Women is an initiative started by the European Business Schools/Women on Board Taskforce and has grown to become a global movement that includes leading business schools and professional organizations from around the world. It provides a list of over 8,000 qualified women to executive search firms, companies and investors. Women members can include their profiles in the searchable database and be contacted directly by potential recruiters. The Financial Times Non-Executive Directors' Club administers the *Global Board Ready Women's* searchable database list and forum on the global business platform, LinkedIn. All women listed are suitable to be considered for publicly listed company board-level positions and meet a clear set of criteria as developed and defined by the organization members of the European Business Schools/Women on Board initiative.¹⁴⁴

The *European Women's Lobby* (EWL) states that it is the largest umbrella organization of women's associations in the European Union, working to promote women's rights and gender equality. Its membership extends to more than 2,000 organizations in all EU Member States and Candidate Countries, as well as to European-wide associations. EWL advocates the

introduction of binding legislation to have 50 per cent of women on boards by 2020, as well as measures to increase the number of women chairs and CEOs. It calls for limiting the number of board positions one person may hold. It recommends that companies with gender-equal boards be favoured in public procurement.¹⁴⁵

In **Australia**, *Women on Boards* (WOB) started as an informal network in 2001 and was founded as a company in 2006 to improve the gender balance on Australian boards. It is funded through subscriber fees and earnings from services to organizations seeking to improve gender diversity. WOB partners with the corporate, government and non-profit sectors to hold events, host programs, create opportunities for women and coach and mentor them into career and director roles. More than 16,000 women from all sectors and industries are registered with *WOB*, which has helped nearly 1,000 women gain board positions. *WOB* offers programmes and pathways for women seeking leadership and director roles, profiling services, access to board vacancies, networking events, access to company boardrooms and directors, director searches for ASX listed and other companies, diversity consulting, mentoring and coaching, CV development, presentation, voice and personal branding, advocacy and guest speaking.¹⁴⁶

In **Canada**, *Women On Board*¹⁴⁷ promotes the appointment of women to Canadian corporate boards. It links companies with a network of skilled and experienced women to serve on boards, and fosters growth in the number of experienced, board-ready potential female directors. Its programmes include mentoring and knowledge development that aim to develop a talent pool of potential female board candidates, facilitate the appointment of *Women On Board* mentees to corporate boards and reinforce the commitment of leading companies to having more women on boards. In July 2013, *Women on Board* was acquired by Catalyst Inc. as part of its expanding portfolio of services and research that document challenges and provide solutions to advance gender diversity in the boardroom.

In **New Zealand**, the *25 Percent Group* comprises Chairs and CEOs from a selection of private, publicly-listed and multi-national companies committed to

¹⁴² See website: www.icgn.org

¹⁴³ See website: [www.corpgov.deloitte.com/binary/com.epicentric.contentmanagement.servlet.ContentDeliveryServlet/Global/Documents/Women%20in%20the%20boardroom%20March%202013%20\(7\).pdf](http://www.corpgov.deloitte.com/binary/com.epicentric.contentmanagement.servlet.ContentDeliveryServlet/Global/Documents/Women%20in%20the%20boardroom%20March%202013%20(7).pdf)

¹⁴⁴ EUROPA Press Release, *Shattering myths and glass ceilings: launch of database of 'Global Board Ready Women'*, IP/12/1358 Strasbourg, 12 December 2012. http://europa.eu/rapid/press-release_IP-12-1358_en.htm

¹⁴⁵ European Women's Lobby, *Women on boards in Europe: From a snail's pace to a giant leap?* EWL Report on Progress, Gaps and Good Practice, February 2012, www.womenlobby.org

¹⁴⁶ Website: <http://www.womenonboards.org.au>

¹⁴⁷ Website: www.womenonboard.ca

achieving diversity of thought at senior management level and in boardrooms. The Group believes that “diversity of thought is vital to business success, is in the national interest, and that self-regulation is preferable to government intervention”. The Group states it is “committed to taking action that will significantly increase the number of women in senior management and board roles in New Zealand as a first step towards greater diversity of thought.” The Group has set a voluntary target that women should constitute at least 25 per cent of New Zealand’s boards by 2015.¹⁴⁸

In **Singapore**, *BoardAgender* developed in recent years as an outreach arm of the Singapore Council of Women’s Organizations (SCWO)’s Women’s Register initiative. It provides a forum to create greater awareness and understanding of the benefits of gender-balanced business, and to facilitate the advancement of more women into senior leadership roles and onto boards. It identifies board-ready women leaders and provides networking opportunities for women professionals to interact, learn from and support one another.¹⁴⁹

In the **United Kingdom**, the *30 Percent Club*¹⁵⁰ was formed by a group of company chairpersons and currently has about 65 members. It is committed to bringing women onto UK corporate boards, with a desired target of 30 per cent. It aims to inspire company leaders to appoint more women to executive and non-executive directorships, improve the pipeline below board level, widen the talent pool available to business and support successful women in business. The 30 per cent Club UK is helping develop similar clubs in other countries. This is part of an approach to promote proactive and collaborative ways to move forward, as opposed to legislated quotas or “doing nothing”. A *25 Percent Club* was launched in New Zealand in June 2012; a *30 Percent Club* in Hong Kong in March 2013; a *30 Percent Club* in the United States in April 2014 and a *30 Percent Club*¹⁵¹ was launched in Southern Africa in September 2014. There is also interest in similar clubs in Canada, Australia and Italy, all to be launched in 2015.

Also in the United Kingdom, over 50 firms have signed up to a *Voluntary code of conduct for executive search firms* that was adopted in April 2013. The code sets out nine principles of best practice

on gender equality, ranging from ‘succession planning’ and writing gender-neutral job descriptions, to supporting candidates and the induction process. The recruitment firms are expected to monitor their own progress and publish a commitment to the code on their website and in other marketing materials.¹⁵²

In the **United States**, a number of organizations campaign and advocate for the appointment of more women to boards. Since 1995, the annual *Catalyst Census: Fortune 500 Women Board Directors* has tracked women’s representation in corporate governance at the largest companies in the United States to gauge women’s advancement into leadership and highlight the gender diversity gap. In response to the stagnant growth in women board directors, *Catalyst* has created the *Corporate Board Resource*, a directory of CEO-endorsed board-ready women. Its Research Knowledge Centre includes corporate partners such as Ernest & Young, Bloomberg, BMO Financial Group, Chevron Corporation, Credit Suisse, Dell Inc., Deloitte LLP, Desjardins Group, Deutsche Bank AG, General Motors Company, Hewlett-Packard Company, IBM Corporation, KeyBank, McDonald’s, Sodexo Inc., and UPS.¹⁵³

*2020 Women on Boards*¹⁵⁴ in the United States focuses on raising awareness and runs a national campaign to increase the percentage of women on boards to 20 per cent by 2020. Its guiding principle is that “diversity of thought” is essential to good corporate governance and that corporate boards of directors should reflect the composition of the company stakeholders: their customers, employees, and shareholders. The *InterOrganization Network (ION)*, which covers 16 regions in the United States, advocates the value of gender diversity among corporate directors. It has a board candidate network to match talent with appropriate board seats and publishes an annual status report on women directors and executive officers of public companies beyond the *Fortune 500* and even the *Fortune 1000*.¹⁵⁵ The *Thirty Percent Coalition*¹⁵⁶ aims to encourage companies to ensure their boards are composed of at least 30 per cent women by 2015.

¹⁴⁸ 25 Percent Group, website: www.25percentgroup.co.nz

¹⁴⁹ BoardAgender website: www.boardagender.org

¹⁵⁰ Website www.30percentclub.org.uk

¹⁵¹ South Africa 30 Percent Club www.30percentclub.org.za

¹⁵² Website of the UK government department for business innovation skills www.gov.uk/government/organisations/department-for-business-innovation-skills

¹⁵³ Website: www.catalyst.org/knowledge/2012-catalyst-census-fortune-500-women-board-directors

¹⁵⁴ 2020 Women on Boards, website: www.2020wob.com

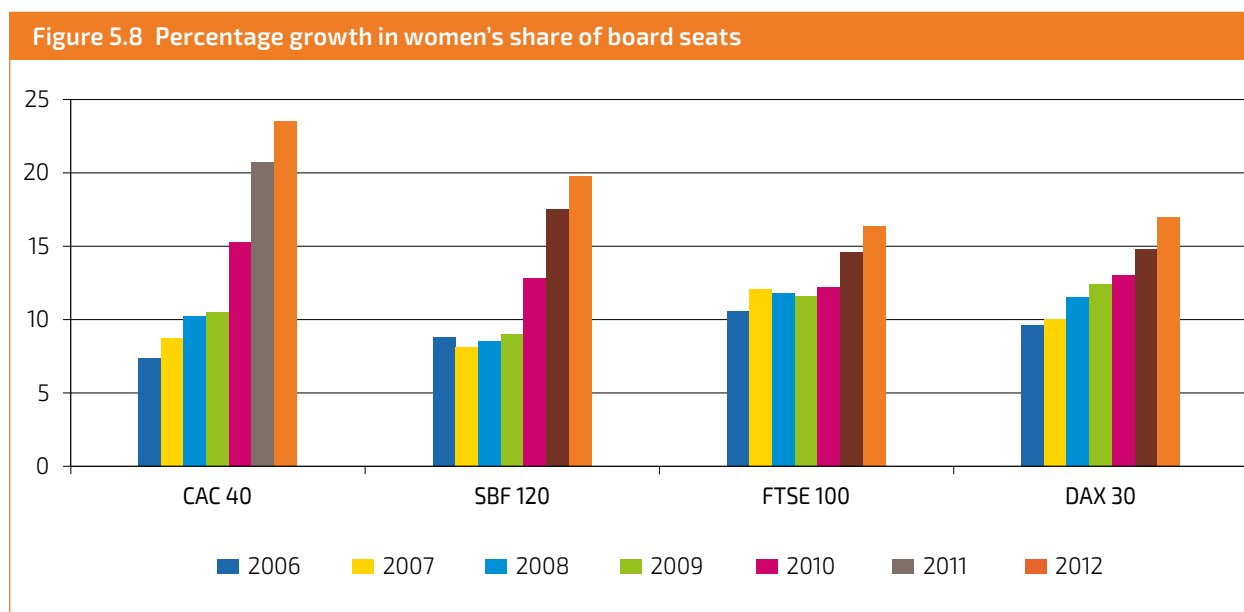
¹⁵⁵ Website: www.ionwomen.org/ion

¹⁵⁶ Website: www.30percentcoalition.org

“Gender diversity in the boardroom was increasingly being used as an indicator of good corporate governance. If board members are open to diversity and able to avoid the pitfalls of group-think, they can collectively support their firms well and ensure equal opportunities at the same time.”

Dr. Marleen Dieleman, Associate Director, CGIO, NUS Business School, Singapore referring to the publication of the Indonesian Boardroom Diversity Report, January 2013

In just a decade, many countries have significantly increased percentages of women board members, from proportions similar to those countries with less than 5 per cent today, thus illustrating the strides that can be made. Given today's global and regional networking and sharing of information on advancing women in business and management, there are good prospects for progressing more rapidly. Quotas are already in place in many countries for women's participation in political structures. Moreover, many organizations and institutions strive to advance women in business and management, including on company boards. Figure 5.8 below illustrates the advances made in a few short years in listed companies in several countries.¹⁵⁷



Source: EDHEC Business School, Nice, France, 2013
CAC 40 and SBF 120 – France, FTSE 100 – United Kingdom, Dax 30 – Germany

¹⁵⁷ Stéphane Gregoir, Tristan-Pierre Maury, Frédéric Palomino, EDHEC Business School, *La féminisation des Conseils d'Administration des grandes entreprises en France : au delà des apparences*, Juillet 2013, www.edhec.com/economie



© Mohd Khairi Ibrahim/Gettyimages

6. Women in business

Globally women have been increasing their economic activity as entrepreneurs and business owners and managers. Today, they own and manage over 30 per cent of all businesses, ranging from self-employed (or own-account workers), micro and small enterprises to medium and large companies. ILO data indicates that they represent between 23-26 per cent of employers across all regions, except the Middle East and North Africa (MENA) where they are around 5 per cent. Women represent 30 to 35 per cent of all self-employed workers across all regions, except in the African region where they are around 45 per cent and in the MENA countries, where the figure ranges from 2 to 11 per cent.

Behind these average global statistics, there is great variation between countries within each region as well as between regions, with women in some countries representing a very small percentage of those engaged in business activity. While, in other countries, women run nearly half of all businesses.

A key challenge in identifying trends on women in business is the lack of a comprehensive data set over time. Another issue in collecting, compiling and analysing existing data in a consistent and comparable manner is that of terminology. This pertains to such criteria as coverage of formal and/or informal economies; size of the enterprise; and sectors, in which women-owned businesses operate compared to those owned by men. The ILO has a data set for about 124 countries, based mainly on labour force surveys and population censuses that provide for statistics on *status in employment by gender* covering both the formal and the informal economy. Therefore, it is possible to identify some trends over time for categories such as women as own-account or self-employed workers and women as employers (see below). The World Bank carries out enterprise surveys in around 135 countries and these include an indicator on whether the ownership of firms includes at least one woman (see below).

Small, medium-sized and large firms are included in the World Bank's enterprise surveys. National surveys also provide valuable data and insights on trends on women in business, although these are often not comparable across countries.

Other groups, including the Economist Intelligence Unit, the Global Entrepreneurship Monitor, and the Center for International Private Enterprise, construct indexes and carry out surveys and analyses on women in business and the challenges they face.

The ILO's Women's Entrepreneurship Development Programme (WED) notes that while women-run businesses now account for a quarter to a third of all businesses in the formal economy worldwide, the great majority are very small or micro-enterprises with little potential for growth. Women entrepreneurs are under-represented in enterprises of all sizes, and the bigger the firm the less likely it is to be headed by a woman. In many countries, women's opportunities to participate in business is linked to the fact that a good number of enterprises are family owned.

As mentioned above, the ILO collects data by sex on employers and own-account workers. For this report, it was possible to determine some trends with data available for up to 148 countries. Generally, in all regions, women make up a higher proportion of the self-employed and own-account workers than as employers, reflecting their concentration in micro and small businesses.

It is notable that a few countries with a low proportion of women in management, especially at senior levels, had a higher proportion of women who were employers. For example, Japan had nearly 11.1 per cent of all managers who were women and yet women were 16 per cent of all employers and 28 per cent of all self-employed workers in 2012. Similarly, in South Korea, women were 11 per cent of all managers, one

of the world's lowest proportions, but they represented 22 per cent of employers and 30 per cent of the self-employed in 2012. The Economic Intelligence Unit¹⁵⁸ also reports that Japan and South Korea scored well in 2012 on its women's access to finance index with Japan scoring 85.7, (third globally after Germany and Belgium) and South Korea scoring 71.5 (ranked 19 on the global index of 113 countries) on a range of 0 to 100. This suggests that women are finding more opportunities as entrepreneurs than in the corporate world of these countries.

6.1 Women as employers

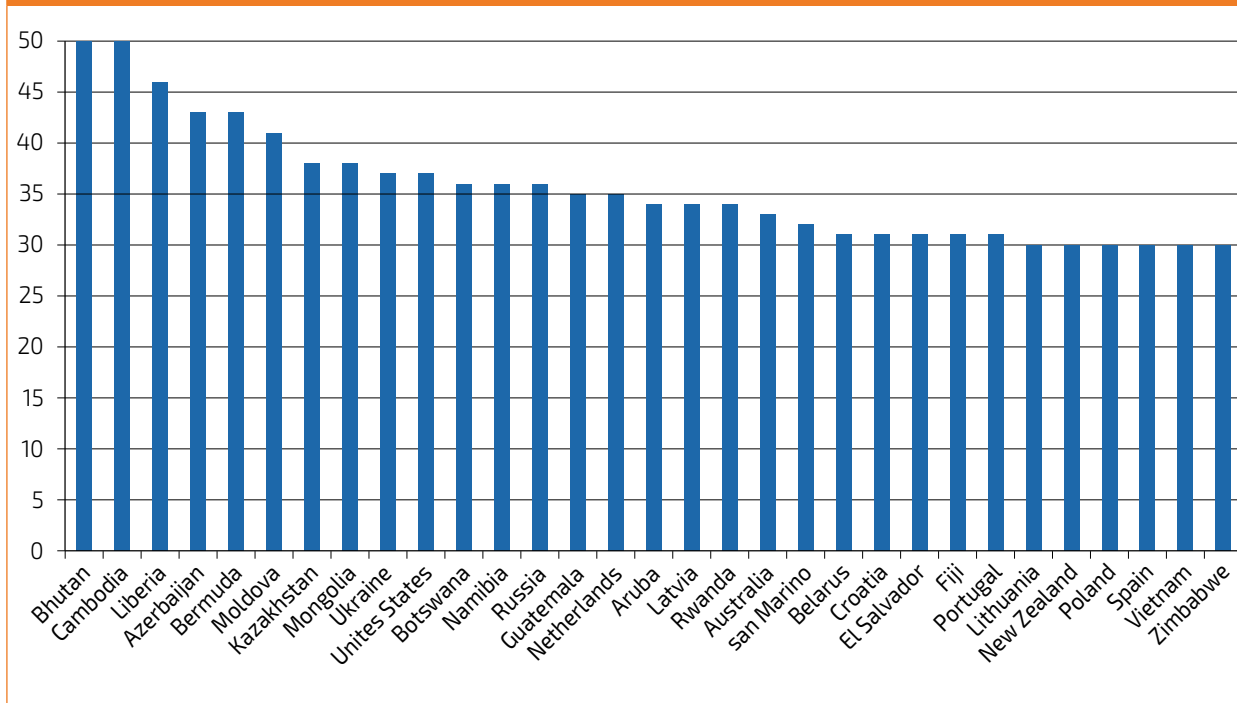
ILO data shows that the percentage of employers who were women ranged between 20 and 29 per cent in over half (68) of the 128 countries for which statistics were available for the latest years, mostly in 2010/12 (see Table 6.1 below). There were 31 countries in which the percentage of women as employers was over 30 per cent, and in a few cases their share was close to that of men (see Figure 6.1). In 24 countries, women were 12 per cent or less of all employers (see Figure 6.2).

For the latest years for which data were available, the proportion of women who were employers in **Africa** ranged from a high of 46 per cent in Liberia, followed by 36 per cent in Botswana and Namibia and 34 per cent in Rwanda, to a low of 12 per cent in Mauritius and 14 per cent in Ethiopia. The average for the 18 countries in Africa for which data were available was 23 per cent (see Statistical Annex for more detailed statistics by country).

For the **Americas**, the proportion of women who were employers ranged from a high of 43 per cent in Bermuda, followed by 37 per cent in the United States and 35 per cent in Guatemala, to a low of 17 per cent in Venezuela and 19 per cent in Barbados. The average for 28 countries in the Americas for which data were available was 26 per cent (see Statistical Annex for more detailed statistics by country).

For **Asia and the Pacific**, the proportion of women who were employers ranged from a high of 50 per cent in Bhutan and Cambodia followed by 38 per cent in Mongolia and 33 per cent in Australia, to a low of 0.4 per cent in Pakistan and 4 per cent in Iran. The average for 24 countries in Asia and Pacific for which

Figure 6.1 Countries with more than 30 per cent share of women as employers, latest years to 2012



Source: Employment by sex and status, employers, ILO statistical database, June 2013

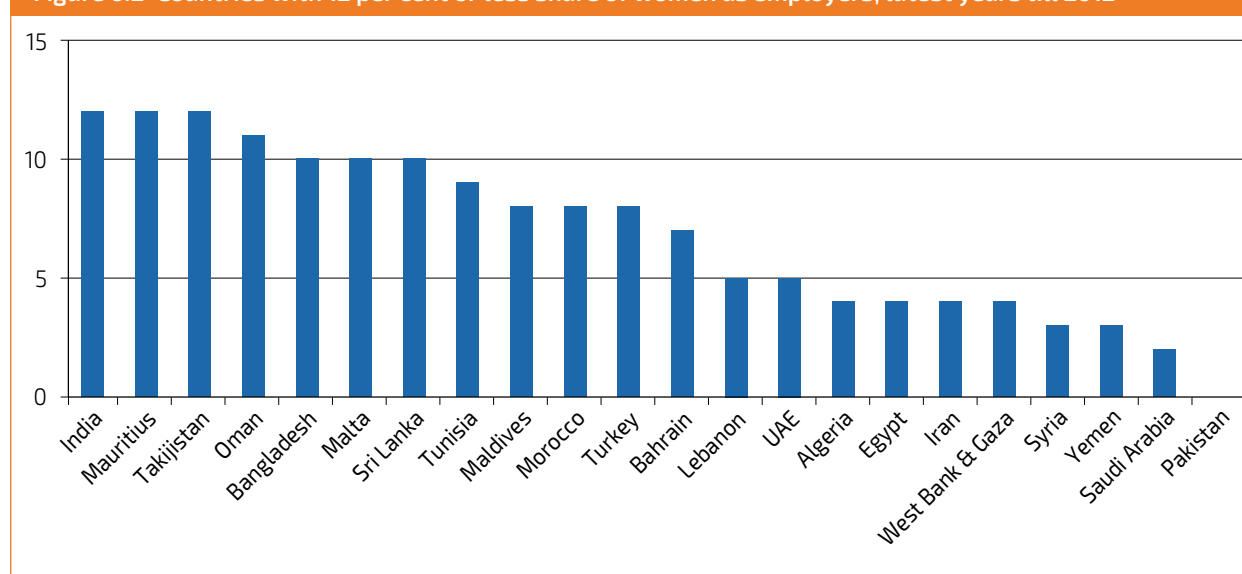
¹⁵⁸ Economist Intelligence Unit, "Women's economic opportunity: A global index and ranking from the Economist Intelligence Unit, Findings and methodology", 2012.

Table 6.1 Countries with 20 to 29 per cent share of women as employers, ILO, Latest years till 2012

Country	%	Country	%	Country	%
Albania	29	Armenia	25	Belgium	23
Brazil	29	Bangladesh	25	Benin	23
Bulgaria	29	Cayman Islands	25	Czech Republic	23
Vanuatu	29	Colombia	25	Chile	23
Hungary	28	Indonesia	25	Dominican Republic	23
Jamaica	28	Luxembourg	25	Ecuador	23
Kiribati	28	Macau China	25	Finland	23
Romania	28	Netherland Antilles	25	Georgia	23
Singapore	28	Panama	25	Ireland	23
Argentina	27	Peru	25	Belize	22
Kyrgyzstan	27	Philippines	25	Korea, Republic of	22
Mali	27	Tanzania	25	Nicaragua	22
Serbia	27	Austria	24	Sweden	22
Slovakia	27	Bolivia	24	Uganda	22
Thailand	27	Cameroon	24	Burkina Faso	21
Uruguay	27	France	24	Denmark	21
Honduras	26	Germany	24	Gabon	21
Iceland	26	Greece	24	Hong Kong China	21
Macedonia FYR	26	Italy	24	Trinidad & Tobago	21
Norway	26	Madagascar	24	Costa Rica	20
Paraguay	26	Netherlands	24	Mexico	20
Slovenia	26	Switzerland	24	South Africa	20
United Kingdom	26				

Source: Employment by sex and status, employers, ILO statistical database, June 2013

Figure 6.2 Countries with 12 per cent or less share of women as employers, latest years till 2012



Source: Employment by sex and status, employers, ILO statistical database, June 2013

data were available was 24 per cent (see Statistical Annex for more detailed statistics by country).

The proportion of women who were employers in the **CEE and CIS** countries ranged from a high of 43 per cent in Azerbaijan followed by 41 per cent in Moldova and 38 per cent in Kazakhstan, to a low of 8 per cent in Turkey and 12 per cent in Tajikistan. The average for 14 of the CEE and CIS countries for which data were available was 29 per cent (see Statistical Annex for more detailed statistics by country).

The proportion of women who were employers in the **European Union and Western Europe** ranged from a high of 34 per cent in Latvia, followed by 31 per cent in the Croatia, to a low of 16 per cent in Malta and Cyprus. The average for 32 countries in the European Union and Western Europe for which data were available was 24 per cent (see Statistical Annex for more detailed statistics by country).

For the latest years for which data were available, the proportion of women who were employers in the **Middle East and Northern Africa** ranged from a high of 11 per

cent in Oman followed by 8 per cent in Morocco and 7 per cent in Bahrain, to a low of 2 per cent in Saudi Arabia and 3 per cent in Yemen. The average for 12 countries in the Middle East for which data were available was 5 per cent (see Statistical Annex for more detailed statistics by country).

6.2 More women employers

In 63 out of 99 countries for which data were available over time, women represented an increasing proportion of employers, while in 34 countries their share as employers decreased and in two countries it remained the same. The Americas and Asia and Pacific appear to be the two regions where women's share of business seems to be growing more.

Table 6.2 below indicates which countries have increased or decreased their share of women as employers over the last decade.

The tables in the Statistical Annex to this report provide more detailed information by region.

Table 6.2 Countries with increased and decreased share of women as employers between 2000 and 2012, ILO

Region	Countries increased share	Countries decreased share
Africa	Botswana, Liberia, Namibia, Rwanda (4 countries)	Cameroon, Ethiopia, Gabon, Madagascar, Mauritius, South Africa, Tanzania, Uganda, Zimbabwe (9 countries)
Americas	Aruba, Argentina, Bermuda, Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Netherlands Antilles, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, Venezuela (21 countries)	Barbados, Canada, Cayman Islands, Nicaragua, United States (5 countries) No change: Chile
Asia & Pacific	Bangladesh, Bhutan, Cambodia, Hong Kong China, Indonesia, Iran, South Korea, Macau China, Malaysia, Mongolia, New Zealand, Philippines, Singapore, Thailand (14 countries)	Japan, Kiribati, Maldives, Sri Lanka, Pakistan, Vietnam (5 countries) No change: Australia
CEE & CIS	Albania, Armenia, Azerbaijan, Georgia, Kazakhstan, Macedonia FYR, Moldova, Russian Federation, Serbia, Turkey (10 countries)	Kyrgyzstan (1 country)
EU & Western Europe	Bulgaria, Croatia, Cyprus, Denmark, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Latvia, Malta, Netherlands, Portugal, Romania, Spain, Switzerland, United Kingdom (18 countries)	Austria, Belgium, Estonia, Finland, Lithuania, Malta, Poland, Slovakia, Slovenia, Sweden (10 countries) No change: Czech Republic, Iceland, Luxembourg, Norway (4 countries)
MENA	Morocco, Oman, West Bank and Gaza Strip (3 countries)	Egypt, UAE, Yemen (3 countries) No change: Algeria, Bahrain, Lebanon, Syria (4 countries)

6.3 Share of women as own-account or self-employed workers

Generally, in all regions women make up a higher proportion of self-employed and own-account workers than of employers.

ILO data shows that the percentage of own-account workers who were women was 30 per cent or more in the majority (68 per cent or 90 countries) of the 132 countries for which data were available, mostly in 2010 to 2012 (see Table 6.3 below). In 17 countries (11 in Africa, two in Asia/Pacific, three in CEE/CIS and one in the Americas (see Figure 6.3) the proportion was 50 per cent or more and in 50 countries it ranged between 30 and 40 per cent (see Table 6.3 below). There were 24 countries, in which the percentage of women as own-account workers was between 20 per cent and 30 per cent. In 18 countries, women were less than 20 per cent of all own-account workers (see Figure 6.4).

For the latest years for which data were available, the proportion of women who were own-account workers in **Africa** ranged from a high of 63 per cent in Botswana followed by 61 per cent in Namibia and 56 per cent in Ghana and Zimbabwe, to a low of 25 per cent in Burkina Faso and 26 per cent in Mauritius. The average for 20 countries for which data were available was 47 per cent (see Statistical Annex for more detailed statistics by country).

The proportion of women who were own-account workers in the **Americas** ranged from a high of 52 per cent in El Salvador, followed by 48 per cent in Paraguay, to a low of 12 per cent in Cuba and 18 per cent in Bahamas. The average for 30 countries for which data were available was 36 per cent (see Statistical Annex for more detailed statistics by country).

For the latest years for which data were available, the proportion of women who were own-account workers in **Asia and the Pacific** ranged from a high of 57 per cent in the Maldives followed by 50 per cent in Vietnam and 49 per cent in Bhutan, to a low of 6 per cent in Bangladesh followed by 8 per cent in Pakistan and 11 per cent in Iran. The average for 22 countries for which data were available was 32 per cent (see Statistical Annex for more detailed statistics by country).

For the most recent years for which data were available, the proportion of women who were own-account workers in the **CEE and CIS countries** ranged from a high of 52 per cent in Azerbaijan and Kazakhstan followed by 51 per cent in Ukraine, to a low 17 per cent in Turkey and 19 per cent in Macedonia. The average for 16 countries for which data were available was 36 per cent (see Statistical Annex for more detailed statistics by country).

In 2009/10, the proportion of women who were own-account workers in the **EU and Western Europe** ranged from a high of 46 per cent in Switzerland, followed by 44 per cent in Latvia and 43 in Austria, to a low of 19 per cent in Malta and Ireland. The average for 32 countries for which data were available was 35 per cent (see Statistical Annex for more detailed statistics by country).

For the latest years for which data were available, the proportion of women who were own-account workers in the **MENA region** ranged from a high of 25 per cent in Oman, followed by 23 per cent in Algeria and 22 per cent in Egypt, to a low of 5 per cent in United Arab Emirates and 7 per cent in Syria. The average for 14 countries for which data were available was 11 per cent (see Statistical Annex for more detailed statistics by country).

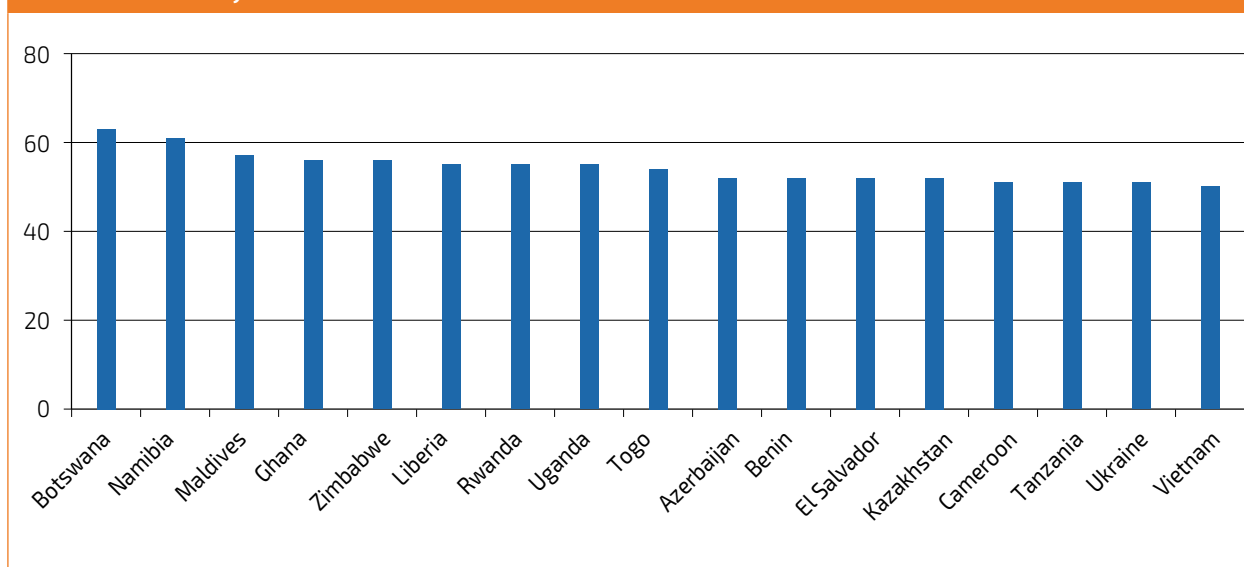
Table 6.3 Countries with more than 30 per cent share of women as own-account workers, ILO, latest year till 2012

Rank	Country	%	Rank	Country	%	Rank	Country	%
1	Botswana	63	16	Austria	43	23	Iceland	36
2	Namibia	61	16	Belize	43	23	Jamaica	36
3	Maldives	57	16	Mali	43	24	Finland	35
4	Ghana	56	17	Lithuania	42	24	New Zealand	35
4	Zimbabwe	56	18	Bolivia	41	25	Barbados	34
5	Liberia	55	18	Chile	41	25	Belgium	34
5	Rwanda	55	18	Colombia	41	25	France	34
5	Uganda	55	18	Ecuador	41	25	Georgia	34

Rank	Country	%	Rank	Country	%	Rank	Country	%
6	Togo	54	18	Neth. Antilles	41	25	Indonesia	34
7	Azerbaijan	52	18	Uruguay	41	25	Madagascar	34
7	Benin	52	19	Belarus	40	25	Poland	34
7	El Salvador	52	19	Mexico	40	25	Spain	34
7	Kazakhstan	52	19	Moldova	40	26	Argentina	33
8	Cameroon	51	19	Nicaragua	40	26	Bermuda	33
8	Tanzania	51	20	Canada	39	26	Cambodia	33
8	Ukraine	51	20	Croatia	39	26	Costa Rica	33
9	Vietnam	50	20	Hungary	39	27	Brazil	32
10	Bhutan	49	20	Portugal	39	27	Cyprus	32
11	Paraguay	48	20	Venezuela	39	27	Czech Republic	32
12	Luxembourg	47	21	Israel	38	27	Denmark	32
13	Gabon	46	21	Philippines	38	27	Greece	32
13	Guatemala	46	21	Tajikistan	38	27	Panama	32
13	Switzerland	46	22	Australia	37	28	Ethiopia	31
13	Vanuatu	46	22	Estonia	37	28	Italy	31
14	Armenia	45	22	Honduras	37	28	Singapore	31
14	Peru	45	22	Thailand	37	28	United Kingdom	31
14	South Africa	45	22	Germany	37	29	Bosnia & Herzegovina	30
15	Latvia	44	22	Netherlands	37	29	Korea, Republic of	30
15	Mongolia	44	22	United States	37	29	Slovenia	30
15	Russia	44	23	Bulgaria	36			

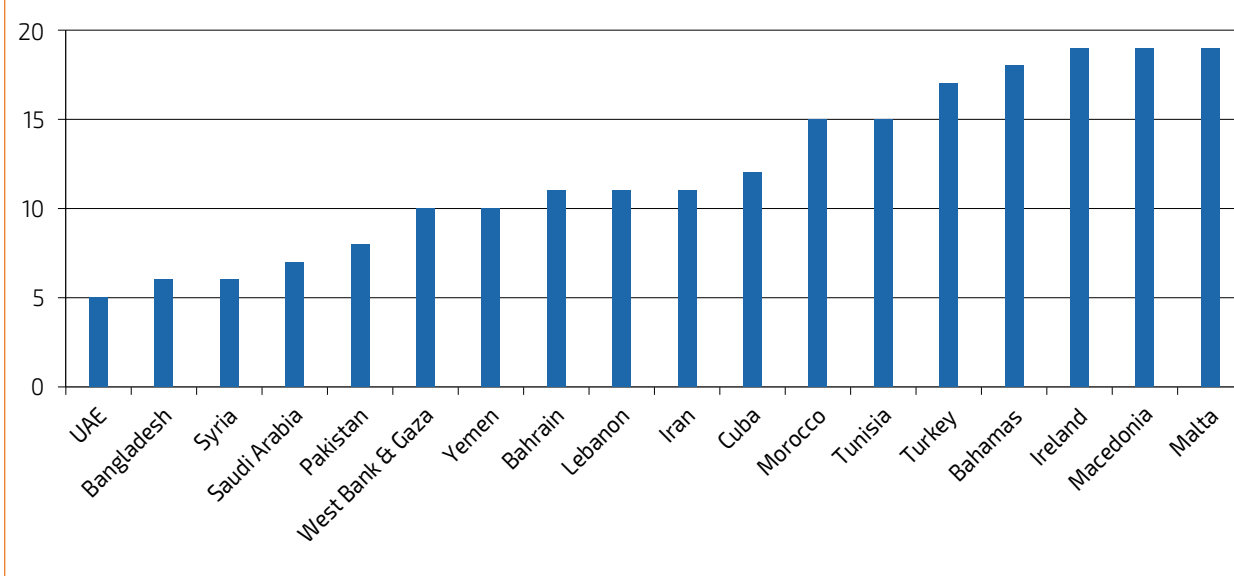
Source: Employment by sex and status, own account workers, ILO Laborsta and ILO statistical database, June 2014

Figure 6.3 Countries with more than 50 per cent of women as own-account workers, ILO, Latest years till 2012



Source: Employment by sex and status, own account workers, ILO statistical database, June 2014

Figure 6.4 Countries with less than 20 per cent of own-account workers who are women, ILO, Latest years till 2012



Source: Employment by sex and status, own account workers, ILO statistical database, June 2014

6.4 More women among the self-employed

In 77 out of 119 countries for which data were available over time between 2000 and 2012, women represented an increasing proportion of own-account workers, while in 36 countries their share as own-account workers decreased. In six countries, there was no change over the decade. The Americas, Asia and Pacific, and the European Union and Western Europe appear to be the three regions where women's share of engagement in micro business seems to be growing. In the Middle East, all countries except one for which data were available saw an increase in women's entrepreneurial activity, with two countries doubling within a decade the share of women as own-account workers: Bahrain and Oman.

Interpreting the reasons for decreases in the share of women in self-employment can be complex. In some countries, women may be decreasing their share in self-employment but increasing their share as employers (i.e. in larger businesses). In fact, in 21 out of the 36 countries where the share of women as own-account workers declined, there was a rise in the proportion of employers who were women. These countries were Albania, Argentina, Armenia, Bermuda, Botswana, Cambodia, El Salvador, Georgia, Guatemala, Iran, Kazakhstan, Latvia,

Macau China, Macedonia, Moldova, Peru, Portugal, Romania, Russian Federation, South Korea and Trinidad & Tobago.

This could be viewed as positive, with more women having access to owning and managing bigger enterprises. In other cases, it could be that there are more and better job opportunities for women as wage and salaried workers. Much depends on the economic situation of the country concerned and governmental labour market policies and programmes, as well as evolving gender norms.

Countries where women are increasing their share as employers or own-account workers (or both) suggests that women are availing themselves of opportunities to start and expand businesses whether micro or an SME. This seems to be the case in both developed and developing countries.

For countries with a limited number of formal economy jobs, the proportion of both men and women in self-employment is very high, and in many cases women's share is close to that of men's, as for example, in Africa.

Table 6.4 below indicates which countries have increased or decreased their share of women as own-account workers over the last decade.

Table 6.4 Countries with increased and decreased share of women as own-account workers between 2000 and 2012, ILO

Region	Countries increased share	Countries decreased share
Africa	Burkina Faso, Ethiopia, Liberia, Mauritius, Namibia and Uganda. (6 countries)	Benin, Botswana, Cameroon, Gabon, Madagascar, South Africa, Tanzania and Zimbabwe (8 countries) No Change: Rwanda
Americas	Aruba, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Honduras, Jamaica, Mexico, Netherland Antilles, Nicaragua, Panama, Paraguay and Uruguay. (17 countries)	Argentina, Bahamas, Bermuda, Canada, Cuba, El Salvador, Guatemala, Peru, Trinidad & Tobago and United States. (10 countries) No change: Cayman Islands, Venezuela
Asia & Pacific	Australia, Bhutan, Hong Kong China, Indonesia, Malaysia, Maldives, Mongolia, New Zealand, Pakistan, Philippines, Singapore, Sri Lanka, Thailand and Vietnam. (14 countries)	Cambodia, Iran, Japan, South Korea and Macau China (5 countries)
CEE & CIS	Azerbaijan, Croatia, Turkey and Ukraine. (4 countries)	Albania, Armenia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Russia. (8 countries) No change: Bosnia & Herzegovina, Serbia
EU & Western Europe	Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Lithuania, Luxembourg, Malta, Poland, Portugal, Slovakia, Slovenia, Spain, Switzerland and United Kingdom. (27 countries)	Latvia, Norway, Portugal and Romania. (4 countries) No change: Netherlands
Middle East	Algeria, Bahrain, Egypt, Lebanon, Morocco, Oman, Syria, UAE and West Bank and Gaza Strip. (9 countries)	Yemen. (1 country)

Source: ILO Statistical database, 2014

The tables in the Statistical Annex to this report provide more detailed information by region.

6.5 World Bank Enterprise Surveys

The World Bank Enterprise Survey,¹⁵⁹ conducted among business owners and top managers across all regions, is an important source of data on women in business. Over 130,000 firms in 135 countries were surveyed in the period 2002-2014. There are four gender-related indicators in the surveys: percentage of firms that have a female top manager, percentage of firms with a woman among the principal owners, proportion of permanent full-time employees who are female (per cent) and the proportion of permanent non-production part-time workers who are female (per cent).

The website of the World Bank reports that typically 1,200-1,800 interviews are conducted in larger

economies, 360 in medium-sized economies and 150 in smaller economies. The manufacturing and services sectors are the primary business sectors of interest. Indicators created from the surveys following the Enterprise Surveys Global sampling methodology are comparable across countries and survey years. Indicators created from surveys that did not follow the global sampling methodology are not comparable to other surveys.

Table 6.5 below indicates the average percentage of firms globally and regionally with a woman among the principal owners. Generally, the participation of women in company ownership is higher than their participation as top managers (see next chapter of this report on Women in Management). The world average shows that women own a share of 36.6 per cent of firms surveyed. However, there are large differences between regions, with East Asia and the Pacific having the highest proportion of women participating in company ownership, at 58.2 per cent, and the Middle East and Northern Africa having the lowest, at 6.6 per cent.

¹⁵⁹ World Bank and International Finance Corporation, "Enterprise Surveys: what businesses experience", <http://www.enterprisesurveys.org/data>

Table 6.5 Percentage of firms with female participation in ownership. Latest year, global and regional

Region	% Female Ownership	Region	% Female Ownership
World	37		
Eastern Europe and Central Asia	33	East Asia and Pacific	55.3
Latin America and Caribbean	40.4	Middle East and North Africa	12
South Asia	18.9	Sub Saharan Africa	35.4

Source: Enterprise Surveys (<http://www.enterprisesurveys.org>), The World Bank <http://www.enterprisesurveys.org/Data/ExploreTopics/gender>, Accessed June 2014

The countries in the **African** region with the highest percentage of firms with a woman among the principal owners are Cote d'Ivoire (61.9 per cent), Mali (58 per cent), Angola (56.6 per cent) and Zimbabwe (56.2). Madagascar, Liberia, Botswana and Central African Republic all have above 50 per cent. The countries with the lowest percentage of firms with female ownership are Eritrea at 4.2 per cent and Sierra Leone at 7.9 per cent. Burkina Faso, Cameroon, Guinea, Lesotho, Mauritius, Niger and Mauritania ranged between 15 and 20 per cent.

The countries in the **Latin America and Caribbean** region with the highest percentage of firms with a woman among the principal owners were Nicaragua (61.9 per cent), Brazil (59.3 per cent) and Paraguay (51.6 per cent) while the lowest were Uruguay (23.1 per cent), Ecuador (24.1 per cent) and Panama (24.7 per cent).

In the **Asia and Pacific** region, the countries with the highest percentage of firms with a woman among the principal owners are those in the Pacific – Micronesia (86.6 per cent), Samoa (79.8), Tonga (65.3 per cent), Vanuatu (51.4 per cent) and Fiji (49.9 per cent). There are also high percentages of women among principal owners in the Philippines (69.4 per cent), China (64.2 per cent), Mongolia (52 per cent) and Vietnam (59.2 per cent). The countries with the lowest percentage of firms with female ownership are Afghanistan (2.8 per cent), Pakistan (6.7 per cent) and India (9.1 per cent).

The countries in the **CEE and CIS** region with the highest percentage of firms with a woman among the principal owners are Kyrgyzstan (60.4 per cent), Republic of Moldova (53.1 per cent), Belarus (52.9 per cent) and Georgia (40.8 per cent). The countries with the lowest percentage of firms with female ownership are Azerbaijan (4.7 per cent), Albania (10.8 per cent) and Kosovo (10.9 per cent).

The World Bank also compiles data on the size of the firms surveyed in each country (see Table 16.2 in the Statistical Annex to this report). In 57 countries, a greater percentage of small firms (5-19 employees) than medium-sized (20-99 employees) or large firms (100+ employees) have women's participation in their ownership. In 34 countries, a higher proportion of medium-sized firms have a woman among their principal owners, as compared to small or large firms. In 46 countries, a higher percentage of large firms than small or medium-sized firms have a woman among their principal owners. In quite a number of countries there is not much difference in the proportion of small, medium and large companies with a woman participating in their ownership. There is also a wide range across countries, from low to quite high, in the proportion of firms of all sizes having female participation in their ownership. While there seems to be a tendency for women to be concentrated in smaller firm ownership, in quite a number of countries, a significant proportion of large firms have a woman among the principal owners, such as in the Middle East and North Africa, South Asia and in Central and Eastern Europe.

The World Bank indicates that the Latin America and Caribbean region has higher rates of female entrepreneurship and a smaller gap in participation between men and women entrepreneurs than other regions. According to nationally representative household surveys from Latin America, most female-owned firms are classified as small enterprises. The percentage of female firm owners is highest among firms with fewer than five employees (ranging from 33 per cent in Argentina to 50 per cent in Honduras). As firm size increases, the percentage of female business owners drops in all countries. Women make up only 18 to 31 per cent of firm owners having five to ten employees in the countries studied. Firms with more than 11 employees

have the lowest percentage of female owners, ranging from 29 per cent in Brazil to 12 per cent in Mexico.¹⁶⁰

6.6 Global Entrepreneurship Monitor (GEM)

The 2012 annual report¹⁶¹ of the Global Entrepreneurship Monitor (GEM) shows, as in previous years, a greater involvement in entrepreneurship among men than women in most economies. Ecuador, Ghana, Nigeria, Panama and Thailand were the only economies where the female TEA (Total Early-stage Entrepreneurial Activity) rate was higher than that of their male counterparts.

6.7 National surveys

National surveys also provide snapshots of the situation of women in business and are important instruments for developing advocacy campaigns and programmes to overcome barriers faced by women entrepreneurs. While such surveys are limited in many countries, the employers' organizations members of the ILO played an important role during 2012 and 2013 in preparing country reports in all regions to identify and share existing national level information and data on women in business and management. For most countries the national employers' organizations reported that data were scarce. Many reported that women were concentrated in the micro-enterprise sector, in the informal economy and in certain sectors such as retail and services. Below are selected examples of information identified.

A 2009 survey by Moldova's National Statistical Office found that 27.5 per cent of all entrepreneurs (hired managers and business co-owners) were women.¹⁶² In **Montenegro**, of the total number of active business entities, 19,102 had male owners (90.4 per cent) and 2,025 were owned by women (9.6 per cent). Women own only 3.1 per cent of medium-sized businesses and 2.4 per cent of large businesses.¹⁶³ In

Serbia, in 2011, the majority of the 323,556 active enterprises were micro, small and medium-sized. A total of 205,202, or 63.4 per cent, were owned and managed by men and 83,490, or 25.8 per cent, were owned and managed by women. In 8,570 enterprises or 2.6 per cent, the entrepreneurs were both men and women, while the sex of the owner or manager was unknown for the remaining 26,294 enterprises, or 8.1 per cent. Women dominate in the running of shops – 68 per cent compared to 32 per cent for men – while men dominate the management of companies – 80.5 per cent compared to 19.5 per cent for women.¹⁶⁴

In **Rwanda**, women entrepreneurs constitute a significant force. They head 42 per cent of enterprises. This includes 58 per cent of enterprises in the informal sector, which account for 30 per cent of Gross Domestic Product (GDP). Most women entrepreneurs are engaged in the retail sector (82 per cent), with the rest focusing on services (16 per cent) and manufacturing sectors (2 per cent).¹⁶⁵ In **Uganda** women own about 39 per cent of businesses with registered premises.¹⁶⁶ The National Statistics Institute of **Cameroon** indicates that women head one in four of enterprises. Usually women head micro and small enterprises and businesses in the informal sector.¹⁶⁷ In **Swaziland**, the Women-Owned Business Directory 2011/12, published by the Business Women's Forum of Swaziland, recorded 1,355 women-owned businesses in the year 2011/12. Analysis of this data shows that more than 85 per cent of women-owned businesses are operating at micro level, 12 per cent at macro level and 3 per cent as medium-sized enterprises. Only 40 per cent of these are legally registered and operating in the formal sector.¹⁶⁸ In **Nigeria**, a survey carried out by the National Bureau of Statistics (NBS) and the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in 2010, revealed that women accounted for 13.6 per cent as opposed to 86.4 per

¹⁶⁰ World Bank, *Women's Economic Opportunities in the Formal Private Sector in Latin America and the Caribbean Women's Economic Opportunities in the Formal Private Sector in Latin America and the Caribbean, A Focus on Entrepreneurship, 2009*

¹⁶¹ Global Entrepreneurship Monitor, 2012 *Global Report*

¹⁶² Moldova National Report for ILO Employers' Regional Workshop on Women in Business and Management, Kyiv, November 2012

¹⁶³ Montenegro National Report for ILO Employers' Regional Workshop on Women in Business and Management, Kyiv, November 2012.

¹⁶⁴ Serbia National Report for ILO CEE & CIS Regional Employers' Workshop on Women in Business and Management, Kyiv, December 2012

¹⁶⁵ Rwanda National Report, ILO African Regional Employers' Workshop on Women in Business and Management, Johannesburg, November 2012

¹⁶⁶ Uganda National Report, ILO African Regional Employers' Workshop on Women in Business and Management, Johannesburg, November 2012

¹⁶⁷ Cameroon National Report, ILO African Regional Employers' Workshop on Women in Business and Management, Johannesburg, November 2012

¹⁶⁸ Swaziland National Report, ILO African Regional Employers' Workshop on Women in Business and Management, Johannesburg, November 2012

cent for men in the ownership structure (sole proprietorship) of enterprises. Men dominate most of the sectors while women were more predominant in hotels and restaurants, education and other community, social and personal service activities.¹⁶⁹

In **Paraguay**, micro and small enterprises account for 90 per cent of the more than 270,000 firms. Women run 50 per cent of all these enterprises. Eighty per cent of the firms are micro-businesses, 75 per cent of which are run by women. There are only about 7 per cent of enterprises that are of medium size and 3 per cent that are large.¹⁷⁰ In **Argentina**, half of the 450,000 small and medium-sized enterprises are owned or run by women.¹⁷¹ In **Mexico**, 30 per cent of SMEs are run by women.¹⁷² In **Nicaragua**, 70 per cent of economically active women work in micro-enterprises as the main source of income.¹⁷³ In **Chile**, according to a 2012 study by the Ministry of the Economy, Employment Promotion and Tourism, 25 per cent of enterprises are owned or run by women. Of these, 31 per cent are micro-enterprises, 21 per cent are small enterprises, 11 per cent are medium-sized enterprises and 6 per cent are large enterprises.¹⁷⁴

Women own 25 per cent of businesses in **Vietnam**.¹⁷⁵ In **India**, the proportion of women entrepreneurs in the small-scale sector is estimated at only 10 per cent. Even this figure is considered on the high side, as numerous units registered under a woman's name are managed by men.¹⁷⁶ In **China**, a nationwide survey in 2004 on women-owned businesses found that while an increasing number of women were running their

own businesses, they still accounted for only 20 per cent of entrepreneurs.¹⁷⁷

In the **United States**, the number of women-owned firms grew at 1.5 times the national average between 1997 and 2013, according to an American Express study.¹⁷⁸ The report states that “over the past six years, since the depth of the U.S. recession, the only businesses that have provided a net increase in employment are large, publicly traded corporations... and privately held majority women-owned firms. In all other privately held firms, employment has declined over the 2007–2013 period”.

6.8 Challenges faced by women entrepreneurs

Challenges faced by women due to gender norms and stereotypes prevalent in most societies, include limited access to credit, entrepreneurial training, resources and networks. In most countries, women also have much greater responsibility than men for reconciling family and business activities. Many development agencies and groups are working to remove these barriers by providing entrepreneurship training, micro-finance programmes and revolving loans based on non-traditional forms of collateral, and helping carry out legal reforms to ensure women's right to property ownership and to remove obstacles in business registration and start up. One of the reasons for the strong engagement of development partners in this effort is research showing that additional income earned by women is more likely to be spent on family welfare, including education, health and better nutrition, than income earned by men.

Recent ILO country papers on women in business report that as women are concentrated to a high degree in micro- and small enterprises, efforts to advance women and increase their economic autonomy and enjoyment of rights are often focussed on raising the level of productivity in this sector. This approach is seen as contributing to overall economic development and combating poverty. While removing barriers is essential, the ILO stresses that investment is equally vital. Investing in women is one of the most effective means of increasing equality and promoting inclusive and sustainable economic growth.

¹⁶⁹ Nigeria National report, ILO African Regional Employers' Workshop on Women in Business and Management, Johannesburg November, 2012

¹⁷⁰ APEP – Asociación Paraguaya de Empresarias, Ejecutivas y Profesionales, Paraguay National Report, ILO Employers' Latin American Regional Workshop on Women in Business and Management, Lima, November 2012.

¹⁷¹ Argentina National Report, ILO Latin American Employers' Regional Workshop on Women in Business and Management, Lima, November 2012.

¹⁷² Expansión “El reto de ser mujer y emprendedora”. Noviembre 2009 in Mexico National Report, ILO Latin American Employers' Regional Workshop on Women in Business and Management, Lima, November 2012.

¹⁷³ Nicaragua National Report, ILO Latin American Employers' Regional Workshop on Women in Business and Management, Lima, November 2012.

¹⁷⁴ Chile National Report, ILO Latin American Employers' Regional Workshop on Women in Business and Management, Lima, November 2012.

¹⁷⁵ Vietnam National Report for ILO Asia and Pacific Employers' Regional Workshop on Women in Business and Management, May 2013

¹⁷⁶ Saidapur et.al, 2012 cited in India National Report for ILO Asia and Pacific Employers' Regional Workshop on Women in Business and Management, May 2013

¹⁷⁷ China National Report for ILO Asia and Pacific Employers' Regional Workshop on Women in Business and Management, May 2013

¹⁷⁸ American Express OPEN, *The State of Women Owned-Businesses*, 2013

A special report of the Global Entrepreneurship Monitor, the 2010 Women's Report¹⁷⁹ concludes "a key challenge for women entrepreneurs in early development-stage economies is sustaining their businesses beyond the start-up and early phases." The report also notes that "networks of women entrepreneurs and business owners are generally smaller and less diverse than those of their male counterparts, and women tend to draw more on their personal relationships, particularly family, than on other sources."

A survey¹⁸⁰ by the Center for International Private Enterprise (CIPE) found that the main legal and regulatory barriers facing women in starting and operating their own businesses were large start-up capital requirements, ineffective/complex business registration procedures, high and complex tax systems, poor contract enforcement and complicated and costly licensing requirements.

The United Nations points out that customary inheritance laws can relegate women to the status of unpaid family labour on family farms or, in the case of the growing numbers of landless and land-poor households, to agricultural wage labour. Where women are considered to be under the guardianship of husbands, the control and, often, the ownership of marital property rests with husbands and their families. Many women are vulnerable to dispossession at the dissolution of their marriage or the death of their husband.¹⁸¹

A 2011 report by the International Finance Corporation indicates "there are about 8 to 10 million formal women-owned SMEs in emerging markets (representing 31 to 38 per cent of all SMEs in emerging markets)." The report notes, however, that "the average growth rate of women's enterprises is significantly lower than the average growth rate for SMEs run by men." The report identifies a number of factors as contributing to the slow growth of women-owned businesses. These include "institutional and regulatory issues, lack of access to finance, relatively low rates of business education or work experience, risk aversion, confinement of women's businesses to slower growth

sectors, and the burden of household management responsibilities."¹⁸²

A survey¹⁸³ of women entrepreneurs in five MENA countries – Bahrain, Jordan, Lebanon, Tunisia and United Arab Emirates – found that the business characteristics and personal backgrounds of women business owners are similar to those in other regions of the world. MENA women entrepreneurs are most likely to own firms in the service sector, in retail trade, or in non-durable manufacturing. The majority are well educated, married, and have children. Work and family balance was identified as the most challenging issue.

National studies tend to confirm the challenges of women entrepreneurs identified in the global reports. In *Uruguay*, a study by the Fundación Endeavor found that the main issues faced by women entrepreneurs were fear of failure; the need for better knowledge on enterprise management; the need for developing networks; advisory services on enterprise creation; access to credit; and economic assistance to expand their enterprises.¹⁸⁴

The National Statistics Institute of *Cameroon* indicates that while women head most of the micro- and small enterprises in the informal sector, 87 per cent of women do not even have a place in which to carry out their business. The constitution and laws proclaim equality of rights between men and women, but there are still discriminatory laws such as the lack of recognition of the right to possess property, or inherit land, even from a deceased husband. While the law recognizes women's right to exercise a profession and economic activity, her husband can negate this with a simple letter of opposition to the commercial tribunal.¹⁸⁵

6.9 Women's access to finance

Women's access to finance for their entrepreneurial activities is a major area of ongoing research.

¹⁷⁹ Donna J. Kelley, Candida G. Brush, Patricia G. Greene and Yana Litovsky, *Global Entrepreneurship Monitor 2010 Women's Report*, 2011

¹⁸⁰ Center for International Private Enterprise, Women's Business Associations, *Experiences from Around the World: Central and Eastern Europe*, 2010, Washington

¹⁸¹ Department of Economic and Social Affairs, UN Division for the Advancement of Women, *2009 World Survey on the Role of Women in Development "Women's Control over Economic Resources and Access to Financial Resources, including Microfinance"*, 2010 New York

¹⁸² International Finance Corporation, *Strengthening Access to Finance for Women-Owned SMEs in Developing Countries*, Washington, 2011

¹⁸³ 2007 the Centre for Arab Women for Training and Research (CAWTAR) and the International Finance Corporation IFC

¹⁸⁴ INNMUJERES reported in ILO Latin American Employers' Regional Workshop on Women in Business and Management, Lima, November 2012.

¹⁸⁵ Cameroon National Report, ILO African Regional Employers' Workshop on Women in Business and Management, Johannesburg, November 2012

The Economist Intelligence Unit (EIU) notes¹⁸⁶ that “women may sometimes face greater difficulties than men in accessing credit, as in many countries women’s access to moveable and immoveable property is restricted either by law or by social and customary practices, leaving them with very few assets. Moreover, choices regarding how a woman can dispose of her income and assets may be decided by the male head of the household, a designation either by tradition, or in some countries, by law.”

The EIU has constructed an index on access to finance. It points out there are no comprehensive sex-disaggregated data relating to financial services. Therefore, EIU indicates that most of the financial indicators in its access to finance index are based on the disproportionately positive effect they have on women’s ability to access financial services. According to EIU, improvements in national conditions measured by these indicators would have a positive effect on women’s employment and business opportunities. The index is a composite of four indicators:

- 1) Building credit histories;
- 2) Women’s access to finance programmes (availability of outreach programmes to women that target the provision of financial services through either government initiatives or private lenders);
- 3) Delivering financial services;
- 4) Private sector credit as a percentage of Gross Domestic Product.

The access to finance index is part of a composite index developed by EIU to measure women’s economic opportunity across countries. The other components of the index consist of indicators relating to labour policy and practice, education and training, women’s legal and social status and the general business environment.

Table 16.1 in the Statistical Annex to this report shows how countries scored on the EIU Index in 2010 and 2012. Of note is that most countries improved women’s access to finance during the period between 2010 and 2012, with few countries having no improvement and few countries slipping backwards. Nevertheless, there are still 28 countries in 2012 where access to finance for women remains limited, with a score of less than 30 on a scale of one to 100. Of 113 countries, around half or 57 had a score of over 50 while seven countries

had a score of over 80 – Germany, Belgium, Japan, Italy, Sweden, United States and France.

“Green ceiling”

“Despite identical personal qualifications and firm financials, female founders/CEOs were perceived as less capable than their male counterparts, and IPOs led by female founders/CEOs were considered less attractive. Like the glass ceiling of corporate America that has limited the advancement of female managers, female entrepreneurs face a ‘green ceiling’ when it comes to financing. Taken as a whole, our results suggest that gender stereotypes are alive and well and moreover, that such stereotypes impact investment decisions.”

David Eccles School of Business research team, Utah, Skirting the Issues: Evidence of Gender Bias in IPO Prospectus Evaluators, February 2012¹⁸⁷

On the other hand, some of the difficulties faced by women in accessing finance may not always be based on gender discrimination or stereotypes alone, and may involve other factors that also affect men’s entrepreneurial success. A World Bank report notes that, while women may face collateral challenges owning less land than men, both female- and male-run micro- and small firms in Indonesia cite access to finance as the most significant business constraint, with only a slightly higher share of female- versus male-run firms reporting this constraint (30 vs. 25 per cent). “Among small and medium enterprises in nine East Asian and Pacific countries, only in Timor-Leste and Tonga do a greater share of female-led enterprises report access to credit as a significantly more important constraint than reported by their male counterparts.” The report goes on to suggest that “simplifying and reducing the cost of business registration procedures as well as introducing flexibility in application procedures to minimize the impact of time constraints are likely to increase the ability of both male and female entrepreneurs to comply with business regulations and registration procedures but have a greater impact on female entrepreneurs.”¹⁸⁸

¹⁸⁶ Economist Intelligence Unit, “Women’s economic opportunity: A new global index and ranking”, 2010 and “Women’s economic opportunity: A global index and ranking from the Economist Intelligence Unit, Findings and methodology”, 2012

¹⁸⁷ IPO- Initial Public Offering

¹⁸⁸ World Bank, 2012. *Toward Gender Equality in East Asia and the Pacific: A Companion to the World Development Report—Conference Edition*. Washington, DC: World Bank. License: Creative Commons Attribution CC BY 3.0

In **Vietnam**, a survey conducted by United Nations Industrial Development Organization (UNIDO) in cooperation with the Vietnam Chamber of Commerce and Industry (VCCI) found that Vietnamese women entrepreneurs appear to suffer more from traditional and internal factors than from actual business regulatory factors when starting a business. However, once a business is started, and if the burden of family responsibilities can be reduced, then female entrepreneurs seem to be able to take the lead over male entrepreneurs in terms of their perseverance and determination to succeed.¹⁸⁹ With the simplification of registration procedures, opportunities for women to start a business improved.¹⁹⁰

In **Uganda**, women own about 39 per cent of businesses with registered premises, yet they receive only nine per cent of commercial credit. These numbers reveal a familiar story about women's lack of access to finance. A major barrier facing businesswomen in Uganda is their limited ownership of land, which is traditionally required as loan collateral. This can dissuade even the savviest women from applying for loans, leading to a chronic lack of experience in dealing with banks. Compounding the problem, women have little access to financial management training to help them successfully plan and manage growth.¹⁹¹

6.10 Tapping into women's entrepreneurial talent

The World Bank's World Development Report 2012 suggests that productivity could increase by as much as 25 per cent in some countries if discriminatory barriers such as access to finance and property laws against women were removed.

The European Commission (EC) stated in 2013 that the entrepreneurial potential of women constitutes an "underdeveloped source of economic growth and of new jobs." The EC points out that there are several reasons why women are successful as entrepreneurs. "Firstly, they have proven a genuine source of creativity and empowerment, accessing new markets, sectors, and creating innovative products. Secondly, women are "diligent risk takers". Due to their caution

in taking risks, women rarely default when it comes to reimbursing their loans. Thirdly, women are also better in networking and establishing durable partnerships."¹⁹²

Research has shown that women-run businesses are employing more and more people. In the United States women have been starting businesses at a higher rate than men for the last 20 years. According to Forbeswoman, women will generate over half of the 9.72 million new small business jobs expected to be created by 2018¹⁹³. An estimated 48 million female entrepreneurs and 64 million female established business owners currently employ one or more people in their businesses; seven million female entrepreneurs and five million established female business owners are expected to grow their ventures by at least six employees in five years.¹⁹⁴

A survey of women business owners in a number of MENA countries (Bahrain, Jordan, Lebanon, Tunisia and United Arab Emirates) viewed their gender as a net positive rather than an impediment to their business. Women business owners in all five countries extensively used information and communication technology (ICT) for their businesses at rates well above the per capita average worldwide.¹⁹⁵

In April 2013, the Global Entrepreneurship and Development Institute and the information technology company, Dell, announced the development of the Gender Global Entrepreneurship and Development Index (GEDI) as a diagnostic tool that comprehensively identifies and analyses the conditions that foster high-potential female entrepreneurship development.¹⁹⁶ Gender-GEDI is made up of 30 indicators and ranks 17 countries.¹⁹⁷ Top ranking countries scored consistently well across a range of indices.

The Index combines variables that measure agency and institutions in a composite index in order to capture the multi-dimensional aspects of female entrepreneurship development. The data comes from

¹⁸⁹ UNIDO, VCCI, *Gender related Obstacles To Vietnamese Women Entrepreneurs*, Technical Report, 2012

¹⁹⁰ Vietnam country report for ILO regional workshop on Women in Business and Management, Bangkok, 18-19 May 2013.

¹⁹¹ Uganda country report for ILO regional workshop on Women in Business and Management, Johannesburg, 7 – 8 November 2012.

¹⁹² European Commission website, page of Commissioner Antonio Tajani, EC Vice-President, http://ec.europa.eu/commission_2010-2014/tajani/headlines/news/2013/03/20130308_en.htm

¹⁹³ Natalie MacNeil, "Entrepreneurship Is The New Women's Movement" in Forbeswoman, 6/08/2012

¹⁹⁴ Global Report on Women and Entrepreneurship, GEM 2012

¹⁹⁵ The Centre for Arab Women for Training and Research (CAWTAR) and the International Finance Corporation IFC, 2007

¹⁹⁶ Global Entrepreneurship and Development Institute, *Gender-GEDI Executive Report*, Washington, 2013

¹⁹⁷ Australia, Brazil, China, Egypt, France, Germany, India, Japan, Mexico, Morocco, Malaysia, Russia, South Africa, Turkey, Uganda, United Kingdom and the United States

existing internationally recognized sources such as the Global Entrepreneurship Monitor (GEM), World Economic Forum (WEF), World Bank, United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Development Programme (UNDP) and the International Labour Organization (ILO). The Gender-GEDI focuses specifically on identifying and assessing the gendered nature of factors that, if addressed, could allow high potential female entrepreneurs an equal chance to flourish.

There are numerous initiatives to invest in women's entrepreneurship, supporting business start-ups and expansion and removing barriers to their access to resources. For example, in June 2013, the Organization of Women in International Trade (OWIT) and WEConnect International agreed on collaboration to boost women business owners' economic opportunities through access to networks and markets.¹⁹⁸ The aim of the collaboration is to open up certification, membership, training and education to their respective memberships.

Women all over the world have demonstrated their entrepreneurial capacities, in many cases despite formidable obstacles. Just as not all men are able to be entrepreneurs, neither are all women. However, removing barriers based on gender stereotypes is critical in order to unleash the potential of women with business talent. As enterprise creators, these women can generate jobs for others, enhance the welfare of their families and contribute to the economic and social development of their countries. Training and networking opportunities as well as access to finance for women are basic elements for their success, not only for business start-ups but to grow and expand their businesses. Support for supply chain management is also a key avenue for bringing women's businesses into the economic mainstream. In many countries where women's physical movement is restricted due to social and gender norms, internet-based business modalities and technology, both internally and across borders are proving dynamic tools for their access to economic activities in the global economy. ▶

¹⁹⁸ The Organization of Women in International Trade (<http://www.owit.org>) is a non-profit professional organization dedicated to advancing global trade opportunities for women by providing networking and educational opportunities. It has 25 active chapters worldwide and over 2,000 members, including entrepreneurs, executives, government representatives and service providers. WEConnect International (<http://www.WEConnectInternational.org>) is a corporate-led non-profit that helps build sustainable communities by empowering women business owners to succeed in local and global markets. Since 2009, it has provided business education, certification, and business connections to companies based outside the United States that are at least 51% owned, managed and controlled by one or more women.



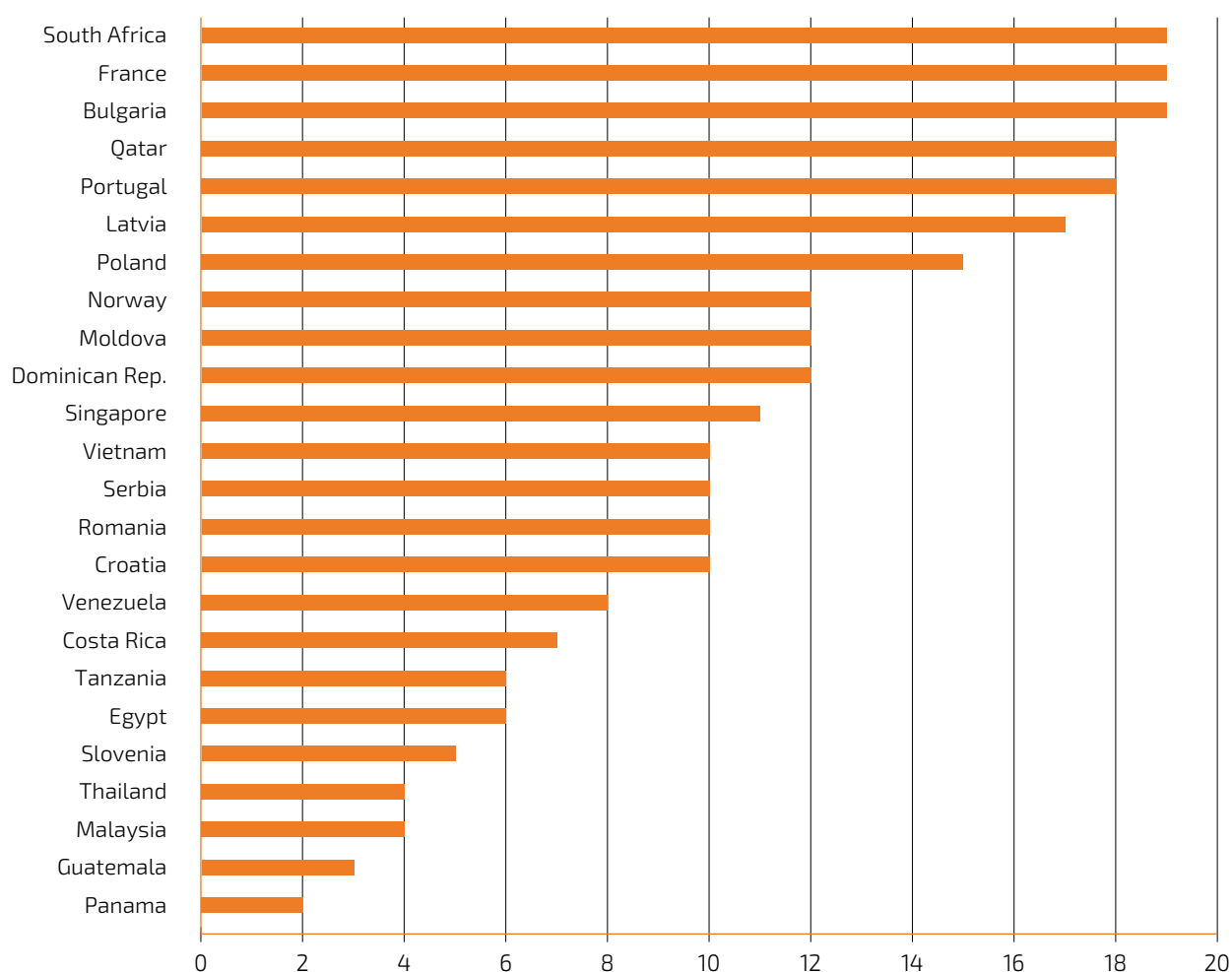
© Eric Audras

7. Gender pay gap

One of the key indicators reflecting gender inequality in the labour market is the persistent gap between incomes for men and women, whereby women earn less than men overall and in particular occupations and economic sectors. While the gap has been gradually closing over the last decades, there are still

considerable differences in many countries ranging from a few per cent to over 40 per cent. According to the European Commission, women's gross hourly earnings were on average 16 per cent below those of men in 2011 in the European Union (EU-27) as well as in the Euro area (EA-17). Across member states,

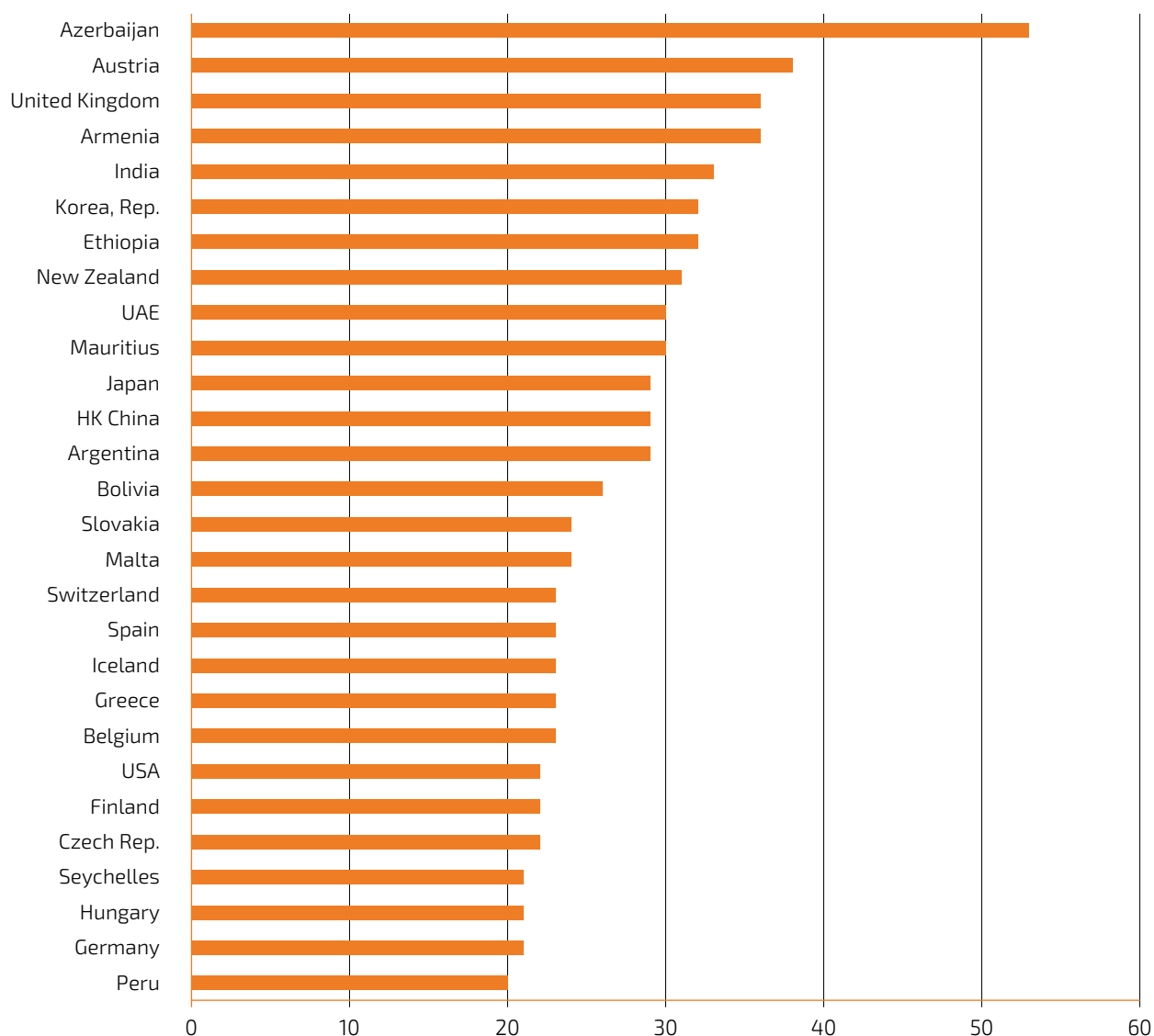
Figure 7.1 Countries with less than 20 per cent gender wage gap, ILO, Latest years



Source: Table gender wage gap by economic activity, ILO statistical database, June 2014.

All countries 2012, except for Latvia, Norway, Portugal and Qatar (2013), Bulgaria, Croatia, France, Moldova and Slovenia (2011), Poland (2010.)

Figure 7.2 Countries with 20 per cent or more gender wage gap, ILO, Latest years



Source: Table gender wage gap by economic activity, ILO statistical database, June 2014.

All countries 2012, except for Czech Republic and Ethiopia (2013), Austria, Belgium, Bolivia, Finland, Greece, New Zealand and Seychelles, Spain (2011), Malta, Switzerland and USA (2010), UAE (2009)

the gender pay gap varied by 25 percentage points, ranging from 2 per cent in Slovenia to 27 per cent in Estonia.¹⁹⁹

According to an OECD report on OECD countries²⁰⁰, the overall gap was between 10 and 20 per cent in 2010. Japan had 28.7 per cent, followed by Germany, with

20.8 per cent. Wage differences were lower in some Eastern European countries such as Poland (6.2 per cent). There was also a low wage gap of 6.1 per cent in Spain. Denmark (11.8 per cent) and Norway (8.1 per cent) also had fairly small income gaps.

The Figures 7.1 and 7.2 show the percentage wage gap between men and women for selected countries in recent years. Figure 7.1 shows those countries for which data were available from 2010 to 2013 where the gender pay gap was less than 20%. Figure 7.2 shows those countries where the gap was 20 or more per cent. The gender pay gap corresponds to the difference between average earnings of men and

¹⁹⁹ Website: http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Gender_pay_gap_statistics

²⁰⁰ CESifo DICE Report The Gender Wage Gap in OECD Countries, 1/2013 (March), www.cesifo-group.de/ifoHome/facts/DICE/Labour-Market-and-Migration/Labour-Market/Anti-discrimination-Gender/Gender-wage-gap-report/fileBinary/Gender-Wage-Gap_dicereport113-db3.pdf

average earnings of women expressed as a percentage of average earnings of men.

The gender pay gap is partly explained by the nature of women's work compared to men's. Jobs occupied by women have historically been valued less in monetary terms than those held by men. The higher number of women working part-time and the fact that women take more time off work for family care than men also contributes to overall income differences. Even taking these realities into account, however, some studies find that there are still some differences that can only be attributed to discrimination. In addition, studies across the world show that women spend more hours than men in unpaid labour, such as household tasks or voluntary services, ending with fewer savings and fewer contributions to pension systems.

In many countries, technology is changing the nature of both men's and women's jobs in terms of the balance between and intensity of physical and mental effort required. In the last decade, much effort has been put into devising methodologies for objective job evaluation. These involve measuring the required skills of the job, level of responsibility, and the intensity, complexity and variety of tasks. This is still a challenging area to apply such methodologies at enterprise and industry level, requiring much advocacy and collaboration in order to fairly assess the value of women's and men's

jobs. ILO Convention No. 100 on Equal Remuneration was ahead of its time at the time of its adoption in 1951 and has since been ratified by most ILO member States. The Convention focused on the central complex issue of the "value" of work performed rather than just "equal pay for equal work", requiring "application to all workers of the principle of equal remuneration for men and women workers for work of equal value." It also uses the term "remuneration" to include not only a wage or salary but also additional benefits in cash or in kind.

7.1 Gender pay gap among managers

The gender pay gap is often present in managerial occupations, where it can be attributed to the different types of management functions and levels that women occupy. In Table 7.1 below, ILO data available for 49 countries on the gender pay gap by occupation shows there are considerable differences between countries for the overall gender gap, from a few per cent in Guatemala and Panama to 42 per cent in Ethiopia and 38 per cent in Austria and Switzerland. In terms of pay gaps at the managerial levels, these are greater than the overall gender pay gap in 18 countries and less in 26 countries for which data were available. Similarly, for professionals the gender pay gap is greater than the average in 24 countries and less in 23 countries.

Table 7.1 Managerial and professional gender pay gap, ILO, recent years to 2013

	Country	Overall Gap	Professionals	Managers
1	Argentina	29	17	14
2	Aruba	19	18	16
3	Austria	38	37	35
4	Belarus	26	33	23
5	Belgium	23	12	14
6	Bermuda	21	32	27
7	Brazil	23	43	24
8	Canada	25	16	19
9	Costa Rica	7	20	22
10	Czech Republic	22	27	29
11	Dominican Republic	12	33	23
12	Ethiopia	42	23	25
13	Finland	22	17	19
14	Germany	21	30	34

	Country	Overall Gap	Professionals	Managers
15	Greece	23	41	19
16	Guatemala	3	34	37
17	Hong Kong China	29	17	7
18	India	33	24	6
19	Indonesia	22	30	0.4
20	Israel	34	35	37
21	Korea, Rep. of	32	34	23
22	Macau China	17	15	3
23	Macedonia FYR	6	8	6
24	Malaysia	4	22	26
25	Maldives	34	32	19
26	Mauritius	30	33	17
27	Mongolia	15	5	16
28	Norway	12	16	20
29	Pakistan	37	9	2
30	Panama	2	16	3
31	Paraguay	17	12	17
32	Peru	20	34	33
33	Philippines	n/a	8	2
34	Poland	15	21	28
35	Portugal	18	13	30
36	Qatar	18	10	16
37	Russian Federation	32	26	31
38	Seychelles	21	15	24
39	Slovakia	24	30	32
40	Slovenia	5	14	5
41	South Africa	19	17	17
42	Spain	23	19	17
43	Sri Lanka	18	31	10
44	Switzerland	38	36	33
45	Thailand	4	16	n/a
46	United Arab Emirates	30	22	16
47	United Kingdom	36	25	30
48	Venezuela	8	n/a	5
49	Vietnam	10	18	11

Source: Table gender wage gap by occupation, ILO statistical data base, June 2014

All countries for 2012 except Norway and Portugal (2013), Austria, Belarus, Belgium, Finland, Greece, Israel, Pakistan, Russian Federation, Seychelles, Slovenia, Spain, Sri Lanka and Vietnam (2011), Aruba, Bermuda, Germany, Indonesia, Macedonia FYR., the Republic of the Maldives, Panama, the Philippines and Poland (2010) and the United Arab Emirates (2009).

The two tables below (Table 7.2 and 7.3) show the gender salary gap at different levels and in different areas of management according to the ISCO 08 and ISCO 88 occupational classifications. In six out of 15 countries the gender salary gap for chief executives, senior officials and legislators was higher than for administrative and commercial managers. In seven countries it was also higher than the gender salary gap for hospitality, retail and other services

managers. In a number of countries the gender salary gap was similar for these three areas of management, for example, Belgium, Germany, Malaysia and Poland.

In five out of the seven countries for which data were available, the gender salary gap for general managers is higher than that for legislators, senior officials, directors and chief executives.

Table 7.2 Percentage gender salary gap for different levels and types of managers ILO, ISCO 08, Selected countries, Latest years

	Country	Year	Chief Executives Senior officials & legislators	Administrative & Commercial Managers	Hospitality, Retail & other services managers
1	Argentina	2012	25	66	10
2	Aruba	2010	21	18	13
3	Austria	2011	37	30	23
4	Belgium	2011	10	13	15
5	Costa Rica	2012	32	32	40
6	Finland	2011	11	14	18
7	Germany	2010	33	33	37
8	Greece	2011	n/a	42	37
9	India	2012	26	16	8
10	Malaysia	2012	24	31	24
11	Mauritius	2012	25	24	4
12	Poland	2010	21	27	28
13	Portugal	2013	n/a	26	17
14	Slovakia	2012	36	25	36
15	South Africa	2012	7	16	26
16	Spain	2011	43	13	17
17	United Kingdom	2012	33	35	29

Table 7.3 Percentage gender salary gap for different levels and types of managers, ILO, ISCO 88, Selected countries, Latest years

	Country	Year	Legislators & senior officials Directors & chief executives	Other department managers	General managers
1	Belarus	2011	14	5	37
2	Ethiopia	2012	22	17	31
3	Israel	2011	21	36	37
4	Peru	2010	44	36	33
5	Philippines	2012	1	9	23
6	Russia	2011	31	7	6
7	Sri Lanka	2012	19	54	47

The number of studies available on the managerial gender pay gap is limited, partly because managerial salaries are often confidential. Some of the research focuses on factors that explain the gap, and most conclude that a certain proportion of salary differences cannot be explained by objective reasons and are due to gender stereotyping. According to the OECD, the gender wage gap is larger for high wage earners. Below are a few examples of findings.

Research by the Chartered Management Institute in the **United Kingdom** found that on average, male executives were paid 25 per cent more than women for the same roles in 2011. However, there seems to be a new trend emerging with female junior executives being paid slightly more than male executives at the same level.²⁰¹

In the **United States**, a 2010 report of the Government Accountability Office indicates that women managers earned 19 per cent less than their male counterparts in 2007, not much different from 21 per cent less in 2000.²⁰² Another report found that in 2010, there was a gap of 26 per cent in the median average weekly earnings for women in full-time management, professional, and related occupations.²⁰³ For chief executives, the gender pay gap reported in 2011 was 31 per cent, for financial managers it was 34 per cent and for sales and market managers, 32 per cent.²⁰⁴

A research paper in **Australia** found that “women full-time managers earn about 25 per cent less than their male counterparts and somewhere between 70 and 90 per cent of this wage gap cannot be explained”. The author concludes that “as much as 70 per cent of the gap is simply due to women managers being female.”²⁰⁵

A research paper in **China** examining factors contributing to the gender pay gap of executives, such as education, firm size and industry, identified an overall gender gap of 32.5 per cent.²⁰⁶

A study of the managerial wage gap between men and women in the **Czech Republic** found a 20 per cent difference.²⁰⁷

In **Chile**, 250 general managers and 1,600 senior managers were interviewed in a 2010 Mercer survey. According to a news report, the findings were that women managers earned 15 per cent less than their male counterparts.²⁰⁸

Several recent studies reflect the disadvantages facing women at the very start of their careers. Research in the **United States** showed that the gender pay gap one year after college graduation was 25 per cent for graduates in private non-profit universities, 19 per for those in public colleges and 14 per cent in public universities and private non-profit colleges.²⁰⁹ In Australia, a 2012 GradStats report by Graduate Careers Australia showed median full-time employment starting salaries for male graduates were \$55,000 (up from \$52,000 in 2011), compared to \$50,000 for women (no change from 2011). The current graduate gender pay gap across all occupations is 9.1 per cent. The gender pay gap for graduates was most pronounced in architecture and building (17.3 per cent), dentistry (15.7 per cent), optometry (8.5 per cent) and law (7.8 per cent). Out of 23 occupations, there were, however, seven where female graduates earned slightly more than men, including computer science, earth science, pharmacy and engineering. Only three occupational categories had no gender pay gap in starting salaries. They were education, humanities and medicine.²¹⁰

7.2 ILO Company Survey

The vast majority (82 per cent) of respondents to the question in the ILO Company Survey on whether female managers received the same salary as male managers at the same level indicated that they did. However, 10 per cent indicated they did not. Some respondents indicated that some female managers

²⁰¹ Simon Goodley, *Women executives could wait 98 years for equal pay, says report*, The Guardian, 31 August 2011

²⁰² Andrew Sherrill, *Women in Management: Female Managers' Representation, Characteristics, and Pay*, United States Government Accountability Office, 2010

²⁰³ Catalyst, *Women's Earnings and Income*, 2011.

²⁰⁴ US Bureau of Labor Statistics, *Highlights of Women's Earnings in 2011*, <http://www.bls.gov/cps/cpswom2011.pdf>

²⁰⁵ Ian Watson *The gender wage gap within the managerial workforce: an investigation using Australian panel data, 2009*, HILDA Survey Research Conference, The University of Melbourne, 17 July 2009.

²⁰⁶ Lin Xiu, *Managerial Gender Earnings Gap in China*, April, 2009, www.tammyschirle.org/LCERPA/Lin_Xiu_090402.pdf

²⁰⁷ Štěpán Jurajda and Teodora Paligorova, *Female Managers and their Wages in Central Europe*, Forschungsinstitut zur Zukunft der Arbeit/Institute for the Study of Labor, Bonn, Discussion Paper No. 2303, September 2006.

²⁰⁸ Arly Faunes, *Chile Un círculo vicioso: la brecha salarial femenina* reporting on a Mercer survey, America Economía, MAB & Educación Ejecutiva, Newsletter, 1 July 2011.

²⁰⁹ Christianne Corbett and Catherine Hill, *Graduating to a Pay Gap The Earnings of Women and Men One Year after College Graduation*, Published by American Association of University Women (AAUW) American Association of University Women (AAUW), October 2012.

²¹⁰ Workplace Gender Equality Agency (WGEA), *Graduate pay gap blowout: females earn \$5K less*, 3 January 2013.

earned more than male managers while others earned less. Some of the explanations included historical reasons and differences based on qualifications, past experience and performance level as well as length of service. One respondent indicated that women are still unable to defend their rights for equal income and another stated that men are more confident in asking for higher salary because of their responsibilities. Yet another stated that women tend to accept lower salaries than men. Another company said that it is accepted that male managers receive a higher salary, as they are considered financially responsible for families. Finally, one respondent observed that “the issue is not the difference in salaries between men and women as much as it is the negotiation that takes place prior to the appointment where men negotiate more given their knowledge about the sector they are applying to.”

In terms of conditions for performance pay elements of the remuneration package, the majority (66 per cent) of the respondents indicated there were no differences at all between male and female managers. Eight per cent indicated there were great differences, 7 per cent said there were some differences and another 7 per cent said there were small differences. A number of respondents stated that in their company, pay was performance-based and not based on gender. Explanations for differences included qualifications, experience, competencies and reliability.

One explanation was that female and male managers may be assigned different key performance indicators (KPI's), on which performance pay is based. One respondent said that women managers actually receive higher performance pay as they are given a lower initial salary than men. Another indicated that as men have more supervisory responsibilities than women, they receive higher performance pay. One respondent stated that women are hardly promoted to higher positions irrespective of their output. Another indicated that, if women manage to advance, it requires enormous personal sacrifice and effort compared to male managers, who automatically receive higher salaries, opportunities and privileges. Another stated that there was generally a lack of equal opportunities.

The majority (74 per cent) of the respondents indicated that female managers and male managers received the same benefits (travel allowances, vehicle, bonuses, pension contributions, etc.). Those who indicated differences cited pervasive inequalities and men being offered more opportunities for training and development. One respondent noted that male managers get more expensive cars than female managers. Another indicated that women managers received fewer travel benefits as they are constrained to “indoor” work. Another example cited was that of health insurance and travel costs not being paid for the dependents of a female manager, but being given to the wife and children in the case of male managers. ▶



© Tim Robbins

8 Women in decision-making in the public sector

Women have been able to advance as representatives in legislatures around the world, in many cases as a result of various forms of quotas. They also often have more opportunities in the public or civil service due to governmental policies on equality of opportunity and treatment, as well as measures for reconciling work and family.

8.1 Public service

Table 8.1 below provides data on the share of women as senior civil servants in selected countries. The figures tend to be higher, in some cases much higher, than the data available for senior managers in the private sector. However, in Belgium and Ireland they are quite low.

Table 8.1 Percentage of senior civil servants who are women in selected countries, 2011-2013

Country	% Women 2013	Country	% Women 2012	Country	% Women 2011
Canada	44	Croatia	30	Belgium	17
Cyprus	37	Hungary	77	Estonia	57
Denmark	22	Israel	32	Finland	38
Ireland	19	Netherlands	26	France	23
Kazakhstan	40	Norway	22	Sweden	42
Lithuania	60	Spain	33		
Russian Federation	62	Switzerland	31		
Slovenia	53	Ukraine	38		
U.K.	36				

Source: UNECE Statistical Database, compiled from national official sources. Accessed June 2014

Table 8.2 Central board bank members by sex, Latest year

Country	Latest Year	Men	Women	% Women	Country	Latest Year	Men	Women	% Women
Albania	2013	6	3	33	Latvia	2013	5	1	17
Armenia	2013	5	0	0	Lithuania	2013	4	1	20
Austria	2013	4	0	0	Malta	2012	3	2	40
Belarus	2013	9	4	18	Moldova	2013	4	1	20
Belgium	2011	8	2	25	Montenegro	2013	7	0	0
Canada	2006	6	1	17	Netherlands	2013	4	1	20
Croatia	2013	8	0	0	Norway	2013	4	3	43

Country	Latest Year	Men	Women	% Women	Country	Latest Year	Men	Women	% Women
Cyprus	2013	5	0	0	Poland	2013	7	2	22
Czech Rep.	2013	6	1	14	Portugal	2013	5	0	0
Denmark	2012	6	1	14	Romania	2013	8	1	11
Estonia	2013	6	2	25	Russia	2006	12	3	25
Finland	2013	3	0	0	Serbia	2013	2	3	60
Georgia	2013	7	0	0	Slovakia	2013	4	0	0
Germany	2006	7	0	0	Slovenia	2013	2	3	60
Greece	2008	12	1	8	Spain	2013	7	2	22
Hungary	2013	8	1	11	Sweden	2011	2	2	50
Iceland	2013	2	0	0	Switzerland	2013	3	0	0
Ireland	2013	8	1	11	Turkey	2012	7	0	0
Israel	2013	5	1	17	Ukraine	2013	7	3	30
Italy	2013	4	1	20	UK	2006	19	4	21
Kazakhstan	2013	8	1	11	USA	2013	4	2	33

Source: UNECE Statistical Database, accessed June 2014

It has traditionally been difficult for women to find a place in the world of finance and business. Table 8.2 below shows how they have been successful in securing places on the Boards of Central Banks in a number of countries.

In **Australia**, women account for the majority of Australian Public Service (APS) employees – 57.6 per cent of total employment on June 2012. In 2011, at the highest executive level (EL2), women held 40 per cent of positions. They held 11.7 per cent of jobs at the most senior executive level (SES 3) in the same year.²¹¹

In **Chile**, women were 66.9 per cent of central government employees in 2010 and 29.5 per cent of senior managers.²¹²

In **China**, according to the Ministry of Human Resources and Social Security, women represent 42.5 per cent of civil servants in all levels of government across China, while 45.1 per cent of professionals in state-owned enterprises and public institutions are women. Among high-level experts and researchers enjoying government subsidies, 11.5 per cent were female. According to a survey conducted by the All-China Women's Federation (ACWF) and National Bureau of Statistics

(NBS) in December 2010, only 2.2 per cent of working women have been chief officials in government departments, state-owned enterprises and public institutions, which is about half the ratio of men.²¹³

In **France**, in 2012, women were 61 per cent of the 5.5 million public servants and they represented 38.6 per cent of the high-level officials and directors.²¹⁴

In **Japan**, women's share of managerial positions in Prefectural government offices is 6.5 per cent on average. Among the offices, the top three are over 10 per cent (the highest is 14.5 per cent in Tokyo Metropolitan Government) while the lowest two are below 3 per cent.²¹⁵ Within the central government in Japan, women hold just 2.2 per cent of jobs at director level or above, according to cabinet office statistics. The cabinet office has a list of targets for improving equality. A key objective includes women occupying at least 10 per cent of section management positions in the private sector and 5 per cent of manager-level positions in central government by 2015.²¹⁶

²¹¹ Australian Public Service website: www.apsc.gov.au

²¹² Estadísticas de Recursos Humanos del Sector Público 2001-2010, Dirección de Presupuestos, Gobierno de Chile, 2011.

²¹³ National Working Committee on Children and Women under the State Council, Press release, *Female Professionals, Civil Servants Reach More than 40 Percent in China*, 29.11.2011

²¹⁴ Website of French public service, www.fonction-publique.gouv.fr

²¹⁵ Japan country report for ILO regional workshop on Women in Business and Management, 18-19 April 2013

²¹⁶ Lindsay Whipp, *Japan: culture change required*, Financial Times, December 7, 2011

In the public sector in **Kenya**, 0.5 per cent of women employees are in top management positions compared to 2 per cent of men. In 35 ministries, women hold 1.3 per cent of senior management positions in state corporations, and women are 10.2 per cent of top management of local government, including heads of departments.²¹⁷

In **Mauritius**, women in senior management in the public sector increased from around 20 per cent in the 1980s to 37 per cent in 2011.²¹⁸

In **Nigeria**, the Federal Civil Service is the largest employer of labour with 76 per cent of civil servants being men and 24 per cent women. Women hold under 14 per cent of the total management level positions in the Nigerian public sector.²¹⁹

In the **Russian Federation**, women hold 13 per cent of leadership roles.²²⁰

In **Singapore**, women represented 63.3 per cent of senior officers in the civil service and were 30 per cent of Deputy Secretaries in the civil service in 2012 up from 20 per cent in 2009.²²¹

In **Sri Lanka**, the state sector has a large number of women heading divisions or departments, due largely to a seniority-based system of promotions. However, few women are appointed as Ministry Secretaries (the Chief Administrative/Decision-making Officer, after the Minister). For instance, the Minister and the Secretary to the Ministry of Child Development and Women's Affairs are both men.²²²

The public sector has been a main source of well-paid employment for women in many of the MENA countries. Data from National Statistical Offices show that women occupy a considerable proportion of public sector jobs compared to their representation in the private sector. For example in the **United Arab**

Emirates, 66 per cent of employed women work in the public sector, and 30 per cent of them hold decision-making positions.

In **Ukraine**, women represented 56.2 per cent of civil servants in 2010 and were 13.3 per cent of the highest grade of senior officials.²²³

8.2 Women in parliaments

According to May 2014 Inter-Parliamentary Union figures, women make up 21.9 per cent of parliamentarians on a global average of both houses combined. By comparison, this was 17.3 per cent in 2007 and 14.7 per cent a decade ago. In May 2014, the regional average was 19 per cent for Asia, 13.4 per cent for the Pacific, 22.9 per cent for Sub Saharan Africa, 25.7 per cent for the Americas, 17.8 per cent for the Arab states, 23.7 per cent for Europe –OSCE countries excluding Nordic countries, and 25.3 per cent for Europe OSCE including Nordic countries.²²⁴

Women presidents or speakers of the houses of parliament are also an indicator of women's advancement in politics. The IPU notes that in May 2014, only 39 women presided over one of the houses of the 189 parliaments, 78 of which are bicameral. Women occupied therefore only 14 per cent of the total number of 271 posts of presiding officers of parliament or of one of its houses.

In 2014, Gabon, Equatorial Guinea, Swaziland and Zimbabwe were the only countries in **Africa** that had a woman as President of the Senate. Six countries had women speakers of the lower or single house – Botswana, Madagascar, Mozambique, Rwanda, Tanzania and Uganda. In the **Americas**, there were four women presidents of the upper house – Antigua and Barbuda, Bahamas, Barbados and Chile. Three countries had women presidents in the lower house – Antigua and Barbuda, Dominica and Honduras. A further two countries had women presidents of the unicameral system – Ecuador and Suriname. In **Asia/Pacific**, five countries, Australia, Bangladesh, India, Lao PDR and Singapore had women presidents (speakers) of the lower house but none of the 12 countries with an upper house had a woman president. Two countries in the **CEE and CIS** region – Turkmenistan and Uzbekistan

²¹⁷ Kenya National Report for ILO regional workshop on women in business and management, October 2012

²¹⁸ Mauritius National Report, ILO African employers' regional workshop on women in business and management, Johannesburg, October 2012

²¹⁹ Nigeria National Report, ILO African employers' regional workshop on women in business and management, Johannesburg, October 2012

²²⁰ Ernest & Young, *Worldwide Index of Women as Public Sector Leaders*, 2013

²²¹ Ministry of Social and Family Development, Singapore, 2012, www.msf.gov.sg

²²² As of November 2014, these positions are occupied respectively by the Hon. Mr. Tissa Karaliyadda and Mr. E. W. F. Illayapparachchi according to the Ministry's website: <http://www.childwomenmin.gov.lk/English>

²²³ Ukrainian Women's Fund, *Women's Participation in Politics and Decision-Making in Ukraine: Strategy Paper*, 2011

²²⁴ IPU website: *Women in Parliaments* <http://www.ipu.org/wmn-e/world.htm>

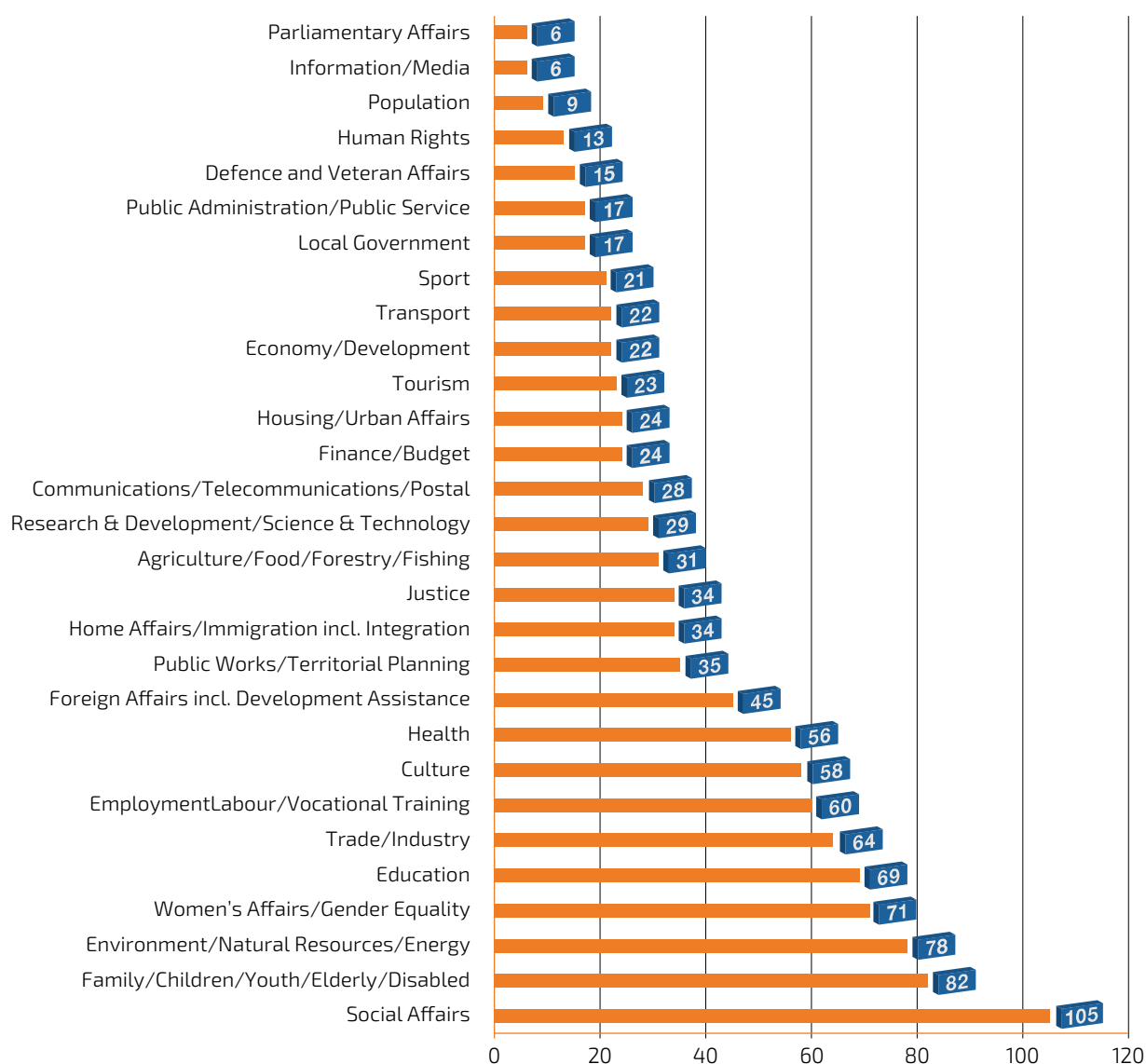
– had a woman president of the lower house and only one country, Russian Federation, had a woman president of the upper house. A woman was president in the unicameral parliament of Serbia. In the **European Union and Western Europe**, women were presidents of the upper house in five countries – Austria, Belgium, Netherlands, Poland and United Kingdom. They were presidents of the lower house in two countries – Italy and the Netherlands. There were four countries with unicameral systems that had a woman president – Latvia, Lithuania, Portugal and San Marino. In the **Middle East and North Africa**, no country had a woman president of either the lower or upper house.

Women ministers and the portfolios they hold are also indicators of women's participation in decision-making at the highest levels in government and politics. In

just four countries – Finland, Iceland, Norway and Sweden – did women make up 50 per cent or more of ministers. In nine countries, women were 40 per cent or more of ministers – Cape Verde, Austria, Nicaragua, Bolivia, Switzerland, Belgium, Ecuador, Lichtenstein, and South Africa. Thirteen countries had 30 per cent or more women ministers – Denmark, Venezuela, Lesotho, Burundi, Colombia, Germany, Netherlands, Uganda, Rwanda, the Gambia, Benin, Latvia and Spain. The remaining 162 countries for which data were available had less than 30 per cent women ministers, including 14 that had no women as ministers and 39 countries that had between zero and 10 per cent.

Figure 8.1 below shows the concentration of women in certain ministerial portfolios, such as social affairs, and

Figure 8.1 Portfolios held by women ministers, 1065 portfolios for 188 countries



Source: UN Women/IPU, Women in Politics 2012 http://www.ipu.org/pdf/publications/wmnmap12_en.pdf

their limited participation in others, such as defence, information and media, and transport.

8.3 Legislative quotas

The use of constitutional or legal quotas has been found to be effective in advancing women's political participation in many countries and several regions – most notably, in Scandinavia and Latin America, Eastern Europe and Central Asia, and also in Africa. This may include quotas for the election of leaders at local level as well as national parliament. In some countries, political parties adopt voluntary quotas as well. The following are examples of legislated quotas from the Global Database of Quotas for Women²²⁵

In the **African** region, **Kenya's** 2010 constitution provides that the state take legislative and other measures to ensure that no more than two-thirds of the members of elective or appointive bodies shall be comprised of one gender. In **Lesotho**, the Local Government Act of 2005 reserves 30 per cent of the seats in local councils for women. As a result of this decision, Lesotho has achieved 58 per cent women's representation on local councils. In addition, 32 per cent of cabinet Ministers are women.²²⁶ In **Rwanda**, of the 80 members of the chamber of deputies, 53 are directly elected and 27 indirectly elected. Of the indirectly elected members, 24 must be women elected by electoral colleges from each Province and the City of Kigali. In the Senate, 30 per cent of the 26 members must be women. In **Swaziland**, ten of the 30 Senate seats are indirectly elected by the House and at least half of those must go to women. Of the 20 Senate seats appointed by the Head of State, at least eight must be women. In **Sudan**, 24 per cent of seats are reserved for women in the lower house while in **Somalia**, 30 per cent of seats are reserved for women. Angola, Burkina Faso, Burundi, Djibouti, Eritrea, Mauritania, Namibia, Niger, Senegal, South Sudan, Tanzania, Togo and Uganda all have legislated quotas for women in parliament.

In the **Asia and Pacific** region, 68 seats in **Afghanistan's** National Assembly (Jirga) are reserved for women.²²⁷ In **India**, the Constitution mandates that no less than 33 per cent of the seats in municipal councils

must be reserved for women.²²⁸ In **Indonesia**, at least one in every three candidates on a political party list must be a woman, according to 2008 legislation on elections to the House of Representatives.²²⁹ In **Nepal**, the Constitution mandates that women must constitute at least 33 per cent of candidates for parliamentary elections.²³⁰ Bangladesh, Mongolia, Pakistan, Samoa and South Korea also have legislated quotas for parliamentary elections.

In the **Americas** region, 13 countries have adopted legislative quota laws – Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Guyana, Honduras, Mexico, Panama, Paraguay and Peru and Uruguay (to be applied in 2014) – that require political parties to field a certain percentage of female candidates. In 1990, less than 5 per cent of Latin America's lawmakers were women. This figure nearly tripled by 2003, according to the Inter-American Development Bank. A study²³¹ on gender equality in parliaments in Latin America found, however, that these quotas are not always met. This could be linked to the design of the laws. This includes, for example, when they do not provide for sanctions in cases of non-compliance by political parties, or for monitoring to ensure correct application. In Brazil, for example, there is a 30 per cent quota for women in national electoral lists, but women had only 8.9 per cent of the seats in the lower house and 16.1 per cent in the upper house following the 2010 elections. In Mexico, where legislation provides that women should account for 40 per cent on electoral lists, women got 36.8 per cent of seats in the lower house and 32.8 per cent in the upper house in 2012. But in the 2009 election, they only obtained 28.2 per cent of the seats in parliament.²³²

In the **CEE and CIS** region, **Kyrgyzstan** has a 30 per cent quota for either sex on electoral lists for the lower house of Parliament. In **Macedonia FYR**, "In the submitted list of candidates for Members of Parliament, for every three places at least one will be reserved for the less represented sex" for both national and local elections.²³³ In **Montenegro**, political parties must have at least 30 per cent of women on their election lists. Of the 21 municipalities in Montenegro, only one is

²²⁵ Database of International Institute for Democracy and Electoral Assistance, Stockholm University and Inter-Parliamentary Union, website: <http://www.quotaproject.org/country.cfm>

²²⁶ Lesotho National Report for ILO African regional workshop on women in business and management, Oct. 2012

²²⁷ IPU website

²²⁸ *ibid*

²²⁹ *ibid*

²³⁰ *ibid*

²³¹ Jutta Marx y Jutta Borner, *Parlamentos Sensibles a Género, El Estado de la Cuestión en América Latina*, 2011, Instituto Internacional para la Democracia y la Asistencia Electoral (IDEA Internacional) 2011 y Unión Interparlamentaria (UIP) 2011

²³² IPU website

²³³ Macedonia FYR report for ILO regional workshop on women in business and management, Kiev, 5-6 December 2012

headed by a woman.²³⁴ In **Uzbekistan**, at least 30 per cent of a party's candidates must be women, both in national and local elections. Bosnia and Herzegovina, Georgia, Kosovo and Serbia also have legislated quotas for parliamentary elections.

In the **European Union and Western Europe**, eight countries – Belgium, France, Greece, Ireland, Poland, Portugal, Slovenia and Spain – have legislated quotas for women in parliament.

In the **Middle Eastern** region, **Jordan** reserves 15 of the lower house's 125 seats for women. Algeria, Egypt, Iraq, Libya, Morocco and West Bank and Gaza Strip and Tunisia also have legislated quotas for parliamentary elections.

8.4 Women in the top public sector job

In 2014 there were 21 countries where women hold the top job. These include 11 women presidents – Argentina, Brazil, Central African Republic, Chile, Costa Rica, Kosovo, Liberia, Lithuania, Malawi, Malta and South Korea – and 9 women prime ministers – Bangladesh, Cyprus, Denmark, Jamaica, Latvia, Norway, Senegal, Slovenia and Trinidad and Tobago – and the Chancellor of Germany. ▶

²³⁴ Montenegro National Report for ILO regional workshop on women in business and management, Kiev, 6-7 December 2012

9. Women making strides in education

According to UNESCO's World Atlas on Gender Equality,

"The last four decades have brought a major expansion of higher education in every region of the world, and women have been the principal beneficiaries in all regions. Female enrolment at the tertiary level has grown almost twice as fast as that of men over the last four decades for reasons that include social mobility, enhanced income potential and international pressure to narrow the gender gap. Nevertheless, enhanced access to higher education by women has not always translated into enhanced career opportunities, including the opportunity to use their doctorates in the field of research."

UNESCO reports that, globally, women outnumber men in bachelor's degrees and that women are more likely to pursue master's degrees, representing 57 per cent of graduates.

According to UNESCO, women face considerable barriers as they move up the education ladder to research careers. Men surpass women in virtually all countries at the highest levels of education, accounting for almost 55 per cent of all PhD graduates and 71 per cent of researchers.²³⁵ The highest proportion of women researchers are found in the Latin America and Caribbean region, with 45.2 per cent, followed by Europe, with an average of 34 per cent.²³⁶

9.1 Women in tertiary education in Africa

UNESCO reports that enrolment in tertiary education grew faster in sub-Saharan Africa than any other region over the last four decades. While there were fewer than 200,000 tertiary students enrolled in the region in 1970, this number soared to over 4.5 million in 2008 – a more than 20-fold increase. In effect, the gross enrolment ratio (GER) for tertiary education grew at an average rate of 8.6 per cent for each year between 1970 and 2008, compared to a global average of 4.6 per cent over the same period.

Despite the rapid growth, only 6 per cent of the tertiary education age cohort was enrolled in tertiary institutions in 2008, compared to the global average of 26 per cent. However, the region has come a long way since 1970, when the GER was less than 1 per cent.

Contrary to global trends, women remain disadvantaged in terms of access to tertiary education in sub-Saharan Africa, as well as in South and West Asia. The tertiary GER in sub-Saharan Africa for women is 4.8 per cent, compared to 7.3 per cent for men.

Nevertheless, the region made significant progress towards gender parity in the 1990s. From 1970 to 1990, the GER for women barely improved, amounting to less than one-half of the ratio reported for men. This translated into an adjusted gender parity index (GPI)²³⁷ that ranged from 0.45 and 0.50 over the three decades. Yet, by 2000, women started to catch up,

²³⁵ UNESCO, Chiao-Ling Chien "Women in Higher Education"

²³⁶ UNESCO, Women in Science, UIS Fact Sheet, August 2011, No.14. N.B. Data for North America not available for this fact sheet.

²³⁷ GPI is designed to measure the relative access to education of males and females. UNESCO calculates it as the quotient of the number of females by the number of males enrolled in a given stage of education

with an adjusted GPI of 0.68. Since then, the regional GPI has stagnated for tertiary education, which may reflect the shift in priority towards achieving the goal of universal primary education (UNESCO Institute for Statistics, GED 2010).

In about seven countries in Africa, women outnumbered men in enrolments in tertiary education – Botswana, Cape Verde, Lesotho, Mauritius, Namibia, Sudan and Swaziland (see Statistical Annex for detailed table). In about nine countries, there were high rates of enrolment of women ranging from 40 to 50 per cent of all students – Cameroon, Comoros, Djibouti, Kenya, Madagascar, Nigeria, Rwanda, Sierra Leone, and Zimbabwe. For a number of countries data were not available.

Regarding the percentage of women graduates from tertiary institutions in Africa the most recent data is more than a decade old for some countries. Nevertheless, for quite a number of countries, women constitute 30 per cent or more of graduates. Only in the Gambia, Lesotho, Mauritius, Namibia and Sudan did they outnumber male graduates. In some cases, the percentage of women graduates was higher than the percentage of enrolments of women. This could indicate that women are investing more to succeed than their male counterparts. On the other hand, there are countries where women are enrolled in greater numbers, but represent a lower share of graduates. This could reflect change over time, with more women enrolling each year or it could also indicate that women may experience difficulties in completing their degrees.

Men outnumbered women as graduates of advanced degrees in all but one country, Mauritius. However, some countries had 40 per cent or more of such graduates who were women in recent years, such as Madagascar and Mozambique.

While women are catching up with men in tertiary enrolments and as graduates in a good number of countries, differences remain marked regarding areas of tertiary study. While there are differences between countries in the region, the gap is closing in some countries as regards areas of study that are regarded as traditionally male or female.

In only four countries did women graduates outnumber men in education – Benin, Namibia, Swaziland and Zimbabwe.

In seven countries, women graduates outnumbered men in health and welfare studies – Comoros, Ghana,

Madagascar, Mozambique, Namibia, Swaziland and Zimbabwe.

In six countries women graduates outnumbered men in the humanities and arts – Ghana, Madagascar, Mozambique, Namibia, Swaziland and Zimbabwe.

In three countries, women graduates outnumbered men in social sciences, business and law – Madagascar, Namibia and Swaziland. Nevertheless, the percentages for women graduates tends to be higher in most countries for education, health and welfare, social sciences, humanities and arts, business and law and services generally than for agriculture, science, engineering, manufacturing and construction.

For engineering, manufacturing and construction, 53 per cent of graduates were women in Angola, followed by Swaziland with 33 per cent. However, for most countries, percentages were very low, and less than 10 per cent in five countries. Only Namibia had more women science graduates than men (60 per cent) followed by Zimbabwe (41 per cent).

9.2 Women in tertiary education in the Americas

With the exception of Bolivia, in all other countries of Latin America and the Caribbean, women outnumbered men in enrolments in tertiary education. In Mexico they were 50 per cent. (see Statistical Annex for detailed table).

In terms of graduation from tertiary institutions, women were 50 per cent or more of all graduates except Guatemala where they were 50 per cent, in recent years in all the Latin American and Caribbean countries for which data were available.

In many countries, women outnumbered men as a percentage of graduates of advanced degrees with over 89 per cent in Barbados, 64 per cent in El Salvador, 59 per cent in Argentina and Uruguay, 57 per cent in Costa Rica, 56 per cent in Trinidad and Tobago, 54 per cent in the United States and 51 per cent in Brazil.

Latin America and Caribbean were above the world average of 45.3 per cent, with 49.8 per cent of PhD students being women in countries where data were available. Several countries had more women than men enrolled in PhD programmes – Argentina, Brazil, Costa Rica, Panama and Venezuela.

While women are increasingly outnumbering men in tertiary enrolments and as graduates, differences remain marked in some countries regarding areas of tertiary studies. It is to be expected that women would be over-represented in certain areas, as they are generally outnumbering men overall. However, while there are differences between countries in the region, the gap is closing in many Latin American countries with regard to areas that were perceived to be traditionally male or female areas of study. For example, women outnumbered men as science graduates in four countries – Argentina, Guatemala, Panama and Venezuela. In six countries, women were ranked in the first 20 or so worldwide of terms of the percentage of graduates in engineering, manufacturing and construction – Honduras (5th), Uruguay (6th), Venezuela (10th), Panama (14th), Argentina (19th) and Colombia (21st). While none of these countries reached gender parity – the highest was Honduras with 47.9 per cent – percentages are much higher than they were two decades ago.

In most countries of the region, women outnumbered men as graduates in social sciences, business and law. Men continue to outnumber women as graduates in agriculture, and countries of the region tended to be in the middle range globally with Panama ranked 39th with the highest percentage of women graduates (47.5 per cent).

Women continue to outnumber men considerably as tertiary graduates in health and welfare, ranging from 64 per cent in Guatemala to 80 per cent in El Salvador. The Latin American countries tended to have higher percentage relative to other countries in health and welfare, with most countries for which data were available being over 70 per cent female graduates. Some Central American countries and Ecuador had high percentages of female graduates in services, compared to other countries, with Honduras ranking 9th highest and Ecuador 14th globally. However, in many countries, men outnumbered women as graduates (Argentina, Chile, Costa Rica, Cuba, Mexico, Uruguay and Venezuela).

Women have traditionally dominated humanities and arts, but Latin American countries have moved to the middle range and many of them are close to gender parity, while two – Venezuela and Honduras – have more men than women enrolled in those fields. In some countries, the proportion of women remains high, at over 70 per cent, as is the case in Argentina and Uruguay.

9.3 Women in tertiary education in Asia and Pacific

In the Asia and Pacific region, women enrolled in tertiary institutions outnumbered men in 13 out of 30 countries for which data were available in recent years. In three countries they were 50 per cent: China, Iran and Singapore (see Statistical Annex for detailed table). In half or 12 of the 24 countries for which data were available, women were a higher percentage of all tertiary graduates. In China they were 50 per cent. In a number of countries women were an even higher percentage of graduates than they were of enrolments. This could reflect that women value investment in education more than men and that their motivation to succeed is therefore stronger. However, only in six (Brunei Darussalam, Malaysia, Mongolia, Myanmar, New Zealand and Philippines) out of 21 countries, were there higher percentages of women than men as graduates of advanced degrees. In two countries, Australia and Thailand, men and women were graduates in equal numbers with advanced degrees.

While women are catching up with men in tertiary enrolments and as graduates generally in many of the Asian and Pacific countries, differences remain marked regarding areas of study. However, while there are differences between countries in the region, the gap between areas of study traditionally viewed as male or female is closing in some countries.

Women graduates outnumbered men in education studies in most countries, and in many cases, they were over 80 per cent of all graduates. Only Cambodia and Bangladesh had more men than women graduating in education. Similarly, women graduates outnumbered men in health and welfare studies in most countries, with over 70 per cent women graduates in many of them. In the humanities and arts, women graduates were more than men in all countries.

Men outnumbered women as graduates in engineering, manufacturing and construction. Women graduates ranged from 4.9 per cent in Cambodia to 61.2 per cent in Myanmar. Men also outnumbered women as graduates in agriculture in 11 out of 15 countries for which data were available.

Overall, the percentage of women graduates tends to be higher than men in more countries of Asia and the Pacific except for sciences, engineering, manufacturing and construction, as well as in agriculture.

9.4 Women in tertiary education in CEE and CIS countries

Women outnumbered men in enrolment in tertiary institutions in 13 countries out of 17 of the CEE and CIS region for which data were available (see Statistical Annex for detailed table). In Azerbaijan women were 50 per cent of enrolments. Only in Tajikistan, Turkey and Uzbekistan did men outnumber women in enrolments.

Women in the region were an even higher percentage of all tertiary graduates than enrolments in 14 countries of the 17. In 2012, they were 60 or more per cent of graduates in Albania, Armenia, Belarus, Bosnia and Herzegovina and Kyrgyzstan. This could reflect higher levels of investment in education and motivation to succeed than men.

In 10 countries of the CEE and CIS region, there are higher percentages of women enrolled in advanced degrees. Six countries had more men enrolled – Armenia, Azerbaijan, Russian Federation, Tajikistan, Turkey and Uzbekistan.

While women are overtaking men in tertiary enrolments and as graduates generally in many of the CEE and CIS countries, differences remain marked regarding areas of tertiary study. However, while there are differences between countries in the region, the gap is closing in some countries with regard to areas of study that are traditionally considered male or female.

In education studies, women graduates outnumbered men in all countries, in most cases being over 80 per cent of all graduates. In health and welfare studies, women graduates outnumbered men in all countries, and represented over 70 per cent of graduates in most countries. In the humanities and arts there were also more women than men graduates in all countries.

In eight countries, women graduates outnumbered men in social sciences, business and law. The highest percentage was in Belarus, with 75 per cent, followed by Serbia with 67 per cent. Only Turkey (48 per cent) and Uzbekistan (23 per cent) had more men graduates.

Women outnumbered men as science graduates in six out of eleven countries for which data were available – Albania, Azerbaijan, Belarus, Croatia, Kyrgyzstan and Uzbekistan. Two countries, Armenia and Georgia had almost equal number of men (51 per cent) and women (49 per cent) graduates.

Men outnumbered women as graduates in engineering, manufacturing and construction. Women graduates ranged from 11 per cent in Uzbekistan to 40 per cent in Macedonia FYR. Men also outnumbered women as graduates in agriculture, except for Turkey, where women represented 52 per cent of the graduates. In services, more men graduated than women except for Serbia, where there were 51 per cent women graduates.

Overall, the percentages for women graduates tend to be higher in most CEE and CIS countries for education, health and welfare, and the humanities and arts. In business, law and social sciences, as well as in science, women are catching up and overtaking men in more than half the countries for which data were available. On the other hand when it comes to engineering, manufacturing and construction, as well as in agriculture and services, men outnumber women as graduates.

9.5 Women in tertiary education in EU and Western Europe

Of 33 countries, in only three (Greece, Liechtenstein and Switzerland) were there fewer women than men enrolled in tertiary institutions in 2011/12 (see Statistical Annex for detailed table). In terms of tertiary graduates, women outnumbered men in 30 out of 33 countries, to an even higher percentage than enrolments in many cases, except for Liechtenstein, Luxembourg and Switzerland. There were more men than women graduating with advanced degrees in 20 of the 33 countries. In Cyprus, Romania and Slovenia, men and women graduated with advanced degrees in equal numbers. Nevertheless, women were over 40 per cent of graduates in most (17) of these 20 countries.

In education, in all of 29 countries for which data were available, women outnumbered men as graduates, being over 70 per cent of the graduates in most countries and 94 per cent in Estonia.

In all 29 countries, women outnumbered men as graduates in health and welfare, and were 94 per cent of those graduates in Latvia and 93 per cent in Estonia.

In all 29 countries, women outnumbered men as graduates in the humanities and arts, the highest being in Hungary and Latvia at 82 per cent.

In 28 of the 29 countries, women graduates outnumbered men in social sciences, business and law. The highest percentage was in Estonia (75 per cent), followed by Latvia and Lithuania (73 per cent). Only Switzerland (48 per cent) had more men graduates.

Men science graduates outnumbered women in 25 out of 29 countries for which data were available. Only four countries had more women graduates in science (Bulgaria, Italy, Portugal and Romania).

Men outnumbered women in all 29 countries for which data were available as graduates in engineering, manufacturing and construction. Nevertheless, women were still between one quarter and one third of such graduates in 20 countries. Women graduates ranged from 13 per cent in Switzerland to 40 per cent in Iceland.

Women outnumbered men as graduates in agriculture in 14 countries. In a further 12 countries, women were 40 or more per cent of all graduates. In services, more women graduated than men in 16 out of 29 countries. In two countries – Lithuania and Slovenia – they were 50 per cent.

9.6 Women in tertiary education in the MENA region

In 10 out of 18 countries, women were 50 per cent or more of tertiary enrolments in recent years. In Oman they were 50 per cent. In nine out of 15 countries for which data were available, there was a higher percentage of women graduates than men. However in five of the nine countries for which data were available, men outnumbered women in obtaining advanced degrees.

In education, in eight out of 11 countries, women outnumbered men as graduates, with 88 per cent in UAE, followed by 78 per cent in Algeria. Only in Jordan, Bahrain and Morocco were there more men graduates.

In nine countries out of 11, women outnumbered men as graduates in health and welfare, the highest being 88 per cent in UAE, followed by 83 per cent in Bahrain. Only in Iraq and Jordan were there more men graduates.

In all 11 countries for which data were available, women outnumbered men as graduates in the humanities and arts, the highest being in Qatar (89 per cent) followed by Bahrain (85 per cent).

In eight out of 11 countries, women graduates outnumbered men in social sciences, business and law. Bahrain topped the list with 71 per cent, followed by Qatar with 69 per cent and Algeria with 67 per cent. Only Palestine (47 per cent), Iraq (35 per cent) and Jordan (42 per cent) had more men graduates.

Women science graduates outnumbered men in nine out of 11 countries for which data were available. Only Morocco (44 per cent) and Palestine (39 per cent) had more men graduates in science.

Men outnumbered women in all 11 countries for which data were available as graduates in engineering, manufacturing and construction, but women did make up between one quarter and one third of these graduates in seven countries. Women graduates ranged from 8 per cent in Saudi Arabia to 36 per cent in Algeria. Women outnumbered men as graduates in agriculture in half the eight countries for which data were available. In services, more women graduated than men in six out of 11 countries, and in one country (Morocco) they were 50 per cent.

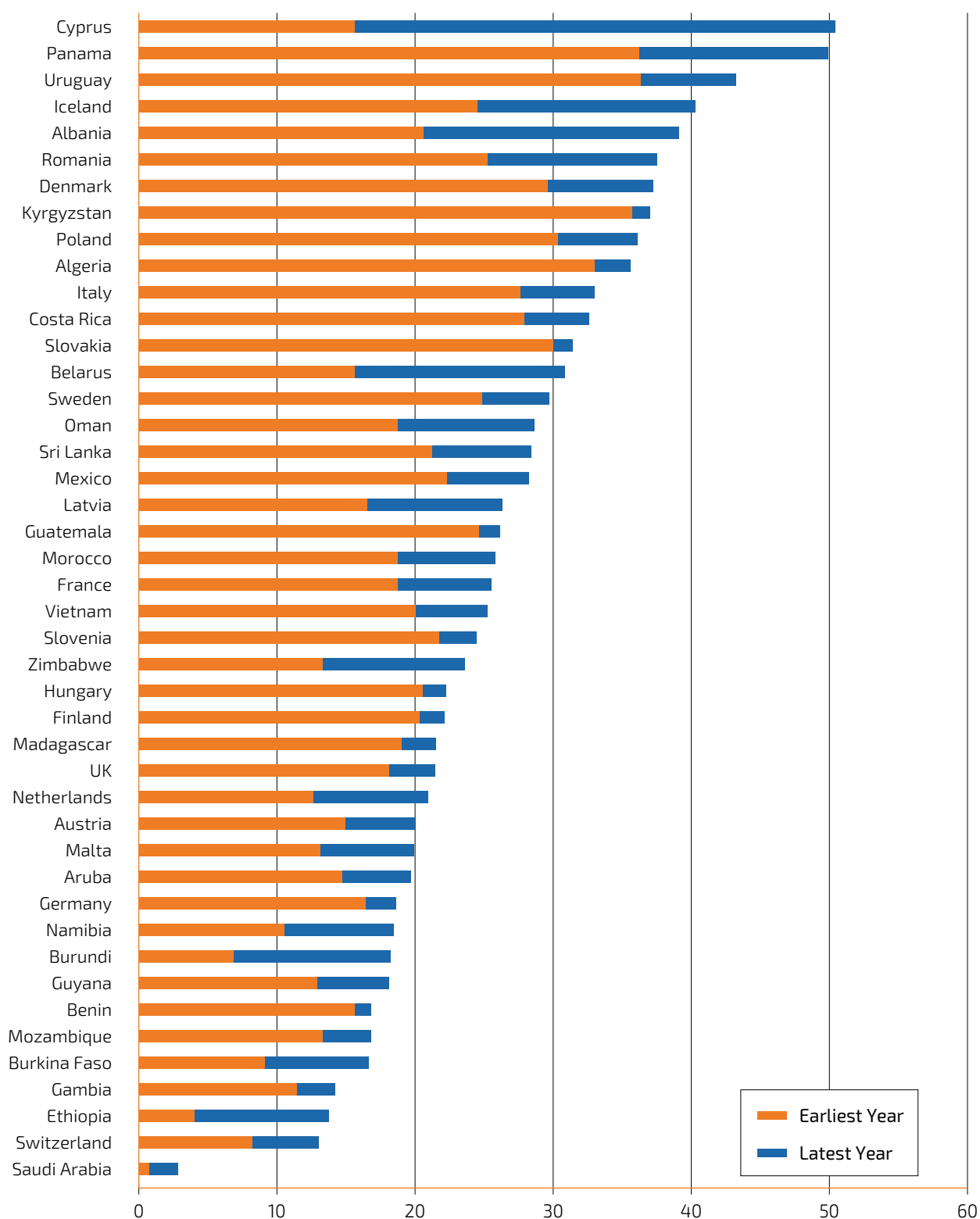
9.7 Gender differences in fields of education declining

Women still dominate in most regions as graduates in fields, such as education, humanities and the arts and in health and welfare, they are also proving a match for their male counterparts in other fields. Women are making inroads into the sciences but still lag behind as engineers and researchers as Figures 9.1 and 9.2 below show.

These differences reflect labour markets segregated by sex, based on the traditional social and family roles to men and women. However, these roles are evolving and more women are accessing the whole spectrum of educational options, perhaps more so than men.

ICT is another key skills area with a significant gender gap. The European Commission reports that women are under-represented at all levels of the Information and Communications Technology (ICT) sector, especially in decision-making, referred to as the “silicon ceiling”. Again the issue is not only training but also workplace receptivity to women. As stated by Sheryl Sandberg, Facebook CEO, “for every 1,000 women with a bachelor’s degree in Europe, only 29 hold an IT degree. Of those 29, only four work in the ICT

Figure 9.1 Increases in the percentage of graduates in engineering, manufacturing and construction who are women, Selected countries, latest years 2000-2012



Source: UNESCO Institute for Statistics, 2014

sector.”²³⁸ The Commission predicts that there may be a lack of 700,000 skilled ICT workers in Europe in 2015. Encouraging more women in the sector is one way to address this talent shortage. The Commission’s programme on “Enhancing digital, literacy, skills and inclusion” aims to do just this.²³⁹

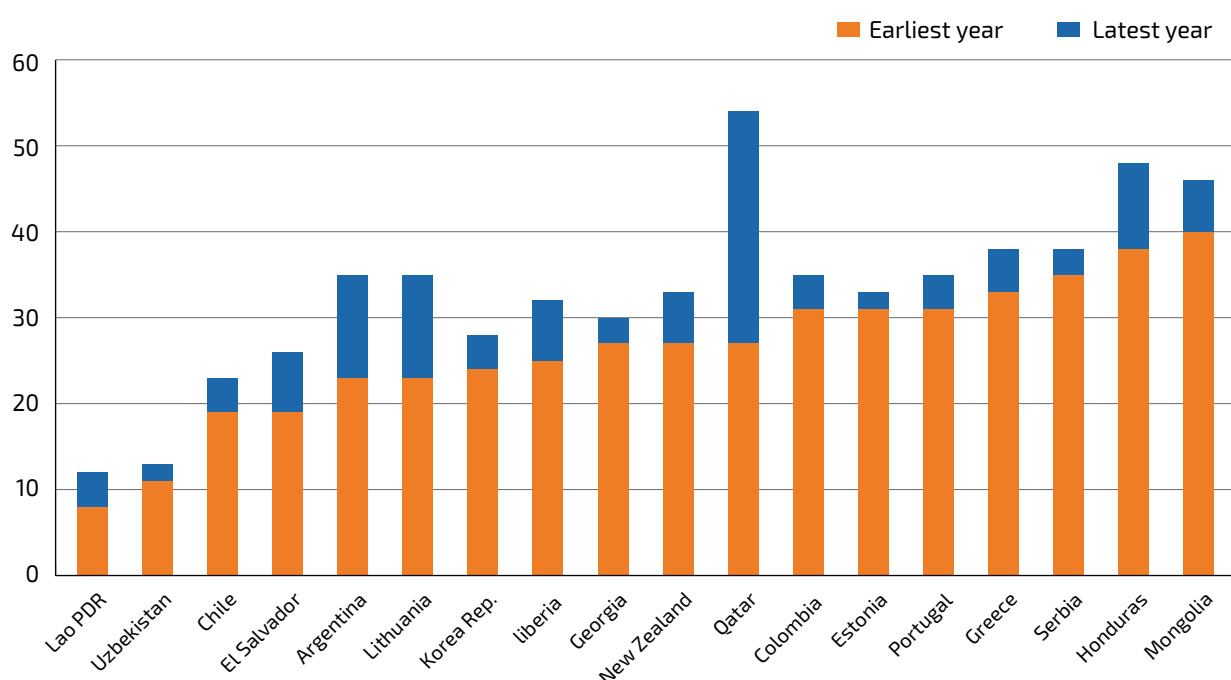
9.8 Gender gap for women in engineering

One of the last areas where women lag behind is engineering, but the picture is mixed. In a number of countries there have been improvements over the last decade, with more women graduating as engineers (see Figure 9.1) In a lesser number of countries, many of which had a good proportion of women engineers as graduates a decade ago, there has been considerable decline (see Figure 9.2 below). Some countries kept the same level.

Encouraging more women to become engineers is a positive measure to close this educational gender gap.

However, there is also the challenge of making workplaces more open to women engineers. According to one media article²⁴⁰, the engineering industry will play a vital role in Britain’s economy but there is a critical skills shortage: by 2016, Britain will need to train 96,300 new engineers and scientists just to replace those who retire. At the same time, the article reports that many women leave engineering. Reasons include the long hours, corporate culture and a shortage of part-time positions needed for family responsibilities. Also, women feel that “their opinions are not valued as highly as their male colleagues and gaining respect and career progression within some organizations can feel like a battle.” Increasing the number of women engineers will help companies address the skills shortage. In addition, a better gender mix and bringing women’s skills on communication and teamwork to the world of engineering can enhance company results. A network for women in the building services engineering sector (WiBSE) has been set up in the United Kingdom to encourage more women to study engineering and to support and advise women in engineering careers.

Figure 9.2 Decreases in the percentage of graduates in engineering, manufacturing and construction who are women. Selected countries, latest years, 2000-2012



Source- UNESCO Institute of Statistics, 2014

²³⁸ European Parliament News, *Breaking through the silicon ceiling: why Europe needs more women working in ICT Employment policy*, 2 April 2013

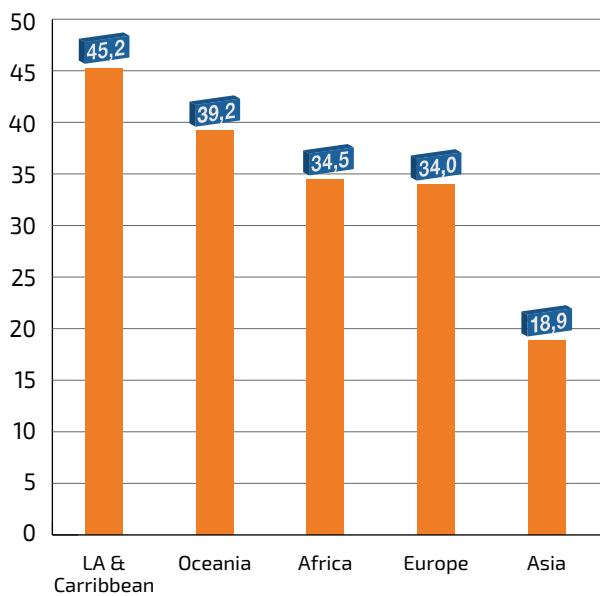
²³⁹ European Commission, Digital Agenda for Europe, *Women in ICT*, news release, 25 April 2013

²⁴⁰ Susie Diamond, *The battle to be taken seriously: women in engineering*, Guardian Professional, 26 April 2013

9.9 Women as researchers

In terms of the percentage as researchers, women still lag behind men in most countries. UNESCO defines researchers as “professionals engaged in the conception or creation of new knowledge, products, processes, methods and systems, as well as in the management of these projects.” Figure 9.3 below shows the percentage per region of women researchers, with Latin America and Caribbean having the highest proportion. ▶

Figure 9.3 Percentage share of women as researchers, 2009



Source: UNESCO, Women in Science, Fact Sheet, UNESCO Institute of Statistics
July 2011, (NB – data not available for North America)

10 Barriers to women's leadership

In many countries, there is at least one, if not two, generations of women who are highly educated, trained and in the workforce since graduating. Yet, the figures, as shown in this report, indicate that they have not been able to break through the glass ceilings and walls in significant numbers to occupy top management jobs and board positions as well as lead their nations' largest businesses. Today, it seems that the business world may be on the cusp of change, as more women are being appointed as CEOs and taking more board seats. The enormous talent pool women represent today is remarkable, as they overtake men in field after field and level of education.

So what has held women back during the last decade or so? What are the barriers that need to be addressed if today's generation of women is to genuinely experience equal career opportunities with men?

Most of the efforts to answer these questions focus on two main areas: (a) those related to perceptions of women's roles and capacities, both by women themselves and by other actors (family, society, etc.); and (b) those concerning management structures and systems of institutions, organizations and companies that are considered not conducive to the advancement of women.

Much has been written about the leadership barriers for women, not only in popular magazines and in social and financial media columns, but also in scholarly articles and PhD theses the world over. These often dwell on the age-old challenge of gender stereotypes, whereby men and women are expected to perform different social and economic roles. Family responsibilities and male-dominated corporate culture are two other concerns. These are largely influenced by cultural, religious and social norms that date back

centuries and remain deeply ingrained in all regions, even though the world of work and society have greatly changed. Historically, these have traditionally translated into specific occupations being considered more suitable either for men or for women. These norms have also informed educational curricula, and recruitment and promotion policies for many decades. While these are being addressed today to eliminate gender bias, they remain deep in the psyche of many men and women in all walks of life, despite the fact that neither gender is homogenous.

10.1 ILO Company Survey

The survey conducted by the ILO's Bureau for Employers' Activities in 2013 across companies in developing regions ranked what respondents considered the most significant 15 barriers in order of priority. The table below consolidates the views of the 941 respondents to this question in the survey.

Consolidated rankings may mask important differences between regions. Nevertheless, all regions identified the same top 5 or 6 barriers relating to women's and men's social and reproductive roles on the one hand, and on the other, the reflection of these in workplace structures, e.g. corporate culture and women not gaining adequate line management experience to position themselves for top jobs. All regions also identified inadequate labour and non-discrimination laws as the least significant barrier. The lack of flexible solutions as a barrier for women was ranked 10 out of 15. However, for much of Asia, as well as Jamaica, it was ranked 6 and 2 respectively. The lack of development in industrializing Asia of public policies on childcare, work and family was identified in a 2013 Asian and Pacific employers' workshop as a challenge for working

Barriers to women's leadership

1. Women have more family responsibilities than men
2. Roles assigned by society to men and women
3. Masculine corporate culture
4. Women with insufficient general or line management experience
5. Few role models for women
6. Men not encouraged to take leave for family responsibilities
7. Lack of company equality policy and programmes
8. Stereotypes against women
9. Lack of leadership training for women
10. Lack of flexible work solutions
11. No strategy for retention of skilled women
12. Inherent gender bias in recruitment and promotion (*ranked the same as:*)
12. Management generally viewed as a man's job
13. Gender equality policies in place but not implemented
14. Inadequate labour and non-discrimination laws

parents and their employers. While most regions identified roles assigned by society to men and women as one of the top barriers, CEE countries ranked this as 9 out of 15. While CEE companies ranked women having more family responsibilities than men as the top barrier, they ranked men not being encouraged to take leave for family responsibilities as the second highest barrier, and in third place the lack of a strategy for the retention of skilled women.

A number of respondents stated that there were no barriers within the company for women to rise to top management positions, indicating that promotion was dependent on performance and not gender. Some gave examples of women who were leading their companies. One indicated that the company provides opportunities for women's leadership and encourages gender balance. Another noted that the main barriers – training, qualifications and development – are the same for men as for women. In contrast, one respondent considered that prejudice against women was a problem, as they were overlooked for promotion even though they were more qualified than their male counterparts. Another indicated that women are less committed to work than men, as their primary responsibility is to the family. One company noted that, even if women are willing to take on a leadership role, top management is always doubtful about their long-term commitment. Another respondent said that, as men hold the leadership positions already, they do not accept or trust women to lead.

A number of comments addressed the issue of mobility and travel. Women may refuse to work far from home.

This may be due to family responsibilities, the need for a husband's permission to travel, the problem of safe accommodation and the problem of insecurity.

Another set of comments referred to women's own behaviour and attitudes concerning promotion to management. Some said women lack confidence and do not seek networking opportunities, that they are not interested in pursuing promotions, as they are influenced by social norms or that they may not find top management positions attractive or may be fearful, as there are no other women in senior positions.

Other barriers mentioned were the lack of support for women as leaders due to a limited number of or no government policies and benefits to combine work and family responsibilities. At times, a woman's own family does not support her to work and have a career.

A number of respondents referred to the problem of women lacking certain skill sets such as engineering and technical knowledge. In certain industries, such as construction, there is insufficient female talent to recruit from. On the other hand, one respondent indicated that there was a lack of policy and incentives to recruit women in non-traditional tasks and jobs.

Finally, several respondents pointed out that all of the barriers in the table above are relevant and need to be addressed together in an integrated manner.

Many of the barriers mentioned above are phrased as rather generalized comments concerning women or managers. They do not necessarily take into account

that not all women are the same or have the same circumstances, and neither are all managers or companies the same in their attitudes and approaches to women in leadership.

10.2 Gender roles and stereotypes

In all regions, gender norms are evolving with the increasing participation of women in economic and political life, including decision-making. In many countries, however, the gender role of women is still perceived by many, including women themselves, as primarily wife, mother and homemaker. Nevertheless, women are increasingly combining these roles with active participation in labour markets and economic activities. And in some regions, for example Europe and the Americas, men are beginning to take on more responsibility for childcare and household chores, especially among the younger generation. More companies, especially in developed countries, are gradually adopting measures that facilitate work and life balance as a means to develop and retain a productive workforce.

In Africa, despite the fact that women provide approximately 70 per cent of agricultural labour and produce about 90 per cent of all food, they are faced with significant gender-related barriers. Customary inheritance laws differ in the extent to which they recognize women's rights to property. Male inheritance systems can relegate women to the status of unpaid family labour on family farms or, in the case of the growing numbers of landless and land-poor households, to agricultural wage labour. Where women are considered to be under the guardianship of husbands, the control and, often, the ownership of marital property rests with husbands and their families. Many women are vulnerable to dispossession at the dissolution of their marriage or the death of their husband.²⁴¹ In turn, the lack of property rights for women and, therefore collateral, greatly affects their access to credit for entrepreneurial activities. Overcoming institutional biases based on prevailing gender norms in order to empower women is a key strategy of many development programmes in Africa.

The recent book, *The Changing Face of Women Managers in Asia*, discusses the extent to which

culture and tradition can explain the under-utilization and under-representation of women in management in Asia. It states that “much of what we know about women managers today is drawn from studies in developed countries, less is known of women in Asia and the specific barriers faced by women in Asian countries. In addition, the ‘voice’ of women managers remains to be heard, especially of those in Confucian and patriarchal societies such as many of those in Asia.” One of the conclusions of the case studies of nine countries is “that changes in politics and legislation may have facilitated the advancement of women's careers to some extent, but deeply entrenched cultural values and traditions appear to pose the barriers to women's progress in organizations”.²⁴²

“Confident, educated and highly credentialed women are fundamentally altering the talent landscape in India. But at the same time, they are confronted with deeply ingrained social and organizational barriers that can derail their careers and in the process deprive the companies of the essential talent and the necessary fuel to sustain the growth. Hence, organizations, government and associations need to work hand in hand to provide women with opportunities to leapfrog these barriers. By creating the processes and practices to enable these ambitious women to flourish, the organizations and the Nation as a whole will surely gain a lasting advantage.”

*Employers' Country Report for India*²⁴³

In Latin America, much reference is made to the “machismo” which dictates gender norms. Although, the corporate culture of many companies still strongly reflects the gender stereotypes of Latino culture, women are taking advantage of educational opportunities to advance in economic and political roles.

In the Middle East and North Africa, while there are differences among countries, gender norms rooted in traditional culture and religion can restrict women's mobility that may be required for promotion and career

²⁴¹ Department of Economic and Social Affairs, UN Division for the Advancement of Women, 2009 World Survey on the Role of Women in Development “Women's Control over Economic Resources and Access to Financial Resources, including Microfinance”

²⁴² Chris Rowley and Vimolwan Yukongdi, editors, *The Changing Face of Women Managers in Asia*, Routledge, 2009

²⁴³ Country Report for India, ILO Employers' Asia and Pacific Regional Workshop on Women in Business and Management, Bangkok, 18-19 April 2013.

progression. In some countries, women cannot travel within the country or beyond without permission of a male member of the family and without being accompanied by a man. Nevertheless, educational levels of women are rising significantly and many women are taking advantage of modern information and communication technology to run businesses.

In Europe and North America, traditional gender norms also remain entrenched despite the strong impact of the women's movement and the greater economic independence of women. Women still face the hurdle of male networks that exclude them in business and workplaces. Despite men helping more in the home, and the availability of more childcare facilities than in the past, women still tend to bear the greater burden for household and family care. They do not have the same access to extended family networks as women in developing regions, where affordable domestic assistance is also more often available.

Therefore, flexibility in working hours and performance based on results rather than "face time" at the workplace are more relevant to overcoming career barriers.

Some developed economies, such as Japan and South Korea, are notable for the strong role that traditional gender norms play in limiting women's participation in the workforce and especially in decision-making. This has resulted in figures for women in management being among the lowest in the world. Efforts are being made to redress this, given the need for women's talent and skills to keep their economies growing, especially as recruiting migrant workers is still a limited option. However, there is still a way to go, as there are many structural barriers to overcome in relation to the traditional recruitment and promotion systems within companies and corporations.

Research by McKinsey & Company²⁴⁴ suggests that while many companies have put in place measures to facilitate women's careers through family friendly measures and networking, "the next frontier is toppling invisible barriers: mind-sets widely held by managers, men and women alike, that are rarely acknowledged but block the way."

In interviews with company executives and women, the researchers noted that "executives perceive women as a greater risk for senior positions, fail to give women tough feedback that would help them grow, or hesitate

to offer working mothers opportunities that come with more travel and stress." On the other hand "although a majority of women who make it to senior roles have a real desire to lead, few think they have meaningful support to do so, and even fewer think they're in line to move up."

To overcome gender stereotyping, the McKinsey researchers recommend "system wide change driven by a hard-edged approach, including targets ensuring that women are at least considered for advancement, the rigorous application of data in performance dialogues to overcome problematic mind-sets, and genuine sponsorship."

The ILO Company Survey ranked insufficient line management experience as among the most significant barriers to women's advancement to top management. Much has been written about the "broken" and "leaking" pipeline.²⁴⁵ Catalyst's *Pipeline's Broken Promise* found that, "instead of women and men being on equal footing, their career trajectories were gender-blind despite parity in education and company diversity and inclusion programmes. Inequality remained entrenched and, among high-potential graduates from elite MBA programmes, women lagged behind men in advancement and compensation starting from their first job, and were less satisfied with their careers."

Greater attention must be paid from the recruitment stage to overcome barriers to women's job and project assignments as well as training opportunities to ensure that they are exposed to all types of experiences and knowledge required for top positions.

"The head of the organization must be the change leader, the evangelist. It is not an easy task to break down centuries-old biases."

*K.V. Kamath, Chairman, Infosys Technologies, and former CEO, ICICI Bank (India)*²⁴⁶

²⁴⁴ Joanna Barsh and Lareina Yee, *Changing companies' minds about women*, McKinsey Quarterly, September 2011.

²⁴⁵ Catalyst, *The Promise of Future Leadership: Highly Talented Employees in the Pipeline*, surveyed graduates of leading business schools in the United States, Canada, Europe, and Asia and report *Pipeline's Broken Promise*, February 2010

²⁴⁶ From Ernest & Young, *The corporate sponsor as hero: Advancing women into leadership roles*, 2011

10.3 Corporate culture

Much reference is made to how corporate culture of companies and organizations reflect society's gender norms. At times, it is considered that it is not the job of the company to change attitudes, mindsets and behaviour that are inculcated from birth by families, the educational system and society. On the other hand, as society and labour markets are evolving and gender norms are changing, it can be in the interest of companies to review how best to attract and retain the skills and talent of half the labour pool – that is women. This can also be part of reviewing customer preferences. In 2013 in the United Kingdom, there were customer complaints about science toys being marketed to boys and not to girls. In 2011 Hamleys dropped its traditional labelling by gender and replaced pink and blue signs with neutral red and white ones. Toys are now categorized by type, such as arts and crafts, dress-up and dolls, without specifying whether they were for boys or girls. In 2012 Harrods opened its Toy Kingdom without specifying gender for its products. Lego has announced that it will bring out in August 2014 a new figurine series of female scientists. The new series will include a female astronomer with a telescope, female paleontologist with a dinosaur skeleton, and a female chemist in a laboratory. The figurines will be entirely devoid of the colour pink.²⁴⁷ This illustrates the kind of evolving interactions that exist on changing gender norms between the business world, customers and society.

What would this mean for changing corporate culture? Studies suggest that corporate cultures that are more “inclusive” of diversity among employees and managers, including gender diversity, may be able to develop more creative and innovative work teams, as well as to attract and retain skilled staff. Being more inclusive is linked not only to collaborative work practices, but also to the visibility of role models. If women are represented at all levels of the company or organization, this sends a message to all, including customers and shareholders, that this is normal. Ensuring this happens requires that top managers understand the business case for diversity, and commit themselves to ensuring that human resource management systems support and sponsor women to the same extent as men from the moment of recruitment.

²⁴⁷ <http://www.iflscience.com/technology/lego-approves-production-female-scientist-set>

10.4 Management and leadership styles

There is abundant literature addressing the attributes and leadership styles of successful managers. Some examine whether male and female leaders bring different attributes to management and whether they have unique leadership styles. Some claim that women's approach to management is different and cite characteristics such as women being more connected, empathetic and able to multitask; while men are more linear in thinking, take more risks and are more assertive. For example, research by the Hay Group reported in the Harvard Business Review Blog²⁴⁸ found that “women were more likely to show empathy as a strength, demonstrate strong ability in conflict management, show skills in influence, and have a sense of self-awareness.” It was stated by the global managing director for leadership and talent at the Hay Group that “women often face barriers throughout their careers that require them to develop these skills to excel and advance in their organizations.” Additionally, “the shift from hierarchy where individual achievement matters to matrix organizations where teamwork counts put a premium on the skills that women have mastered.”

If this is true, then the question can also be raised as to whether women's attributes contribute to improved organizational performance and whether they have a market value as a result. Or do so-called feminine attributes constitute a barrier to their advancement?

This categorization of male and female leaders may risk reinforcing traditional gender stereotypes. In fact, there is a range of leadership styles and techniques that can be used by either men or women.²⁴⁹ Some say that a combination of both male and female attributes is what makes a good manager. Being organized, having ambition, being able to delegate, to listen and to communicate and possessing empathy and knowledge are not necessarily masculine or feminine.

It is claimed that it is men's so-called leadership approach that has been traditionally valued. This model of male leadership includes, as the McKinsey

²⁴⁸ John Baldoni, *Few Executives Are Self-Aware, But Women Have the Edge*, Harvard Business Review Blog Network, 9 May 2013

²⁴⁹ See Center for Creative Leadership, *Guide to Interpreting Flexstyle Results*, adapted from: Kossek, E. & Lautsch, B. 2008. *CEO of Me: Creating a Life That Works in the Flexible Job Age*. Upper Saddle New Jersey: Wharton School Publishing, www.ccl.org

report *Women Matter*²⁵⁰ pointed out, “unfailing availability and total geographical mobility.” Therefore, unless women adopt male characteristics, they will not be able to succeed in business and management. This was seen as a barrier for women to be managers and leaders. In many cases, women did adopt male characteristics to advance, but women leaders increasingly report that they have more confidence in their own innate styles and knowledge, and use these in business and in the boardroom to advance objectives and improve performance, rather than be influenced by the expectations of others.

Elsesser and Lever’s (2013)²⁵¹ study of 60,470 women and men in the United States looked at how they viewed their current managers as well as their preferences for male and female managers. The gender differences found in the ratings of participants’ male and female leaders were very small or nonexistent, and a majority of participants claimed to have no preference for the gender of their boss. The researchers conclude that there is a growing acceptance of female leaders and that greater exposure to female bosses reduces bias against them. The authors suggest that stereotypes will be reduced or disappear with increased exposure to women in leadership positions. In other words, over time, “the traits required for successful leadership will be seen as gender neutral.”

10.5 Role models

Many articles address the issue of insufficient role models of women leaders and the problem of women’s lack of self-confidence. This is changing a little with more and more women entering male-dominated fields and assuming high-level positions, such as the head of the International Monetary Fund that has appointed its first female leader. Many surveys and interviews, however, point to a phenomenon where women often do not “step up” to take on more responsibility, be it in politics or business. Reasons given often include family responsibilities and women not feeling up to the challenge. As a former Associate Dean at Wharton University²⁵² stated “Women who are

offered promotions generally feel they need to know 80 to 90 per cent of their current job before they feel ready to step up into a new role. Men, on the other hand, feel no such constraints. Men will start thinking about their next promotion right after they start their new promotion.”

The “lean in” debate²⁵³ started recently by Facebook CEO, Sheryl Sandburn, goes to the heart of the issue. She calls for women themselves to break the stereotypes that keep them from excelling. “They need to take a seat at the table. They need to quit leaving mentally before they’ve really left.” Her message is that women themselves “hold back in ways both big and small, by lacking self-confidence, by not raising our hands, and by pulling back when we should be *leaning in*.” She says “women internalize the negative messages they receive throughout their lives, messages that say it’s wrong to be outspoken, aggressive, more powerful than men. As a result women lower their own expectations of what they can achieve.” Critics of this position say it places the onus on women to do more about the situation, whereas it is the structures and practices in society and the corporate world that need to change to give women more of a chance.

Ms Sandberg recognizes the real obstacles that women face – “blatant and subtle sexism, discrimination and sexual harassment.” She asserts “women have to prove themselves to a far greater extent than men do.” At the 2013 World Economic Forum²⁵⁴ in Davos, Ms Sandberg said that “organizations need to address the institutional barriers we all know about, the overt discrimination, the non-overt discrimination, the lack of flexibility. But I think what the situation really calls for right now, in addition to that, is a much more open dialogue about gender, because we are all determined and we are all judged and held back by very gender determined stereotypes and this is a conversation people rarely have – and no one has in companies.”

This is clearly an evolving debate, and Ms Sandberg, as a pioneer woman CEO, has called for an open dialogue on the fundamental reasons for women not making it to the top, despite all the education and invested efforts and the underutilized talent that women represent.

²⁵⁰ McKinsey & Company, *Women Matter, Gender diversity, a corporate performance driver*, 2007, http://www1.mckinsey.com/locations/paris/home/womenmatter/pdfs/Women_matter_oct2007_english.pdf

²⁵¹ Kim M. Elsesser and Janet Lever, *Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey*, Human Relations Journal, 2011 64:1555, 14 November 2011, Sage publications.

²⁵² Wharton University, *Do women shy away from promotions?*, 23 July 2012, (<http://knowledgetoday.wharton.upenn.edu/categ>

²⁵³ Sheryl Sandberg, *Lean In: Women, Work and the Will to Lead*, 2013

²⁵⁴ Melissa J. Anderson, *Davos: Women and the Leadership Gap, The Glass Hammer*, 13 February 2013, New York

10.6 Family responsibilities

One of the most debated issues is balancing work and family life. Claims that women can “have it all”, or conversely that they cannot have it, are subjects of heated discussions. Research studies show that women managers seem to sacrifice personal life more than their male counterparts, as evidenced by their lesser likelihood of having a partner or children.

Studies abound of successful women leaders and managers in terms of how they “managed”. One such study described three approaches.²⁵⁵

- i) Prioritize and limit, assuming having it all is not possible.
- ii) Sequence work and family responsibilities understanding that one can have it all, but not at the same time. This may mean, for example, putting off having children or having children early.
- iii) Delegate and get assistance with family care.

The study found that across the three approaches, there was no optimal compromise, and every woman had to make trade-offs of some kind.

A more recent set of studies²⁵⁶ focusing on men struggling to combine careers and family responsibilities have raised the issue of whether “men can have it all”. This is especially relevant for men who want to spend more time at home with their children. This in turn brings the issue back to social policy and corporate measures for “people” to be able to contribute to the economic life of their countries as well as raise their families. In other words, it becomes less identified as something women alone have to sort out, but rather there is a broader issue of ensuring social welfare and cohesion, at the same time as enhancing employee productivity through effective working time and care measures.

Increasingly, the issue of work and family in many countries is becoming as much of a generational issue as a gender issue. In addition, women are bearing fewer children across most regions, while aging populations is a challenge for an increasing number of countries. A survey of young men and women in the United States, the so-called millennial generation, found that “the attitudes and aspirations of millennial men and women are converging. Both men and women are family-oriented and seek a personal life beyond work. While women are still not being treated similarly to men, the findings suggest that the best path to advancing women in corporate America is to see the problem as a generational issue, not a woman’s issue, because both men and women are seeking the same type of workplace where they can be their true selves. Companies risk losing men as well as women by not allowing employees to accommodate personal and family values as part of the way they accomplish their work.”²⁵⁷

²⁵⁵ Connie J. G. Gersick, *Having it All, Having Too Much, Having Too Little: How women manage trade-offs through adulthood*, Working paper, Yale School of Management, January 2013

²⁵⁶ See Brad Harrington, Fred van Deusen, Beth Humberd, *The New Dad: Caring, committed and conflicted*, Boston College Center for Work and Family, 2011 and Sheelah Kolhatkar, *Alpha Dads: Men Get Serious About Work-Life Balance*, Bloomberg Business Week, Lifestyle, 30 May 2013, www.businessweek.com/articles/2013-05-30/alpha-dads-men-get-serious-about-work-life-balance

²⁵⁷ Center for Women and Business, Bentley University, *Millennials in the Workplace*, 2012



© Ingram Publishing/gettyimages

"It is a matter of social fairness and a categorical necessity for our success. Having a greater number of women at the top will quite simply enable us to operate better"

CEO Rene Obermann
Deutsche Telecom, 2010

11. Policies and measures to advance women in business and management

Companies around the world, especially large corporations, have been implementing policies and measures for more than a decade to ensure equal opportunities for women. As a result, there are numerous examples of the successful retention of skilled women and of women taking up management positions. Companies report improved services to customers, business performance and shareholder satisfaction as a consequence of equal opportunity and diversity policies.

However, many women still face barriers in their careers, while many companies – faced with talent and skills shortages – are trying to work out how to attract and retain women. In addition, quite a number of companies face the problem of women leaving their jobs either for family responsibilities or for other opportunities. Responses to the 2013 ILO Company

Survey showed there were more companies (363) indicating that retaining women was a problem “to a great extent” than companies (302) saying that it was “not a problem at all.” An additional 174 companies indicated that it was somewhat of a problem and another 118 said it was a problem to a small extent.

A number of respondents indicated that retention of both skilled men and women was a challenge. Health care professionals and nurses were particularly difficult to retain because of the opportunities they have to be recruited in other countries. However, the implementation of retention policy measures was successful to some extent. Wide variations exist across different countries. For example, one respondent indicated that retention of either men or women was not a concern as expatriates could be easily recruited.

Table 11.1 Retention of women as a problem

	LA & Caribbean	Asia & Pacific	Africa	CEE	MENA	Total	% Total
To a great extent	18	81	5	230	29	363	34%
Somewhat	6	81	7	38	42	174	16%
To a small extent	12	57	3	17	29	118	11%
Not at all	30	139	13	85	36	302	29%
N/A	12	41	11	24	16	104	10%
No. responses	77	399	39	394	152	1061	

Source: ILO Company Survey, 2013

Other reasons included women not coming back after marriage or maternity leave or leaving to spend more time with family; their husbands' relocation; their husbands not allowing them to work anymore; and women choosing alternative careers due to a culture of long work hours and lack of flexibility, for example in the legal profession. One respondent said that some women resign from managerial positions to pursue other opportunities for reasons of health, stress and performance pressures. Another stated that women resign because of low salaries.

Several respondents referred to the problem of women not being taken seriously in certain non-traditional technical fields such as accountancy, ICT and engineering. There was even a lack of women to retain in the first place in these kinds of professions. Another noted that women leave IT as there are not enough career opportunities for them.

Finally, some respondents referred to the lack of a company retention policy that would help retain skilled women.

11.1 Exit interviews

Asked whether exit interviews are conducted to ascertain why employees, and in particular women, leave the company, 450 of the 1,064 ILO survey respondents indicated that such interviews were conducted with all staff who leave the company. Another 230 said some interviews were carried out, while 254 said no such interviews took place. Reasons given for conducting the interviews included learning about the experiences of employees and whether their expectations were met in the company as well as gathering their views on remuneration, conditions of employment and career advancement. For those companies who conducted only "some" interviews, the criteria included the willingness of the employee to be interviewed when it concerned a resignation from the job, employees leaving as a consequence of a conflict and to know the reason for leaving especially of employees who are qualified, reliable and valued or at mid and upper management levels or who have spent a long time with the company.

The vast majority of respondents (756 out of 996 respondents) said gender issues did not arise during the interviews, while many indicated that it was not known whether gender issues arose, and only 4 per cent said that gender issues were mentioned in exit interviews. These included issues related to working

hours and operational requirements that were not compatible with family demands. But also, women left of their own choice due to marriage, childbirth or to spend more time with the family. Mention was made of women not being able to meet mobility requirements for career advancement, as they could not change their place of work. It was noted that male counterparts who took up positions outside of the company headquarters were more likely or had greater chances of getting promoted than women.

Respondents also mentioned that at times women are disturbed by the attitudes and behaviour of male employees. There were also resignations and complaints about gender bias from middle managers. These complaints came from male as well as from female employees who left, and were about male as well as female managers. Another respondent said that most female bosses are biased against female subordinates.

One respondent noted that "older colleagues have many more prejudices than younger ones concerning gender equality, and it is very noticeable in everyday business – especially among engineers – and even though females are much more hard working and dedicated to their work, they receive more tasks for the same or lower salary than male colleagues."

In the interest of confidentiality, some companies were not able to describe the type of gender issues that arose during exit interviews. Finally, one company indicated that it had not actively tracked whether gender issues were a reason for women leaving but would do this from now on.

11.2 Company policies

The ILO Company Survey found that the majority of respondent companies (73 per cent of 1,069 responses) indicated they have an equal opportunity policy. Around 10 per cent indicated that they did not know what an equal opportunity policy was, or said that it was not applicable or that it was not known if the company had such a policy.

Generally, smaller enterprises were less likely to have an equal opportunity policy, while most – but not all – multinational companies, had such a policy. On the other hand, more respondents from medium-sized companies reported having an equal opportunity policy compared to those from large national companies. There were exceptions to this, for example in the case

of Montenegro, where 80 per cent of large enterprises, 68 per cent of medium-sized enterprises and 67 per cent of multinationals had an equal opportunity policy.

A good example of an equal opportunity policy with a strong emphasis on sexual harassment is that of McDonalds in Fiji.

So what are the policies being applied to advance women in business and management? Table 11.2 below shows the extent to which companies replying to the ILO Company Survey were implementing 20 different policies.

The majority of respondents indicated that they have policies for the first ten measures in the above table. The most common policy was that of maternity leave,

followed by access to skills training and measures for the recruitment, retention and promotion of women. In many countries, maternity leave is required by law. However, some respondents indicated they provided more than the statutory requirements. Fewer companies provided such things as childcare and elder care, career breaks and re-entry programmes. While 66 per cent of respondent companies provide access to executive training generally, half of this number provided executive training specifically for women. There was a high percentage of companies indicating that many of the above policies are not applicable (N/A) to their business. This could mean that the information was not available, not known or that such policies were not applicable given the nature of the company operations or the characteristics of their employee population.

Table 11.2 Implementation of company policy measures

Policy Measures	Yes	%	No	%	N/A	Don't know what it is	Total Responses
1. Maternity leave	879	84%	106	10%	58	8	1051
2. Access to skills training	811	75%	190	18%	73	1	1075
3. Recruitment, retention and promotion	752	70%	200	19%	104	13	1069
4. Access to executive training	688	66%	259	25%	99	3	1049
5. Work life balance	595	62%	214	22%	130	18	957
6. Mentoring	609	59%	277	27%	146	3	1035
7. Flexible working hours	590	56%	333	31%	121	14	1058
8. Targets for gender balance in recruitment	530	51%	312	30%	195	1	1038
9. Parental leave	501	51%	304	31%	176	5	986
10. Sexual harassment	503	50%	306	30%	198	6	1013
11. Paternity leave	461	44%	403	38%	182	13	1059
12. Childcare	465	44%	383	36%	186	16	1050
13. Part time working hours	459	44%	420	40%	161	5	1045
14. Care for sick family members	457	44%	373	36%	204	4	1038
15. Sponsorship	47	44%	23	21%	37	0	107
16. Re entry programmes	396	40%	350	35%	247	37	993
17. Career breaks	356	38%	337	36%	239	8	940
18. Executive training specifically for women	316	33%	446	47%	160	36	958
19. Remote work or telework	311	30%	463	45%	247	6	1027
20. Elder care	282	28%	480	48%	242	3	1007

Source: ILO Company Survey, 2013

In addition to the above policies, a good number of respondents pointed out the problem of transport for women due to the dangers associated with sexual harassment on public transport and the concerns of families and spouses about women travelling, especially in the evening. Therefore, in developing regions, companies often provide transport for women. In some cases, women may leave work earlier with company transport if there are law and order disruptions in law and order.

Some respondents also indicated other policies, such as canteens, nursing rooms and separate toilets for women. Some respondents said they follow the global diversity policy of their international companies. A number of respondents indicated that they do not have specific measures for women, as their companies are “performance driven with skills, knowledge and experience being the only differentiators. Thus, employees of different genders and nationality are treated equally.”

11.3 Priority company measures to advance women

The ILO Company Survey also asked companies to rank in order of priority 19 measures they would consider implementing as a means to promote women into management. Table 11.3 below is the ranked outcome of 595 respondents. It can be noted that exposing women to all company operations and functions; executive training specifically for women; and assigning visible and challenging tasks to women managers were the most highly ranked. This confirms many of the findings in the literature that a key issue for advancing women into top management is the need to take a closer look at what is happening to women’s career paths compared to men’s, in order to plug the “leaking pipeline” of women’s talent.

Respondent companies in developing regions viewed sponsorship schemes, results based performance management and diversity training as of lesser priority

Table 11.3 Measures to advance women in management

1. Exposing women to all company operations and functions
2. Executive training for women
3. Assigning women managers visible and challenging tasks
4. Mentoring scheme
5. Top level management support for a gender equality strategy
6. Recognition and support for women
7. Making corporate culture more inclusive of both women and men
8. Awareness training for senior managers on the business case for more women in management
9. Flexible working arrangements (time and place)
10. Setting of targets and tracking progress
11. Retention and re-entry schemes
12. Making promotion paths and career advancement prospects clear for women
13. Appointment of women to board of directors
14. Focus groups for senior and mid-level women
15. Appointing a woman as CEO
16. Appoint men who champion gender equality to senior management and company board positions
17. Sponsorship scheme
18. Results based rather than time based employee performance evaluation
19. Diversity training for all managers

Source: ILO Company Survey, 2013

for advancing women in management. This could be partly explained by the lack of information about these approaches, which are more practised in developed economies. Nevertheless, a number of respondents pointed out that all the measures are useful, especially if based on a proper assessment of the situation in individual companies and implemented in an integrated manner.

What is sponsorship?

"Unlike mentoring, which may often be limited to occasional meetings and coaching sessions, sponsorship is a long-term, hands-on commitment to encouraging, fighting for and creating advancement opportunities for high-potential individuals."²⁵⁸

Ernest & Young

"...a sponsor as someone who uses chips on his or her protégé's behalf and advocates for his or her next promotion as well as doing at least two of the following: expanding the perception of what the protégé can do; making connections to senior leaders; promoting his or her visibility; opening up career opportunities; offering advice on appearance and executive presence; making connections outside the company; and giving advice. Mentors proffer friendly advice. Sponsors pull you up to the next level."²⁵⁹

Sylvia Ann Hewlett,
Harvard Business Review Blog

Average rankings may mask important differences between regions and countries. Nevertheless, companies in all regions identified similar measures in terms of the most useful and the least significant they would consider implementing. All regions ranked executive training for women very high except for Cambodia and the Philippines, which ranked it 10th out of 19 measures. This could reflect the fact that the Philippines, for example, has one of the highest proportions of women

managers globally. Most regions ranked making corporate culture more inclusive fairly high, except for the CEE region, which ranked it in 11th place.

Companies responding to the survey reflected a range of views, from having no special measures to advance women – as promotion is based on equal treatment, performance and skills – to companies that said they implemented all of the above measures and more.

Respondents described additional measures they are implementing to advance women, including leadership training and building women's self-confidence and awareness on gender stereotyping. One respondent noted that in male-dominated workplaces, building solidarity among women helped counter female jealousy issues. Another said it provided part-time training opportunities in the evenings and weekends. Yet another indicated that, while there was no specific training for women, all women employees recognized the potential for management roles and that they were encouraged to participate in management workshops.

11.4 Legal frameworks

The legal framework and system plays a key role, as it reflects how a country perceives gender equality and promotes its achievement. In this regard, 187 out of 193 countries have ratified the United Nations Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). And most ILO member States have ratified two of the four key conventions for equality that are part of the ILO Declaration of Fundamental Principles and Rights at Work. These are Convention No. 111 (adopted 1958) on Discrimination in Occupation and Employment and Convention No. 100 (adopted 1951) on Equal Remuneration for Work of Equal Value.

A smaller number of ILO member States have ratified the other key conventions for gender equality – maternity protection (Convention No. 3 – adopted 1919 and Convention No. 103 – adopted 1952 and its revision, Convention No. 183 – adopted 2000) and workers with family responsibilities (Convention No. 156 – adopted 1983). Nearly 100 countries have ratified one of the three maternity conventions in force. Forty-three countries have ratified Convention No. 156 on Workers with Family Responsibilities. In Africa, out of 48 countries, 12 have ratified a maternity convention (Benin, Burkina Faso, Cameroon, Central CFA, Cote d'Ivoire, Equatorial Guinea, Gabon, Ghana, Guinea, Mali, Mauritania and Zambia) and four (Ethiopia, Guinea, Mauritius and

²⁵⁸ Ernest & Young, *The corporate sponsor as hero: Advancing women into leadership roles*, 2011

²⁵⁹ Sylvia Ann Hewlett, *The Real Benefit of Finding a Sponsor*, Harvard Business Review Blog, 26 January 2011

Niger) ratified Convention No. 156. In Latin America, all but seven countries (Costa Rica, Dominican Republic, El Salvador, Honduras, Mexico, Paraguay and Peru) ratified a maternity protection convention. Ten countries (Argentina, Bolivia, Chile, Ecuador, El Salvador, Guatemala, Paraguay, Peru, Uruguay and Venezuela) ratified Convention No. 156. Belize has ratified both the maternity and the workers with family responsibilities conventions making it the only Caribbean nation to ratify both of these conventions. In Asia and Pacific, only two countries have ratified a maternity convention (Mongolia and Sri Lanka) and only three have ratified Convention 156 (Australia, Japan and South Korea). In the CEE and CIS region, all but four countries (Armenia, Georgia, Turkey and Turkmenistan) have ratified a maternity convention and eight have ratified Convention 156 (Azerbaijan, Bosnia and Herzegovina, Croatia, Macedonia FYR, Russia, Serbia and Ukraine). In the MENA region only three countries have ratified a maternity convention – Algeria, Libya and Morocco – while just one, Yemen, has ratified Convention No. 156.

These international instruments often reflect existing national laws. They can also influence provisions in a country's laws, whether or not the country has ratified the relevant convention. Such laws and international obligations bind companies operating within national borders. Over the years, many countries have also signed up to other ILO conventions relating to gender concerns. These include the ILO Convention prohibiting night work for women (Convention No. 89), the Part-Time Work Convention No. 175 of 1994, the Home Work Convention No. 177 of 1996 and the Convention on Domestic Work No. 189, adopted in 2011. The latter three are particularly relevant to women as they represent forms of work, in which greater proportions of women work than men.

11.5 United Nations Global Compact

At the global level, many companies are members of the United Nations Global Compact, which is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles. These address human rights, labour, the environment and anti-corruption. The principles under labour include the four areas covered by the ILO Declaration of Fundamental Principles and Rights at Work: Freedom of Association and Collective Bargaining; Abolition of Child Labour; Elimination of Forced Labour and Non-Discrimination in Employment and Occupation. With over 8,700 corporate participants and other stakeholders from

over 130 countries, it is viewed as the largest voluntary corporate responsibility initiative in the world. In addition to individual companies, business associations are also participants in the Global Compact.

The United Nations *Women's Empowerment Principles*²⁶⁰ provide a set of considerations to help the private sector focus on key elements integral to promoting gender equality in the workplace, marketplace and community. They are the result of collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact.

Subtitled *Equality Means Business*, the Principles emphasize the business case for corporate action to promote gender equality and women's empowerment, and are informed by real-life business practices and input gathered from across the globe. The seven *Women's Empowerment Principles* seek to point the way to best practice by elaborating the gender dimension of corporate responsibility, the UN Global Compact, and business' role in sustainable development.

Since the launch of the Principles in 2010, more than 550 CEOs globally have signed the CEO Statement of Support for the Women's Empowerment Principles.

The principles are:

EQUALITY MEANS BUSINESS

Women's Empowerment Principles

- Principle 1:** Establish high-level corporate leadership for gender equality
- Principle 2:** Treat all women and men fairly at work – respect and support human rights and non-discrimination
- Principle 3:** Ensure the health, safety and well being of all women and men workers
- Principle 4:** Promote education, training and professional development for women
- Principle 5:** Implement enterprise development, supply chain and marketing practices that empower women
- Principle 6:** Promote equality through community initiatives and advocacy
- Principle 7:** Measure and publicly report on progress to achieve gender equality

²⁶⁰ Information from website <http://weprinciples.org>

12. Initiatives to advance women in business and management

Companies and business organizations are realising the advantages of advancing women in business and management and are supporting women's leadership across all regions. National and multinational companies are recruiting and promoting more women. Some chambers of commerce and employers' organizations are taking policy initiatives and providing advisory services to promote women in business and management. Moreover, businesswomen are organizing themselves to enhance their economic activities, including global trade initiatives. Women managers are networking and sharing experiences on career strategies. This part of the report provides examples of initiatives, mainly by companies, business membership organizations, women's organizations and academic institutions in developing regions.

12.1 Company initiatives

Many of the company initiatives given below are those of multinational companies in national settings, as these could be more easily identified than those of national companies. The ILO Company Survey did show, however, that the majority of national companies responding, especially the medium-sized and large companies, had equal opportunity policies as well as measures to support women employees.

In **Egypt**, companies are participating in the *Gender Equality Model Egypt (GEME)* initiative launched by the government in partnership with the United Nations and other international organizations. GEME provides private firms with the training to document gender disparities, take corrective action in particular cases,

and institutionalize gender equality. Firms self-select into the project, but GEME requires that their human resource departments have sufficient resources so they are able to implement gender equity policies and monitor the results. Ultimately, third-party auditors monitor the firms' human resource practices with an impact evaluation component that determines best practices for use throughout Egypt.

There are approximately 260 local and international companies in the **Middle Eastern and North African** region committing to the promotion of gender equality through their membership in the UN Global Compact. Business organizations in a number of countries are also members of the UN Global Compact, for example, the Cairo Chamber of Commerce, Business Women's Association Egypt, the Iraqi Business Council, the Young Entrepreneurs Association in Jordan, The Deir ez-Zour Chamber of Commerce and Industry in Syria.

Some companies have special programmes to sponsor and promote women's leadership in the **Middle East**. Datamatix, a global knowledge, conferences and events management service provider, organizes a major annual Gulf Cooperation Council (GCC) Women's Leadership Conference.²⁶¹ The 2013 conference in **Dubai** was to release the "Top GCC Women Leaders of Tomorrow". WOIBEX Women Leaders Group is a division of Datamatix Group that aims to promote the role of women in civil society, in public, political, economic, educational and cultural life in the GCC. Conferences, training seminars and

²⁶¹ The GCC comprises Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE.

networking events are held to provide women-owned business enterprises a competitive edge. The WOIBIX Women SME Association aims to create an environment for women to meet, share experiences and learn from each other's successes.

SODEXO

Convinced of the need to promote women's advancement, nurture talent and, more generally, foster diversity, Sodexo gives high priority to gender equality. The Group undertakes many ambitious initiatives to further this goal, including training, mentoring, creating women's networks and raising awareness about diversity-related issues.

Women in Sodexo represent:

- 38% of the Board
- 25% of the Global Executive Committee
- 23% of the Top 300 Executives
- 42% of Middle Managers
- 54% Total Workforce

The CEO, Michel Landel has committed that Sodexo will reach 25 per cent of women in the top 300 group by 2015.²⁶² In 2007, *Standard Chartered*, a member of the UN Global Compact, set up a Group Women's Council to drive the bank's gender diversity strategy. The Council has sponsored a 'Women in Leadership' development programme, which provides guidance and coaching to help talented women advance within the bank. In 2009, these programmes were held for women in the Middle East. Women currently make up 46 per cent of Standard Chartered's workforce, 20 per cent of global senior management positions and 51 per cent of the global graduate intake, including female CEOs in diverse markets such as Lebanon, Zambia and Jersey.

In **Cameroon**, multinational companies, particularly those of Anglo-Saxon origin, are beginning to take gender issues into account. The initiatives are only just starting, with studies and examination of the application of legal texts prohibiting discrimination. Some job announcements mention that women are encouraged to apply, and some companies have regular training programmes to encourage women to take on higher levels of responsibility or to access posts traditionally "reserved" for men.²⁶³

²⁶² Website Sodexo, <http://www.sodexo.com/en/corporate-responsibility/diversity-inclusion/priorities/women.aspx>

²⁶³ Cameroon National Report, for ILO African Employers' Regional Workshop on Women in Business and Management, Johannesburg, 7-8 November 2012

Deutsche Telekom

Goal: to more than double women-held upper and middle management jobs by 2016

- Deutsche Telekom plans to fill 30% of its middle and upper management jobs with women by the end of 2015
- In 2008, women held 13% of such positions
- Tools such as recruitment policy and executive development programs will be used to reach the target
- The company will expand its parental leave, child care and flextime programs Telekom is the first of the 30 companies in the blue-chip DAX index to employ such a quota

"It is a matter of social fairness and a categorical necessity for our success. Having a greater number of women at the top will quite simply enable us to operate better"

CEO Rene Obermann

"By setting a quota and reporting on progress, the company aims to create momentum – and pressure – internally, especially as 60% of German graduates are women. This is not about hiring women just for the sake of hiring women but about achieving a competitive edge by tapping into talent"

Company spokesperson in *Der Spiegel*,
16 March 2010

In **Serbia**, multinational companies promote gender equality principles. Good practice examples are slowly being introduced by these companies to domestic capital and small and medium-sized companies, through various promotional activities conducted by the companies themselves, the State, state institutions and institutes (especially educational ones), the non-profit sector, including the Serbian Association of Employers, trade unions and organizations that are concerned with the promotion and defence of women's rights and the media. The principles being advocated include: promotion of human rights and prohibition of any form of discrimination and sexual harassment, prohibition of discrimination in relation to gender when opening a competition for filling a vacancy, equality in job promotions, equal access to training, training at the employer's expense, gender-sensitive language and working arrangements for mothers with children.²⁶⁴

²⁶⁴ Republic of Serbia National Report for ILO Employers' regional workshop on Women in Business and Management, Kyiv, 5-6 December 2012

In **Macedonia FYR**, multinational enterprises are implementing their corporate procedures in Macedonian subsidiaries. This is the case, for example, at T-Mobile, Imperial Tobacco and Coca Cola. Macedonian companies vary in implementing policies and initiatives promoting women in business and management. Macedonian companies are yet to develop application of high level recruitment, training and promotion standards generally. High unemployment rates and an undeveloped labour market do not put pressure on them to treat women at the workplace as a valuable asset.²⁶⁵

“....as for women, demonstrated ability goes a long way in acceptability. To give the example of our company, our workforce is now 80% Omani, and a third of the top management is women.”

Fatma Al-Kharusi, the first Omani woman to qualify as an ACCA Accountant (global body for professional accountants) and Finance Director of Petroleum Development Oman, the Sultanate's foremost exploration and production company. AMEinfo.com, 7 March 2012

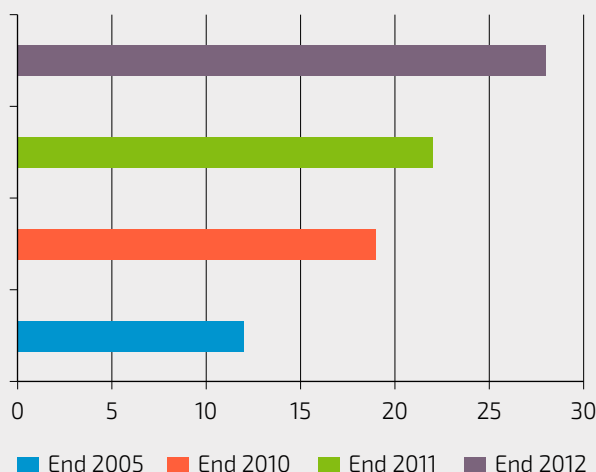
HINDUSTAN UNILEVER LIMITED (HUL) INDIA

Building the HUL House for Gender Balance

Diversity has been a priority for HUL since it was called out as a part of the Winning with People non-negotiable in our Compass Vision. Over the last few years, we have seen considerable momentum and activity on this agenda. The efforts have translated into improvements in our overall gender representation figures.

We have made significant progress on diversity numbers since 2011, as now we are moving at 5 times the pace of previous years. Going by the current trend, we will add another 10% in 2 years against the cumulative 5% we have added over previous 5 years.

Shifting the balance through the years



Although, in the Indian context, we meet local/industry benchmarks for Gender Balance, we are aiming to continuously raise the bar higher as we move forward to turbo-charge our bold Compass Vision. A truly gender diverse organization will be business critical for us to achieve our vision for 2015. In other words, we need to build our entire house for gender balance. This would mean a lot of things including an overhaul of policies and programmes, a clear roadmap on how to develop and retain women across the organizational pyramid and most importantly bringing in a disproportionate number of women into the organization and creating a culture where they can thrive and grow.

The success to this would be to build a workplace where all employees (men and women) can grow to their full potential and feel equally valued for the unique strengths they bring to the table. For this, we have identified the following key enablers:

- Increasing the Supply of Female Talent
- Building Leadership Alignment
- "Career By Choice" & Flexi Working
- Gender Balance Network & Council
- Mentoring
- Reaching Out (Raising our Diversity Credentials)

²⁶⁵ Macedonia FYR National Report for ILO Kiev regional workshop on Women in Business and Management, Nov. 2012

HINDUSTAN UNILEVER LIMITED INDIA

To increase the supply of female talent, we are building the supply at WL1 and workmen cadre. As a part of this, we have hired 26 WL1D engineers in Supply Chain for manufacturing roles in India who are being groomed for accelerated growth to WL 2 roles. In accordance with this, we are engaging with parents and ramping up support & facilities like hostels and guesthouses to attract female talent. Also, we are performing Proactive Market Mapping for females and focusing on implementing Gender Balanced Slates for Hiring/Talent decisions.

Since women consider flexible working as a very important contributor to their longevity in the workplace, we have introduced several Agile Working policies such as Flexi hours, Work from home and Part Time Working (Job Share/ Job Split). Work life balance initiatives such as Career Break, Six months Maternity Leave and Paternity Leave have also been introduced. To support this, we have revamped our Campus Infrastructure and Technology – day care, gymnasium, swimming pool, entertainment block and U Shop.

Our commitment on gender balance is unequivocal. In the next two years, we will move the needle considerably in HUL. This means evolving a roadmap on how to attract, develop and retain women across the organizational pyramid. All this is a substantial change and change becomes easier to implement if it can be looked at as an opportunity. This is an opportunity to create a new workplace, indeed a new house and one that is gender balanced.

Let's walk through the stages of constructing this new house as well as the activities associated with each stage.

Broadly, the stages are:

Preparing the site

An audit of the existing environment, key enablers and disabling factors.

Pouring the foundation

What does it mean to be gender balanced – getting the leadership 'convinced' and 'convincing' on the importance of gender balance as a key lever for business growth.

Raising the frames

Setting clear gender balance targets and expectations for each part of the business.

Installing the utilities

The elements of the gender balance programme that will enable us achieve our targets.

Fixing the roof

The governance and review structure that will sanction resources, resolve issues and monitor progress.

Designing the interiors

The visible elements of our gender balance programme such as employee communication, networks and a diversity portal.

Landscaping

The gender balance 'connect' initiatives we will undertake with the industry, academia and the community.

HINDUSTAN UNILEVER LIMITED (HUL) INDIA

Following are the Key Elements of our Gender Balance programme:

Job Sharing

The idea is to identify a pool of 'flexidised' jobs which will be shared between two people. Job sharing is not about optics; even if job sharing women works part-time, they bring their full selves into taking the organization closer to the women consumers. We will pilot job shares on some identified positions over the next two years.

Career by choice programme

A unique re-hire programme that will provide a platform to women looking for 'real' opportunities to work flexibly and part-time. The programme would be kicked off in April. We have received 3,000 registrations on the "AreUtheWoman.com" micro site. 27 "Career By Choice" women have joined us. 10 are employee referrals.

Proactive market mapping

We have conducted an extensive talent mapping of women across various industries and roles.

Alchemy

The mentoring programme for South Asia is titled 'Alchemy'. Mentoring is a key initiative to develop leaders and to build an inclusive workplace. 'Alchemy' connotes transformation. Through the process of mentoring, we transform talented individuals into great leaders. We currently have around 160 mentor-mentee pairs in South Asia. The commitment and excitement we see in our mentors and mentees makes us believe that this initiative would really make a difference in their lives.

Gender balance page

There is a need for a lot of communication around the roadmap and elements of the gender balance programme. There will be a dedicated gender balance page on the diversity sub site of 'Inside Unilever'

Gender balance network

The year began with the launch of the Gender Balance Network (GEN-NET) and 'Third Eye', which was our week long celebration of new perspectives in gender balance. Our next steps are to ensure that the preliminary charter of GEN-NET is put together. As the year will see a huge influx of women, a key focus of the GEN-NET would be around the assimilation, support and growth of women in the workforce (both new and existing).

12.2 Awarding good practice

Around the world, there are regional, national and international events, in which awards are given to recognize companies' achievements in promoting gender diversity, or to recognize the success of outstanding women business leaders. Such awards are a means to motivate companies to strive for better results and obtain public recognition. In attracting media coverage, they also give visibility to the issue of women in business and management. Awards are given by a variety of organizations – governments, women's associations, business organizations, industry groups and academic institutions.

An example is the Cartier Women's Initiative Awards.²⁶⁶ This is an international business plan competition for women created in 2006 by Cartier and the Women's Forum (international network on women in the economy and society) with the support of consulting firm McKinsey & Company and INSEAD business school. Each year, six female entrepreneurs, one per continent, are awarded coaching support for a full year, a US\$20,000 grant and a trophy designed by Cartier. The competition comprises two rounds: the selection of the finalists in June based on their short business plans and the selection of the laureates in October based on their detailed business plans.

Many countries, such as South Africa, have "Businesswoman of the Year" awards that help establish role models for other women. Different categories are often specified for awards. In Australia, the government Equal Opportunity for Women in the Workplace Agency gives annual business achievement awards in six different categories. These are chosen from among many relevant areas and examples include:

1. Outstanding equal opportunity initiative or result for the advancement of women
2. Outstanding equal opportunity practice for the advancement of women in a non-traditional area or role
3. Diversity leader for the advancement of women
4. Leading CEO for the advancement of women
5. Leading organization for the advancement of women (fewer than 800 employees)

²⁶⁶ See more at: <http://www.womens-forum.com/initiative/cartier-women-s-initiative-awards/detail#sthash.QhMuZVrg.dpuf>

6. Leading organization for the advancement of women (more than 800 employees)²⁶⁷

12.3 Initiatives of national chambers of commerce and employers' organizations

Business organizations and chambers provide support to businesswomen and women entrepreneurs through various activities. For example, in **Honduras**, the Chamber of Commerce and Industry (*La Cámara de Comercio e Industria de Tegucigalpa – CCIT*) has successfully implemented a project on women-led enterprises since 2007. On three occasions, it has held a Forum for Businesswomen, which helped participating entrepreneurs increase sales, expand to new markets, get new clients and acquire new techniques, technology and production methods.

In **Chile**, the Confederation of Production and Commerce (*Confederación de la Producción y del Comercio – CPC*) promotes the dissemination of a Guide on Good Labour Practices on Non-Discrimination in Enterprises (*Guía De Buenas Prácticas Laborales Sobre No Discriminación En La Empresa*), which was prepared by the Chilean government women's office (SERNAM) with the involvement of the CPC. This comprehensive guide includes recommendations on recruitment and selection processes; career development; access to training; gender balance in senior management posts; conditions of work; maternity and parental responsibilities; work and family balance; and prevention and sanctioning of sexual harassment. In December 2011, the CPC and its members concluded an agreement with SERNAM to work together to improve women's participation in the labour market, to promote labour practices that contribute to equality between men and women and to promote harmony between work and family. For the first time, the number of men and women will be measured and monitored in CPC member companies in order to manage initiatives to ensure that women are present across different industrial sectors and in decision-making positions.

In **Cameroon**, the Cameroon employers' organizations (*Groupement Inter-Patronal du Cameroun – GICAM*) have elaborated a project on the integration of the principle of equality between men and women in the member enterprises of GICAM. The project, which has yet to be implemented, will analyse the situation on gender equality in enterprises; map the perception

²⁶⁷ <https://www.wgea.gov.au/>

by enterprises on gender equality; present a gender project to the heads of enterprises; and lobby for the support of partners and to raise awareness on gender issues.²⁶⁸

In **Japan**, Keidanren (Japanese business federation) advocates maximizing women's abilities and capabilities at the workplace in order for companies to be more competitive and to overcome the challenge of a workforce decline, while at the same time trying to prevent the introduction of legislated numerical targets on the share of women at the workplace. In the annual report of its '*Committee on Management and Labor Policy*', Keidanren encourages member companies and federations to introduce measures on both positive action and work-life balance. Keidanren compiled and published in March 2013 a 'Report of Measures on Work-Life Balance' with 66 member-companies' cases.²⁶⁹ A Council of Executives of Public and Private Sectors to Promote Work-Life Balance has been set up and unites representatives from ministries and local governments, as well as economic and labour circles. It formulated a non-binding "Charter for Work-Life Balance" and an "Action Policy for Promoting Work-Life Balance" in December 2007 (revised in June 2010). Efforts are now being made to promote these documents with the public and private sectors working together. The Japanese employers' organization was heavily involved in the preparation of the Charter.²⁷⁰

The **Lesotho** Employers' Association and the Lesotho Chamber of Commerce are working with member companies on advancing women in business and management and have lobbied the government to put in place initiatives to enhance the economic empowerment of all citizens across all sectors by promoting entrepreneurship through the establishment of the Youth Employment, Women Entrepreneurship and Gender Equality Programme; the Rural Finance Intermediation Programme; and partial Guarantee scheme.²⁷¹

The **Mauritian** Employers' Federation (MEF) has encouraged private sector enterprises to implement

policies that promote equal opportunities for women and their participation at all levels in their enterprises. The MEF Code of Practice, states "enterprises should have a declared policy of meritocracy and equality of opportunity with respect to personal selection and promotion." The MEF is actively involved in the promotion of women's economic empowerment, focusing mainly on female entrepreneurship. In 1982, it set up a department to assist small enterprises through advice, guidance and training. The MEF has conducted entrepreneurship development and management training to the benefit of hundreds of small entrepreneurs, including women. Since 2006, the MEF has also provided mentoring services to SMEs. In recent years, it has helped many women entrepreneurs set up and manage their businesses more effectively, and in 2011, it trained 100 women entrepreneurs. The MEF is also supportive of the Mauritian Association of Women Entrepreneurs, which brings together women entrepreneurs with the main objectives of facilitating networking, improving access to finance and encouraging self-development through training.

In **Montenegro**, the Montenegrin Employers' Federation (MEF) seeks the creation of an entrepreneurial culture that promotes women's entrepreneurship and the economic enhancement of women. The Employers' Code of Ethics adopted in 2005 binds MEF members to respect the principles of the UN Global Compact and the UN Millennium Development Goals, as well as support the foundation of the Association of Business Women of Montenegro and its activities. Based on research it conducted, the MEF made recommendations for eliminating barriers and promoting an increase of women in business. In 2011, MEF conducted a poll within company-members to identify and promote good practices of employers that offer good working conditions for women and encourage women's empowerment at the workplace. MEF has also signed a cooperation agreement with the Association of Women Employees, *Women Today*, within the Confederation of Trade Unions of Montenegro. MEF also took part in the advisory board of a project 'Gender differences in personal incomes and earning in Montenegro' which was implemented by the European Movement in Montenegro in 2010.²⁷²

In **Pakistan**, the Employers' Federation of Pakistan (EFP) worked together with the Ministry of Labour and Manpower (MOLM) and the Pakistan Workers'

²⁶⁸ Cameroon National Report, for ILO African Employers' Regional Workshop on Women in Business and Management, Johannesburg, 7-8 November 2012.

²⁶⁹ see: <http://www.keidanren.or.jp/policy/2013/022.pdf>/only available in Japanese.

²⁷⁰ Japan National Report for ILO Asian and Pacific Employers' Regional Workshop on Women in Business and Management, Bangkok, 18-19 April 2013

²⁷¹ Lesotho National Report for ILO African Employers' Regional Workshop on Women in Business and Management, Johannesburg, 7-8 November 2012.

²⁷² Montenegro National Report for ILO regional workshop on Women in Business and Management, Kiev, Nov. 2012.

Federation (PWF), as well as with partners from civil society, on the Women's Employment Creation (WEC-PK) project in 2009. The objectives of WEC-PK included creating a supportive environment for working women, direct assistance to women in accessing decent employment and promoting gender equality in private sector employment. The EFP collaborated with the ILO to conduct six training programmes in major cities of Pakistan, to educate and train women in management, with a focus on management and leadership skills, and advice on how to break the invisible barriers hampering their career development. A report was produced in 2009 – "Taking the lead: Developing Women to Manage the Glass Ceiling at the Work Place." Together with the ILO, the EFP introduced a policy for private sector organizations on gender equality and equity at the workplace, which was based on the results of an industry-wide survey and study of best practices on gender equality.²⁷³

In **Rwanda**, the private sector has helped women entrepreneurs establish their own chamber by providing them with an office and staff as well as financial and technical support. Activities include mentorship programmes, with successful women entrepreneurs mentoring other women moving into the formal sector; capacity building and training of women entrepreneurs on entrepreneurship, business management, business plan design, credit management, the use of ICT for e-commerce, marketing, and sector specific training such as modern agro-processing techniques, as well as business development services and a Business Plan Competition.²⁷⁴

In **Serbia**, the Serbian Association of Employers constantly promotes gender equality principles and the introduction of new standards that will improve the position of women in business and access to all jobs, as well as management functions, and the inclusion of as many companies as possible in the UN Global Compact.²⁷⁵

In **South Africa**, *Business Unity South Africa* (BUSA) has been active in discussions around the Women Empowerment and the Gender Equality Bill, including at the National Economic, Development and Labour Council (NEDLAC). BUSA has supported the

development of a database of qualified women to provide candidates for selection and advancement in companies. It has also developed a portal for the advancement of small business owners, with emphasis on women entrepreneurs who are ready for supply chain development.²⁷⁶

In **Sri Lanka**, the Employers' Federation of Ceylon (EFC) has partnered with the ILO for more than a decade in promoting gender equity in the workplace, through advocacy, training and by developing policy documents. It has also joined other business associations/trade chambers to disseminate these policy documents. It has also supported members of these organizations in training their staff in these areas and in developing company specific policies. For instance, the EFC in 2008 partnered with the Ceylon Chamber of Commerce and UNDP to promote the Millennium Development Goals on gender equality among its membership. This initiative included a re-launching of the ILO/EFC Code of Conduct and Procedures to Address Sexual Harassment at the Workplace by asking private sector companies to formally sign-up to this document and conduct internal training (by the EFC) for key members of their staff. The EFC conducts training and capacity building on gender, equality and the prevention of sexual harassment and other forms of gender-based violence. It also conducts in-house programmes on request for its member companies. Advocacy for a more gender sensitive and inclusive workplace is also a continuing process.²⁷⁷

The Girl Entrepreneurship Program (GEP) in **Uganda** is an initiative to create awareness about business and entrepreneurship in secondary schools, tertiary institutions and universities. Successful businesswomen entrepreneurs visit these institutions and share their experiences to inspire young women. Partners in this programme are the Uganda Investment Authority (UIA), the Private Sector Foundation Uganda (PSFU), the Uganda Association of Women Lawyers (FIDA-U), the Uganda Women Entrepreneurs Association Limited (UWEAL), the Uganda Women's Network (UWONET), the Africa Women's Economic Policy Network (AWEPON) and the Makerere University Kampala, Makerere Business School, Kyambogo University and Mukono University.²⁷⁸

²⁷³ Pakistan country report for ILO regional workshop on Women in Business and Management, 18-19 April 2013, Bangkok.

²⁷⁴ Rwanda National Report for ILO regional workshop on Women in Business and Management, Johannesburg, 7-8 November 2012.

²⁷⁵ Republic of Serbia National Report for ILO regional workshop on Women in Business and Management, Kiev 5-6 December 2012.

²⁷⁶ South Africa National Report, ILO African regional workshop on women in business and management, Oct. 2012

²⁷⁷

²⁷⁸ Ugandan National Report, ILO African regional workshop on women in business and management, Oct. 2012

12.4 Structures for women and gender equality in business membership organizations

There are chambers of commerce and employers' organizations in different regions that have women's sections, councils or focal points to support women in business and promote gender equality generally. The effectiveness of such mechanisms is debated. Historically, they have provided a "space" within or alongside business organizations for women to share their experiences, exchange information and ideas and develop programmes and activities that focus attention on the challenges they face in the business world, as well as provide practical advice, policy development and support, especially to women entrepreneurs. On the other hand, there is considerable discussion as to whether such special structures marginalize women and "women's issues" as a parallel activity of the chamber of commerce or employers' organizations. It is argued that more women need to be in the "mainstream" of the organization's policy and advisory activities and in their boardroom or management committee, contributing their ideas, expertise and perspectives. Nevertheless, the challenge is how to make this happen without any kind of mechanism, process, person or persons responsible. If an employers' organisation opts for a structure, it is important that the objectives and terms of reference are clearly specified so as to avoid potential isolation. If women/gender structures already exist, their role can also be reviewed to ensure that gender equality concerns are "mainstreamed". Some examples are provided below.

A Women's Entrepreneurship Council (WEC) in the framework of the **Association of Balkan Chambers of Commerce** (ABC) was established in 2010. The national chambers of **Albania, Bosnia and Herzegovina, Bulgaria, Cyprus, Greece, FYR Macedonia, Montenegro, Romania, Serbia and Turkey** are represented on the WEC by three women entrepreneurs each. The objective of the WEC is to enhance the contribution of women entrepreneurs to national and regional economies and to increase intra-regional trade in the Balkans region. The WEC also aims to improve the skills of women entrepreneurs and to represent the "voice of women" in business circles through the ABC in the Balkans region.²⁷⁹

²⁷⁹ <http://www.rcci.bcci.bg/abc-wec>

The **Argentine** Confederation of Medium-Sized Enterprises created in 2008 a Business Women's section (*Mujeres Empresarias de la Confederación Argentina de la Mediana Empresa – CAME*).²⁸⁰ Among its objectives is to work with similar organizations within the country and beyond to promote the participation of women in the administration and management of companies. It organizes annual national gatherings of businesswomen. Businesswomen awards are also given annually by CAME.

In **Brazil**, the National Council of Business Women (*Conselho Nacional da Mulher Empresária – CNME*) of the Confederation of Associations of Commerce and Business of Brazil (*Confederação das Associações Comerciais e Empresariais do Brasil – CACB*) was created in 2002. Its main priority is to stimulate, support and establish the setting up of similar councils at the state level to promote the "Ideal Entrepreneur" and to promote networking throughout the country. The Council works to integrate female leadership and to expand contacts with a variety of business organizations in all Brazilian states and other countries. Also in Brazil, the Commercial and Business Mines Association (*Associação Comercial e Empresarial de Minas*) has a Women's Entrepreneurs Council (*Conselho da Mulher Empreendedora*), which promotes debates and initiatives to stimulate and support businesswomen to play a greater role in decision-making structures. It aims to enhance the role and development of businesswomen as well as to defend and represent their interests and to promote networking between women entrepreneurs and businesswomen.

The three major employers' associations in **India** – the All India Organisation of Employers (AIOE), the Employers' Federation of India (EFI) and the Standing Conference of Public Enterprises (SCOPE) – have played an important role in the advancement of women in enterprises. In 1990, the Forum of Women in Public Sector (WIPS) was set up to create a national network and support system. The Confederation of Indian Industry (CII) set up a National Committee on Women's Empowerment in the late 1990s and has been conducting interactive workshops to increase capacity of HR heads to fully engage with gender equality in the workplace and to understand what creates an enabling environment. The Women Business Leaders Forum is also an active wing of CII. The National Association of Software and Services Companies (NASSCOM) and the chamber of commerce of the information technology and business process outsourcing IT-BPO

²⁸⁰ <http://www.redcame.org.ar/seccion/mujeres>

industries in India launched the Gender Inclusivity *Initiative* in 2006. NASSCOM also introduced gender awards to encourage companies to include gender-inclusive policies and programmes.²⁸¹

The most representative business organization in **El Salvador** established a gender committee in August 2012. The Committee is made up of diverse business organizations of the American Chamber of Commerce in El Salvador (AMCHAM), the National Association of Private Enterprises (*Asociación Nacional de la Empresa Privada – ANEP*) and Businesswomen for Social Responsibility (*Empresarias por la Responsabilidad Social – EMPREPAS*). It organized a gathering of business organizations, companies and experts to reflect on how to implement successfully enterprise responsibility with a clear focus on work and family balance.

In **Japan**, many local chambers of commerce have their own committees of women entrepreneurs for the purpose of supporting networking among them rather than providing business development services as such.²⁸²

In the **Middle Eastern** region, there are active women's sections in the Chambers of Commerce in a number of countries, for example the **Dubai** Business Women Council (DBWC), which is a Dubai Chamber of Commerce and Industry initiative. In **Saudi Arabia**, the Saudi Federation of Chambers of Commerce has women's sections in its different chambers around the country. The **Bahraini** Chamber of Commerce elected its first woman board member in 2001 and has since established a business women's committee to further develop the role of women in the economy and complement the work of the Bahraini Businesswomen's Society. In the **Gulf countries**, there is a Federation of Gulf Chambers with regular meetings among the Chambers. Within the Federation, there is a special forum for women entrepreneurs and, at the end of 2012, there was a conference of women business leaders of the Gulf Countries.²⁸³

The Chamber of Commerce of **Montenegro** (PKCG) founded a Committee for women entrepreneurship in 2006, which seeks to enhance opportunities through education, participation in EU projects, identification of business barriers, as well as the promotion

of a favorable climate for women entrepreneurship.²⁸⁴ PKCG and the Center for Entrepreneurship and Economic Development (CEED) started the National Network of Mentors for Women Entrepreneurs in 2011. Over 12 months, women mentors give advice and share their experience, helping women entrepreneurs who are starting or have problems in business. The women entrepreneurs (at least 10) have the opportunity once a month to attend practical training on different topics, including communication skills, development of business plans, management of a family business and market research. The chamber of commerce also participates in activities of the Adriatic & Ionian Initiative, organizes trainings, round tables and workshops on the development and promotion of women's entrepreneurship, prepares analysis of the business environment for women entrepreneurs and helps women entrepreneurs network locally and regionally.²⁸⁵

The Gender Committee of the High Level Council of Private Enterprises in **Nicaragua** (*Consejo Superior de la Empresa Privada en Nicaragua – COSEP*) is working on a gender policy that seeks to achieve a greater integration of women in business organizations and the boards of the various chambers of commerce in the country. Affiliated to COSEP are nine chambers and eight professional and industry associations, as well as the Institute for Development.

In **Nigeria**, the Nigerian Employers' Consultative Association (NECA) has been running the "Working with SMEs for Growth and Sustainability" project in collaboration with the Confederation of Norwegian Business and Industry (NHO) since 2004. A series of workshops for entrepreneurs was organized as part of the project, but only 2 per cent of participants were women. All-women seminars were subsequently organized and NECA's Network of Entrepreneurial Women (NNEW) was established. The network now has 300 members in Lagos and Abuja. The Nigerian Association of Chambers of Commerce, Industry, Mines & Agriculture (NACCIMA) also established a women's arm called Business Women Group of the National Association of Chambers of Commerce, Industry, Mines & Agriculture (NAWORG).²⁸⁶

²⁸¹ India country report for ILO regional workshop on Women in Business and Management, Bangkok, 18-19 April 2013.

²⁸² Japan country report for ILO regional workshop on Women in Business and Management, Bangkok, 18-19 April 2013.

²⁸³ Report of ILO Employers' Regional Workshop on Women in Business and Management, Beirut, 15-17 May 2012.

²⁸⁴ Montenegro National Report for the ILO Employers' Regional Workshop on Women in Business and Management, Kiev 5-6 December 2012.

²⁸⁵ Montenegro National Report for the ILO Employers' Regional Workshop on Women in Business and Management, Kiev 5-6 December 2012.

²⁸⁶ Nigeria National Report for ILO African Employers' regional workshop on Women in Business and Management, Johannesburg 7-8 November 2012

In **Palestine**, the Bethlehem Chamber elected in 2011 the first woman board member of any chamber in Palestine. It was decided to create a women's section. Other Chambers followed this initiative and the Nablus Chamber of Commerce Businesswomen Association was created. The Palestinian Business Women's Association (ASALA) is supporting the Chambers' initiatives and an agreement was signed between the Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA) and ASALA in order to support and empower Palestinian women who are small and micro entrepreneurs and to facilitate their membership in the Chambers with reduced fees.²⁸⁷

In **Rwanda**, the Rwanda Private Sector Federation has 10 chambers, including a chamber of women entrepreneurs, whose mission is to empower women to make a positive contribution to the socio-economic recovery strategy through business diagnostics, capacity building, resource mobilization, institutional development, marketing, networking and advocacy. The chamber raises awareness of the existence of advisory and consultancy services for women entrepreneurs. It focuses on helping women entrepreneurs acquire relevant knowledge, management and technical skills for efficient and effective operations of their business areas.²⁸⁸

In **Swaziland**, the Business Women's Forum of Swaziland (BWFS) operates under the auspices of the Federation of Employers and Chamber of Commerce. It facilitates the economic empowerment of women and is a source of support, information, networking, leadership and recognition of women in business and the corporate sector. In November 2011, the Forum hosted its second annual symposium to promote access to local market for women-owned businesses. It also hosted a Procurement Dialogue that took women through large companies' procurement procedures to help them tap into desired markets.²⁸⁹

The Federation of **Uganda** Employers (FUE) established the Federation of Uganda Employers Women Executives' Chapter (FUEWEC) in 2010. The objective was to address the challenge of marginalization in top decision-making positions in the corporate world, and to promote members' compliance with the equal

opportunities legislation. In 2010, FUEWEC conducted a feasibility study in five districts to determine why women were finding it difficult to get promoted at the workplace. Sixty-one per cent of the women surveyed said they were willing to invest in a programme that would improve their careers, and 65 per cent did not think that being a woman was a deterrent to promotion. Even though 39 per cent had been sponsored by the employers to attend some kind of training, only 19 per cent strongly believed that their organizations were willing to invest in their career development. The FUE has also participated in the Female Future Programme of the Confederation of Norwegian Business and Industry (NHO), of which the main objective is to enhance the leadership competence of women to increase their representation in top decision positions and in boardrooms. The first intake from July to December 2011 had 16 women from different companies and organizations. They were trained in leadership and board competence modules, so as to improve their competence in office management, to be able to perform efficiently and effectively in leadership roles, deliver good speeches and effectively contribute in board meetings.²⁹⁰

In **Vietnam**, the Vietnam Chamber of Commerce and Industry (VCCI) created a Women Entrepreneurs' Council in 2001. VCCI has initiated several activities supporting women entrepreneur members in their roles of managers in business, as, for example, an information campaign on how to combine work and family responsibilities, and increasing the supply of training programmes to improve the skills and capabilities of entrepreneurs, including soft skills. For women, these soft skills include effective networking, successful negotiation, and how to acquire new clients and deals without the necessity of after-hours informal socialization. VCCI is also planning to create a special website for businesswomen, which is to include a forum for entrepreneurs where business-related questions can be answered by other entrepreneurs or the relevant government agency. The VCCI is also lobbying government on the needs and role of women entrepreneurs.²⁹¹

The Women Alliance of Business Associations in **Zimbabwe** (WABAZ) was formed in July 2011 under the auspices of the Zimbabwe National Chamber of

²⁸⁷ Report of ILO Employers' Regional Workshop on Women in Business and Management, Beirut, 15-17 May 2012.

²⁸⁸ Rwanda National Report, ILO African regional workshop on women in business and management, Oct. 2012

²⁸⁹ Swaziland National Report, ILO African regional workshop on women in business and management, Oct. 2012

²⁹⁰ Ugandan National Report, ILO African regional workshop on women in business and management, Oct. 2012.

²⁹¹ Vietnam Country Report for ILO Asian and Pacific regional workshop on Women in Business and Management, 18-19 April 2013.

Commerce (ZNCC) for the purpose of connecting female entrepreneurs with the resources necessary to integrate them into mainstream economy. WABAZ, as a coalition of women business organizations, representing over 12,000 informal and formal women entrepreneurs, seeks to help these organizations speak with a unified voice, advocating through collective action for policy reforms and encouraging greater grassroots participation in strengthening economic democracy in Zimbabwe.²⁹²

12.5 Women's representation in chambers of commerce and employers' organizations

The representation of women in decision-making positions in employers' organizations and chambers of commerce is improving, but can be a challenge. Collecting data on this could be useful to track progress and provide a role model for company members. Some examples are given below of employers' organizations sharing their own statistics of women's representation in their structures.

In **Jordan** there is one woman on the Chamber Board, and the Chamber has good working relations with 25 women's associations throughout the country.²⁹³

In **Malawi**, there are 63 men and 14 women in senior positions in the Employers' Association.²⁹⁴

In **Macedonia FYR**, the Organization of Employers of Macedonia (OEM), founded in 2004, is the largest organization of employers in the country. There are six women among its 21 board members. The country's Economic and Social Council has 12 members, of whom four are from OEM, including one woman. In the Joint Consultative Committee, one of the two OEM representatives is a woman. All staff employed by OEM are women. Within the OEM there is not a special structure for women such as a business-women's association.²⁹⁵

In **Saudi Arabia**, many women are employed by the Chambers, including at management level. In each

of the 28 Chambers in the different regions of Saudi Arabia there is a special section for women, each with its own woman director, who generally has around 10-12 women employees. There are four women on the Jeddah Chamber's Board, and the Board Vice President is a woman. The Chamber cooperates with academic institutions and reviews rules and regulations to see how to better advance women.²⁹⁶

There are some instances where women are in management positions. In **Uruguay**, a woman was the vice president of the Chamber of exporters (*Unión de Exportadores*) in 2012.²⁹⁷ In **Venezuela**, the FEDECAMARAS has a 42-member board, including ad-hoc members. Of these, three are women (8 per cent). Of the twenty-nine staff members in the management and administration, 14 are women, including eight Directors and heads of departments, compared to five men in such positions. In the Confederation of Venezuelan Industries (CONINDUSTRIA), 19 of the 32 Chambers' Directors are women (60 per cent). In the 16 regional chambers of CONINDUSTRIA, 12 have women directors, or 75 per cent. The Venezuelan National Council of Commerce and Services (CONSECOMERCIO) has a total of 230 staff. Of the 32 Directors, seven, or 22 per cent, are women. Of the last 17 Presidents, one was a woman, and of the 20 advisors, two are women. In terms of the office administration, there are five positions of Director-General, managers and coordinators, four of which are occupied by women. Among the affiliated chambers and associations of CONSECOMERCIO there are 156 managers covered by 85 Board Presidents. Thirteen of these Presidents are women. Among 71 Executive Directors, 46, or 64 per cent, are women.²⁹⁸

Below are some of the kinds of measures and actions employers' organizations could consider to advance more women in business and management. These measures emanated from 5 regional workshops organized by the ILO in 2012-13 in Africa, Asia, Latin America, Middle East and North Africa, Eastern Europe and CIS countries, which brought together employer and private sector representatives and gender experts from more than 57 countries.

²⁹² Zimbabwe National Report, ILO African regional workshop on Women in Business and Management, Oct. 2012.

²⁹³ Report of ILO Employers' Regional Workshop on Women in Business and Management, Beirut, 15-17 May 2012.

²⁹⁴ Malawi National Report for ILO African regional workshop on women in business and management, Oct. 2012

²⁹⁵ Macedonia FYR National Report for ILO Kyiv Regional workshop on Women in Business and Management Nov.2012

²⁹⁶ Report of ILO Employers' Regional Workshop on Women in Business and Management, Beirut, 15-17 May 2012.

²⁹⁷ INNMUJERES reported in El Informe OIT de Uruguay sobre "La situación de Las Mujeres en las Actividades Empresariales y en Puestos de Dirección", September 2012

²⁹⁸ Informe de "Las Mujeres Venezolanas en las Actividades Empresariales y en Puestos de Dirección", September 2012

What can employers' organizations (EO) do to promote women in business and management?

- Awareness raising of EO staff on the business case for gender diversity and equality
- Design and implement an internal policy on gender equality
- Awareness of EO staff on strategies for companies to promote women in management
- Gender balance in EO staff – role model
- Consider mechanisms/structures within the EO to implement gender related activities
- Consider conducting a participatory gender audit within the EO to establish a baseline and the way forward
- Provide guidance to member affiliates and companies on promoting women in management and assistance with self-assessment or audit of the company's needs
- Develop and strengthen links with business-women's associations to know about their experiences and strategies and to provide "voice" to their goals
- Policy advocacy on addressing obstacles to women's entrepreneurship (access to credit, facilities, resources, BDS, training, etc.)
- Policy advocacy on legal frameworks that can promote women's access to decision-making in private-sector
- Partnership with academic institutions for research and with media for advocacy on women in business and management
- Launch annual awards, exhibitions and fairs, to attract public and media attention

12.6 Women organizing at regional and international level

Initiatives by women's organizations have been growing in recent years within and between regions. There are a plethora of conferences, meetings and gatherings to share experiences and knowledge on women in business, as well as leadership award events. National businesswomen's associations are providing support services to women entrepreneurs and executives. Many of the national organizations are members of global networks, such as the World Association of Women Entrepreneurs, the Iberoamerican Federation of Businesswomen (*Federación Iberoamericana de Mujeres Empresarias – FIDE*), the International Federation of Professional, and Business Women and Vital Voices.

The World Association of Women Entrepreneurs (WAVE) aims to create awareness and reinforce the visibility of women business owners. It lobbies and advocates before public and private institutions, policymakers and governments. It promotes solidarity, friendship, cultural understanding and the exchange of experiences and ideas, facilitates the development of business, partnership and trade, fosters professional growth and business skills perfection, and encourages women to create enterprises.²⁹⁹

²⁹⁹ Website: <http://www.fcem.org/home.php?lang=en>

The **Vital Voices Global Partnership** is a US non-governmental organization (NGO) that identifies, trains and empowers emerging women leaders and social entrepreneurs around the globe. Among its partners are a number of multinational companies. Vital Voices equips women with management, business development, marketing, and communications skills to expand their enterprises, help to provide for their families, and create jobs in their communities.

Regional level

At regional level there are also networks such as the Latin American and Caribbean Network of Women in Management (*Red de Mujeres Latinoamericanas y del Caribe en Gestión*).³⁰⁰ Formed by members in 14 countries, it provides a space for the exchange of ideas between women and men who work on and study issues related to gender, leadership and the advancement of women as managers in organizations and who are seeking to promote equality in gender relations in Latin American and the Caribbean. The main objective is to strengthen the network as a means to improve the capacity and opportunities of women in management through training and advisory services.

In 2011, Vital Voices launched a Latin America and the Caribbean Businesswomen's Network (LAC

³⁰⁰ www.wim-network.org

BWN) in Mexico City, Mexico. Beginning with three pilot programs in **Argentina**, **Guatemala** and **Nicaragua**, the network plans to mobilize and connect women professionals and entrepreneurs to promote economic growth and strengthen the business environment for women's economic engagement through training, mentorship and capacity building programs.

There are a number of organizations supporting women in the Arab world such as the **Arab International Women's Forum (AIWF)**, established in 2001 and based in London. It encourages women to seek greater leadership roles in all sectors of business, public life and civil society. It provides capacity building and training and aims to empower women in the Arab world through partnerships, increased connectivity, innovation and collaboration. One of its key strategies is developing global networks and establishing alliances with multinational corporations across all sectors. In 2011, the AIWF launched a programme, "Building Bridges, Building Business: Emerging Economies, Emerging Leaderships." The programme focuses on the importance of education, leadership training, capacity building and self-development for women and young people, in turn urging governments and the private sector to work together to achieve an enabling policy environment for the economic empowerment of women.

Another such network is the **MENA Business Women's Network**. It held its inaugural forum on 12-13 April 2012 in Dubai, sponsored by ExxonMobil and supported by Vital Voices Global Partnership. The MENA BWN is made up of ten businesswomen's organizations, representing almost 2,500 members, who are country 'Hubs' in the Network and whose leaders share a vision for women's economic empowerment in the MENA region.³⁰¹ "One of the Forum's key objectives is to enable women by providing specific, hands-on skills necessary to grow their enterprises", said Afnan R. Al Zayani, President of MENA Businesswomen's Network. The MENA BWN network has spawned some 500 new enterprises.

The **OECD-MENA Women's Business Forum (WBF)** brings together 150 women and men from business, government and civil society, who are actively working to promote and support women's economic empowerment in both MENA and non-MENA economies. Its roster includes CEOs, managers and entrepreneurs

from MENA and OECD countries, as well as representatives of national, regional, and international businesswomen's associations, civil society, regional and international organizations, and MENA and OECD governments. The WBF provides governments and the private sector with recommendations for policy reform to effectively tackle barriers to women's entrepreneurship and employment in the MENA region. In 2009, it adopted an Action Plan on Fostering Women's Entrepreneurship and Employment in the MENA Region. The MENA-OECD Investment Programme is developing an Inventory of Policies, Institutions and Programmes Supporting Women's Enterprise in the Middle East and North Africa. The inventory will be the first systematic mapping of policies, institutions and programmes that provide targeted support to women entrepreneurs in the MENA region. Its ultimate aim is to provide the basis for assessing country-level gaps in supporting and formulating targeted recommendations based on international and regional good practice. The 12 inventories in progress apply to Algeria, Bahrain, Egypt, Jordan, Lebanon, Morocco, Oman, Palestinian Authority, Saudi Arabia, Syria, Tunisia and the United Arab Emirates.

The Latin American Group for Gender and Justice (*Equipo Latinoamericano de Justicia y Género – ELA*)³⁰² carries out studies on various issues, including on women in decision-making and productive work. Its objectives are to strengthen institutions, promote institutional relations, establish a training programme and promote networking.

The **SAARC Chamber Women Entrepreneurs Council (SCWEC)** was established in 2001 in Colombo, **Sri Lanka**, to promote women entrepreneurship, and facilitate co-operation and networking among women entrepreneurs in South Asia. The Council helps exchange information on entrepreneurial skills and build trade links among the women of the SAARC region. It organizes workshops, round-table conference, seminars and training programs.³⁰³

Since 2009, a group of women leaders, company sponsors and partners have gathered annually for the **Women in Leadership Forum Asia**. Awards are given for leading businesswoman of the year, most innovative woman entrepreneur, leading woman in the public sector, male champion of change and most woman-friendly employer. The 2013 Forum, held in **Malaysia**, focused on how women will lead the

³⁰¹ The founding members are businesswomen's organizations in Algeria, Bahrain, Egypt, Jordan, Lebanon, Morocco, West Bank and Gaza Strip, Qatar, Tunisia and the UAE/Dubai.

³⁰² <http://www.ela.org.ar>

³⁰³ SCWEC website: <http://www.scwec.com/about.htm>

next decade and ways to accelerate growth through “womenomics.”³⁰⁴

The **Asia-Business Council for Women Inc. (APBCW)**, established in 1994, facilitates business opportunities for women with an interest in trading in the Asia-Pacific region, for the purpose of promoting trade between the region and South Australia. It assists members in establishing contacts with businesses in the Asia-Pacific region.³⁰⁵

In collaboration with the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and AusAID PLP, **Vital Voices** is conducting a 19-month program entitled “**Emerging Pacific Women's Leadership Program**.” This program aims to empower delegations from 12 Pacific Island countries — Papua New Guinea, Kiribati, Tonga, Vanuatu, Nauru, the Solomon Islands, Federated States of Micronesia, Marshall Islands, Samoa, Tuvalu, the Cook Islands and Niue — to implement a specific project in one of the following issue areas: 1) Influencing legislative and policy change to improve women's labor force participation; 2) Working to remove legal barriers to women's entrepreneurship; 3) Advancing women's leadership and mentorship in public life. This initiative is expected to provide the Pacific women leaders with enhanced knowledge, skills, and abilities to advocate for women's economic opportunities and greater women's leadership in civil society throughout the region.³⁰⁶

Africa Business Women Network is part of the Africa Business Community and the African Federation of Women Entrepreneurs created under the auspices of the United Nations in the 1990s.³⁰⁷ At the African sub-regional level, there are women entrepreneur organizations, such as the ECOWAS Federation of Business Women and Entrepreneurs (West Africa) that promotes and facilitates trade for groups and individual women entrepreneurs in the sub-region. Chapters have been launched in Nigeria, Benin, Côte d'Ivoire, Guinea, Niger and Togo.

In 2011, Vital Voices launched the Vital Voices' **Africa Businesswomen's Network (ABWN)**, a partnership between African women business leaders and African businesswomen's associations, Vital Voices Global Partnership, the ExxonMobil Foundation, and Standard Chartered. Through the ABWN, Vital Voices

and local partners build the capacity of women entrepreneurs for business growth at the SME-level and beyond, through local and international workshops, training programs, mentoring, networking, and market access opportunities. The six current ABWN hubs include: the Cameroon Businesswomen's Network; the Eagle Women's Empowerment Club in Ghana; the Kenya Association of Women Business Owners; Women in Management and Business and Public Service of Nigeria; the Uganda Women Entrepreneurs Association Limited and the Businesswomen's Association of South Africa.

In **Ghana**, the Ghana Association of Women Entrepreneurs provides networking opportunities for businesswomen, as does the Eagle Women Empowerment Club (EWEC) launched in 2008 as a networking platform for women from all walks of life. EWEC aims to empower women to be self-confident and financially independent, to run successful businesses and careers in a woman-friendly business environment. Some of the services offered include: business skills training, networking events, business information, business-to-business opportunities, and advocacy for policies that increase access to capital for women.³⁰⁸

12.7 Women organizing at national level

Many organizations exist at the national level. In some of the countries there appears to be a number of businesswomen's and women entrepreneur organizations and associations, many of which are affiliated to international groups. Many of them need resources and strengthening in order to exert more influence and achieve results. Finding ways to bring these groups together in the form of, for example national forums, would be important for their efforts and objectives to become more visible. National governmental or academic institutions or business groups could play a role in convening and bringing these disparate groups together. Some examples are below.

In **Argentina**, the Argentine Organization of Business Women (*Organización Argentina de Mujeres Empresarias – OAME*)³⁰⁹ is active in six provinces to promote awareness and visibility for women entrepreneurs. It supports professional development and skills for women to start businesses. It also facili-

³⁰⁴ Website of Women in Leadership Forum, <http://www.wilforumasia.com>

³⁰⁵ Website APBCW: <http://www.asiapacificbcw.org>

³⁰⁶ Website: <http://www.vitalvoices.org>

³⁰⁷ It was not possible to find websites for these organizations

³⁰⁸ <http://www.eaglewomenempowermentclub.org>

³⁰⁹ <http://www.oame.org.ar>

tates business and commercial development and networking. A national meeting of businesswomen and a similar annual meeting for businesswomen from Latin America is organized on an annual basis. Also in Argentina, there is an Executive Women's Forum (*Foro de Mujeres Ejecutivas – FAME*), which organizes monthly forums on different topics and provides networking opportunities for women executives.

In **Australia**, the Australian Businesswomen's Network is a national online membership community that champions the success of businesswomen across Australia. It utilizes technology to provide business education, training, resources, mentoring and support for businesswomen. It provides an online community for women in business to connect with role models and experts, and be inspired through every stage of their business growth. It aims to be an opinion leader and vocal advocate on issues of importance to the success and standing of women in business in Australia, and produces and publishes content and resources to educate and inform businesswomen.³¹⁰

In **Bangladesh**, the Women Entrepreneurs Association of Bangladesh (WEAB) was established in 2000, under the auspices of the Federation of Bangladesh Chambers of Commerce and Industry. It created a platform to help businesswomen establish themselves in competitive fields traditionally dominated by men. WEAB has also developed a support system for women entrepreneurs to help them improve their product quality, market their products, meet changing market demands, and access training on technical know-how, design, and development. The Bangladesh Women Chamber of Commerce and Industry (BWCCI) has encouraged entrepreneurial women to venture into information technology, media and publications fields, in addition to traditional women's business sectors, such as beauty, fashion, health products, and handicrafts. BWCCI has also provided institutional support, guaranteed loans, and supported advocates for women in business at the regional and national levels.³¹¹

In **Brazil**, the Brazilian Organization of Businesswomen (*Organização Brasileira de Mulheres Empresárias – OBME*)³¹² promotes networking among businesswomen nationally and internationally and supports training on enterprise-creation. There is also a National Federation of Associations of Women

in Business³¹³ that brings together business and professional women and coordinates and supports their full participation in private and public sectors.

In **Chile**, Businesswomen Chile (*Mujeres Empresarias*)³¹⁴, created in 2008, brings together and supports businesswomen, women executives and entrepreneurs. It is the first such network for business and networking in Chile.

In **China**, the China Association of Women Entrepreneurs (CAWE) founded in 1985, is a registered association of the Ministry of Civil Affairs, and a member of China Enterprise Confederation and All-China Women Federation (ACWF). It serves as a bridge between female entrepreneurs and the government, and between women entrepreneurs and women from all walks of life. There is also a Women Entrepreneurs' Association of the All-China Federation of Industry and Commerce, which was founded in 1995. It is a membership association of women entrepreneurs under the All-China Federation of Industry and Commerce. Its members are outstanding women presidents, managers, factory directors and senior managing talents recommended by local federations of industry and commerce.³¹⁵

In **Ghana**, the Ghana Association of Women Entrepreneurs provides networking opportunities for businesswomen. The Association hosted the World Association of Small and Medium Enterprises (WASME)'s 18th International Conference and Exhibition of Products in Accra, Ghana in 2012. There is also the Eagle Women Empowerment Club (EWEC), launched in 2008 as a networking platform for women from all walks of life. In 2009, the organization became one of six hubs within the Africa Businesswomen's Network (ABWN). EWEC aims to empower women to be self-confident and financially independent to run successful businesses and careers in a woman-friendly business environment. Some of the services offered include: business skills training, networking events, business information, business-to-business opportunities, and advocacy for policies that increase access to capital for women.³¹⁶

In **India**, the Federation of Indian Chambers of Commerce and Industry (FICCI) Ladies' Organization was established in 1983 to facilitate women entrepreneurs'

³¹⁰ website ABN: <http://www.abn.org.au>

³¹¹ Ibid

³¹² <http://www.obme.com.br>

³¹³ <http://www.bpwbrasil.org>

³¹⁴ <http://me.cl>

³¹⁵ CAWE website: <http://www.cawe.org.cn/cawe/fore/findIndexData.action>

³¹⁶ <http://www.eaglewomenempowermentclub.org>

efforts in finding business solutions through research, interactions at the highest political level, and global networking. The Association of Women Entrepreneurs (AWE) was established in 1993 and initially worked with women who were already engaged in some economic activity and sought to improve their effectiveness and sustainability. AWE's goal is to enhance women's business skills and make their work more productive, tap new potential markets and provide networking opportunities to its members.³¹⁷ The Federation of Indian Women Entrepreneurs (FIWE) has 15,000 individual members/professionals and more than 28 member associations throughout the country. The objective of the organization is to foster the economic empowerment of women, particularly the SME segment, by helping them become successful entrepreneurs and part of the mainstream industry. FIWE provides a networking platform, technical know-how, industry research and skills development. It seeks to ensure that women's opinions and ideas are taken up with policy-makers.³¹⁸

In **Kenya**, the Federation of Women Entrepreneurs' Associations (FEWA) is an umbrella body that seeks to harmonize and strengthen activities by the different women entrepreneurs associations. Its goals include promoting increased women's access to finance; land and property rights ownership; capacity building for women entrepreneurs; mentoring – especially of young women entrepreneurs – improving women's access to agricultural markets; and creating better opportunities for women to exchange Information and Communication Technologies (ICTs) and be engaged in e-commerce activities.

In **Malaysia**, the National Association of Women Entrepreneurs, registered in 1993, acts as a liaison between members and the Government of Malaysia, State and local agencies and organizations, as well as external agencies and bodies. It conducts seminars, workshops, training programs and conferences, and provides counseling and consultancy services.³¹⁹

The Association of Bumiputra Women Entrepreneur Network of Malaysia (WENA), established in 2003, aims to be a leading NGO in entrepreneurship development for women and in the utilization of ICT and technology, to conduct research relating to women in entrepreneurship and to engage with private and government agencies.³²⁰

In **Malawi**, the National Association of Business Women (NABW), established in 1990, aims to foster the participation of women in business enterprises. Its goals include promoting the development of businesses owned by women; to upgrade the subsistence level of rural women entrepreneurs by forging linkages between urban and rural economic sectors; to stimulate and maintain businesswomen's involvement and participation in programmes and other national organizations to ensure that resources available for businesses in Malawi are properly coordinated. NABW's activities include business and basic technical training and the provision of credit.

In **Mexico**, the Mexican Association of Businesswomen (*Asociación Mexicana de Mujeres Empresarias*, A.C. – AMMJE)³²¹ brings together businesswomen, women business owners and shareholders of micro, small, medium and large enterprises. It provides support to businesswomen for training, networking and access to finance. The Mexican Association of Women Executives (*Asociación Mexicana de Mujeres Executivas* – AMME) brings together women managers of private and public sector companies and organizations in order to train and promote women in all professional, intellectual, social and cultural spheres. Also in Mexico, at the initiative of the National Institute for Women (*Instituto Nacional de las Mujeres*), the Businesswomen's Network (*Red de Mujeres Empresarias*) was set up in 2004 as an independent group in collaboration with different businesswomen's associations throughout the country.

In **Moldova**, the International Center for Women Promotion in Business (ICAWB) was created by women from Romania, Ukraine, and Moldova. It aims to ensure a larger involvement of women in economic activities, encouraging them to be more active in business, training them in entrepreneurial activity, offering them solutions for the efficient organization of their own business, and familiarizing them with the legal framework in the field. The Association of Professional Women in Moldova, affiliated to BPW International and BPW Europe, aims to develop women's professional and leadership potential and to protect women's rights through skill building and empowerment projects. The Business Women Association (BWA), a local organization in the municipality of Balti, provides opportunities for women through individual consultation, support in seeking employment, training courses on entrepreneurship and assistance to those wishing to start their own business. The Business Women Association „Femida” is located in Cahul, a district in the south of Moldova. It provides

³¹⁷ Ibid

³¹⁸ FIWE website: <http://www.fiwe.org>

³¹⁹ NAWEM website: <http://www.nawem.org.my>

³²⁰ WENA Website: <http://www.wena.org.my/wenacms>

³²¹ <http://www.ammjenacional.org>

consultation, information and support in eliminating all forms of discrimination against women, creating conditions for developing women's capacities as leaders and supporting small business development.³²²

In **Montenegro** the "Business Women" association was founded in 2009 by 12 female owners, directors and managers of Montenegrin companies with the support of the Montenegrin Employers' Federation (MEF) and German Technical Cooperation Organisation (GIZ). The objective is to provide networking opportunities at local, national, regional and international levels. On the Association's initiative, the Investment and Development Fund of Montenegro created a special credit line for female entrepreneurs in 2011.³²³

In **Nepal**, the Federation of Woman Entrepreneurs' Associations of Nepal (FWEAN) is the national body representing women-owned SMEs in the trade, commerce, industry and tourism sectors. It works to place women entrepreneurs into mainstream national development through the establishment of chapters in Nepal's districts. FWEAN advocates for policies and programmes concerning women's issues and builds linkages and affiliations at the regional and international level, with a focus on the economic empowerment of women. The federation also helps to increase economic opportunities for women and to enhance the business skills of potential and existing woman entrepreneurs.³²⁴

In **Nicaragua**, the Permanent Congress of Women Entrepreneurs (*Congreso Permanente de Mujeres Empresarias de Nicaragua – CPMEN*)³²⁵ is a forum of Nicaraguan businesses set up to discuss and address the challenges facing women entrepreneurs.

In **Nigeria**, in addition to the Network of Entrepreneurial Women (NNEW) created by the Nigerian employers' organization (NECA), Women in Business and Management (WIMBIZ) was founded in 2001 to elevate the profile and influence of women in management and business. Their programmes are aimed at increasing the success rate of female entrepreneurs and the proportion of women in senior positions in corporate organizations. WIMBIZ is a member of the African Women's Businesswomen's Network (ABWN).

The Nigerian Association of Women Entrepreneurs (NAWE) was established under the National Commission for Women in 1993. One of its objectives was to assist Nigerian rural traditional women entrepreneurs to organize themselves and improve their working methods. The Women Entrepreneurs Association of Nigeria (WEAN) was established to facilitate economic and socio-political empowerment of women and youths, especially girls. It provides counseling, mentoring, vocational skills training, advocacy and sensitization, capacity building, micro-finance and enterprise development and the organization of conferences.

In **Pakistan**, the Women's Chamber of Commerce and Industry (WCCI) was first registered as the Pakistan Association of Women Entrepreneurs in 1986. It is an honorary member of the Federation of Pakistan Chambers of Commerce and Industry, which also has a standing committee on women entrepreneurs. Services include advisory and mentoring programs, training, access to micro-credit, business development programs and access to domestic and international markets. The Punjab Women Chamber of Commerce and Industry (PWCCI) was established in 2002 to promote and develop women's entrepreneurship in Punjab. It encourages women entrepreneurs to come together to voice their concerns and to seek assistance in research and development. PWCCI provides a forum for debate, the opportunity to interact with local and international counterparts, and a community of support for female entrepreneurs. Within the Lahore Chamber of Commerce and Industry (LCCI), a Women's Resource Center (WRC) has been set up and functions as the secretariat for women's business activities and coordinates with the relevant governmental agencies and departments to facilitate their development and implementation.³²⁶ Also in Pakistan, the aim of *Mizlink-Pakistan* is to provide complete resources for women entering the business world by strengthening the core areas that make or break a business, consultancy or corporate position.³²⁷

The **Paraguayan** Association of Businesswomen, Executives and Professionals (*Asociación Paraguaya de Empresarias, Ejecutivas y Profesionales – APEP*)³²⁸ was founded in 1991. It provides information, capacity-building and networking for its members. It was instrumental in lobbying for the recent law on micro and small enterprises that provides for access to credit along with other benefits. Efforts focus on increasing

³²² Moldova National Report for ILO Kyiv regional workshop on women in business and management, Nov.2012

³²³ Montenegro National Report to ILO Kyiv regional workshop on women in business and management, Nov. 2012

³²⁴ Center for International Private Enterprise (CIPE), *Women's Business Associations. Experiences from Around the World: South Asia, 2009*.

³²⁵ <http://www.euram.com.ni/Empresarias/index.htm>

³²⁶ *ibid*

³²⁷ <http://www.mizlink-pakistan.com>

³²⁸ <http://www.apep.org.py>

women's participation in positions of responsibility and decision-making.³²⁹

The *Businesswomen Association of Peru* (*Asociación de Mujeres Empresarias de Perú – AMEP*)³³⁰ seeks to contribute to the development, growth and professionalization of women entrepreneurs in Peru, mainly by promoting opportunities for business, providing access to information and financing and strengthening managerial capacities and skills. It also provides opportunities for women entrepreneurs to exchange experiences and good practices and advocates to decision makers for action to promote gender equality in the business sector. AMEP is affiliated with the World Association of Women Entrepreneurs.

In the *Philippines*, the Women's Business Council of the Philippines (WBCP) was established in 1997 to provide a platform on issues related to women and business and to discuss policies government bodies could endorse. The Council is composed of top women business leaders and entrepreneurs and seeks to influence economic policies. It monitors the status of women in the economy, advocates and undertakes programmes to advance the status of women workers, entrepreneurs, owners or executives as well as to forge business alliances and establish commercial networks among women-owned, women-led or managed business and with other business groups. Among its objectives are enhancing women's access to finance and generating benchmark data on women in business.³³¹

In *Samoa*, Women in Business Development Inc. is an organization dedicated to strengthening village economies in ways that honour indigenous customs, use traditional and modern technology, and promote fair trade. It strives to create sustainable, long-term business relationships. Samoa's organic virgin coconut oil is now exported to The Body Shop as part of their fair trade enterprise. The organization also provides business training tailored to Samoan village life and promotes a microfinance savings and lending scheme.³³²

In *Sri Lanka*, the Women's Chamber of Industry and Commerce (WCIC), set up in 1985, operates as a non-profit organization to help urban and rural women

in their entrepreneurial skills. WCIC launched the Women in Business (WIB) Trade Fair and Exhibition that enabled women to exhibit their products, sell and accept orders, enter into long-term joint ventures, and obtain ideas on product diversification, quality improvement, and cost cutting methods. WIB serves to establish new market links and provide maximum exposure to women entrepreneurs, particularly from rural areas.³³³

In *Tanzania*, the Tanzania Women Chamber of Commerce was established in 2006 as an umbrella organization and has grown into a formal structure as an apex organization of businesswomen. The Chamber unites sectoral businesswomen associations, companies and individuals, who have agreed to form a united front to advocate and network for the well being of their businesses and prosperity of women entrepreneurs. Current membership stands at six associations and 20 companies, altogether about 2,000 members. There are also other organizations of women entrepreneurs: Hand Products of Tanzania with 96 members; Tanzania Handcraft Association; Tanzania Women Miners Association and the Federation of Association of Women Entrepreneurs.³³⁴

In *Uganda*, the Women Entrepreneurs' Association aims to address gender disparities by enhancing the economic status of women through business diagnostics, capacity building, resource mobilization, institutional development, networking and advocacy.³³⁵

The *Uruguayan* Businesswomen's Chamber (*Cámara Empresarial de Mujeres del Uruguay*)³³⁶ provides a platform and network for women in business. It offers training to members on communication, negotiation and managing change. It is affiliated to the Global Women's Summit. Also, the Uruguayan Organization of Businesswomen (*Organización de Mujeres Empresarias Uruguayas*)³³⁷ was founded in 2008. Its objectives include institutional strengthening and providing training and networking. It is affiliated with the World Association of Women Entrepreneurs (*Asociación Mundial de Mujeres Empresarias*).

In *Vietnam*, the Women Entrepreneurs Council (VWEC) is a Standing Committee established in 2001 by the

³²⁹ Informe de APEP, 10/9/2012 para el Taller Regional de la OIT sobre "Mujeres en las Actividades Empresariales y en los Puestos de Dirección"

³³⁰ <http://www.ameperu.com/website/index.php>

³³¹ WBCP website: <http://www.wbcp.ph>

³³² website of Women in Business Development Samoa, <http://www.womeninbusiness.ws>

³³³ *ibid* plus WCIC website: <http://www.wcic.sl.lk>

³³⁴ Tanzania National Report, African Regional Workshop on Women in Business and Management October 2012

³³⁵ www.uweal.co.ug

³³⁶ <http://www.cemu.org.uy/es.html>

³³⁷ <http://www.omeu.org.uy>

Vietnam Chamber of Commerce and Industry (VCCI).³³⁸ In 2007, it carried out, with ILO assistance, a gender analysis of the roles, constraints, opportunities and development of women entrepreneurs in Vietnam.³³⁹ The VVEC gathers businesswomen who are owners and managers of businesses, business clubs and associations. It aims to support the rights and interests of businesswomen in domestic and international relations; to promote and support businesswomen in commerce activities, investment and technology transfer; and to help promote gender equality within businesses. It offers training to help women entrepreneurs and businesswomen enhance their management and business skills and understand business laws and other areas essential for their businesses. In addition, the Vietnam Women Union helps women entrepreneurs establish business clubs. Women find these clubs useful to network and share information. However, women entrepreneurs need business development services that require a level of professional service delivery beyond what these clubs can offer. But, the more professional and specialized sector-based business associations remain largely male-dominated and have not adapted their operations and service delivery to the needs of women entrepreneurs.³⁴⁰

In **Zimbabwe**, the Professional Women Executives and Business Forum (PROWEB) was established in 2005. It brings together professional Zimbabwean women, women executives and businesswomen from both the private and public sectors to help them to grow personally and professionally through leadership, education, networking, support and national recognition.³⁴¹

12.8 Initiatives of academic institutions

Business schools and universities throughout the world are increasingly developing study and research programmes that address women's entrepreneurship and women in management.

The Global Entrepreneurship Monitor (GEM) project is an annual assessment of the entrepreneurial activity,

aspirations and attitudes of individuals across a wide range of countries. Initiated in 1999 as a partnership between the **London Business School** and **Babson College**, the first study covered ten countries. Since then, nearly 100 "National Teams" participated in the project. GEM produced the 2010 Women's Report³⁴² examining women entrepreneurs around the world. The goal of the report is to help policy-makers, practitioners and educators recognize the value that women entrepreneurs bring to their societies. Highlighted throughout the report are descriptions of different women's entrepreneurship programs across the world.

In **Australia**, **Melbourne Business School** (MBS) has introduced a part time MBA, an Executive MBA and other degrees that, along with numerous executive development programmes, help meet the diverse needs of women. The school offers flexible study options for parents with childcare responsibilities, and its career services are highly attuned to the career objectives and interests of women, particularly in networking and ongoing professional development. The MBS's research programme includes research on gender discrimination and gender diversity in organizations. It also has a Women and Management (WAM) club that supports women studying at MBS through a range of social events and professional development opportunities. The signature event of the WAM calendar is the annual Women and Management Dinner, which attracts over 500 alumni and corporate friends. It is recognized as one of the most prestigious women's networking events in Australia.³⁴³

The Development University (*Universidad del Desarrollo*) in **Chile** established a Research Centre on Women Entrepreneurs (*Centro de Estudios Empresariales de la Mujer/CEEM*)³⁴⁴. It aims to demonstrate and promote understanding of the contribution of women to the economy.

The **European Business Schools/Women on Board Taskforce** has launched *Global Board Ready*. This has become a global initiative that includes leading business schools and professional organizations from around the world. It seeks to identify and promote senior women executives and professionals who meet the strict criteria, to create global and diverse corporate governance for the 21st Century.³⁴⁵

³³⁸ VVEC website: <http://vwec.com.vn>

³³⁹ VCCI and ILO Vietnam, Women's Entrepreneurship Development in Vietnam, 2007, http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_100456.pdf

³⁴⁰ Vietnam Country Report for ILO Asia and Pacific regional workshop on Women in Business and Management, Bangkok, 18-19 April 2013.

³⁴¹ Zimbabwe National Report, African Regional Workshop on Women in Business and Management October 2012, www.proweb-forum.com

³⁴² <http://www.gemconsortium.org/docs/download/768>

³⁴³ MBS website: www.mbs.edu

³⁴⁴ http://www.udd.cl/?research_tax=ceem

³⁴⁵ CFA Institute, Market Integrity Insights, *Women on Corporate Boards, a Global Update*, 27 December 2012

In Europe, the **Maastricht School of Management** in the Netherlands has launched the Women Entrepreneurship Promotion (WEP) executive programme. The programme was designed in 2008 to generate a better understanding of the role of female entrepreneurship in economic development. It aims to support women entrepreneurship promoters who work in governments, development agencies, civil society organizations and the private sector. The programme was started in recognition that promoting female entrepreneurship in developing countries is crucial in the fight against poverty, and that female entrepreneurship has become an important untapped source of economic growth during the past decade. It acquaints students with the main approaches for policy, programme and project interventions in developing female entrepreneurship. Insights are provided into the fundamentals of business development and market access for female entrepreneurs, with examples of best practice in the management of gender-based entrepreneurship development policies.³⁴⁶

In the **MENA** region, the Centre for Arab Women Training and Research (CAWTAR), established in 1993, aims to empower women and promote gender equality and to reduce gender gaps. The centre collects and analyses data showing indicators and statistics of women's economic, social, and political conditions. Its mission is to contribute to fully empowering Arab women, promoting and advocating gender equality in decision-making positions, as well as reducing gender gaps. It includes an influential network – the Arab Network for gender and development (@NGED or ANGED). This covers the Arab region and counts among its members experts, decision-makers, journalists, national and regional research centres, NGOs and institutions.

The **IPADE Business School** in **Mexico** (*Instituto Panamericano de Alta Dirección de Empresa*) has a specialized Centre for Research on Women in High Level Management (*Centro de Investigación de la Mujer en la Alta Dirección*). It conducts research and runs projects such as the current Best Practices in Mexico: Development and Retention of Talent (*"Best Practices en México: Desarrollo y Retención de Talento"*).

As part of its cooperation with the Economic faculty of the *University of Montenegro*, the **Montenegro** Employers Federation (MEF) has organized a series

of lectures by successful female entrepreneurs and female managers.³⁴⁷

The **National University of Singapore (NUS) Business School's** Centre for Governance, Institutions and Organizations (CGIO), in partnership with Indonesia's *Globe Asia* magazine, carried out and published in 2012 a comprehensive study on women on boards of companies listed on the Indonesian Stock Exchange, entitled *Indonesia Boardroom Diversity Report*. The Business School also partners with BoardAgender to track gender diversity in the boardrooms of Singapore through the *Singapore Board Diversity Index*. The Business School also offers executive and leadership programmes for women. It notes on its website that "as management level gender diversity increases, new opportunities for women leaders are continually being created. This leads to unique challenges for women in developing their leadership skills and meeting personal goals."

In **South Africa**, businessman and philanthropist Raymond Ackerman provided in 2005 an endowment to start the Raymond Ackerman Academy of Entrepreneurial Development in partnership with the City of Cape Town and the University of Cape Town. The academy offers young aspiring entrepreneurs the opportunity to develop skills needed to start and operate their own businesses, find employment, or pursue further education. The course is highly subsidized to make it accessible to capable people from disadvantaged communities, attracting high participation among women (60 per cent of the participants are female). This full-time, six-month program teaches basic life skills, numeracy, literacy and business skills. Since its start, almost 80 per cent of the graduates got full time employment, went on to further education or started their own businesses. In 2009, the Raymond Ackerman Academy, in partnership with Goldman Sachs 10,000 Women program, expanded the academy to Soweto, just outside Johannesburg.³⁴⁸

In **Venezuela** the Institute of Business Studies (*Instituto de Estudios Superiores de Administración -IESA*) at the initiative of the Cisneros Organization for Social Responsibility is collaborating in a training programme for women entrepreneurs.³⁴⁹ ▶

³⁴⁶ MSM, Brochure on Executive Education, [http://www.msm.nl/Programs/Executive-Education/Women-Entrepreneurship-Promotion-\(WEP\)](http://www.msm.nl/Programs/Executive-Education/Women-Entrepreneurship-Promotion-(WEP))

³⁴⁷ Montenegro National Report for ILO Kyiv Regional Workshop on Women in Business and Management, Nov. 2012

³⁴⁸ Global Entrepreneurship Monitor, 2010 Women's Report

³⁴⁹ el Informe de "Las Mujeres Venezolanas en las Actividades Empresariales y en Puestos de Dirección", September 2012

13. Way forward

This global report provides information and data on the current situation of women in business and management, as well as viewpoints on the barriers to women's leadership and the measures and initiatives that are being taken or could be taken to address them. While the coverage of the report is global, the ILO Company Survey and the regional workshops for which country papers were prepared represent important sources of information for developing regions where data is scarcer than for developed economies. The process of conducting the survey and holding the workshops also provided a valuable opportunity for engagement and sharing among employers' organizations around the world on the issue of women in business and management. This has laid the basis for further collaboration and steps towards strengthening institutional capacities to support companies and organizations, especially in developing countries, in enhancing women's participation in business and management as a strategic business and economic goal.

"Integrated thinking"

Some of the reflections coming from the workshops point to the need for integrated thinking and leadership on the issue of women in business and management, in order to connect the dots relating to enterprise development and productivity on the one hand, and on the other, the demographic map, talent and skills shortages, equity of opportunity, labour legislation that provides flexibility for women, and the ever-increasing educational and performance levels of women and their ambitions. An important percentage of national budgets go to education, and women are half or more of the recipients. Today, there are new markets and diversity, including gender diversity and diversity of thinking within countries and across borders. There are major gaps in information but there is currently a lot of momentum and there is demand from

companies around the world for data and information on the subject of women in business and management, fostering female talent and the business case for gender equality.

13.1 Company expectations for support

Of the respondents to the ILO Company Survey, 776 indicated the kind of follow-up and practical support that would be helpful to their companies to advance women in business and management. The following table indicates how the companies ranked the mechanisms in order of priority.

Suggested support mechanisms

1. Explaining and providing evidence on the business case for more women in management
2. Networking with other companies on good practices
3. Providing good practice examples of measures and strategies to promote women in management
4. Developing a strategy to promote more women in management
5. Designing an equal opportunity policy
6. Networking with women's business associations
7. Providing guidelines on gender sensitive human resource management systems
8. Guides on measures and strategies to promote women in management
9. Introducing a mentoring scheme
10. Designing a sexual harassment policy

Additional support mechanisms for companies

- Sharing of success stories of women entrepreneurs
- Workshops to share the success stories of companies with senior women managers
- Exchange of experience with successful companies run by women
- Substantial information that there is really gender inequality
- Assistance with gender policy analysis and design of initiatives
- Advice on how to raise gender issues with decision-makers and leaders in government and business and to ensure that the status of women is on the agenda of business conferences
- Information on legal means of requiring companies to keep track of statistical data on gender equality in the workforce and at all the levels of management as a part of their yearly reports
- Design of training programmes for women entrepreneurs
- Design of specific training for women managers and mentoring for them by successful women leaders
- How to provide development and networking opportunities for promising young women
- How women can be integrated back to work after childcare leave
- Design strategies to change women's mindsets and engage them in workshops that will encourage them to accept the challenges of managerial roles
- Information on retention programmes and defining the corporate ladder for women
- Advice on succession planning for women in management
- Systems for recruitment referral of strong women candidates
- Ways to increase women's skills levels and employability in business as opposed to legislation and policies that oblige women's participation
- Capacity building of employers' organizations on women in business and management and encouraging them to use and share good practices already existing in some companies in order to spread to other companies

13.2 Suggested action points

While complete and reliable statistical data sets may not be readily available and the outcomes of various surveys depend a great deal on which and how many companies are included, generally the findings for the proportion of women in business and senior

management point to the lower end of the scale. This is true for most regions. Despite women demonstrating their abilities in business and management and the progress made in their educational levels in recent decades, there is still much to be done by governments, companies, businesses, employers' organizations and women's organizations to advance more women into business and management. Some lines of action that have emerged include:

- Advocacy on the business case to illustrate that by fully utilizing women's talent and skills as workers, managers, consumers and household financiers, company bottom lines and economic growth and development would be positively affected.
- Putting practical measures in place in terms of developing gender-sensitive human resources management systems to promote equality of access to training, recruitment and promotion.
- Measures by companies and governments to provide flexible work solutions to combine work and family responsibilities, as this is often one of the main issues worldwide concerning women's full engagement.
- Even though initiatives by women's organizations support women entrepreneurs, these women need to benefit more directly from mainstream business support services that exist in the different countries. Such services need to become more gender responsive, as well as to offer outreach support services designed specifically for the context of the woman entrepreneur.
- Strengthening of linkages between chambers of commerce, employers' organizations and businesswomen's associations could be a strategic means to strengthen the gender dimension of chambers' and EOs' agendas and programmes. On the other hand, the businesswomen's associations need not only technical but also political support to give them more of a "voice" in the public arena.
- There are a number of businesswomen's and women entrepreneur organizations and associations in many countries, some of which are affiliated to international groups. Many of them need resources and strengthening in order to exert more influence and achieve effective results. Finding ways to bring these groups together in national forums is important for their efforts and objectives to become more

visible and to create more momentum. National governmental and academic institutions or business groups could play a role in convening these, at times, disparate groups.

- A number of good practices and initiatives in terms of programmes, structures and activities by chambers of commerce, EO's and companies already exist in the different regions, so it would be important to find an effective platform for sharing and promoting these.

Design and development of practical training materials and programmes, for example on:

1. Discrimination;
2. Implementing human resources management systems that promote equality in the career progression of women and men;
3. SMEs in relation to gender issues and labour legislation;
4. Gender sensitive employment contracts;
5. Appropriate and effective content for gender and entrepreneurship courses.

Design of strategies to promote women in business and management. Distinctions need to be made with regard to the following:

1. Supporting women micro-entrepreneurs as part of poverty reduction programmes;
2. Assisting women already in established businesses to expand their businesses;
3. Advancing women in management within medium and large sized companies.

13.3 Role of employers' organizations

Employers' organizations can play an important role in providing information and making the links between productivity and diversity policies. Employers' organizations throughout the regions represent a powerful network and stand to gain positive visibility and membership value in promoting gender diversity as a strategic business concern. Additionally, they can benefit and be even more effective through partnerships with specialised government enterprise programmes, business schools and women's business organizations that often have a wealth of gender-related knowledge and tools. The years to come represent a timely and strategic period, given that the subject of women in business and management is very much on the international agenda and that of many countries.

A number of ideas emerged from the regional employer workshops that could be considered for further discussion and action:

1. How can employers' organizations gather and disseminate examples of good practice and success stories in the different regions?
2. How can employers' organizations design and implement a strategy and an action plan for advancing women in business and management in the private sector in their countries. Can there be regional and inter-regional collaboration to support this process?
3. In order to advise and support its members, how can employers' organizations achieve more of a gender focus and how can technical capacity be strengthened within employers' organizations so as to advise their members on the business case and practical measures to foster female talent and advance women in management within companies?
4. Are targets or other mechanisms needed to ensure more women are appointed to boards and management positions of member companies and organizations as well as within employers' organizations?
5. An assessment may be needed on how to effectively set up women's units or desks within the employers' organizations (this was a suggestion by some participants at the workshops, though others were not in favour of this). An issue in this regard is clarifying their role, functions and strategy, etc. so they are effective in integrating women at all levels and do not become marginalized as parallel women's clubs. On the other hand, some employers' organizations may prefer to focus on promoting women to participate more in existing structures and for gender issues to be reflected in the mainstream objectives, programme and activities of the employers' organizations.
6. Lastly, as a means to promote more women in business and management, further discussion is needed on the strategic nature of partnerships and/or support of employers' organizations to national and local business-women's associations. These may exist already and be providing services to women entrepreneurs and women managers. So, rather than compete or duplicate services, the issue is how employers' organizations can work together with them, giving them more "voice" on policy issues in the private sector or possibly sponsor the development and strengthening of such associations? ▶



© Purestock/gettyimages

14. Bibliography

General

- African Development Bank. 2012. *Gender, poverty and environmental indicators on African countries* (Tunis-Belvédère, Tunisia).
- Aguirre, D.; Hoteit, L.; Rupp, C.; Sabbagh, K. 2012. "Empowering the third billion: Women and the world of work in 2012", Strategy& (formerly Booz & Company), Available at: http://www.strategyand.pwc.com/media/file/Strategyand_Empowering-the-Third-Billion_Full-Report.pdf [14 Apr 2013].
- Citrome, L.; Nadgrodkiewicz, A.; Shkolnikov, A. 2011. "The CIPE guide to women's empowerment programs", Center for International Private Enterprise.
- Hausmann, R.; Tyson, L.; Zahidi, S. 2012. "Global gender gap report 2012", *Insight Report*, World Economic Forum.
- International Labour Organisation (ILO). 2009. "Gender equality at the heart of decent work" in *Report VI*, International Labour Conference, 98th Session (Geneva, Switzerland).
- Kilgour, M. 2012. "The global compact and gender inequality: A work in progress", *Business and Society Journal*, Sage Publications, International Association for Business and Society, October 2012.
- McKinsey & Company. 2012. "Women matter 2012, making the breakthrough".
- Munoz Boudet, A.; Petesch, P.; Thumala, A.; Turk, C. 2012. "On norms and agency conversations about gender equality with women and men in 20 countries", World Bank.
- Organisation for Economic Co-operation and Development (OECD). 2012. "Closing the gender gap: Act now", OECD Publishing.
- The Economist Intelligence Unit. 2012. Women's economic opportunity 2012, A global index and ranking from the Economist Intelligence Unit, Findings and Methodology, The Economist Intelligence Unit Ltd (London, United Kingdom).
- United Nations Economic Commission for Africa. 2011. *The African gender and development index 2011* (Addis Ababa, Ethiopia).
- United Nations Economic Commission for Europe. 2012. *Promoting gender equality and women's economic empowerment on the road to sustainable development: good practices from the UNECE region* (Geneva, Switzerland).
- World Bank. 2011. "Removing barriers to economic inclusion, women, business and law 2012", International Finance Corporation and World Bank (Washington D.C., United States of America).
- World Bank. 2012. "Gender equality and development" in *World Development Report*, (Washington D.C., United States of America).
- World Economic Forum. 2013. *The Global Gender Gap Report 2013*.

Women in Business and Management

- Abdulkader, L.; Hoteit, L.; Shehadi, R.; Tarazi, K. 2011. "Education, ambitious, essential women will drive the GCC's future". Strategy& (formerly Booz & Company). Available at: <http://www.strategyand.pwc.com/global/home/what-we-think/reports-white-papers/article-display/educated-ambitious-essential-women-will> (14 April 2014).
- Al-Dabbagh, M. 2008. "The context for intergroup leadership among women's groups in Saudi Arabia", in *Working Paper Series*, No. 08-03. Dubai School of Government (March 2008).

- Al-Lamki, A. 2007. "Feminizing leadership in Arab societies: the perspectives of Omani female leaders", in *Women in Management Review*, vol. 22, 1, p. 49.
- Brush, C.; Greene, P.; Kelley, D.; Litovsky, Y. 2010. *2010 Women's Report*. Global Entrepreneurship Monitor.
- Burke, R.; Davidson, M. (editors). 2011. *Women in management worldwide, progress and prospects*. Gower Publishing.
- Business Women's Association of South Africa. 2011. *Women in Leadership Census*.
- Center for International Private Enterprise. 2012. *Women's business associations, experiences from around the world: Central and Eastern Europe*.
- Dubai Women's Establishment. 2009. *Arab Women, Leadership Outlook*.
- Ernst & Young. 2013. *Worldwide Index of Women as Public Sector Leaders*.
- Ernst & Young. 2011. *The corporate sponsor as hero: Advancing women into leadership roles*.
- European Commission. 2010. *More women in senior positions, Key to economic stability and growth*.
- European Commission. 2011. *Report on progress on equality between women and men in 2010, The gender balance in business leadership*.
- European Commission. 2011. *The pay gap for women in decision-making positions: increasing responsibilities, increasing pay gap*, Working Paper, European Commission's Network to Promote Women in Decision-making in Politics and the Economy.
- Fagbemi, A.; Hassan, A.; Okafor, E. 2011. "Barriers to women leadership and managerial aspirations in Lagos, Nigeria: An empirical analysis", in *African Journal of Business Management*, vol. 5, 16, pp. 6717-6726.
- Faugoo, D. 2011. "The advancement of women to top management positions in the human resource management domain: A time for change?", in *International Journal of Business and Social Science*, vol. 2, 20 (November 2011).
- Grant Thornton International Business Report. 2013. *Women in senior management: setting the stage for growth*.
- Guerra, M.; Pizarro, O. 2010. *Rol de la Mujer en la gran empresa*. Universidad de Desarrollo (Chile). Available at: http://mba.americaeconomia.com/system/files/rol_de_la_mujer_en_la_gran_empresa__2010_final_web.pdf (14 April 2014).
- Kauser, S.; Tlaiss, H. 2011. "Career success of Arab women managers: an empirical study in Lebanon", in *Education, Business and Society: Contemporary Middle Eastern Issues*, vol. 4, Issue 1, pp. 43-61.
- Kauser, S.; Tlaiss, H. 2011. "The impact of gender, family, and work on the career advancement of Lebanese women managers", in *Gender in Management: An International Journal*, vol 26, 1, p. 29.
- Halpern, D.; Cheung, F. 2008. *Women at the top: Powerful leaders tell us how to combine work and family*. John Wiley & Sons Pty Ltd.
- Hassink, W.; Russo, G. 2011. *Multiple glass ceilings*, IZA Discussion Paper No. 5828, Institute for the Study of Labor (Bonn, Germany).
- Heller, L. 2010. *Mujeres emprendedoras en América Latina y el Caribe: realidades, obstáculos y desafíos*, Comisión Económica para América Latina (CEPAL), División de Asuntos de Género.
- Instituto Ethos de Empresas e Responsabilidade Social. 2010. *Perfil Social, Racial e de Gênero das 500 Maiores Empresas do Brasil e Suas Ações Afirmativas – Pesquisa 2010*.
- International Finance Corporation and Center of Arab Women for Training and Research. 2007. *Women entrepreneurs in the Middle East and North Africa: Characteristics, contributions and challenges*.
- International Labour Organisation (I.L.O.). 2007. *Assessing the enabling environment for women in growth enterprises: An AfDB/ILO integrated framework assessment guide*.
- Kawaguchi, A. 2009. "Corporate Governance by Investors and the Role of Women", in *Japan Labor Review*, vol. 6, 1 (Winter).
- Lammers, J.; Stoker, J.; Van der Velde, M. 2012. "Factors relating to managerial stereotypes: The role of gender of the employee and the manager and management gender ratio", in *Journal of Business Psychology*, vol. 27, pp. 31-42.

- Maciejewski, A.; Serwinska, D.; Nowakowski, R. 2012. *Women at the top: The view from Poland, CEOs talk about overcoming the barriers to leadership*. Spencer Stuart.
- Melbourne Business School . 2012. *Targets and quotas for women in leadership*.
- Metcalf, B. 2008. "Women, management and globalization in the Middle East", in *Journal of Business Ethics*, vol. 83, 1, pp. 85-100.
- Organización Internacional del Trabajo (O.I.T.). 2011. *En ruta hacia la igualdad de género, Estrategia y negocios*. EMPRESAS SIGLO XXI.
- Organización Internacional del Trabajo (O.I.T.). 2011. *Género y Emprendimiento Guía de formación para mujeres empresarias*. Paquete de formación y herramientas.
- Programa de las Naciones Unidas para el Desarrollo (P.N.U.D.) Centro Regional para América Latina y el Caribe (CRS-LAC). 2010. *Igualdad de género en las empresas, Cómo avanzar con un Programa de Certificación de Sistemas de Gestión de Equidad de Género*.
- Rowley, C.; Yukongdi, V. (editors). 2008. *The changing face of women managers in Asia*. Routledge Press.
- Sandberg, S. 2013. *Lean in: Women, work and the will to lead*.
- Smith, N.; Smith, V.; Verner, M. 2011. *Why are so few females promoted into CEO and Vice-President positions? Danish empirical evidence 1997-2007*. IZA Discussion Paper No. 5961, Institute for the Study of Labor (Bonn, Germany).
- World Bank. 2010. *Women's economic opportunities in the formal private sector in Latin America and the Caribbean, a focus on entrepreneurship*.
- Zahidi, S.; Schwaab, K. 2011. *Corporate Gender Gap Report*, World Economic Forum.
- Women on Boards**
- 30 Percent Club Southern Africa. 2013. *How to balance your board*.
- Association of British Insurers. 2011. *Report on board effectiveness: Highlighting best practice, encouraging progress*.
- Bell, D.; Groysberg, B. 2010. *2010 Board of Directors Survey*. Heidrick & Struggles and women corporate directors (WCD). Available at: http://www.heidrick.com/~media/Publications%20and%20Reports/HS_BOD_Survey2010.pdf (14 April 2014).
- Bushell, B. "Women entrepreneurs in Nepal: what prevents them from leading the sector?", *Gender & Development* Vol. 16, No. 3, November 2008.
- Branson, D. 2009. "No seat at the table: How corporate governance and law keep women out of the boardroom", in *Pace Law Review*, vol. 29, Issue 2 (Winter).
- Buscatto, M.; Marry, C. 2009. "Le plafond de verre dans tous ses éclats: La féminisation des professions supérieures au XX^e siècle", *Sociologie du travail* 51 (2009) Elsevier Masson SAS. pp170–182.
- Carr, R. 2012. *Four ways to get more women in boardrooms and make British business better*. The Telegraph (United Kingdom). Available at: <http://www.telegraph.co.uk/finance/comment/9129254/Roger-Carr-Four-ways-to-get-more-women-in-boardrooms-and-make-British-business-better.html> (15 April 2014).
- Castaño, C.; Martín, J.; Vázquez, S.; Martínez, J.L. 2010 "Female executives and the glass ceiling in Spain", *International Labour Review*, Vol. 149 (2010), No. 3.
- Chanavat, A.; Ramsden, K. 2013. *Mining the metrics of board diversity*. Thomson Reuters.
- Community Business. 2012. *Standard Chartered Bank Women on Boards: Hang Seng Index 2012*, sponsored by Standard Chartered Bank.
- Deloitte. 2013. *Women in the boardroom: A global perspective*.
- Equality and Human Rights Commission. 2012. *Gender diversity on boards: the appointment process and the role of executive search firms*.
- Ernst & Young. 2012. *Getting on board: Women join boards at higher rates, though progress comes slowly*. Available at: [http://www.ey.com/Publication/vwLUAssets/Getting_on_board/\\$FILE/Getting_on_board.pdf](http://www.ey.com/Publication/vwLUAssets/Getting_on_board/$FILE/Getting_on_board.pdf) (15 April 2014).
- European Women's Lobby. 2012. "Women on boards in Europe: From a snail's pace to a giant leap", in *EWL Report on Progress, Gaps and Good Practice* (February 2012).

- Fodio, M.; Oba, V. 2012. "Gender diversity in the boardroom and corporate philanthropy: Evidence from Nigeria", in *Research Journal of Finance and Accounting*, vol. 3, 8.
- Ghani, E.; Kerr, W.R.; O'Connell, S.D. *Local Industrial Structures and Female Entrepreneurship in India*, Working Paper 17596, National Bureau of Economic Research Cambridge, MA, November 2011.
- Gladman, K.; Lamb, M. 2013. *2013 Women on boards survey*. GMI Ratings.
- Gregoir, S.; Maury, T.-P.; Palomino, F. 2013 *La féminisation des Conseils d'Administration des grandes entreprises en France : au delà des apparences*, EDHEC Business School, July 2013.
- Groysberg, B.; Bell, D. 2013. *Dysfunction in the Boardroom*, Harvard Business Review, June 2013.
- Guy, M.-L.; Niethammer, C.; Moline, A. eds. 2011. *Women on Boards: A Conversation with Male Directors*, International Finance Corporation (IFC).
- Hastings, P. 2011. *Breaking the glass ceiling: Women in the boardroom*. Paul Hastings LLP.
- Hastings, P. 2012. *Breaking the glass ceiling: Women in the Boardroom*, 2nd edition.
- Hong Kong Exchanges and Clearing Limited. 2012. *Consultation Paper: Board Diversity*, September 2012.
- The Korn/Ferry Institute. 2012. *The diversity score-card: Measuring board composition in Asia Pacific*.
- KPMG. 2012. *ASX Corporate governance council principles and recommendations on diversity: Analysis of 31 December 2011 year end disclosures*.
- Lincoln, A.; Adedoyin, O. 2012 "Corporate Governance and Gender Diversity in Nigerian Boardrooms", in *World Academy of Science, Engineering and Technology* 71 2012.
- Lord Davies of Abersoch. 2011. *The Davies Report 'Women on boards'*, United Kingdom
- Lord Davies of Abersoch. 2012. *Women on boards: one year on*, United Kingdom
- Lord Davies of Abersoch. 2013. *Women on Boards: two years on*, United Kingdom
- NZX. 2012. *Guidance Note: Diversity Policies and Disclosure*, December 2012.
- Women on Boards and Chartered Secretaries Australia. 2010. *Complying with Principle 3: Strategies for Gender Diversity*.
- Women on Boards and Chartered Secretaries Australia. 2013. *Guidelines for Gender Balance Performance and Reporting*.

Business Case

- Boatman, J. Wellins, R. with Neal, S. 2011. *Women Work: The Business Benefits of Closing the Gender Gap*, Global Leadership Forecast 2011, Development Dimensions International, (DDI), Pittsburg.
- Carter, N.M.; Wagner, H.M. 2008. *The Bottom Line: Corporate Performance and Women's Representation of Boards*, Catalyst.
- Catalyst. 2004. *The Bottom Line, Connecting Corporate Performance and Gender Diversity*.
- Catalyst. 2011. *The Bottom Line: Corporate Performance and Women's Representation on Boards (2004-2008)*.
- Credit Suisse Research Institute. 2012. *Gender Diversity and Corporate Performance*.
- Deloitte. 2011. *Only skin deep: Re-examining the business case for diversity*.
- Desvaux, G.; Devillard-Hoellinger, S.; Meaney, M.C. 2008. *A business case for women*, McKinsey & Company, McKinsey Quarterly, September 2008.
- Dezso, C.L.; Ross, D.G. 2011. *Does Female Representation in Top Management Improve Firm Performance? A Panel Data Investigation*, Robert H. Smith School Research Paper No. RHS 06-104, 9 March 2011
- European Commission Justice. 2011. *Report on Progress on Equality between Women and Men in 2010. The gender balance in business leadership*, Belgium.
- European Commission, 2012 *Women on boards – Factsheet 1, The economic arguments*.
- Eversheds. 2011. *The Eversheds Board Report: Measuring the impact of board composition on company performance*.

- Everywoman and Alexander Mann Solutions. 2012. *Focus on the Pipeline: Engaging the full potential of female middle managers*.
- Goldman Sachs, 2011, *Closing the Gender Gap: Plenty of Potential Economic Upside*.
- Hewlett, S.A.; Ripa Rashid, R. 2011 *Winning the War for Talent in Emerging Markets: Why Women Are the Solution*, Harvard Business Press Books 29 August 2011.
- McKinsey and Company. 2007. *Women matter: Gender diversity, a corporate performance driver*.
- McKinsey and Company. 2008. *Women matter 2: Gender diversity, a competitive edge for the future*.
- McKinsey and Company. 2012. *Women Matter: An Asian Perspective, Harnessing female talent to raise corporate performance*.
- OECD. 2008. *Gender and Sustainable Development: Maximising the Economic, Social and Environmental Role of Women*, 2008
- Diversity**
- Catalyst. 2012. *Increasing Gender Diversity on Boards: Current Index of Formal Approaches*, April 2012.
- McKinsey & Company. 2013. *Lessons from the leading edge of gender diversity*.
- ReedSmith and Winmark. 2013. *Gender Balancing, It's Good for Business: A guide to making diversity in leadership happen*.
- Sharp, R.; Franzway, S.; Mills, J.; Gill, J. 2011. "Flawed Policy, Failed Politics? Challenging the Sexual Politics of Managing Diversity in Engineering Organizations", *Gender, Work and Organization*, Blackwell Publishing Ltd, 2011.
- Work and Family**
- Beninger, A., and Carter, N.M. 2013. *The Great Debate: Flexibility vs. Face Time, Busting the Myths Behind Flexible Work Arrangements*, Catalyst.
- Chioda, L. 2011. *Work and Family, Latin American and Caribbean Women in Search of a New Balance*, World Bank.
- Cruz, A. 2013. *Good practices and challenges on the Maternity Protection Convention, 2000 (No. 183) and the Workers with Family Responsibilities Convention, 1981 (No. 156): A comparative study*, ILO.
- European Commission. 2009. *Code of Best Practices for Women and ICT*, DG INFSO
- Directorate C: Policy Coordination and Strategy, C1: Digital Agenda: Policy Coordination
- European Commission, 2013. *The Role of Men in Gender Equality -European strategies & insights*, Belgium.
- Gersick, C. J. G. 2013. *Having it All, Having Too Much, Having Too Little: How women manage trade-offs through adulthood*, Yale School of Management, Working paper, January 2013.
- Guillaume, C., and Pochic, S. 2009. "Would You Sacrifice? Access to Top Management and the Work-life Balance", *Gender, Work and Organization*. Vol. 16 No. 1 January 2009.
- Harrington, B. Van Deusen, F., Humberd, B. 2011. *The New Dad: Caring, committed and conflicted*, Boston College Center for Work and Family.
- Hersch J. 2013. *Opting Out among Women with Elite Education*, Vanderbilt University Law School Law and Economics Research Paper Number 13-05, 26 March 2013.



© Masterfile

15. Useful websites

GLOBAL

www.unwomen.org

www.un.org/womenwatch

www.WEPrinciples.org UN Global compact – Women's Empowerment Principles

<http://laborsta.ilo.org> ILO Labour Statistics

www.ilo.org/wed – Resource site on ILO's women entrepreneurship activities, ILO Strategy on Promoting Women's Entrepreneurship Development

http://www.ilo.org/gb/WCMS_090565/lang--en/index.htm Women's Enterprise Development (WED) programme tools

www.ilo.org/empent/Publications/WCMS_117998/lang--en/index.htm

wexpo.biz – Women's Online Marketplace

www.globewomen.org/CWDI/CWDI.htm

www.mckinsey.com/Features/Women_Matter

www.vitalvoices.org

www.som.cranfield.ac.uk/som/p3011/Research/Research-Centres/Cranfield-International-Centre-for-Women-Leaders/About/How-can-the-Centre-help-Organisations

www.womens-forum.org – for the economy and society

www.weforum.org/issues/global-gender-gap

www.gemconsortium.org/files.aspx?Ca_ID=224 Global Entrepreneurship Monitor

http://graphics.eiu.com/upload/WEO_report_June_2010.pdf Women's Economic Opportunity Index

www.enterprisesurveys.org/Data/ExploreTopics/gender World Bank Enterprise surveys

www1.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/publications/publications_report_gendersustainabilityreporting__wci__1319577300362 IFC Gender sustainability reporting

www.owit.org promotes global trade opportunities for women

www.WEConnectInternational.org – supports women business owners to succeed in local and global markets

www.hdr.undp.org/en/statistics – Human Development Indicators

www.ihrb.org/publications/reports

www.ohchr.org/EN/Issues/Business/Pages/ForumonBusinessandHR2012.aspx

AFRICA

www.leadingwomenofafrica.com

www.ilo.org/addisababa Cairo Platform for action for the Development of Women's Entrepreneurship in Africa

Cameroon

www.statistics-cameroon.org

http://www.bayefsky.com/reports/cameroon_cedaw_c_cmr_4_5_fr_adv.pdf

<http://www.statistics-cameroon.org/news.php?id=204>

www.cbwn.org Cameroun Business Women

Ghana

<http://www.ghanawomenentrepreneurs.org/Home>

<http://www.isser.edu.gh> Institute of Statistical, Social and Economic Research

<http://www.mowacghana.net> Ministry of Women and Children's Affairs

Kenya

<http://www.gender.go.ke/> Ministry of Gender, Children and Social Development (Gender council)

<http://kawbo.or.ke> Kenya Association of Women Business Owners

<http://www.fewa.or.ke> Federation of Women Entrepreneur Association

Mauritius

<http://gender.gov.mu/English/Pages/default.aspx> Ministry of Gender Equality, Child Development and Family Welfare, Mauritius

<http://www.gov.mu/portal/site/womensite/menuitem.418f98d7b532b18be864be66a0208a0c/> National Women Council, Mauritius

<http://www.gov.mu/portal/site/cso> Statistics Mauritius

<http://www.gov.mu/portal/sites/nwec/index.html> The National Women Entrepreneur Council, Mauritius

Nigeria

www.nnew.org NECA's Network of Entrepreneurial Women ((NNEW)

www.wimbiz.org Women in Business and Management (WIMBIZ)- www.uiowa.edu/intlinet/ncwd/NAWE.htm Nigerian Association of Women Entrepreneurs (NAWE)-

www.womenexporters.com/regional-partners/ The ECOWAS Federation of Business Women and Entrepreneurs (ECOWAS-FEBWE)

www.ajol.info/index.php/gab/article/view/23377/4215 O. H. Abimbola; C. O. Emmanuel; F. O. Ahmadu: Women Entrepreneurship In Nigeria: Challenges And Prospects For Quality Of Life.

<http://www.emeraldinsight.com/journals.htm?articleid=1902822> Challenges facing women entrepreneurs in Nigeria

www.upg-bulletin-se.ro/archive/.../2.%20Mordi_Hassan_Ajonbadi.p... Impediments to Women Career Advancement: The Nigerian Experience

Rwanda

www.psf.org.rw private sector

<http://www.ipr-rwanda.org/> Institute of Policy Analysis and Research- Rwanda

<http://main.pscbs.gov.rw/node/67> Rwanda Institute of Administration and Management

www.gmo.gov.rw Gender Monitoring Office:

www.migeprof.gov.rw The Ministry of Gender and Family Promotion

www.minicom.gov.rw The Ministry of Commerce and Industry

South Africa

www.businessengage.co.za – Business Engage Association NPC

www.bwasa.co.za Businesswoman's Association

<http://www.bpw-jhbsa.co.za/> Business Professional Women's Network

www.bbwa.co.za **Black Business Women's Association (BBWA)**

www.dti.gov.za South African Women Entrepreneurs Network (SAWEN)

<http://www.dwcpcd.gov.za/> Department of Women, Children and People Living with Disabilities –

www.businessleadership.org.za Business Leadership Foundation

www.gibs.co.za Women in Leadership Programme

Uganda

www.mglsd.go.ug Ministry of Gender, Labour and Social Security

<http://www.uwonet.or.ug> Uganda Women's Network

www.uweal.co.ug Uganda Women Entrepreneurs Association

www.psfuganda.org.ug

www.ugandainvest.go.ug Uganda Investment Authority

Zimbabwe

<http://www.women.gov.zw/> Ministry Of Women Affairs, Gender and Community Development

www.zwrcn.org.zw Zimbabwe Women's Resource Centre and Network

<http://www.na-businesspress.com/JABE/Jabe112/SmithHunterWeb.pdf> Zimbabwe women business owners: survival strategies and implications on growth

[http://www.zimtrade.co.zw/pdf/sector right-ups/WIB.pdf](http://www.zimtrade.co.zw/pdf/sector%20right-ups/WIB.pdf) Women and youth in business Zimbabwe

AMERICAS

Argentina

Observatorio de Equidad de Género:

http://www.buenosaires.gov.ar/areas/des_social/mujer/observatorio_genero/index.php

<http://www.ela.org.ar/a2/index.cfm?aplicacion=app187&cnl=4&opc=4> Equipo Latino Americano de Justicia y Género:

www.aamep.com.ar Asociación Argentina de mujeres empresarias y profesionales
www.oame.org.ar Organización Argentina de mujeres empresarias
www.aime.org.ar La Asociación Iberoamericana de Empresarias
www.famu.org.ar Federación argentina de mujeres universitarias
www.afeetargentina.org.ar Asociación de Ejecutivas de Empresas Turísticas
www.bpwbuenosaires.com.ar Asociación de mujeres de negocios y profesionales de buenos aires
www.mujerynegocios.com Red de Mujeres y Negocios
www.cdeb.com.ar Cámara de Mujeres PyMe
http://www.idesa.org/sites/default/files/documentos/Informe_Dia_de_la_Mujer.pdf
http://www.idesa.org/sites/default/files/documentos/04_05_30_Informe_Semanal.pdf
 Informes Nacionales de la IDESA: <http://www.idesa.org/informes-nacionales>
<http://www.ispm.org.ar> Instituto Social y Politico de la Mujer
www.cnm.gov.ar Consejo Nacional de la Mujer
www.consejodelamujercba.gov.ar Consejo Provincial de la Mujer Córdoba
www.redempresarias.com Red de mujeres empresarias
www.emprendedorasenred.com.ar Emprendedoras en red – Comunidad de mujeres emprendedoras

Brazil

<http://www.observatoriodegenero.gov.br> Observatorio Brasil da Igualdade de Genero
<http://www.dieese.org.br/anuario/anuarioMulheresBrasileiras2011.pdf> Anuario das Mulheres Brasileiras 2011

Chile

<http://www.observatoriogeneroyequidad.cl> Observatorio de Género y Equidad
me.cl/home Women executives in Chile

Colombia

<http://www.equidadmujer.gov.co/OAG/Paginas/Observatorio-Asuntos-Genero.aspx> Alta Conjeria Presidencial para la Equidad de la Mujer
www.cmmmedellin.org/sitio – NGO supporting women micro-entrepreneurs

Costa Rica

<http://www.inec.go.cr/Web/Home/pagPrincipal.aspx> Instituto Nacional de Estadística y Censos
<http://www.uccaep.or.cr/> Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado:
http://www.deloitte.com/assets/Dcom-CostaRica/Local%20Assets/Documents/Servicios/Consulting/091130-cr_Estudio_Mujer.pdf

Ecuador

www.mrl.gob.ec/ Ministerio de Relaciones Laborales
www.industrias.gob.ec/ Ministerio de Industrias y Producción

www.inclusion.gob.ec	Ministerio de Inclusión Económica y Social
www.supercias.gob.ec/	Superintendencia de Compañías
www.cip.org.ec/	Cámara de Industrias y Producción
www.cig.org.ec	Cámara de Industrias de Guayaquil
www.lacamara.org	Cámara de Comercio de Guayaquil
www.lacamaradequito.com	Cámara de Comercio de Quito
www.cccuenca.com.ec	Cámara de Comercio de Cuenca
www.capeipi.org.ec	Cámara de la Pequeña Industria de Pichincha
www.capig.org.ec	Cámara de la Pequeña Industria de Guayaquil
www.capia.com.ec	Cámara de la Pequeña Industria de Cuenca
www.flacso.org.ec/portal	Facultad Latinoamericana de Ciencias Sociales

Guatemala

www.cacif.org.gt/	Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras
www.camaradelagro.org/	
www.industriagate.com/	Cámara de Industria de Guatemala
www.camtur.org	Cámara de Turismo de Guatemala
http://www.construguate.com	Cámara Guatemalteca de la Construcción
www.export.com.gt	Asociación Guatemalteca de Exportadores
www.azucar.com.gt/	
www.cecoms.com/	
www.negociosenguatemala.com/	Cámara de Comercio de Guatemala
http://www.conamgua.org/	Consejo Nacional de Mujeres de Guatemala

Mexico

http://www3.diputados.gob.mx/camara/001_diputados/006_centros_de_estudio/05_centro_de_estudios_para_el_adelanto_de_las_mujeres_y_la_equidad_de_genero – Centro de Estudios para el Adelanto de las Mujeres y la Equidad de Género	
http://www.inegi.org.mx	Instituto Nacional de Estadística, Geografía e Informática
www.inmujeres.gob.mx	Instituto Nacional De Las Mujeres
www.ammjenacional.org	Asociación Mexicana de Mujeres Empresarias
www.amme.org.mx	
http://www.ipade.mx/Pages/Inicio.aspx	IPADE business school
www.cnnexpansion.com	CNN Expansión
www.pwc-blog.mx	Blog PWC
www.nafin.com	Banca de desarrollo
www.pronafim.gob.mx	Programa Nacional de Financiamiento al Microempresario

www.institutopyme.org – Instituto Pyme

www.equidad.org.mx – Equidad de Género: Ciudadanía, Trabajo y Familia

<http://mexico.cnn.com/nacional/2011/09/13/la-inequidad-de-genero-afecta-la-ocupacion-laboral-de-las-mujeres-ocde> – La inequidad de género afecta la ocupación laboral de las mujeres: OCDE

<http://www.cnnexpansion.com/50-mujeres-mas-poderosas-2011/2011/08/10/las-50-mujeres-mas-poderosas-de-mexico> – Las 50 Mujeres más Poderosas de México

<http://www.cnnexpansion.com/empreendedores/2009/11/05/el-reto-de-ser-mujer-y-emprendedora> – El reto de ser mujer y emprendedora

Nicaragua

www.mitrab.gob.ni Ministerio del Trabajo

www.asamblea.gob.ni Asamblea Nacional

www.inim.gob.ni Instituto Nicaragüense de la Mujer

<http://www.movimientoautonomodemujeres.org> Movimiento Autónomo de Mujeres

www.mifamilia.gob.ni Ministerio de la Familia

http://www.elobservadoreconomico.com/archivo_anterior/117/mujeres.htm – Mujeres: pilares de la economía

Panamá

www.cncpanama.org Ejecución del Mapeo a la Informalidad Línea de base. Programa de apoyo al sector informal- Centro Nacional de Competitividad-MEF-BID

www.manpower.com.mx “Las Mujeres y la Escasez de Talento: Una Solución no Implementada”- Documento oficial de Manpower

<http://www.up.ac.pa/PortalUp/FacAdmEmpresasContabilidad.aspx?menu=16> Facultad de Administración de Empresas y Contabilidad de la Universidad de Panamá -

<http://usmapanama.com/programas-academicos/licenciaturas/ciencias-administrativas/licenciatura-en-administracion-de-empresas/> Universidad Santa María La Antigua (USMA), Facultad de Administración de Empresas

<http://www.achimpa.net/index.html> Asociación China de Mujeres Ejecutivas y Negocios de Panamá (ACHIMPA)

(INADEH). <http://www.inadeh.edu.pa/> Instituto Nacional de Formación Profesional y Capacitación para el desarrollo Humano

<http://www.ampyme.gob.pa/> Autoridad de la Micro, Pequeña y Mediana Empresa AMPYME,

Paraguay

<http://www.apep.org.py> Asociación Paraguaya de Empresarias, Ejecutivas y Profesionales (APEP).

<http://www.capacitacion.gov.py> Sinafocal

<http://www.conacyt.gov.py> Conacyt

Perú

<http://www.manuela.org.pe> Centro de la Mujer Flora Tristán

<http://www.inei.gob.pe> Participación de la mujer en las actividades económicas (Perú)

Uruguay

www.cncs.com.uy Cámara Nacional de Comercio y Servicios

www.ciu.com.uy Cámara de Industrias del Uruguay

<http://www.uruguayexporta.com/Default.aspx> Unión de exportadores

<http://www.inmujeres.gub.uy/> Instituto Nacional de las Mujer

<http://www.linkedin.com/pub/c%C3%A1mara-empresarial-de-mujeres-del-uruguay/29/5b7/269> Cámara Empresarial de Mujeres del Uruguay

<http://www.endeavor.org.uy> Endeavor

<http://www.ine.gub.uy/> Instituto Nacional de Estadística (INE)

Venezuela

<http://www.minmujer.gob.ve>

www.ine.gov.ve Instituto Nacional de Estadística (INE)

<http://www.bcv.org.ve>; Baco Central de Venezuela

<http://www.conindustria.org.ve> Conindustria

www.fedecamaras.org.ve Fedecámaras

www.consecomercio.org.ve Consecomercio

www.gumilla.org Centro Gumilla

<http://www.iesa.edu.ve> IESA

www.escueladeempresarios.org.ve Escuela de Empresarios

www.eee.com.ve Emprendedores Empresariales Exitosos

USA

www.catalyst.org – Catalyst

www.ionwomen.org – InterOrganizationNetwork (ION) consists of 16 regional organizations in the United States representing more than 10,000 women in business across a wide range of industries.

www.bentley.edu/centers/center-for-women-and-business

www.2020wob.com

www.theglasshammer.com

www.30percentcoalition.org

www.scoop.it/t/successful-women

www.huffingtonpost.com/women

www2.goldmansachs.com/citizenship/10000women/index.html

www.leanin.org Sheryl Sandberg, Facebook CEO

ASIA AND PACIFIC

www.awib.org Asian Women in Business

www.asiapacificbcw.org Asia Pacific Business Council for Women Inc.

<http://www.adb.org/themes/gender/main> Asian Development Bank

<http://www.unescap.org/sdd/>

<http://documents.worldbank.org/curated/en/2012/01/16902857/toward-gender-equality-east-asia-pacific-companion-world-development-report>

<http://www.wilforumasia.com> Women in Leadership Asia Forum

<http://www.quantumleapsinc.org/resources/east-asia-and-pacific-websites.html>

Resources for women in business

Australia

www.wgea.gov.au Workplace Gender Equality Agency

www.womenonboards.org.au

www.womens-forum.com

www.management-issues.com/women.asp

<http://www.wlia.org.au> Women's Leadership Institute

Hong Kong

www.communitybusiness.org

India

http://moia.gov.in/writereaddata/pdf/list_indian_women.pdf List of Indian Women's' Organizations

<http://www.ncw.nic.in> The National Commission for Women

<http://wcd.nic.in> Ministry of Women and Child Development

<http://nhrc.nic.in> National Human Rights Commission

<http://ncw.nic.in/frmListStateCommission.aspx> List of state commissions for women

<http://ncw.nic.in/frmLLawsRelatedtoWomen.aspx> Laws related to women

<http://ncw.nic.in/pdfFiles/NGOList.pdf> List of NGOs and Advocates

Malaysia

www.wimnet.org.my

New Zealand

www.globalwomen.org.nz

www.hrc.co.nz – Equal employment opportunity

www.25per centgroup.co.nz

www.professionelle.co.nz

Pakistan

www.apwapakistan.com All Pakistan Women Association(APWA)

<http://www.behbud.org> Behbud Association

<http://www.cnpwcci.org> Central & Northern Punjab Women's Chamber

(PFOWA) <http://www.pfowa.org> Pakistan Foreign Office Women's Association

<http://www.spwcci.com> South Punjab Women Chamber

<http://www.theukapwa.com> UK-APWA

<http://wccip.org.pk> Women Chamber Of Commerce & Industry Peshawar

<http://www.ilo.org/empent/areas/womens-entrepreneurship-> Women's Entrepreneurship Development

Singapore

www.boardagender.org

Sri Lanka

www.womeninmanagement.org

www.wcicsl.lk Women's Chamber of Industry and Commerce

Vietnam

http://www.un.org.vn/en/publications/publications-by-agency/doc_details/294-gender-related-obstacles-to-vietnamese-women-entrepreneurs.html Gender related Obstacles To Vietnamese Women Entrepreneurs

<http://www.voced.edu.au/content/ngv39741> Training on Women Entrepreneurs in Vietnam

www.vcci.com.vn Vietnam Chamber of Commerce and Industry

www.vwec.com.vn

EUROPE

http://ec.europa.eu/justice/gender-equality/index_en.htm European Commission

[http://www.coe.int/t/dghl/standardsetting/equality/03themes/standards-mechanisms/EG\(2009\)2_en.pdf](http://www.coe.int/t/dghl/standardsetting/equality/03themes/standards-mechanisms/EG(2009)2_en.pdf) National equality mechanisms in EU member states

<http://www.womenlobby.org>

www.unwomen-eeca.org UN Women Sub regional office for Eastern Europe and Central Asia, Almaty, Kazakhstan

www.eige.europa.eu European Institute for Gender Equality

www.unece.org/gender/welcome.html United Nations Economic Commission for Europe

www.businessandgender.eu

www.ebrd.com/pages/about/principles/gender.shtml European Bank for Reconstruction and Development

<http://www.businessandgender.eu/en/products/1break-gender-stereotypes-en.pdf> Breaking Gender Stereotypes, give talent a chance – toolkit for SME advisors and human resource managers

France

<http://www.federation-femmes-administrateurs.com>

Spain

<http://www.madridemprende.com/index.php?q=entidad/organización-de-mujeres-empresarias-y-gerencia-activa-omega>

www.inmujer.es/ Instituto de la Mujer

www.inmujer.gob.es/estadisticas/portada/home.htm

www.inmujer.gob.es Observatorio de igualdad

United Kingdom

www.30percentclub.org.uk<http://www.20-first.com>

<http://www.wimuk.co.uk/> Women in Management UK

<http://www.ons.gov.uk/ons/rel/lmac/women-in-the-labour-market/2013/sty-women-in-work.html>

www.prowess.org.uk/womens-business-networks

<https://www.gov.uk/government/.../government-equalities-office>

MENA region

www.escwa.un.org/divisions/ecw.asp?division=ecw

www.amews.org – Association of Middle East Women's studies

www.cawtar.org – Center of Arab Woman for Training and Research

www.arabwomenleadership.org

www.woibex.com/w_leaders_group.asp

www.ideationcenter.com

www.menabwn.org MENA businesswomen's Network

16. Statistical annex

GLOBAL LEVEL

Table 16.1 Women's Access to Finance Score for 2010 and 2012. Economist Intelligence Unit.
Score 0-100 with 100 as highest value

Rank	Country	Score 2012	Score 2010	Change
1	Germany	91,3	87,1	0,1
2	Belgium	86,9	86,8	0,1
3	Japan	85,7	81,6	0
4	Italy	83,4	66,2	8,9
= 5	Sweden	83,3	83,3	0
= 5	United States	83,3	68,8	6,2
7	France	80,6	80,4	0,2
8	Greece	79,5	72,3	3,1
9	Singapore	79,3	70,9	4,2
10	Bulgaria	78	65	8,9
= 11	Hungary	77,4	77,2	0,3
= 11	Lithuania	77,4	54,6	18,6
13	Austria	76,8	59,8	12,8
14	Latvia	76,2	64	8
15	Czech Republic	75,7	71,5	0,1
= 16	Australia	75	70,8	0
= 16	Malaysia	75	70,5	4,5
18	Canada	72,9	68,8	0
19	Korea, Rep.	71,5	63,3	-0,1
20	Norway	70,8	66,7	0
21	Portugal	70,2	66,9	3,3
22	Netherlands	68,8	54,9	9,7
23	Croatia	68,5	47,1	13
24	Slovak Republic	67,8	63,6	0
25	Poland	67,4	55,1	3,9
26	Slovenia	67	62,8	0
27	Israel	66,8	58,7	-0,3
= 28	Iceland	66,7	62,5	0
= 28	New Zealand	66,7	52,1	6,3

Rank	Country	Score 2012	Score 2010	Change
= 28	United Kingdom	66,7	62,5	0
31	South Africa	65,8	57,4	0
= 32	Ireland	64,6	70,8	-6,2
= 32	Mauritius	64,6	53,1	7,4
34	Estonia	63	54,3	0,4
35	Hong Kong, China	62,9	58,7	0
36	Serbia	62,5	54,8	3,5
37	Chile	61,9	58,5	-0,7
38	Thailand	61,6	56,9	0,6
39	Finland	61,4	53,1	0
40	Colombia	57,4	52,6	0,6
41	Morocco	56,2	52,9	-0,9
42	Brazil	55	52,3	-1,5
= 43	Namibia	53,8	37	8,4
= 43	Panama	53,8	36,5	9
45	Mexico	53,3	44,1	4,8
46	Kuwait	52,9	36,3	8,2
47	Switzerland	52,6	48,4	0
48	Bahrain	50,3	41,9	0,1
49	Vietnam	50,2	40,7	1,2
50	Costa Rica	49,5	32,8	8,4
51	Luxembourg	47,9	37,5	6,2
52	Lebanon	47,3	38,9	0,1
53	Spain	47	36,3	2,3
54	China	46,6	37,9	0,3
55	Jordan	46,1	37,7	0,1
= 56	Kazakhstan	45,8	44,9	-7,4
= 56	Uruguay	45,8	36,8	0,7
58	Romania	45,1	36,3	0,5
59	Russia	44,7	34,2	6,3
60	El Salvador	44,6	26,2	0,1
61	Tunisia	44,4	29,2	6,9
62	Oman	44,1	27,1	8,6
63	Albania	43,1	26,7	12,3
64	Indonesia	42,8	29,6	9
65	Turkey	42,6	32,2	2,1
66	United Arab Emirates	42,5	33,4	0,8
67	Honduras	41,7	33,4	-0,1
68	Ukraine	40,8	37,9	-5,4
69	Ecuador	40,4	24	8,1
70	Botswana	39,1	29,6	1,2
71	Sri Lanka	38,5	33,6	0,7

Rank	Country	Score 2012	Score 2010	Change
72	Argentina	37,5	33,3	0
=73	India	37,1	39,2	-6,3
=73	Saudi Arabia	37,1	35	-6,2
75	Egypt	35,5	45,5	-14,1
76	Denmark	34,5	`	0,1
77	Kenya	33,9	19,1	6,4
78	Bolivia	33,6	19,6	5,7
79	Bangladesh	33,4	25,1	0
80	Moldova	33,3	25	0
81	Iran	33	35,2	-6,3
82	Dominican Rep.	32,7	30,3	-5,9
83	Georgia	31,2	15,6	7,3
84	Paraguay	30,6	24,4	-2,1
85	Pakistan	30,4	26,2	0,1
86	Peru	29,2	20,5	0,4
87	Nigeria	27,1	25	2,1
88	Nicaragua	26,2	19,6	-1,7
89	Kyrgyz Republic	24,9	13,5	7,2
90	Ghana	24,6	12,5	3,8
91	Syria	23,1	6,3	8,5
= 92	Malawi	22,9	25	-6,3
= 92	Venezuela	22,9	6,3	8,3
94	Armenia	22,6	13,1	0,8
95	Philippines	21,8	19,5	-6
= 96	Algeria	20,9	6,3	6,3
= 96	Burkina Faso	20,9	12,7	-0,1
= 96	Senegal	20,9	12,9	-0,3
= 99	Cambodia	20,8	6,3	6,2
= 99	Tanzania	20,8	12,5	0
101	Azerbaijan	15,8	7,4	0,1
102	Benin	15,5	7,2	0
103	Zambia	15,1	6,3	0,4
104	Cameroon	14,9	6,5	0,1
105	Uganda	14,8	6,3	0,2
= 106	Côte d'Ivoire	14,6	6,5	-0,2
= 106	Laos	14,6	6,3	0
= 106	Togo	14,6	6,5	-0,2
109	Yemen	8,4	0	0
110	Madagascar	8,3	0	0
111	Ethiopia	6,3	12,5	-6,2
112	Chad	0,1	0	0,1
113	Sudan	0	0	0

Source: "Women's economic opportunity: A new global index and ranking", Economist Intelligence Unit, June 2010 and 2012.

**Table 16.2 Percentage of Firms with Female Participation in Ownership, Latest years.
World Bank Enterprise Surveys**

Country	Year	% Firms with female participation in ownership	% Small Firms (5-19)	% Medium Firms (20-99)	% Large Firms (100+)
AFRICA					
Angola	2010	56.6	55.4	53.8	71.1
Benin	2009	43.9	52.1	0.0	N.A.
Botswana	2010	55.3	57.9	53.9	45.5
Burkina Faso	2009	19.2	18.2	25.8	5.3
Burundi	2006	34.8	35.8	30.7	26.4
Cameroon	2009	15.7	28.9	3.0	3.9
Cape Verde	2009	33.1	25.9	44.4	21.7
Central African Republic	2011	53.3	51.9	49.5	81.8
Chad	2009	40.1	43.9	40.4	26.1
Congo Dem. Republic	2013	15.1	14.6	17.6	16.7
Congo, RRepublic	2009	31.8	49.4	9.8	N.A.
Cote D'Ivoire	2009	61.9	67.0	44.5	7.1
Eritrea	2009	4.2	4.0	5.4	N.A.
Ethiopia	2011	35.3	31.2	33.9	53.3
Gabon	2009	33.1	42.1	8.9	N.A.
Gambia	2006	21.3	24.1	15.3	14.6
Ghana	2007	44.0	39.6	54.5	54.4
Guinea	2006	25.4	24.9	29.7	27.8
Guinea-Bissau	2006	19.9	21.2	13.4	N.A.
Kenya	2013	49.2	51.1	48.1	42.6
Lesotho	2009	18.4	24.2	7.9	4.3
Liberia	2009	53.0	61.1	5.5	N.A.
Madagascar	2009	50.0	59.8	40.0	19.3
Malawi	2009	23.9	26.4	27.8	9.0
Mali	2010	58.3	58.5	59.5	42.0
Mauritania	2006	17.3	16.7	19.5	N.A.
Mauritius	2009	16.9	22.2	9.7	8.6
Mozambique	2007	24.4	19.9	28.3	43.4
Namibia	2006	33.4	36.6	2.9	31.4
Niger	2009	17.6	17.3	19.5	13.6
Nigeria	2007	20.0	22.2	13.5	1.5
Rwanda	2011	42.5	38.6	45.9	60.6
Senegal	2007	26.3	25.5	30.7	26.7
Sierra Leone	2009	7.9	6.4	14.5	0.0
South Africa	2007	22.6	22.5	23.5	19.8

Country	Year	% Firms with female participation in ownership	% Small Firms (5-19)	% Medium Firms (20-99)	% Large Firms (100+)
Swaziland	2006	28.6	31.2	21.7	19.9
Tanzania	2013	25.2	23.6	30.8	32.5
Togo	2009	31.8	34.9	14.8	N.A.
Uganda	2013	26.4	26.8	25.9	22.0
Zambia	2013	49.8	48.1	53.4	57.2
Zimbabwe	2011	56.2	58.8	55.6	49.3
LATIN AMERICA AND CARIBBEAN					
Antigua and Barbuda	2010	21.3	24.8	13.7	0.0
Argentina	2010	38.0	46.9	30.4	16.3
Bahamas	2010	58.3	55.9	61.5	60.9
Barbados	2010	43.5	48.1	38.8	22.4
Belize	2010	30.4	27.4	40.8	16.9
Bolivia	2010	41.3	45.8	29.8	66.1
Brazil	2009	59.3	64.2	59.9	53.7
Chile	2010	29.6	14.2	43.1	26.6
Colombia	2010	35.3	37.0	40.1	15.7
Costa Rica	2010	43.5	47.5	44.6	18.4
Dominica	2010	41.0	43.5	29.0	N.A.
Dom. Rep	2010	30.0	25.7	38.8	28.5
Ecuador	2010	24.1	28.5	17.1	15.0
El Salvador	2010	40.2	37.9	49.0	31.1
Grenada	2010	57.3	56.2	62.1	52.7
Guatemala	2010	44.2	49.1	40.3	33.0
Guyana CR	2010	58.3	53.9	58.2	49.9
Honduras	2010	43.3	50.3	25.3	33.6
Jamaica	2010	38.2	30.4	56.5	32.4
Mexico	2010	25.7	32.0	13.8	13.8
Nicaragua	2010	61.9	66.5	58.7	32.6
Panama	2010	24.7	25.0	25.8	16.8
Paraguay	2010	51.6	62.8	40.9	45.4
Peru	2010	28.7	32.1	30.4	9.4
St. Kitts & Nevis	2010	57.8	54.6	62.3	76.2
St. Lucia	2010	32.1	25.7	51.6	19.0
St. Vincent & Grenadines	2010	76	76.9	69.3	100
Suriname	2010	18.3	15.4	22.4	11.4
Trinidad & Tobago	2010	45.1	44.6	41.2	61.8
Uruguay	2010	23.1	22.8	25.9	16.2
Venezuela	2010	30.7	30.8	34.0	18.1

Country	Year	% Firms with female participation in ownership	% Small Firms (5-19)	% Medium Firms (20-99)	% Large Firms (100+)
EAST ASIA AND PACIFIC					
China	2012	64.2	65.5	64.6	63.4
Fiji	2009	49.1	48.3	46.3	66.2
Indonesia	2009	42.8	44.1	35.9	27.7
Korea, Rep. of	2005	19.1	23.1	7.7	13.5
Lao PDR	2012	41.6	54.9	21.6	20.8
Malaysia	2007	13.1	18.9	15.0	7.6
Micronesia, Fed. Sts	2009	86.8	79.5	100
Mongolia	2013	38.9	34.9	39.0	88.4
Myanmar	2014	27.3	26.6	25.8	41.8
Philippines	2009	69.4	68.2	70.6	70.8
Samoa	2009	79.8	81.3	76.3	N.A.
Timor-Leste	2009	42.9	43.1	49.8	11.0
Tonga	2009	65.3	68.8	19.2	...
Vanuatu	2009	51.4	56.8	43.7	N.A.
Vietnam	2009	59.2	55.8	60.8	64.4
SOUTH ASIA					
Afghanistan	2014	2.6	2.2	2.2	5.6
Bangladesh	2013	12.7	8.0	7.0	26.9
Bhutan	2009	31.3	28.6	32.5	55.1
India	2006	9.1	7.1	15.2	11.5
Nepal	2013	21.8	20.3	23.4	66.7
Pakistan	2007	6.7	2.6	12.4	28.5
Sri Lanka	2011	26.1	21.5	38.5	49.5
MIDDLE EAST AND NORTH AFRICA					
Algeria	2007	15.0	14.7	14.9	17.8
Djibouti	2013	22.3	19.4	26.3	31.9
Egypt	2008	34.0	26.4	38.0	40.9
Iraq	2011	6.8	5.1	22.4	3.1
Jordan	2006	13.1	11.0	12.7	18.0
Lebanon	2009	33.5	32.2	35.3	37.5
Morocco	2007	13.1	8.8	13.9	16.6
Syria	2009	14.4	16.1	10.4	18.4
West Bank and Gaza	2013	12.6	11.6	18.6	33.1
Yemen	2010	6.4	5.6	8.5	34.3

Country	Year	% Firms with female participation in ownership	% Small Firms (5-19)	% Medium Firms (20-99)	% Large Firms (100+)
EASTERN EUROPE, EUROPE AND CENTRAL ASIA					
Albania	2013	12.5	13.8	3.4	28.6
Armenia	2013	24.7	25.6	26.2	15.7
Azerbaijan	2013	4.1	3.9	5.2	0.0
Belarus	2013	43.6	46.3	37.1	44.9
Bosnia & Herzegovina	2013	27.3	28.3	25.9	27.7
Bulgaria	2013	39.1	41.2	34.6	39.1
Croatia	2013	32.2	36.4	23.4	16.5
Czech Republic	2009	25.0	30.7	15.3	33.7
Estonia	2009	36.3	36.1	36.9	35.7
Georgia	2013	33.9	32.6	39.4	23.1
Germany	2005	20.3	21.6	20.7	8.0
Greece	2005	24.4	26.9	10.8	24.2
Hungary	2009	42.4	44.9	39.1	39.8
Ireland	2005	41.6	43.5	36.1	38.2
Kazakhstan	2013	28.3	28.2	32.4	12.5
Kosovo	2013	14.0	18.3	4.1	26.9
Kyrgyzstan	2013	51.1	50.9	54.1	44.2
Latvia	2009	46.3	47.8	41.9	47.3
Lithuania	2009	38.7	39.6	35.2	48.3
Macedonia, FYR	2013	29.4	29.9	23.9	64.0
Moldova, Republic of	2013	47.5	44.6	51.7	73.0
Montenegro	2013	24.0	27.5	11.9	8.2
Poland	2009	47.9	49.2	41.4	50.6
Portugal	2005	50.8	52.9	44.1	29.4
Romania	2013	47.1	48.3	42.8	50.6
Russian Federation	2012	28.5	31.3	28.2	17.2
Serbia	2013	38.3	38.5	37.2	39.4
Slovak Republic	2009	29.6	30.9	26.5	27.5
Slovenia	2013	34.4	33.2	38.4	57.4
Spain	2005	34.1	39.1	22.1	24.2
Tajikistan	2008	34.4	27.9	37.2	49.9
Turkey	2008	40.7	36.1	43.7	57.8
Ukraine	2013	31.4	36.0	21.3	31.7
Uzbekistan	2008	39.8	42.1	31.7	36.7

Source: Enterprise Surveys (<http://www.enterprisesurveys.org>) World Bank, accessed June 2014

AFRICA REGION

Table 16.3 Percentage Share of Women as Managers in the Private and Public Sector in Africa 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Botswana	2001	30.8	2010	38.6	+7.8
2	Burkina Faso	N/A		2006	30.2	
3	Ethiopia	2004	23.2	2012	22.1	-1.1
4	Guinea	2009	23.7	2010	23.9	+0.2
5	Liberia	N/A		2010	21.4	
6	Madagascar	2005	22.1	2010	36.6	+14.5
7	Mauritius	2000	22.0	2012	23.4	+1.4
8	Namibia	2000	30.2	2004	36.0	+5.8
9	Rwanda	N/A		2012	34.0	
10	South Africa	2003	25.7	2012	31.3	+5.6
11	Tanzania	N/A		2006	16.5	
12	Uganda	2002	27.6	2009	20.2	-7.4
13	Zimbabwe	N/A		2011	20.6	

Source: Legislators, Senior Officials and Managers, ISCO 88 and ISCO 08, ILO statistical database, June 2014

Highlighted in green countries with decreased share of women in management.

Table 16.4 Percentage Share of Women as Employers in Africa 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	%Change
1	Benin	N/A		2010	23	
2	Botswana	2001	33	2010	36	+3
3	Burkina Faso	N/A		2006	21	
4	Cameroon	2001	34	2010	24	-10
5	Cape Verde	2000	30	N/A		
6	Congo DR	2005	25	N/A		
7	Cote D'Ivoire	2002	33	N/A		
8	Ethiopia*	2005	18	2013	14	-4
9	Gabon	2005	28	2010	21	-7
10	Guinea	N/A		2012	16	
11	Liberia	2007	43	2010	46	+3
12	Madagascar	2003	40	2010	24	-16
13	Mali	N/A		2006	27	
14	Mauritius	2000	15	2012	12	-3
15	Mozambique	2003	17	N/A		
16	Namibia	2000	35	2012	36	+1
17	Niger	N/A		2006	16	
18	Rwanda	2002	27	2012	34	+7

	Country	Year	Percentage	Year	Percentage	%Change
19	South Africa	2003	28	2012	20	-8
20	Tanzania	2001	30	2011	25	-5
21	Uganda	2003	35	2009	22	-13
22	Zambia	2000	22	N/A		
23	Zimbabwe	2002	34	2011	30	-4

Source: Laborsta and ILO statistical database, June 2014

(a) Data from National Statistical Office, included in ILO Key Indicators of the Labour Market (KILM)

Highlighted in green countries with decreased share of women as employers

* Latest data for Ethiopia is 2013

Table 16.5 Percentage Share of Women as Own Account Workers in Africa 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	%Change
1	Benin	2003	54	2010	52	-2
2	Botswana	2006	71	2010	63	-8
3	Burkina Faso	2003	23	2005	25	+2
4	Cameroon	2001	52	2010	51	-1
5	Cape Verde	2000	46	N/A		
6	Congo DR	2005	61	N/A		
7	Cote D'Ivoire	2002	37	N/A		
8	Ethiopia	2004	28	2013	31	+3
9	Gabon	2005	49	2010	46	-3
10	Ghana	N/A		2010	56	
11	Guinea	N/A		2012	43	
12	Liberia	2007	50	2010	55	+5
13	Madagascar	2003	40	2010	34	-6
14	Mali	N/A		2006	43	
15	Mauritius	2000	15	2012	26	+11
16	Mozambique	2003	42	N/A		
17	Namibia	2000	56	2012	61	+5
18	Niger	N/A		2006	29	
19	Rwanda	2002	55	2012	55	0
20	Senegal	2001	45	N/A		
21	Sierra Leone	2004	49	N/A		
22	Somalia	2001	45	N/A		
23	South Africa	2003	46	2012	45	-1
24	Tanzania	2001	52	2011	51	-1
25	Togo	N/A		2006	54	
26	Uganda	2003	46	2010	55	+9
27	Zambia	2000	33	N/A		
28	Zimbabwe	2002	60	2011	56	-4

Source: Laborsta and ILO statistical database, June 2014

Highlighted in green countries with decreased share of women as own account workers

**Table 16.6 Percentage of students in tertiary education who are women
Percentage of graduates from tertiary education who are women
Percentage of graduates of advanced degrees who are women (ISCED 6)
African countries, Latest Years**

	Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
1	Angola	2011	27	2002	41	N/A	
2	Benin	2001	21	2011	30	N/A	
3	Botswana	2006	53	N/A		N/A	
4	Burkina Faso	2012		2012	31	2009	21
5	Burundi	2010	35	2010	28	2004	17
6	Cameroon	2011	42	N/A		N/A	
7	Cape Verde	2012	57	N/A		N/A	
8	Central CFA	2012	30	2012	13	2012	28
9	Chad	2011	19	N/A		N/A	
10	Comoros	2012	45	2012	44	N/A	
11	Congo Rep of	2012	39	N/A		N/A	
12	Congo DR	2012	35	N/A		N/A	
13	Cote D'Ivoire	2007	33	N/A		N/A	
14	Djibouti	2011	40	2005	45	N/A	
15	Equat. Guinea	2000	30	N/A		N/A	
16	Eritrea	2010	27	2004	14	N/A	
17	Ethiopia	2012	32	2012	29	2012	10
18	Gabon	2003	36	N/A		N/A	
19	Gambia	2011	38	2011	51	N/A	
20	Ghana	2012	38	2012	39	2012	18
21	Guinea	2012	27	N/A		N/A	
22	Guinea-Bissau	2001	16	N/A		N/A	
23	Kenya	2010	41	2001	37	N/A	
24	Lesotho	2012	59	2012	61	N/A	
25	Liberia	2012	38	2012	38	N/A	
26	Madagascar	2012	48	2012	47	2012	45
27	Malawi	2011	39	2007	34	N/A	
28	Mali	2012	29			N/A	
29	Mauritania	2012	29	2005	25	N/A	
30	Mauritius	2012	57	2012	56	2012	59
31	Mozambique	2011	39	2011	25	2011	47
32	Namibia	2008	57	2008	58	2005	33
33	Niger	2012	28	2010	29	N/A	
34	Nigeria	2005	41	2005	41	N/A	
35	Rwanda	2012	45	2012	43	N/A	

Country		Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
36	ST & Príncipe	N/A		N/A		N/A	
37	Senegal	N/A		N/A		N/A	
38	Seychelles	N/A		N/A		N/A	
39	Sierra Leone	2000	44	N/A		N/A	
40	Somalia	N/A		N/A		N/A	
41	South Africa	N/A		N/A		N/A	
42	Sudan	2012	53	2012	53	2012	37
43	Swaziland	2011	51	2011	18	N/A	
44	Tanzania	2012	35	N/A		N/A	
45	Togo	2012	21	N/A		N/A	
46	Uganda	2011	21	2004	38	2004	34
47	Zambia	N/A		N/A		N/A	
48	Zimbabwe	2012	44	2012	44	N/A	

Source: UNESCO Institute for Statistics, accessed June 2014

AMERICAS

Table 16.7 Percentage Share of Women as Managers in the Private and Public Sectors in the Americas 2000-2012. ILO

Country		Year	Percentage	Year	Percentage	% Change
1	Argentina	2000	27.4	2012	31.0	+3.6
2	Aruba	2000	35.9	2010	41.0	+5.2
3	Bahamas	2001	39.9	2009	44.4	+4.5
4	Barbados	2000	35.0	2004	43.4	+8.4
5	Bermuda	2000	55.0	2010	43.5	-11.5
6	Bolivia	2000	38.6	2009	35.1	-3.5
7	Brazil	2000	31.2	2012	37.3	+6.1
8	Canada	2000	35.5	2012	36.2	+0.7
9	Cayman Islands	2004	51.4	2012	42.4	-9.0
10	Chile	2002	32.7	2012	23.6	-9.1
11	Colombia	N/A		2010	53.1	
12	Costa Rica	2000	32.9	2012	27.9	-9.3
13	Cuba	N/A		2010	38.1	
14	Dominican Republic	2000	30.6	2012	38.6	+8.0
15	Ecuador	2000	29.3	2012	39.7	+10.4
16	El Salvador	2000	26.1	2012	37.1	+11.0
17	Guatemala	N/A		2012	44.8	

	Country	Year	Percentage	Year	Percentage	% Change
18	Honduras	N/A		N/A		
19	Jamaica	2000	57.7	2008	59.3	+1.6
20	Mexico	2000	23.6	2012	32.1	+8.5
21	Nicaragua	2004	40.2	2006	41.0	+0.8
22	Panama	2001	40.4	2012	47.4	+7.0
23	Paraguay	2007	34.6	2012	32.3	-2.3
24	Peru	2000	28.1	2012	29.3	+1.2
25	Trinidad & Tobago	2000	39.2	2010	43.1	+3.9
26	United States**	2002	36.3	2012	38.6	+2.5
27	Uruguay	2000	36.3	2011	43.9	+7.6
28	Venezuela	2009	30.7	2012	33.4	+3.3

Source: Legislators, Senior Officials and Managers, ISCO 88 and ISCO 08, ILO statistical database, June 2014

** Data for USA from the US Bureau of Labor Statistics, "Management Occupations" from Household Survey Data, 2002 and 2012, Washington

Highlighted in green countries with decreased share of women in management

Table 16.8 Percentage Share of Women as Employers in the Americas 2000–2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Anguilla	2001	58	N/A		
2	Aruba	2000	30	2010	34	+4
3	Argentina	2000	25	2012	27	+2
4	Barbados	2000	25	2004	19	-6
5	Belize	N/A		2005	22	
6	Bermuda	2009	31	2012	43	+12
7	Bolivia	2000	23	2011	24	+1
8	Brazil	2000	26	2012	29	+3
9	Canada	2000	35	2012	26	-9
10	Cayman Islands	2006	31	2012	25	-6
11	Chile	2000	23	2012	23	0
12	Colombia	2000	22	2012	25	+3
13	Costa Rica	2000	16	2012	20	+4
14	Dominica	2001	35	N/A		
15	Dominican Republic	2000	19	2012	23	+4
16	Ecuador	2000	18	2012	23	+5
17	El Salvador	2000	24	2012	31	+7
18	Guatemala	2000	18	2012	35	+17
19	Honduras	2001	24	2007	26	+2
20	Jamaica	2000	24	2008	28	+4
21	Mexico	2000	16	2012	20	+4
22	Netherland Antilles	2000	23	2012	25	+2

	Country	Year	Percentage	Year	Percentage	% Change
23	Nicaragua	2000	19	2006	22	+3
24	Panama	2000	19	2012	25	+6
25	Paraguay	2001	20	2012	26	+6
26	Peru	2000	22	2012	25	+3
27	Saint Lucia	2000	25	N/A		
28	Trinidad and Tobago	2000	20	2010	21	+1
29	United States (a)	2000	38	2008	37	-1
30	Uruguay	2000	25	2012	27	+2
31	Venezuela	2000	14	2012	17	+3

Source: Laborsta and ILO Statistical Data Base, June 2014

(a) Available data in Laborsta for "employers" and own account workers" is combined in one category only for status in employment

Highlighted in green countries with decreased share of women as employers

Table 16.9 Percentage Share of Women as Own Account Workers in the Americas. 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Anguilla	2001	36	N/A		
2	Argentina	2000	35	2012	33	-2
3	Aruba	2000	25	2010	28	+3
4	Bahamas	2008	33	2011	18	-15
5	Barbados	2000	28	2004	34	+6
6	Belize	N/A		2005	43	
7	Bermuda	2009	37	2012	33	-4
8	Bolivia	2000	39	2011	41	+2
9	Brazil	2000	27	2012	32	+5
10	Canada	2007	40	2012	39	-1
11	Cayman Islands	2007	29	2012	29	0
12	Chile	2000	25	2012	41	+16
13	Colombia	2000	36	2012	41	+5
14	Costa Rica	2000	26	2010	33	+7
15	Cuba	2000	15	2010	12	-3
16	Dominica	2001	30	N/A		
17	Dominican Republic	2000	23	2012	24	+1
18	Ecuador	2000	35	2012	41	+6
19	El Salvador	2000	53	2012	52	-1
20	Guatemala	2000	47	2012	46	-1
21	Honduras	2001	33	2007	37	+4
22	Jamaica	2000	34	2008	36	+2
23	Mexico	2000	31	2012	40	+9
24	Netherland Antilles	2000	24	2011	41	+17

	Country	Year	Percentage	Year	Percentage	% Change
25	Nicaragua	2000	39	2006	40	+1
26	Panama	2000	21	2012	32	+11
27	Paraguay	2001	43	2012	48	+5
28	Peru	2000	49	2012	45	-4
29	Saint Lucia	2000	39	N/A		
30	Trinidad and Tobago	2000	32	2010	27	-5
31	United States (a)	2000	38	2008	37	-1
32	Uruguay	2000	35	2012	41	+6
33	Venezuela	2000	39	2012	39	0

Source: Laborsta and ILO statistical database, June 2014

Available data in Laborsta for "employers" and own account workers" is combined in one category only for status in employment

Highlighted in green countries with decreased share of women as own account workers

**Table 16.10 Percentage of students in tertiary education who are women
Percentage of graduates from tertiary education who are women
Percentage of graduates of advanced degrees who are women (ISCED 6).
Americas, Latest Years**

	Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
1	Anguilla			2007	91	N/A	
2	Antigua & Barbuda	2012	69	2012	88	N/A	
3	Argentina	2011	60	2010	65	2012	59
4	Aruba	2012	58	2012	65	N/A	
5	Barbados	2011	69	2011	68	2012	89
6	Belize	2012	62	2012	63	N/A	
7	Bermuda	2012	66	2012	64	N/A	
8	Bolivia	2007	45	N/A		N/A	
9	Brazil	2012	57	2012	61	2012	51
10	Canada	2000	56	2002	58	2006	44
11	Cayman Islands	2008	69	2008	62	N/A	
12	Chile	2012	52	2012	56	2012	39
13	Colombia	2012	52	2012	54	2012	35
14	Costa Rica	2012	55	2011	64	2012	57
15	Cuba	2012	59	2012	62	2012	40
16	Dominican Rep	2003	61	N/A		N/A	
17	Ecuador	2008	53	2008	59	N/A	
18	El Salvador	2012	53	2012	58	2012	64
19	Grenada	2009	57	N/A		N/A	
20	Guatemala	2007	51	2007	50	N/A	

Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
21 Guyana	2012	67	2012	75	N/A	
22 Honduras	2012	57	2012	65	2003	33
23 Jamaica	2012	66	2009	56	N/A	
24 Mexico	2012	50	2012	54	2012	48
25 Nicaragua	2003	52	2002	61	N/A	
26 Panama	2011	60	2010	64	2011	40
27 Paraguay	2010	58	N/A		N/A	
28 Peru	2010	52	N/A		N/A	
29 Saint Lucia	2012	68	N/A		N/A	
30 Trinidad & Tobago	N/A		2004	60	2002	56
31 United States	2012	57	2012	58	2012	54
32 Uruguay	2010	63	2010	64	2010	59
33 Venezuela	2008	62	2002	65	N/A	

Source: UNESCO Institute for Statistics, accessed June 2014

ASIA AND PACIFIC

Table 16.11 Percentage Share of Women as Managers in the Private and Public Sector in Asia and Pacific 2000-2012. ILO

Country	Year	Percentage	Year	Percentage	% Change
1 Australia	2000	32.9	2012	36.2	+4.3
2 Bangladesh	2003	23.4	2011	5.4	-18
3 Bhutan	2010	11.3	2012	27.6	+16.3
4 Brunei Darussalam	2001	25.7	N/A	N/A	
5 Cambodia	2000	12.6	2010	18	+5.4
6 China	2005	16.8	N/A	N/A	
7 Cook Islands	2001	36.1	2011	47.5	+11.4
8 Hong Kong, China	2000	24.2	2012	33.2	+9.0
9 Indonesia	2007	19.7	2010	21.2	+1.5
10 Iran, Islamic Rep. of	2005	16.2	2010	14.6	-1.6
11 Japan	2009	10.7	2012	11.1	+0.4
12 Korea, Rep. of	2000	7.8	2012	11.0	+3.2
13 Macau, China	2000	19.2	2012	31.4	+12.2
14 Malaysia	2001	21.8	2012	21.5	-0.3
15 Maldives	2000	15.4	2010	13.4	-2.0
16 Mongolia	2000	30.2	2012	41.9	+11.7
17 Nepal	2001	13.8	N/A	N/A	

	Country	Year	Percentage	Year	Percentage	% Change
18	New Zealand	2000	38.2	2008	40.0	+1.8
19	Niue	2001	31.9	N/A	N/A	
20	Pakistan	2001	2.9	2008	3.0	+0.1
21	Philippines	2001	59.0	2012	47.6	-11.4
22	Samoa	2001	28.5	N/A	N/A	
23	Singapore	2000	25.0	2010	33.1	+8.1
24	Sri Lanka	2002	21.7	2012	28.4	+6.7
25	Thailand	2001	25.5	2012	28.2	+2.7
26	Tonga	2003	26.6	N/A	N/A	
27	Tuvalu	2002	24.5	N/A	N/A	
28	Vanuatu	N/A	N/A	2009	28.5	
29	Vietnam	2000	16.8	2009	23.0	+6.2

Source: Legislators, Senior Officials and Managers, ISCO 88 and ISCO 08, ILO statistical database, June 2014
Highlighted countries in green with decreased share of women in management.

Table 16.12 Percentage Share of Women as Employers in Asia and Pacific 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Australia	2000	33	2012	33	0
2	Bangladesh	2000	11	2010	25	+14
3	Bhutan	2005	20	2012	50	+30
4	Cambodia	2000	11	2010	50	+39
5	Fiji	N/A	N/A	2005	31	
6	Hong Kong, China	2000	14	2012	21	+7
7	India	N/A	N/A	2005	12	
8	Indonesia	2001	23	2010	25	+2
9	Iran, Islamic Rep.	2007	3	2010	4	+1
10	Japan	2000	18	2012	16	-2
11	Kiribati	2000	50	2010	28	-22
12	Korea, Rep. of	2000	18	2012	22	+4
13	Macau, China	2000	12	2012	25	+13
14	Malaysia	2000	10	2012	15	+5
15	Maldives	2000	11	2010	8	-3
16	Mongolia	2000	28	2012	38	+10
17	Nepal	2001	43	N/A		
18	New Zealand	2000	29	2012	30	+1
19	Pakistan	2000	2	2008	.4	-1.6
20	Philippines	2000	20	2012	25	+5
21	Samoa	2001	33	N/A		

	Country	Year	Percentage	Year	Percentage	% Change
22	Singapore	2001	17	2012	28	+11
23	Sri Lanka	2000	11	2012	10	-1
24	Thailand	2001	21	2012	27	+6
25	Vanuatu	N/A	N/A	2009	29	
26	Vietnam*	2000	36	2013	30	-6

Source: Laborsta and ILO statistical database, June 2014

Highlighted countries in green with decreased share of women as employers

* Latest data is for 2013

Table 16.13 Percentage Share of Women as Own Account Workers in Asia and Pacific 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Australia	2000	32	2012	37	+5
2	Bangladesh	N/A		2011	6	
3	Bhutan	2005	44	2012	49	+5
4	Cambodia	2000	37	2010	33	-4
5	Fiji	2005	24	N/A		
6	Hong Kong, China	2000	18	2012	26	+8
7	India	N/A		2005	24	
8	Indonesia	2001	26	2010	34	+8
9	Iran, Islamic Rep.	2007	13	2010	11	-2
10	Japan	2000	31	2012	28	-3
11	Korea, Rep. of	2000	32	2012	30	-2
12	Macau, China	2000	29	2012	25	-4
13	Malaysia	2000	24	2012	28	+4
14	Maldives	2000	24	2010	57	+32
15	Mongolia	2000	24	2012	44	+20
16	Nepal	2001	49	N/A		
17	New Zealand	2000	31	2012	35	+4
18	Pakistan	2000	6	2008	8	+2
19	Philippines	2000	35	2012	38	+3
20	Samoa	2001	23	N/A		
21	Singapore	2001	24	2012	31	+7
22	Sri Lanka	2000	20	2012	24	+4
23	Thailand	2000	32	2012	37	+5
24	Vanuatu	N/A		2009	46	
25	Vietnam*	2000	35	2013	50	+15

Source: Laborsta and ILO statistical database, June 2014

* 2013 for Vietnam

Highlighted in green countries with decreased share of women as own account workers

**Table 16.14 Percentage of students in tertiary education who are women
Percentage of graduates from tertiary education who are women
Percentage of graduates of advanced degrees who are women (ISCED 6)
Asian and Pacific countries, Latest Years**

Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
1 Afghanistan	2011	24	2009	19	N/A	
2 Australia	2012	57	2011	57	2012	50
3 Bangladesh	2009	37	2003	33	N/A	
4 Bhutan	2012	40	N/A		N/A	
5 Brunei Darussalam	2012	62	2012	65	2011	60
6 Cambodia	2011	38	2011	42	2004	30
7 China	2012	50	2012	50	N/A	
8 China Hong Kong	2012	51	2006	53	2006	42
9 China Macau	2011	52	2011	59	2011	21
10 India	2011	42	N/A		N/A	
11 Indonesia	2012	51	2005	48	2012	41
12 Iran, Islamic Rep.	2012	50	2012	39	2012	33
13 Japan	2012	46	2012	48	2012	30
14 Korea, Rep. of	2012	40	2012	51	2012	33
15 Lao PDR	2012	45	2012	44	N/A	
16 Malaysia	2011	56	2011	58	2011	52
17 Maldives	2008	53	N/A		N/A	
18 Mongolia	2012	59	2011	64	2012	62
19 Myanmar	2011	58	2011	65	2011	87
20 Nepal	2011	42	N/A		N/A	
21 New Zealand	2012	58	2011	59	2012	51
22 Pakistan	2012	48	N/A		N/A	
23 Philippines	2009	54	2009	57	2006	60
24 Samoa	2000	44	2000	43		
25 Singapore	2013	50	N/A		N/A	
26 Sri Lanka	2010	65	2012	57	2012	45
27 Thailand	2013	57	2012	57	2012	50
28 Timor Leste	2010	41	2009	36	N/A	
29 Vanuatu	2000	36	2004	36		
30 Vietnam	2011	49	2012	37	2012	17

Source: UNESCO Institute for Statistics, accessed June 2014

CEE AND CIS

Table 16.15 Percentage Share of Women as Managers in the Private and Public Sector in CEE and CIS countries 2000-2012. ILO

Country	Year	Percentage	Year	Percentage	% Change
1 Albania	N/A		2009	22.5	
2 Armenia	2001	23.9		N/A	
3 Azerbaijan	2009	19.2	2012	34.2	+15
4 Belarus	N/A		2009	46.2	
5 Bosnia & Herzegovina	N/A		N/A		
6 Georgia	2000	19.0	2007	34.0	+15
7 Kazakhstan	2001	33.0	2010	37.2	+4.2
8 Kyrgyzstan	2002	27.7	2012	32.3	+4.6
9 Macedonia, FYR	2002	19.0	2012	23.1	+4.1
10 Moldova, Republic of	2000	33.2	2012	44.1	+10.9
11 Montenegro	2005	19.7	2012	27.3	+7.6
12 Russian Federation	2000	35.6	2012	39.1	+3.5
13 Serbia	2004	25.9	2012	29.1	+4.2
14 Tajikistan	N/A		N/A		
15 Turkey	2000	8.0	2012	12.2	+4.2
16 Turkmenistan	N/A		N/A		
17 Ukraine	2000	36.7	2012	39.9	+3.2
18 Uzbekistan	N/A		N/A		

Source: Legislators, Senior Officials and Managers, ILO Statistics, ISCO 88 and ISCO 08, ILO statistical database, June 2014

Table 16.16 Percentage Share of Women as Employers in CEE and CIS Countries. 2000-2012. ILO

Country	Year	Percentage	Year	Percentage	% Change
1 Albania	2009	11	2012	29	+18
2 Armenia	2007	10	2012	25	+15
3 Azerbaijan	2003	41	2012	43	+2
4 Belarus	N/A		2009	31	
5 Georgia	2000	12	2012	23	+11
6 Kazakhstan	2001	27	2010	38	+11
7 Kyrgyzstan	2002	28	2012	27	-1
8 Macedonia, FYR	2002	17	2012	26	+9
9 Moldova, Republic of	2000	16	2012	41	+25
10 Russian Federation	2000	29	2012	36	+7
11 Serbia	2004	24	2012	27	+3
12 Tajikistan	N/A		2009	12	
13 Turkey	2000	4	2012	8	+4
14 Ukraine	N/A		2012	37	

Source: Employment, Occupation and Sex, ILO Statistics – Laborsta and ILO statistical database, June 2014

Highlighted country in green with decreased share of women as employers

Table 16.17 Percentage Share of Women as Own Account Workers in CEE and CIS Countries 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Albania	2009	30	2012	29	-1
2	Armenia	2007	48	2012	45	-3
3	Azerbaijan	2003	38	2012	52	+14
4	Belarus	N/A		2009	40	
5	Bosnia & Herzegovina	2009	30	2012	30	0
6	Georgia	2000	40	2012	34	-6
7	Kazakhstan	2001	53	2010	52	-1
8	Kyrgyzstan	2002	37	2012	27	-10
9	Macedonia, FYR	2000	22	2012	19	-3
10	Moldova, Republic of	2000	50	2012	40	-10
11	Montenegro	N/A		2012	25	
12	Russian Federation	2000	51	2012	44	-7
13	Serbia	2004	25	2009	25	0
14	Tajikistan	N/A		2012	38	
15	Turkey	2000	13	2012	17	+4
16	Ukraine	2000	50	2012	51	+1

Source: Laborsta and ILO statistical database, June 2014

Highlighted country in green with decreased share of women as own account workers

**Table 16.18 Percentage of students in tertiary education who are women
Percentage of graduates from tertiary education who are women
Percentage of graduates in advanced degrees who are women (ISCED 6)
CEE and CIS countries, Latest Years**

	Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
1	Albania	2012	56	2012	65	2012	59
2	Armenia	2012	56	2012	61	2012	31
3	Azerbaijan	2012	50	2012	52	2012	31
4	Belarus	2012	57	2012	61	2012	53
5	Bosnia & Herzegovina	2012	56	2012	60	2012	40
6	Georgia	2012	56	2012	59	2012	64
7	Kazakhstan	2012	59	N/A		2013	51
8	Kyrgyzstan	2011	55	2012	61	2012	63
9	Macedonia, FYR	2012	53	2012	55	2012	49
10	Moldova	2012	56	2012	59	2012	60
11	Montenegro	2010	54	N/A		N/A	
12	Russian Fed.	2012	55	N/A			49
13	Serbia	2012	56	2012	59	2012	48

	Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
14	Tajikistan	2012	34	2012	38	2012	11
15	Turkey	2010	44	2012	47	2012	47
16	Turkmenistan	N/A		N/A		N/A	
17	Ukraine	2012	52	2012	55	2012	56
18	Uzbekistan	2011	39	2012	44	2011	42

Source: UNESCO Institute for Statistics, accessed June 2014

EUROPEAN UNION AND WESTERN EUROPE

Table 16.19 Percentage Share of Women as Managers in the Private and Public Sector in the European Union and Western Europe 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Austria	2000	30.1	2012	30.0	-0.1
2	Belgium	2000	32.1	2012	32.4	+0.3
3	Bulgaria	2000	29.8	2012	36.4	+6.6
4	Croatia	2000	24.7	2012	27.6	+2.9
5	Cyprus	2000	14.8	2012	15.8	+1.0
6	Czech Republic	2000	24.1	2012	26.2	+2.1
7	Denmark	2000	24.2	2012	28.4	+4.2
8	Estonia	2000	39.8	2012	32.8	-7.0
9	Finland	2000	26.6	2012	29.7	+3.1
10	France	2000	35.0	2012	39.4	+4.4
11	Germany	2000	27.1	2012	31.1	+4.0
12	Greece	2000	25.1	2012	25.1	0.0
13	Hungary	2000	33.5	2012	38.6	+5.1
14	Iceland	2000	29.0	2012	39.9	+10.9
15	Ireland	2000	26.5	2012	32.6	+6.1
16	Israel	2000	27.2	2012	31.8	+4.6
17	Italy	2000	14.3	2012	25.8	+11.5
18	Latvia	2000	37.1	2010	41.2	+4.1
19	Lithuania	2000	42.7	2012	38.8	-3.9
20	Luxembourg	2000	26.9	2012	18.0	-8.9
21	Malta	2000	17.6	2012	27.0	+9.4
22	Netherlands	2000	25.3	2012	29.0	+3.7
23	Norway	2000	25.0	2010	34.7	+9.7
24	Poland	2000	32.5	2012	37.8	+5.3
25	Portugal	2000	31.1	2012	34.6	+3.5

	Country	Year	Percentage	Year	Percentage	% Change
26	Romania	2000	26.8	2012	31.4	+4.6
27	Slovakia	2000	31.2	2012	33.1	+1.9
28	Slovenia	2000	29.6	2012	39.0	+9.4
29	Spain	2000	31.5	2012	30.0	-1.5
30	Sweden	2000	30.7	2012	35.5	+4.9
31	Switzerland	2000	23.4	2012	33.2	+9.7
32	United Kingdom	2000	34.5	2012	34.2	-0.3

Source: Legislators, Senior Officials and Managers, ISCO 88 and ISCO 08, ILO statistical database, June 2014
Highlighted in green countries with decreased share of women in management.

Table 16.20 Percentage Share of Women as Employers in the European Union and Western Europe 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Austria	2000	29	2012	24	-5
2	Belgium	2001	30	2012	23	-7
3	Bulgaria	2003	25	2012	29	+4
4	Croatia	2000	29	2012	31	+2
5	Cyprus	2000	11	2012	16	+5
6	Czech Republic	2000	23	2012	23	0
7	Denmark	2000	16	2012	21	+5
8	Estonia	2000	28	2012	19	-9
9	Finland	2000	31	2012	23	-8
10	France	2000	2	2012	24	+2
11	Germany	2000	23	2012	24	+1
12	Greece	2000	18	2012	24	+6
13	Hungary	2000	26	2012	28	+2
14	Iceland	2000	26	2012	26	0
15	Ireland	2000	19	2012	23	+4
16	Israel	2000	14	2012	19	+5
17	Italy	2000	24	2012	24	0
18	Latvia	2000	29	2012	34	+5
19	Lithuania	2000	32	2012	30	-2
20	Luxembourg	2000	25	2012	25	0
21	Malta	2001	15	2012	16	+1
22	Netherlands	2000	23	2012	24	+1
23	Norway	2001	26	2012	26	0
24	Poland	2000	32	2012	30	-2
25	Portugal	2000	25	2012	31	+6
26	Romania	2000	23	2012	28	+5

	Country	Year	Percentage	Year	Percentage	% Change
27	Slovakia	2000	29	2012	27	-2
28	Slovenia	2000	28	2012	26	-2
29	Spain	2000	21	2012	30	+9
30	Sweden	2000	26	2012	22	-4
31	Switzerland	2000	23	2012	24	+1
32	United Kingdom	2000	24	2012	26	+2

Source: Laborsta and ILO statistical database, June 2014

Highlighted in green countries with decreased share of women as employers

Table 16.21 Percentage Share of Women as Own Account Workers in the European Union and Western Europe 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Austria	2000	39	2012	43	+4
2	Belgium	2000	33	2012	34	+1
3	Bulgaria	2000	35	2012	36	+1
4	Croatia	2000	35	2012	39	+4
5	Cyprus	2000	22	2012	32	+10
6	Czech Republic	2000	29	2012	32	+3
7	Denmark	2000	28	2012	32	+4
8	Estonia	2000	36	2012	37	+1
9	Finland	2000	33	2012	35	+2
10	France	2000	30	2012	34	+4
11	Germany	2000	33	2012	37	+4
12	Greece	2000	27	2012	32	+5
13	Hungary	2000	26	2012	39	+13
14	Iceland	2000	29	2012	36	+7
15	Ireland	2000	15	2012	19	+4
16	Israel	2000	31	2012	38	+7
17	Italy	2000	24	2012	31	+7
18	Latvia	2000	47	2012	44	-3
19	Lithuania	2000	41	2012	42	+1
20	Luxembourg	2000	31	2012	47	+16
21	Malta	2005	8	2012	19	+11
22	Netherlands	2000	37	2012	37	0
23	Norway	2000	29	2012	28	-1
24	Poland	2000	38	2012	34	-4
25	Portugal	2000	45	2012	39	-6
26	Romania	2000	32	2012	29	-3
27	Slovakia	2000	25	2012	28	+3

	Country	Year	Percentage	Year	Percentage	% Change
28	Slovenia	2000	28	2012	30	+2
29	Spain	2000	29	2012	34	+5
30	Sweden	2000	27	2012	29	+2
31	Switzerland	2000	41	2012	46	+5
32	United Kingdom	2000	29	2012	31	+2

Source: Laborsta and ILO statistical database, June 2014

Highlighted in green countries with decreased share of women as own account workers

**Table 16.22 Percentage of students in tertiary education who are women
Percentage of graduates from tertiary education who are women
Percentage of graduates in advanced degrees who are women (ISCED 6)
EU and Western Europe, Latest Years**

	Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
1	Austria	2012	53	2012	55	2012	42
2	Belgium	2012	56	2012	59	2012	44
3	Bulgaria	2012	55	2012	61	2012	52
4	Croatia	2012	57	2012	59	2012	55
5	Czech Rep.	2012	57	2012	62	2012	41
6	Cyprus	2012	53	2012	60	2012	50
7	Denmark	2012	57	2012	58	2012	45
8	Estonia	2012	59	2012	67	2012	51
9	Finland	2012	54	2012	61	2012	51
10	France	2012	55	2012	56	2012	43
11	Germany	2012	50	2012	57	2012	45
12	Greece	2011	49	2011	60	2011	38
13	Hungary	2012	56	2012	64	2012	47
14	Iceland	2011	62	2010	67	2010	44
15	Ireland	2012	51	2012	55	2012	49
16	Israel	2011	56	2000	57	2011	51
17	Italy	2012	58	2011	60	2011	53
18	Latvia	2012	60	2012	68	2012	60
19	Liechtenstein	2011	33	2011	29	2011	33
20	Lithuania	2012	58	2012	64	2012	57
21	Luxembourg	2010	52	2008	49	2008	25
22	Malta	2012	56	2012	57	2012	46
23	Netherlands	2012	51	2012	57	2012	45
24	Norway	2010	61	2012	61	2012	48
25	Poland	2012	60	2012	66	2012	53
26	Portugal	2012	54	2012	61	2012	56

	Country	Year	% Women tertiary enrolments	Year	% Women tertiary graduates	Year	% Women graduates of advanced degrees
27	Romania	2011	56	2011	62	2011	50
28	Slovakia	2012	60	2012	64	2012	49
29	Slovenia	2012	58	2012	60	2012	50
30	Spain	2012	54	2012	56	2012	49
31	Sweden	2012	60	2011	63	2011	47
32	Switzerland	2012	49	2011	48	2011	42
33	UK	2012	56	2011	56	2011	45

Source: UNESCO Institute for Statistics, accessed June 2014

MIDDLE EAST AND NORTH AFRICA

Table 16.23 Percentage Share of Women as Managers in the Private and Public Sector in the Middle East and Northern Africa 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Algeria	2001	5.2	2004	4.9	-0.3
2	Bahrain	2001	12.3	N/A		
3	Egypt	2000	10.1	2010	13.9	+3.8
4	Jordan	2004	5.1	N/A		
5	Kuwait	2005	13.9	N/A		
6	Lebanon	2004	11.2	2007	8.4	-2.8
7	Morocco	2004	10.8	2008	12.8	+2.0
8	Oman	2000	9.3	N/A		
9	Qatar	2001	4.7	2007	6.8	+2.1
10	Saudi Arabia	2006	9.0	2008	7.1	-1.9
11	Syria	N/A		2007	10.2	
12	United Arab Emirates	2000	7.8	2008	10.0	+2.2
13	Yemen	2004	7.1	2005	2.1	-5.0
14	West Bank & Gaza Strip	2000	12.8	2012	14.4	+1.6

Source: Legislators, Senior Officials and Managers, ISCO 88 and ISCO 08, ILO statistical database, June 2014

Highlighted in green countries with decreased share of women in management

Table 16.24 Percentage Share of Women as Employers in the MENA region 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Algeria	2001	4	2004	4	0
2	Bahrain (a)	2002	7	2010	7	0
3	Egypt	2000	5	2012	4	-1
4	Jordan	2004	4	N/A		

	Country	Year	Percentage	Year	Percentage	% Change
5	Kuwait	2005	7	N/A		
6	Lebanon	2004	5	2009 (a)	5	0
7	Morocco	2002	6	2012	8	+2
8	Oman	2000	5	2010	11	+6
9	Qatar	2004	2	N/A		
10	Saudi Arabia	N/A		2009	2	
11	Syria	2001	3	2007	3	0
12	Tunisia			2012	9	
13	UAE	2005	6	2008	5	-1
14	West Bank and Gaza Strip	2000	3	2012	4	+1
15	Yemen	1999	5	2010	3	-2

Source: Laborsta and ILO Statistical Data Base, June 2014

(a) Data from National Statistical Office, included in ILO Key Indicators of the Labour Market (KILM)

Highlighted in green countries with decreased share of women as employers

Table 16.25 Percentage Share of Women as Own Account Workers in the MENA region 2000-2012. ILO

	Country	Year	Percentage	Year	Percentage	% Change
1	Algeria	2001	19	2004	23	+4
2	Bahrain (a)	2002	5	2010	11	+6
3	Egypt	2000	20	2012	22	+2
4	Kuwait	2005	3	N/A		
5	Lebanon	2004	8	2007	11	+3
6	Morocco	2002	12	2012	15	+3
7	Oman	2000	13	2010	25	+12
8	Qatar	2004	1.2	N/A		
9	Saudi Arabia	N/A		2009	7	
10	Syria	2001	5	2010 (a)	6	+1
11	Tunisia	N/A		2012	15	
12	UAE	2005	4	2008	5	+1
13	West Bank and Gaza Strip	2000	8	2012	10	+2
14	Yemen	1999	19	2010 (a)	10	-9

Source: Laborsta and ILO statistical database, June 2014

(a) Data from National Statistical Office, included in ILO Key Indicators of the Labour Market (KILM)

**Table 16.26 Percentage of students in tertiary education who are women
Percentage of graduates from tertiary education who are women
Percentage of graduates of advanced degrees who are women (ISCED 6)
MENA countries, Latest Years**

Country	Year	% Women Enrolments	Year	% Women Graduates	Year	% Women graduates in advanced degrees
Algeria	2012	59	2012	64	N/A	
Bahrain	2012	59	2012	55	2012	76
Djibouti	2011	40	2005	45	N/A	
Egypt	2012	48	N/A		2012	45
Iraq	2005	36	2004	33	2004	32
Jordan	2012	53	2012	47	2011	36
Kuwait	2004	64	N/A		N/A	
Lebanon	2012	54	2011	56	2011	36
Libya	2003	51	N/A		N/A	
Mauritania	2012	29	2005	25	N/A	
Morocco	2010	47	2010	47	2006	31
Oman	2011	50	2010	59	N/A	
Qatar	2012	65	2012	60	N/A	
Saudi Arabia	2012	49	2012	53	2012	45
Tunisia	2012	60	2012	56	2011	53
UAE	2012	55	2012	58	2012	80
West Bank & Gaza Strip	2012	58	2012	60	N/A	
Yemen	2011	30	2007	33	N/A	

Source: UNESCO Institute for Statistics, accessed June 2014



© Digital Vision

17. Annex II

Companies responding to ILO Company Survey wishing to be acknowledged (Total number 429 out of 1270 responses)

Latin America and Caribbean – (35)	
Argentina	
1. Holcim (Argentina S.A)	5. Soluciones Graficas SRL
2. Grafica Latina SRL	6. Industrias Guidi Sacif
3. TECNUS SRL	7. Juan y Felix Pasquale SRL
4. Cordoba Metal SRL	
Costa Rica	
1. Asociacion Camara Costarricense de Empresas de Factoreo	3. Zalmari
2. Tejidos y Colores Rosario SA	
Honduras	
1. Banco Popular	9. Casa de Frutas
2. Fama OPDF	10. Delicias Gloria
3. Fundacion Jose Maria Covelo	11. Deoconsult S. de R.L.
4. Organizacion de Desarrollo Empresarial Femenino S.A (ODEF Financiera S.A)	12. Detalles para Celebrar
5. Red de Microfinancieras de Honduras, REDMICROH	13. Delicias para el Paladar
6. No Tengo Todavía	14. Fundacion Adelante
7. Elizabeth Leather	15. Banco Popular S.A.
8. Joyería Rosalila	
Ecuador	
1. Empresa Electrica Regional Centro Sur C.A.	2. Industria De Alimentos La Europea
Paraguay	
1. Agencia Aduanas "Celia de Godoy"	
Uruguay	
1. Crisoles S.A.	4. Ferroco S.A.
2. Murchison (Uruguay) S.A	5. Fumaya S.A.
3. Montreal SRL	
Jamaica	
1. Hibiscus Jamaica Limited	2. DOT Personnel Services (Ja.) Limited

Africa – (22)

Botswana

1. Botswana Confederation of Commerce, Industry and Manpower BOCCIM

Cameroon

1. Reseau Camerounais des Femmes Chefs d'Entreprises
2. Safacam MNE USA
3. Societe Nationale d'Investissement de Cameroun (SNI)
4. Ominium Service Groupe SNEF

Ghana

1. Tema Oil Refinery
2. Toyota Ghana Company Ltd.
3. Unilever Ghana Limited
4. PZ Cussons Ghana Ltd.
5. GRIDCo
6. Accra Compost & Recycling Plant
7. Merchant Bank
8. Danadams Pharmaceuticals Ind. Ltd.
9. Starlife Assurance Company Limited
10. DHL Express Ghana

Kenya

1. Lewa Wildlife Conservancy
2. Synresins Limited

South Africa

1. Batshidise Mokgatla Assistance Pty Ltd
2. Siyahluma-Nathi Consultants
3. Petanque Consultancy
4. Thasola Consulting
5. KGA Life Limited

Asia and Pacific – (192)

Bangladesh

1. New Zealand Dairy Products Ltd. Bangladesh
2. Purbani
3. Victory Kittings (PVT.) LTD.
4. Technohaven Company Ltd.
5. ACI Formulations Limited
6. MetLife Alico
7. GlaxoSmithKline
8. MTB Exchange UK Limited
9. Eastern Bank Ltd.
10. Reliance Insurance Limited

Cambodia

1. ACCA
2. Cam Paint Manufacturing
3. Cambodia Beverage Company Ltd
4. Camko Motor Company Ltd
5. CMA
6. FIDP
7. HRINC (Cambodia) Co. Ltd
8. Intrepid (Cambodia)
9. Khuon Tour and Service
10. KREDIT Microfinance Institution Plc.
11. Lotus Green Team
12. Lyly Food Industry Co., Ltd
19. American Academic Associates Ltd.
20. Cambodia Air Traffic Services Co., Ltd
21. CAMFEBA
22. Champei Spa
23. Dynamic Pharma Co., Ltd
24. Hagar Catering and Facilities Management
25. Inchcape Shipping Services (Cambodia) Ltd
26. Kampot Cement Co. Ltd
27. Koki Engineering Co., Ltd.
28. Life With Dignity (LWD)
29. Mekong Rain Natural Foods
30. Nova Cambodia

13. OPUS (Cambodia) Co., Ltd
14. SAMIC Plc.
15. SHRMP
16. Sokha Club Hotel
17. Southern Gold
18. VisionFund

31. Phnom Penh Billboard
32. Sciaroni and Associates
35. SMART International Consulting
36. Sonatra
37. Thaneakea Phum (Cambodia) Ltd.
38. Westline Education Group

Fiji

1. Mc. Donalds. Res
2. Bank of Baroda
3. Patel
4. Unicom Network
5. Miracle Scissors
6. Exotic Electro & Movie World F, Ltd.
7. Fiji FPRE Authority
8. Satish Kumor Management Team Fiji Diary Ltd.
9. Tower Insurance
10. Bred Bank
11. Alrfina Rounds – (HR Assistant)
12. Housing Authority of Fiji
13. Fiji Gas
14. Dominion Insurance Ltd.
15. Counts Fiji Ltd.
16. Communications Fiji Ltd.
17. Itaukai Land Trust Board (ILTB)

18. ORICA
19. Coca-Cola Amatil Fiji Ltd.
20. Shanfour Nansori
21. Commerce & Employers Federation
22. Darui Printery
23. Gloria Jeans
24. Shivam Imports & Exports LTD
25. Red Cross Fiji
26. Ashika- Fintel.
27. Fiji TV
28. Nivis Motors
29. United Blind Persons of Fiji
30. Home Finace Company of Fiji
31. Nivanjams Autoport Ltd.
32. Kasabias Ltd
33. Telcom
34. Tost Fiji

India

1. Hindustan Unilever Ltd. India

Iran

1. Pars Shir
2. Sayahan Sepehr Asia
3. Aria Tradeline
4. MedaCoperation
5. Rooyin Pole Group
6. ZarsimaAra
7. Sadid Daydar
8. Karafarin Insurance Co.
9. Avakrayan Co.
10. Naeemi HandiCraft
11. POGC
12. Ansar II
13. HaamiSystem

26. Eniac Tech
27. Gem and Jewelry
28. Real State
29. Beheen System
30. Noor Insurance Co.
31. TMC Kish
32. Rathialmas
33. Pouyandegan-e-Donyaye Keifiat
34. Naghshe Sarzamin
35. PersiaSye ME
36. Meka
37. Ansar
38. Diba Teb Co.

- | | |
|-------------------------------|---|
| 14. SanatGostar Shareef | 39. Rey Power Generation Management Co. |
| 15. FarashKhoob | 40. IRC Marketing Group |
| 16. Banafsheh | 41. KiaPardaz Informatic System |
| 17. Golcheen Tour | 42. Aras BaranChemi |
| 18. Dafka | 43. Fatemeh |
| 19. Maboodi | 45. Ward International |
| 20. Basouli | 46. Fmhamzeh |
| 21. Neishekar AgroIndustry | 47. DaheshPoor Charity |
| 22. Otaredian Co. | 48. Shayeteh |
| 23. Mandana | 49. Farzaneh |
| 24. Up2Date Reseach Network | 50. Reyhanatonabi |
| 25 Cooperative of Handy Craft | 51. Monadian |

Pakistan

- | | |
|---|----------------------------|
| 1. KPMG | 8. DP World Pakistan |
| 2. ELPA | 9. PTCL |
| 3. Shan Foods | 10. Agriauto |
| 4. Jang Group | 11. LUMS |
| 5. Blue Angel | 12. Edev Tech. |
| 6. Aisha Steel Ltd. | 13. Adamjee Engg. |
| 7. A.F Ferguson & Co PriceWaterhouse Cooper | 14. Marriott Hotel Karachi |

Philippines

- | | |
|--|---|
| 1. The Medical Center | 20. Pilipiras Kyohritsu Inc. |
| 2. GMA Network Inc. | 21. Eastwest Banking Corp. |
| 3. PASAR Coporation | 22. Job Solutions Manpower Agency |
| 4. Tollways Management Corp/Metro Pacific Tollways Development Corp. | 23. Baxter Healthcare Pharm. Inc. |
| 5. Ivoclar Vivadent Inc. | 24. Excel Qualit Inc. |
| 6. Gofluent | 25. Bridgestone Precision Molding Philippines, Inc. |
| 7. One Media Group, Inc. | 26. Daiwa Seiko Phils-Corp |
| 8. Best Western Hotel | 27. Micare Medicals Inc. |
| 9. Ni Life Unsen-South bell Manning, Inc. | 28. Phil Wacoal Corp. |
| 10. Unisolutions Phils. Inc. | 29. EDCOP |
| 11. Consolidated Matif, Inc. | 30. Nokia Siemens Networks Phils, Inc |
| 12. Taytay Doctors Multispecialty Hospital | 31. Cabu Daopla's Cooperative |
| 13. Emmenical Church Foundation, Inc. | 32. Franklin Baker Co of the Philippines |
| 14. Bancnet Inc. | 33. UCPB-CIIF Finance and Development Corp. |
| 15. Astec International Limited | 34. Interlink Group of Companies |
| 16. Freight Forwarding | 35. VIGO National |
| 17. Mayent Management Cop. | 36. Holdings Investment |
| 18. Jabez Bookkeeping and Accounting Services Company | 37. Exeqserve Corp. |
| 19. EEI Corporation | |

Sri Lanka

- | | |
|-------------------------------|----------------------------|
| 1. Shore To Shore Pvt Ltd. | 5. Unilever Sri Lanka Ltd. |
| 2. David Peiris Motor Company | 6. BASF Lanka |
| 3. Astron Ltd. | 7. Print Care PLC |
| 4. Pan Asia Bank | |

CEE – (175)

Albania

- | | |
|-------------------------------|-----------------------------------|
| 1. SIDRIT sh.p.k | 42. Gama sh.p.k |
| 2. Alb flower | 43. Lezha Confection |
| 3. Studio Rexha | 44. Animal Shop |
| 4. EPTA ah.pk | 45. Art Galeri |
| 5. Artisan | 46. Homes in Albania |
| 6. Souvenir Dori | 47. A Bi Esse |
| 7. Salon Teuta | 48. Salon Dyshka |
| 8. "Lenda larese Kucove Sh.A" | 49. Rona SH.p.k |
| 9. SARA | 50. Zui 2001 |
| 10. GEA | 51. Real Estate Agencies |
| 11. Europa Travel | 52. Art Studio Maci |
| 12. Construction Company | 53. Art Dekor Elezi |
| 13. Supermaket | 54. Klea Color |
| 14. UPS agency | 55. Raiffeisen Bank |
| 15. Lower | 56. Flutura & Sons |
| 16. Salon Edlira | 57. Pharmacy |
| 17. Arbanon | 58. Architecture Studio |
| 18. Studio Haxhiraj | 59. Hotel Bolonja |
| 19. New York | 60. FERATI |
| 20. REALD | 61. Trade 2000 |
| 21. Lorendi | 62. Body line "Eli" |
| 22. Numani Sh.p.k | 63. Bags and Shoes Shop |
| 23. Pharmacy KETI | 64. Infinit |
| 24. Hotel PERLA | 65. ASADE |
| 25. Rinia Art | 66. High Shool Shkoder |
| 26. Eldovid | 67. Eurotours |
| 27. Jurgen Star | 68. Gershera e arte |
| 28. KORINA | 69. Symbol sh.p.k |
| 29. Art Galeri CUBI | 70. Hotel "Doro City" |
| 30. Dallandyshe Travel Agency | 71. Publishing House "Skenderbeg" |
| 31. Bar restorant "Fagma" | 72. Notary |

32. Kindergarten "Harry Potter"
33. Vena Insurance Group
34. Flutura & Sons
35. Curtain Karteri
36. Bar Resorant Wintergarden
37. Bar resorant Fly
38. So-El filigram
39. Foto Bele
40. Vero Caffee
41. Numani – Education Institute

73. Construction Company
74. Art Gips
75. Artizanat Kruja
76. Noteriy
77. Concept sh.p.l
78. Al Servic
79. Bar Resortant Bunkeri
80. KEA sh.p.k
81. Prroni sh.p.k
82. IT

Montenegro

- | | |
|---|---------------------------------|
| 1. SIPA | 16. Montenegro Defence Industry |
| 2. PAMARK | 17. Mil Pop |
| 3. Montenegro Stars | 18. Montenomaks |
| 4. Parking Servis Budva | 19. Represent Communications |
| 5. Zeljeznica Crne Gore | 20. Higijena |
| 6. MIRAI | 21. Mitrovic & Co |
| 7. Vodovod Niksic | 22. Royal Club Travel |
| 8. Javno preduzece za upravljanje reklamnim prostorom opstine Budva „Mediterranean reklame" Budva | 23. Podgoricka banka |
| 8. e3 Consluting | 24. Albona |
| 9. Abordage d.o.o Bar | 25. Select invest |
| 10. Artbeton | 26. Marketing plus |
| 11. MAMA | 27. Podravka |
| 12. Jugopetrol | 28. Finance plus Consulting |
| 13. Marina Bar | 29. M-TEL |
| 14. Celebic | 30. Coca Cola |
| 15. Crnogorski Telekom | |

Moldova

- | | |
|---|-----------------------------|
| 1. SA "Fabrica de brinzeturi din Chaul" | 18. SRL "Unserv Audit" |
| 2. II "Maria Postolachi" | 19. II "Procopciuc Vera" |
| 3. SC "Miraza" SRL | 20. SRL "Servcostagro" |
| 4. SRL "Prodaroter" | 21. SRL "VM Plumcom" |
| 5. SA "Modern-Service" | 22. COOP "Hagimus" |
| 6. CP "Muntean-Agro" | 23. "Bogatmos" SRL |
| 7. SRL "Ecoprod-Rosmol" | 24. SRL "Farmacia Centrala" |
| 8. "Hidroimpex" SA | 25. "PAT 7" SA |
| 9. "Visagromag" SRL | 26. "Regina Cimpiilor" SRL |
| 10. CT "Pobeda Agro" | 27. "Scripta Prim" SRL |
| 11. GT "Cebotari Mihail" | 28. "Tehruksor" SRL |
| 12. "Prietenia Agro" SLR | 29. "Contr-Pri" SRL |

13. ISP Ruralproiect
14. SC "Carisma – M" SRL
15. SA "Drumuri Chisinau"
16. "Farm Meat Distributie" SRL
17. ICS "Red Union Renosa" SA

30. "Grupa Financiara" SA
31. IM "Orvento Metall Trading Co."
32. SA "Artima"
33. IM "Moldcell" SA
34. BC "Mobiasbanca-Grope Societe Generale" S.A

Serbia

- | | |
|------------------------------|------------------------------|
| 1. Ab Trade d.o.o | 8. Tepih Cenat doo Nis |
| 2. Altamed | 9. Obuca "PAVLE" DOO |
| 3. Nib Alternativa | 10. Hotel "Golubacki Grad" |
| 4. Duro Salaj AD | 11. Zapis |
| 5. Credy Banka AD Kragujevac | 12. Gomex doo Zrenjanin |
| 6. RDP "B92" | 13. Galeb Group' d.o.o Sabec |
| 7. Royal Eco Food | |

MENA – (25)

Libya

1. HB Group

Egypt

1. Islamists

Lebanon

- | | |
|---------------------|-------------------------|
| 1. Ebco Bitar | 6. Byblos Bank |
| 2. Janssen | 7. Mets Energy |
| 3. Asala Publishers | 8. Kettaneh Constuction |
| 4. Phoenicia Hotel | 9. Chateau Ksara |
| 5. Push Magazine | 10. BLOM Bank |

Oman

- | | |
|------------------------------|------------------------------|
| 1. Nasib Yahya Group Holding | 4. Oman Tel |
| 2. Sohar Power Company | 5. Oman Gas |
| 3. Sarooj Construction | 6. Asmahan United Securities |

West Bank and Gaza Strip

- | | |
|--------------|--------------|
| 1. Gamelah 1 | 4. Gamelah 4 |
| 2. Gamelah 2 | 5. Gamelah 5 |
| 3. Gamelah 3 | |

Saudi Arabia

1. Deloitte

United Arab Emirates

1. MDS UAE

Women have made many gains in access to education, and it follows that they have increased access to employment. Today, a third of the world's enterprises are run by women, and their management skills are increasingly recognized as well. There is more and more evidence that achieving gender balanced and diverse management teams at all levels in the hierarchy produces positive business outcomes. Yet age-old gender stereotypes still overshadow women's contribution to businesses. Top of the list of stereotypes across all social and cultural contexts is their ability to balance work and family responsibilities.

Women business owners are mostly concentrated in small and micro businesses. Still less than 5 per cent of CEOs of the largest global corporations are women. The higher up the corporate ladder and the larger the organization, the fewer the women. The "glass ceiling" is still intact. Women are succeeding as high-level administrators, human resources and public relations managers. But "glass walls" prevent them taking up strategic management positions leading to the top. Companies are losing out on women's contribution to their bottom line. *Women in Business and Management: Gaining Momentum* brings together all available data including ILO statistics to provide a comprehensive, up-to-date and global picture on women in the business world and in management positions. It highlights not only the obstacles women still face but also the business case for gender diversity and offers recommendations on the way forward.

Bureau for Employers' Activities (ACT/EMP)
International Labour Office
Route des Morillons 4
CH-1211 Geneva 22
Switzerland

Tel: +41 (0)22 799 61 11
actemp@ilo.org
www.ilo.org/actemp

ISBN 978-92-2-128873-2



9 789221 288732

