

Women in Business and Management



International  
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Organization

100  
1919-2019

# A global survey of enterprises



Women in Business and Management:

# A global survey of enterprises



ACT/EMP  
The Bureau for Employers' Activities

**May, 2019**

Bureau for Employers' Activities (ACT/EMP)  
International Labour Office

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# Preface

Company leaders often say that the greatest asset for a business is its people and an inclusive workplace that encourages diversity delivers better outcomes. From workplace policies to a business culture, inclusion is an approach to running an organization that contributes to helping employees perform at their best.

The business case for diversity and inclusion is not new. The International Labour Organization (ILO) Bureau for Employers' Activities (ACT/EMP) has been working with employer and business membership organizations (EBMOs) to raise awareness on the tangible business benefits for diversity and inclusion. For example, we have partnered with networks of enterprises and EBMOs to promote the business case for including people with disabilities and people living with HIV/AIDS. Five years ago, we decided to take a closer look at the benefits to businesses of gender diversity in management and on boards through a global process of collecting data on how enterprises in ILO member States are maximizing this opportunity.

The first of these efforts resulted in the 2015 publication of the global report, *Women in Business and Management: Gaining momentum*. Since then, region-specific information and data have been gathered and published in five reports for Asia and the Pacific, the Caribbean, Eastern Europe and Central Asia, the Middle East and North Africa and Latin America and the Caribbean. The regional reports provide stratified and localized information for businesses and their representative organizations to advocate for women in business and management in their own country and regional contexts.

Building on this series of publications, we are pleased to present this global analytical survey report which examines business practices and outcomes related to gender diversity in approximately 13,000 enterprises in over 70 countries. This represents a substantial increase from the sample size in our 2015 report which covered around 1,300 enterprises in 39 countries. We extend our sincere appreciation to national EBMOs for their commitment to advancing gender diversity and for enabling us to reach a larger sample of enterprises to add to the evidence-base for our analysis.

This survey report supplements the main report on *Women in Business and Management: The business case for change*. The wealth of data captured through the enterprise survey is separately presented in this survey report for our readers who desire to more closely examine the situation, evidence and voices of how global businesses are benefiting from a gender-diverse workforce, including in their leadership.

We hope this survey report provides businesses and their representative organizations, governments and other stakeholders with useful empirical evidence and a knowledge base which they can use to improve upon their existing performance metrics, human resource practices and workplace culture while overcoming group-think. Gender diversity in management and board membership is an imperative to meet the challenges of today's business environment. Moreover, our survey shows that all countries, from developing to developed, as well as all enterprises, from small to large and from local to multinational, benefit from a gender-diverse leadership team.

Finally, it is our hope that this research makes a constructive contribution to the ILO's *Women at Work Centenary Initiative* which aims to better understand and identify innovative, effective actions towards securing a better future for women at work. As we work towards the attainment of the Sustainable Development Goals, especially Goal 5 on advancing gender equality and women's empowerment, we encourage all businesses and their representative organizations, governments and other stakeholders to take a proactive and considered approach to achieving this goal.

Deborah France-Massin



**Director**

Bureau for Employers' Activities

International Labour Office

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The research was led by the ILO Bureau for Employers' Activities (ACT/EMP), including Jae-Hee Chang, Senior Programme and Operations Officer, who managed the overall coordination of the survey and drafting of the report and Jose Luis Viveros Añorve, Economist, who extensively worked on drafting the survey analysis. Laura Greene, Project Coordinator, ILO Business Network on Forced Labour, assisted with the initial research design and survey roll-out. Linda Vega Orozco undertook extensive analysis of the survey and contributed to drafting the report.

# Abbreviations

<b>ACT/EMP</b>	Bureau for Employers' Activities (ILO)
<b>CEO</b>	chief executive officer
<b>EBMO</b>	employer and business membership organizations
<b>ILO</b>	International Labour Organization
<b>LAC</b>	Latin America and the Caribbean
<b>MENA</b>	Middle East and North Africa
<b>R&amp;D</b>	research and development
<b>WIBM</b>	women in business and management

# Executive summary

Increasing gender diversity in the workforce is not just the fair thing to do, it can also boost business outcomes by allowing enterprises to tap the best talent and skills available – regardless of workers’ other particular characteristics.

Public and business awareness of the benefits of having more inclusive workplaces has grown in recent years, with many individual enterprises and countries taking steps to ensure more balanced gender representation at all levels. But progress, to date, has been varied. In its 2019 report on Women in Business and Management, the International Labour Organization surveyed 12,940 enterprises between November 2017 and January 2018 in more than 70 countries, to assess how enterprises of all sizes are approaching gender diversity.

The 2019 report builds on a previous ILO enterprise survey conducted in 2013 and asks questions around the business case for a gender-diverse workforce, women’s representation at the top and the success of various diversity and inclusion initiatives. It shows that many enterprises are taking action to improve gender balances in the workplace. A healthy majority of employers (73 per cent) now have equal opportunity or diversity and inclusion policies in place, with larger organizations the most likely to have such a policy. Recruitment, retention and promotion policies were deemed the most effective initiative by 71.6 per cent of enterprises. Other highly ranked strategies include policies around skills and training (27.5 per cent), flexible working hours (25.6 per cent) and mentoring (24.6 per cent). The data are clear that such schemes can yield rewards.

Overall, the survey found that enterprises with gender diversity policies are 31 per cent more likely to report improved business outcomes than those without. These outcomes include increased profitability and productivity, cited by 60.2 per cent of respondents, and the ability to attract and retain talent, cited by 56.8 per cent of respondents. About half of those enterprises with policies in place cited greater creativity, innovation and openness as a top outcome, as well as reputational benefits. Furthermore, the impact of these schemes can be considerable: nearly 30 per cent of businesses that cited increased profitability due to diversity initiatives reported a 10 to 15 per cent boost to profits, while 18 per cent reported a 15 to 20 per cent increase.

Having women in leadership positions helps. Businesses with a female chief executive or chair-person or a gender-balanced board were more likely to report higher profitability than those without, according to the data.

Despite this, efforts still need to be made to improve gender representation at the top. More than 60 of enterprises surveyed have at least one woman in junior and middle management. But the higher the management level, the smaller this share becomes; 48 per cent have women in senior management, while less than a third have women in top executive positions. Only around a fifth of surveyed enterprises that have a chief executive have a female chief executive.

This shrinking pipeline of women towards the top is particularly notable in regions such as Asia and the Pacific, and the Middle East and North Africa. Meanwhile, small and medium-size enterprises lag behind larger enterprises, tending to employ fewer women at managerial levels.

The survey showed that occupational segregation continues. Where women are in management roles, these tend to be human resources, finance and administration, and marketing and sales positions. Meanwhile, the highest incidence of male-only managers were found in areas such as operations and profit and loss, which can often be a springboard to board level positions. More broadly, construction tended to stand out as the least diverse sector when it comes to women in management, compared with education, which excelled on many measures of gender diversity. Fully tackling gender imbalances in the workplaces requires all enterprises to take further action. The report suggests that instilling an inclusive workplace culture is vital, and must recognize the reality that many women balance care responsibilities with work.

Even today, the majority of enterprises – 77 per cent – expect “anytime, anywhere” availability to work and geographical mobility for top-level careers. Meanwhile, one in two enterprises surveyed consider retention of skilled women a challenge. Solutions are emerging, however, and more than 60 per cent of respondents said that technology such as digital project management platforms and cloud technology has helped them to offer flexible and remote working. Of those, some 70 per cent said this had helped to boost productivity.

The right tone must be set from the top. Indeed, those with gender-balanced boards or female chief executives were more likely to have gender equality at other management levels, suggesting that female leaders are better at prioritizing diversity, and that inclusion begets inclusion. As the survey demonstrates, the business case for diversity – particularly in boosting the bottom line – is clear. Armed with this evidence, enterprises need to build on the current momentum in this space and invest further in developing a culture that works for all, at every level.

# Introduction

Achieving gender diversity is increasingly seen as necessary for competitive business performance and growing evidence shows enterprises are making efforts to increase the number of women in their talent pool for management and board membership. However, statistics confirm that global progress towards gender diversity in a range of leadership tiers is mixed and moving slowly. In addition, available evidence on harnessing gender diversity as an enabler for value creation and business growth largely focuses on developed economies, making it difficult for businesses in emerging and developing economies to sufficiently relate to the findings and capitalize on potential opportunities.

To fill the knowledge gap and further understand the dynamics, the International Labour Organization (ILO) Bureau for Employers' Activities (ACT/EMP) explored the situation, policies and practices, and challenges to advancing the business case for gender diversity. Partnering with national employer and business membership organizations (EBMOs), ILO-ACT/EMP initiated a global process of collecting enterprise data in 2013 on women in business and management (WIBM). As a first step, a global report entitled *Women in Business and Management: Gaining momentum* was released in 2015. Based on a survey of about 1,300 enterprises in 39 countries, the report found that less than 5 per cent of chief executive officers (CEOs) of the largest global corporations are women. Additionally, at progressively higher rungs of the corporate ladder and in larger organizations, there were fewer women. While women were succeeding as high-level administrators, human resource and public relations managers, they were absent in strategic management positions which lead to the top.

Between November 2017 and January 2018, ILO-ACT/EMP conducted a second global survey of enterprises to broaden the evidence base WIBM, track progress and better assess the relationship between business performance and gender diversity. The data represent a sample of 12,940 enterprises across 70 countries in five regions: Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa and sub-Saharan Africa. The enterprise data were collected through an online survey disseminated in 15 languages: Arabic, Bahasa Indonesia, Bulgarian, Chinese, Croatian, English, French, Malay, Portuguese, Romanian, Serbian, Spanish, Tagalog, Thai and Vietnamese.

## **Three overarching themes shape the survey questionnaire:**

- The business case for a gender-diverse workforce, in particular enterprise experience with improved ability to attract and retain talent; greater creativity, innovation and openness; increased profitability and productivity; enhanced enterprise reputation; and increased ability to gauge consumer interest and demand;
- Women's representation in junior, middle, senior and top management and enterprise boards as well as their representation in different functional areas within the enterprise; and
- Enterprise policies and culture, and perceptions of decision-makers on gender diversity.



This analytical survey report is divided into two parts. Part I presents the quantitative analysis of the ILO enterprise survey, 2018, including key results, trends and findings.<sup>1</sup> The complete questionnaire for the 2018 ILO enterprise survey on WIBM is presented in Annex I.

Global results of the 2018 survey are presented by enterprise size, region and key economic sectors. Part I is divided into the following four chapters:

1. Characteristics of surveyed enterprises
2. Enterprise policies and the business case for gender diversity
3. Enterprise data and statistics on women's representation in management and on boards
4. Perception of enterprise decision-makers on advancing gender diversity

Part II provides a comparative analysis to highlight the key differences between results of the ILO WIBM enterprise surveys conducted in 2018 and 2013.<sup>2</sup> As part of this analysis, survey results of two countries namely the Philippines and Serbia were compared, and the results are included in Annex II. These two countries were selected because their individual survey sample accounted for over 100 enterprises in the 2013 ILO enterprise survey on WIBM.

The purpose of the comparison in Part II is to track progress and movement in enterprise policy and practices. This comparison is indicative of the situation, however, a direct comparison is not statistically possible as the surveys did not target the same enterprises. In addition, the 2018 ILO enterprise survey sample was larger and included enterprises in more countries than the 2013 survey.

The final chapter concludes the analysis. It provides observations on the interpretation of the 2013 and 2018 survey results and overall progress towards achieving gender equality in the workplace and beyond.

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<sup>1</sup> This report refers to this survey as the 'ILO enterprise survey, 2018'. Previous reports on data gathered through this survey instrument have referred to it as the 'ILO company survey'.

<sup>2</sup> The ILO enterprise survey in 2013 was conducted with 1,300 enterprises in 39 countries. However, this analytical survey report used a cleaned data set of 1,048 enterprises.

Part I

# An analysis of the global enterprise survey



# 1. Characteristics of surveyed enterprises

## 1.1 The 2018 enterprise survey sample

The ILO enterprise survey on WIBM was carried out from November 2017 to January 2018. The survey collected a complete sample of 12,940 enterprises in 70 countries across five regions: Africa,<sup>3</sup> Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, and the Middle East and North Africa. Of the total responses, the majority came from Latin America and the Caribbean accounting for 37.2 per cent of the global sample, followed by Asia and the Pacific (20.2 per cent), Europe and Central Asia (19.4 per cent), the Middle East and North Africa (16.9 per cent) and Africa (10.9 per cent). Table 1.1 shows the shares of enterprises by country and respective regions.

Table 1.1 2018 ILO enterprise survey sample by region

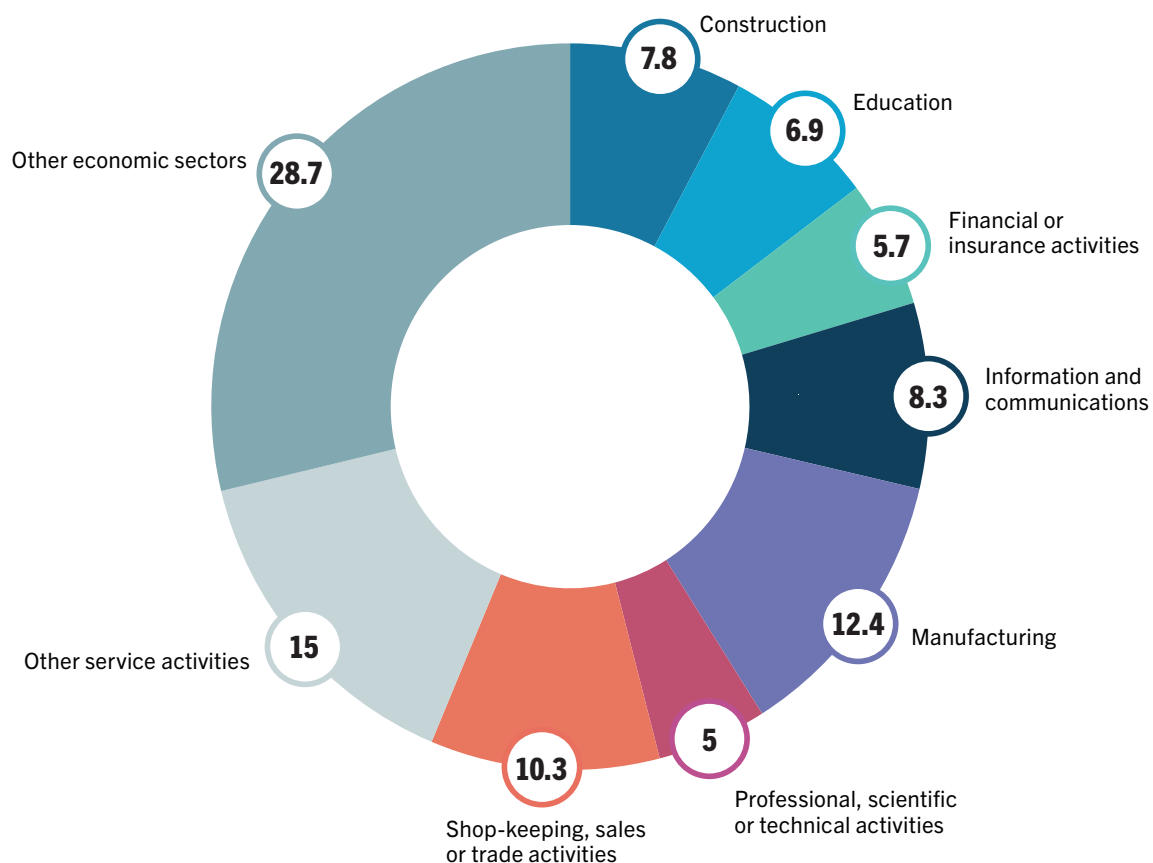
Region	Countries (share of regional sample [%])	Countries (number)	Enterprises (number)	Share of enterprises in total sample (%)
<b>Africa</b> (sub-Saharan)	South Africa (56.5%), Nigeria (15.3%), Kenya (13.8%), Ghana (4.3%), other countries (10.0%)	19	1,406	10.9
<b>Asia and the Pacific</b>	India (19.1%), Indonesia (15.9%), China (15.3%), the Philippines (14.9%), Thailand (14.1%), Viet Nam (11.5%), Singapore (3.9%), Malaysia (3.0%), other countries (2.3%)	12	2,615	20.2
<b>Europe and Central Asia</b>	Romania (31.5%), Croatia (20.5%), Serbia (20.3%), Bulgaria (16.7%), Slovenia (11.0%)	5	2,512	19.4
<b>Latin America and the Caribbean</b>	Honduras (13.6%), Brazil (10.7%), Mexico (10.0%), Colombia (9.7%), Argentina (8.1%), Chile (7.1%), Ecuador (6.4%), Venezuela, Bolivarian Republic of (5.9%), Panama (5.9%), Uruguay (5.3%), other countries (17.2%)	28	4,222	32.7
<b>Middle East and North Africa</b>	Egypt (45.5%), United Arab Emirates (23.1%), Saudi Arabia (21.3%), Jordan (5.6%), Lebanon (3.2%), Kuwait (1.4%)	6	2,185	16.9
<b>Total</b>		70	12,940	100

Note: In Africa, Latin America and the Caribbean and Asia and the Pacific, “other countries” refers to countries that each account for less than 3 per cent of the sample of their region. In Latin America and the Caribbean, ‘other countries’ include 653 enterprises from 12 countries and territories in the Caribbean subregion.

<sup>3</sup> For the purpose of this report, Africa refers the sub-Saharan Africa subregion.

Among the sectors of surveyed enterprises, the highest shares of responses came from “other economic sectors” (28.7 per cent), “other service activities” (15 per cent), manufacturing (12.4 per cent), shop-keeping, sales or trade activities (10.3 per cent) and information and communication (8.3 per cent) (see figure 1.1).<sup>4</sup>

Figure 1.1 Share of enterprises in the survey sample by economic sector, global sample (percentage)

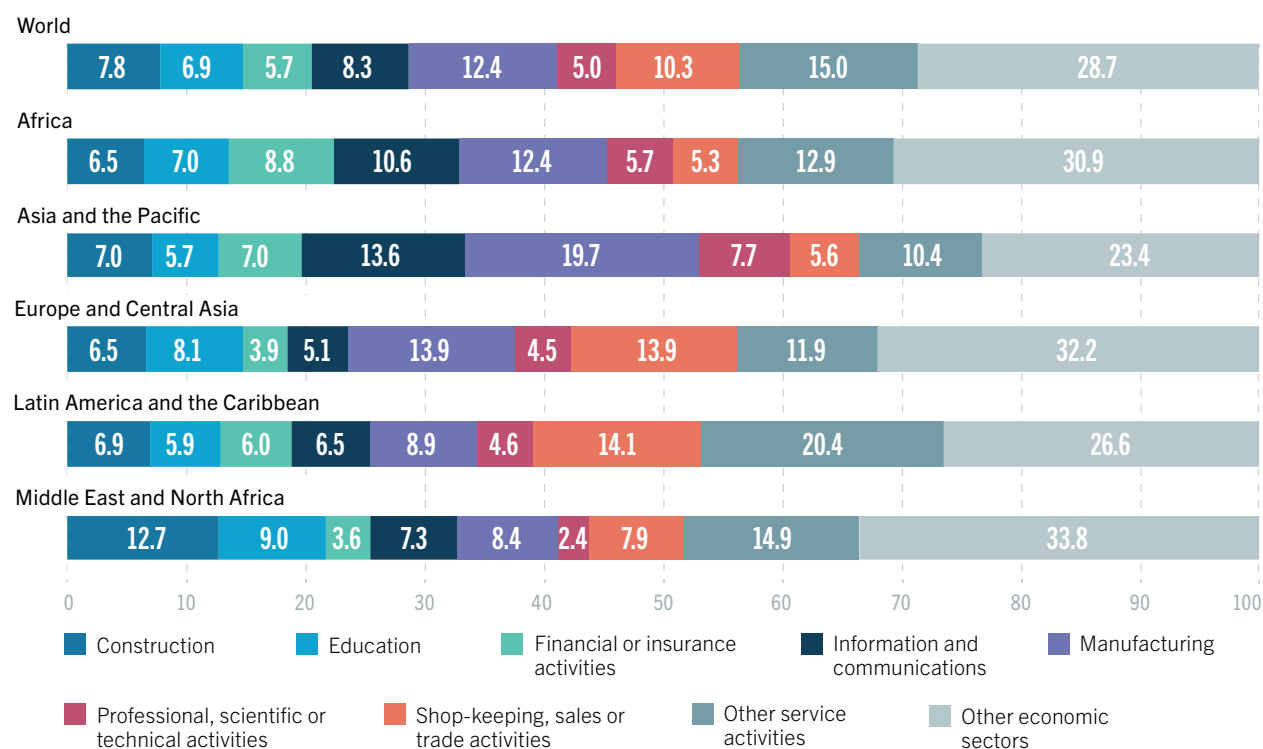


Note: “Other economic sectors” refers to sectors accounting for less than 5 per cent of the global sample, including administrative or support services, agriculture, forestry or fishing, arts, entertainment or recreation, hotels or restaurants, human health or social work, mining or quarrying, public administration or defence, real estate activities, supply of electricity, gas, water or waste management, and transportation or storage services.

Figure 1.2 shows the distribution of economic sectors of surveyed enterprises by region. Other service activities represent the highest share of enterprises in Latin America and the Caribbean (20.4 per cent) and in the Middle East and North Africa (14.9 per cent). The manufacturing sector accounts for the highest share of enterprises in Asia and the Pacific (19.7 per cent) and Europe and Central Asia (13.9 per cent). Shop-keeping and retail represent the highest share of enterprises in Latin America and the Caribbean (14.1 per cent).

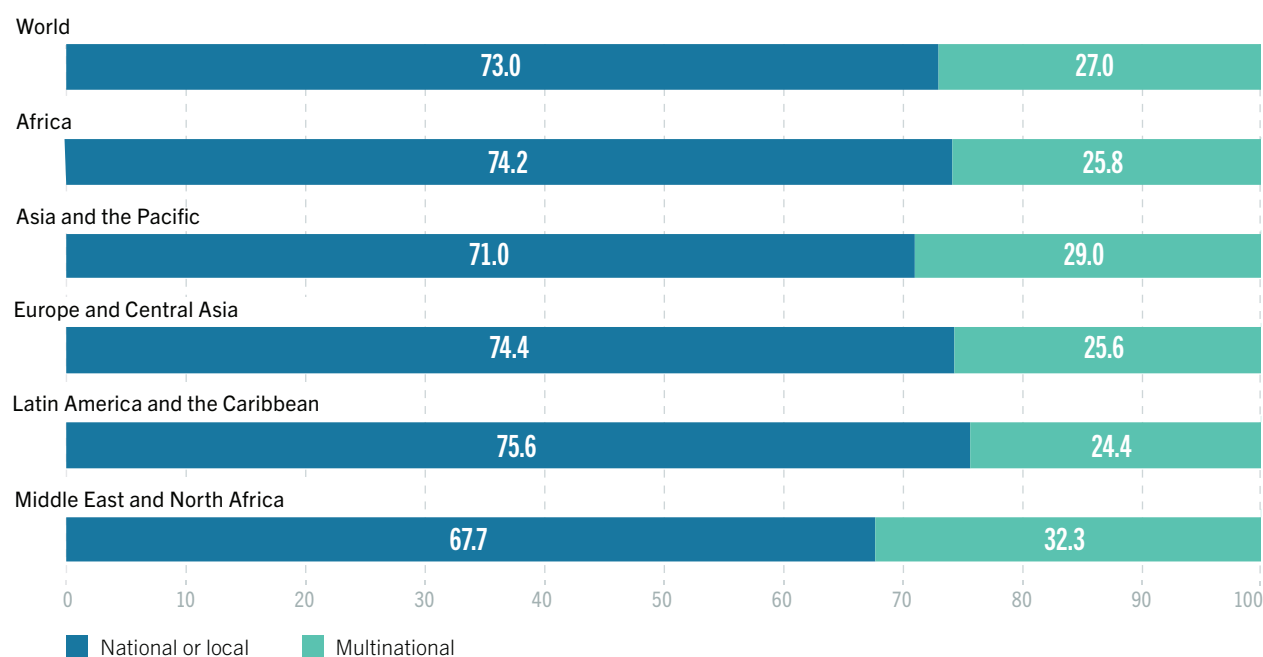
<sup>4</sup> Economic sectors in the enterprise survey were defined in accordance with the International Standard Industrial Classification of All Economic Activities (ISIC), Rev. 4. The enterprise survey, however, did not include the following sectors: G. repair of motor vehicles and motorcycles; T. activities of households as employers; undifferentiated goods- and services-producing activities of households for own use; U. Activities of extraterritorial organizations and bodies. The eight economic sectors included in the analysis of this report account for 71.3 per cent of the total surveyed enterprises worldwide; other economic sectors accounting for less than 5 per cent each were excluded from all figures of the report.

Figure 1.2 Share of surveyed enterprises by economic sector, global and regional results (percentage)



Enterprises in the survey were asked whether their operations were national or local, or multinational. Of surveyed enterprises, 73 per cent operated nationally or locally, and 27 per cent operated at the multinational level. (see figure 1.3).

Figure 1.3 Scale of operations of surveyed enterprises, global and regional distribution (percentage)

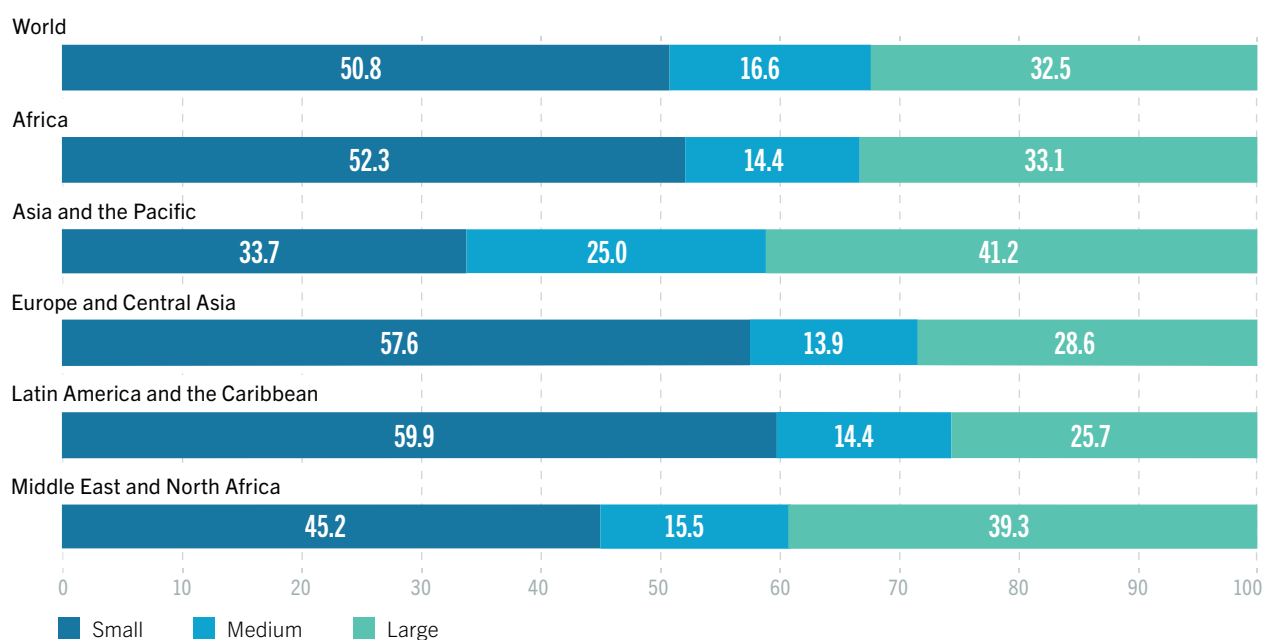


## 1.2 Size of enterprises and the workforce

Enterprises in the survey were classified into four types according to the number of workers employed: micro (employing less than two workers), small (employing 2–100 workers), medium (employing 101–250 workers) and large (employing more than 250 workers). Within the global sample of enterprises, 50.8 per cent were small, 16.6 per cent were medium-sized and 32.5 per cent were large.<sup>5</sup> The sample included a strong presence of national and local enterprises. In selecting enterprises for the sample, small and medium-sized enterprises were targeted in order to address the data gap for enterprises of that size.

Of surveyed enterprises, Latin America and the Caribbean had the largest share of small-sized enterprises (59.9 per cent), and Asia and the Pacific had the largest shares of large enterprises (41.2 per cent) and medium-sized enterprises (25.0 per cent) (see figure 1.4).

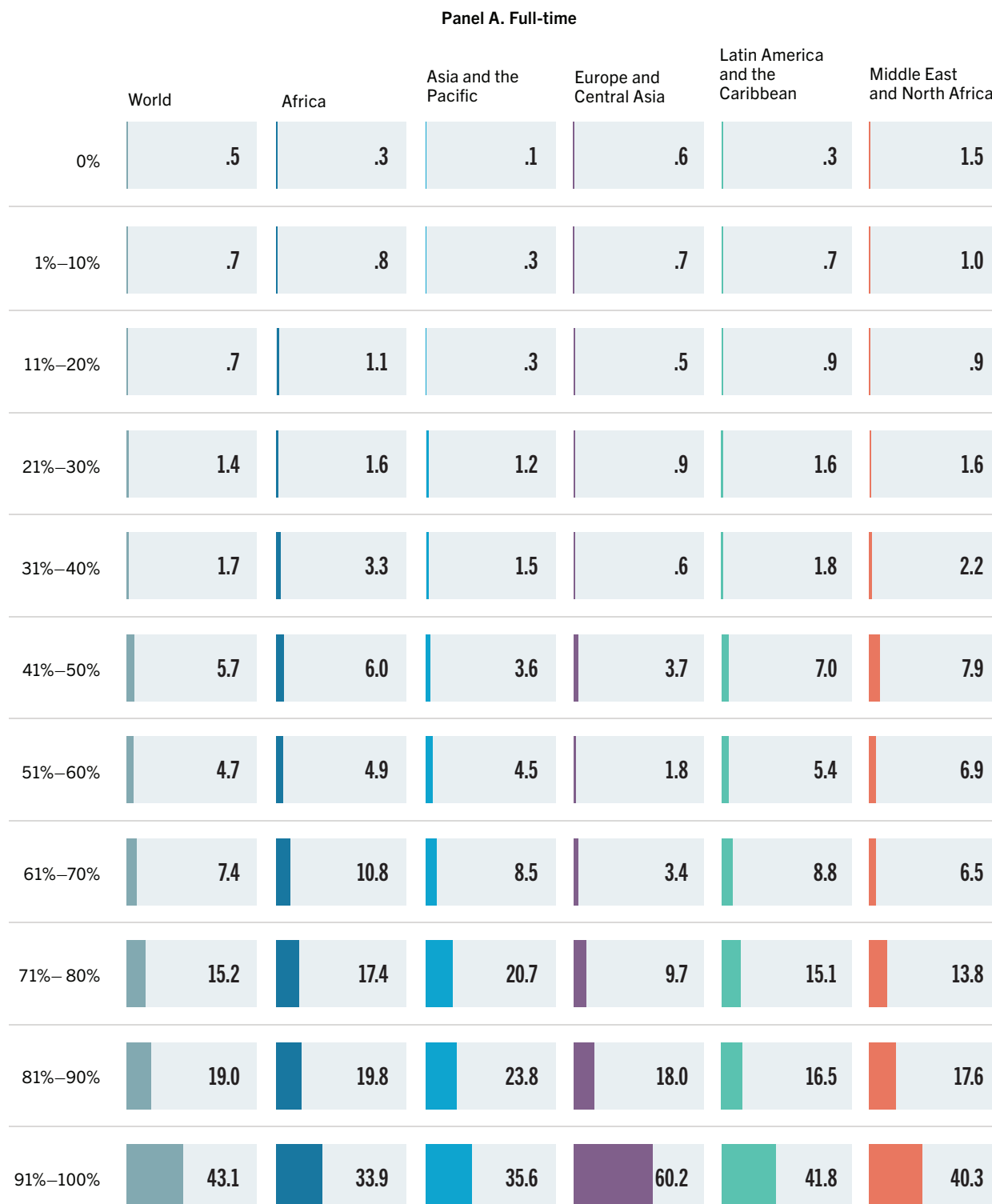
Figure 1.4 Share of surveyed enterprises by size, global sample and region distribution (percentage)

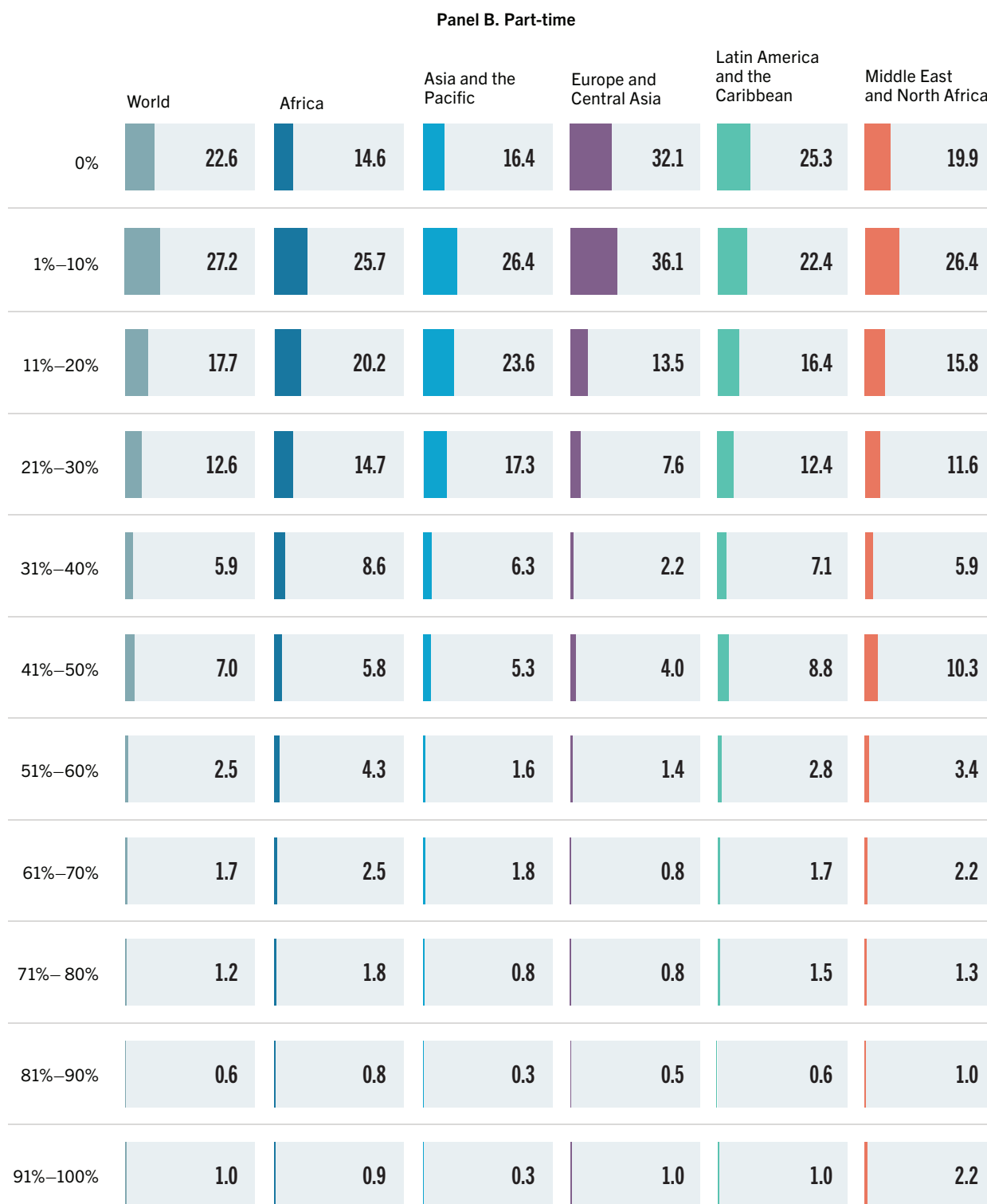


The survey asked enterprises about the share of full- and part-time workers they employed (see figure 1.5, panels A and B). Of all surveyed enterprises, about 43.1 per cent reported having more than 91 per cent of staff working full-time; and almost half of enterprises responded that part-time workers accounted for less than 10 per cent of their workforce.

<sup>5</sup> Micro enterprises accounted for less than 0.05 per cent of the global sample, and therefore are not included in the analysis presented in this report.

Figure 1.5 Surveyed enterprises by share of (A) full-time and (B) part-time workers, global sample and regional distribution (percentage)



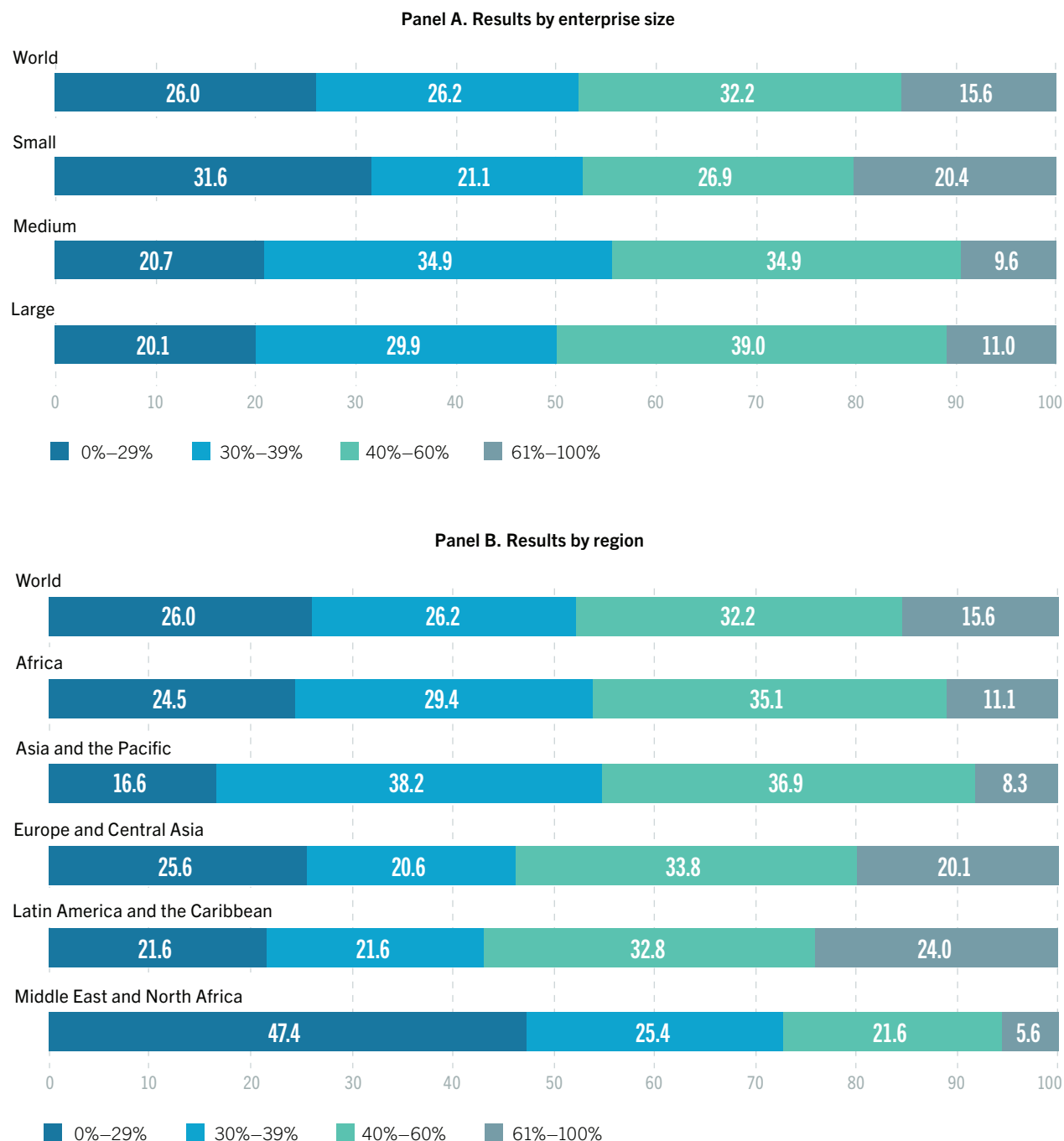


Enterprises in the survey were also asked about the share of women in their workforce (see figure 1.6, panels A, B and C). Globally, of all surveyed enterprises, 32.3 per cent reported that women represented 40–60 per cent of their workforce, 52.2 per cent reported that women accounted for less than 40 per cent of their workforces, and 15.6 per cent reported employing over 61 per cent women.

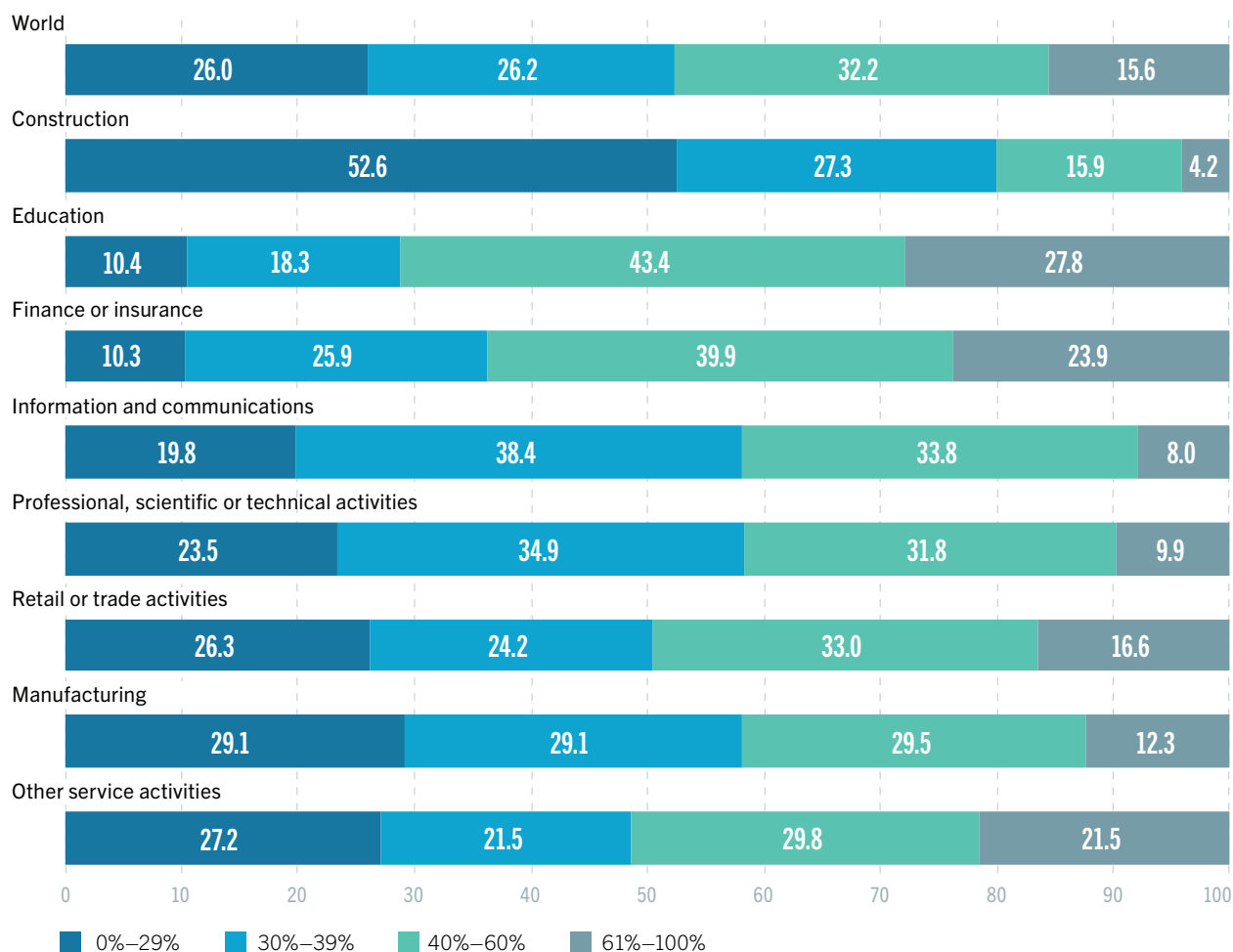


About 47.3 per cent of small-sized enterprises and 44.5 per cent of medium-sized enterprises employed more than 40 per cent women (see figure 1.6, panel A). Likewise, of large enterprises, 39 per cent employed 40–60 per cent women, representing relatively gender-balanced workforce overall. Some 11 per cent of large enterprises employed more than 61 per cent women.

Figure 1.6 Women in the workforce of surveyed enterprises by (A) enterprise size, (B) region and (C) selected sectors (percentage)



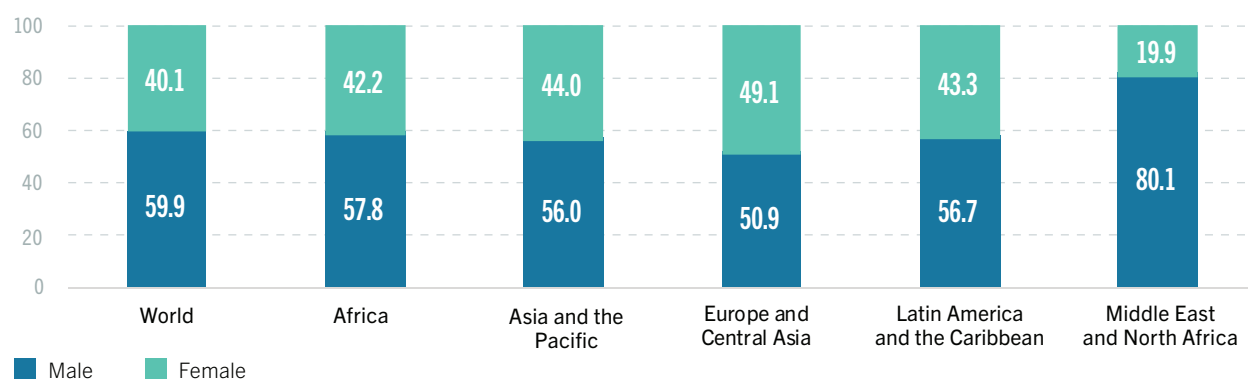
Panel C. Results by selected sector



### 1.3 Characteristics of survey respondents

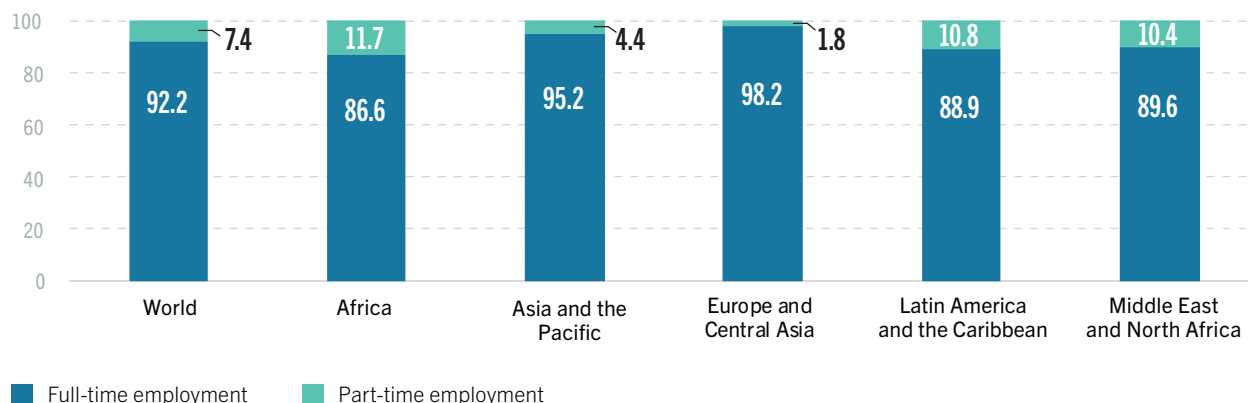
Almost 60 per cent of survey respondents across the world were men and 40 per cent were women. While Europe and Central Asia had almost equal shares of female and male respondents; 80 per cent of respondents in the Middle East and North Africa were men compared to less than 20 per cent of woman (see figure 1.7).

Figure 1.7 Survey respondents by sex, global sample and regional distribution (percentage)



In terms of the employment status of survey respondents globally, over 92 per cent were in full-time employment and 7.4 per cent were in part-time employment. At the regional level, 86.6–95.2 per cent were in full time-employment; and 1.8–11.7 per cent were in part-time employment (see figure 1.8).

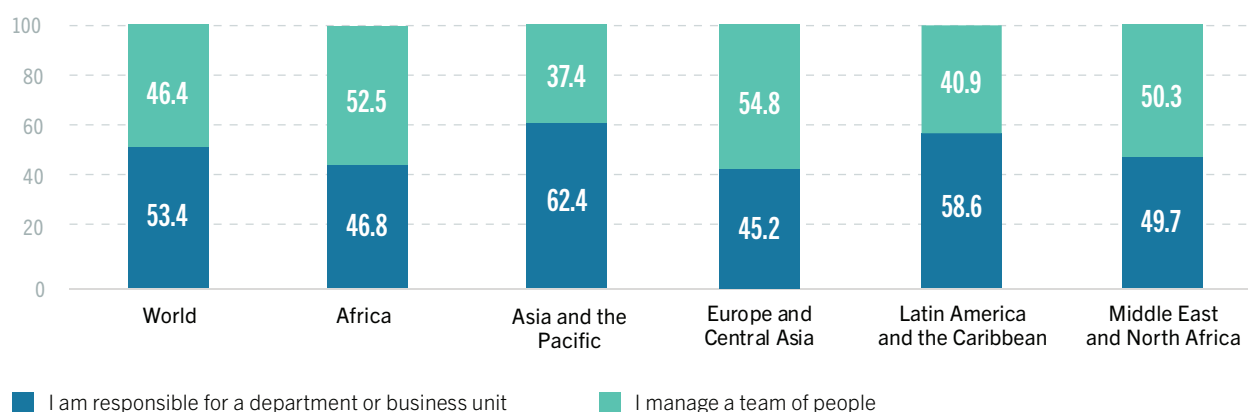
Figure 1.8 Survey respondents by employment status, global sample and regional distribution (percentage)



Note: Shares lower than 1 per cent are not included in this figure, including self-employed and/or freelance, retired, unemployed, and currently not working and looking for work.

Figure 1.9 shows the roles that survey respondents perform in their enterprises. Of total respondents surveyed across the world, 53.4 per cent were responsible for departments or business units, and 46.4 per cent managed a team of people. The survey purposefully targeted these groups of respondents to ensure the credibility of responses to the questionnaire.

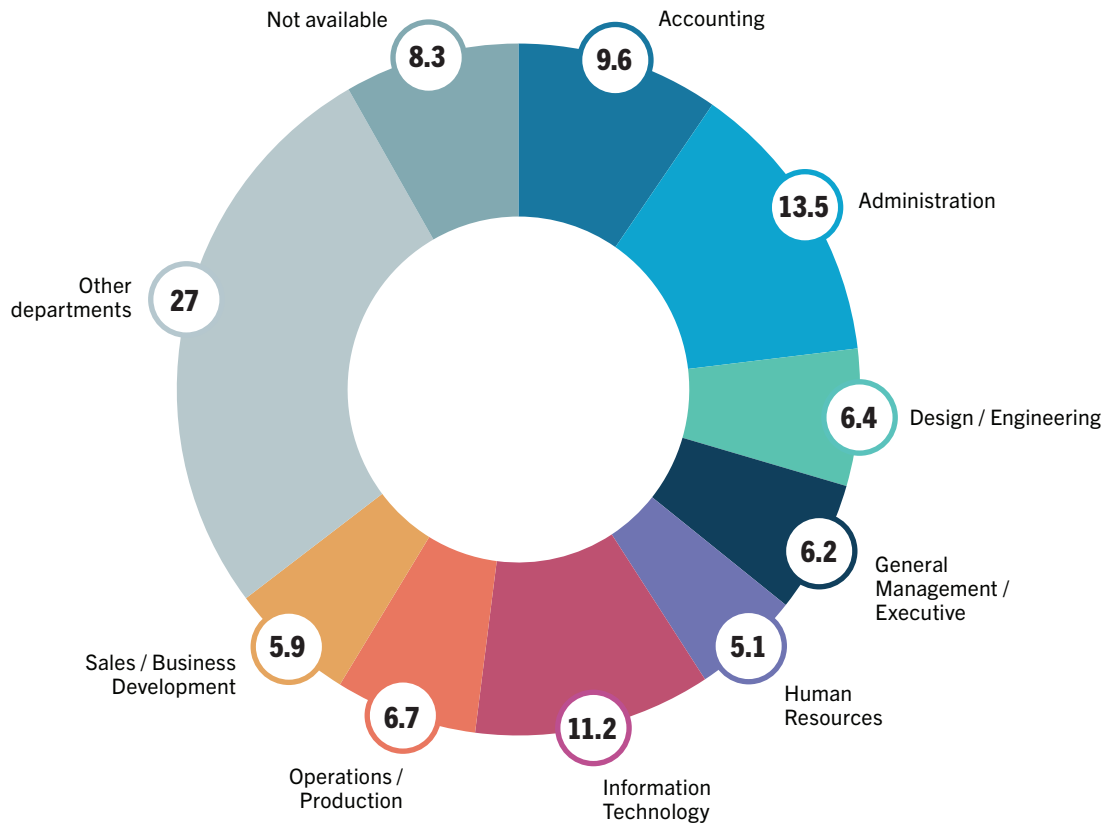
Figure 1.9 Survey respondents by role in their enterprise, global sample and regional distribution (percentage)



Note: Shares lower than 1 per cent are not included in this figure. Survey participants who indicated ‘I am not a manager’ were excluded from the overall analysis.

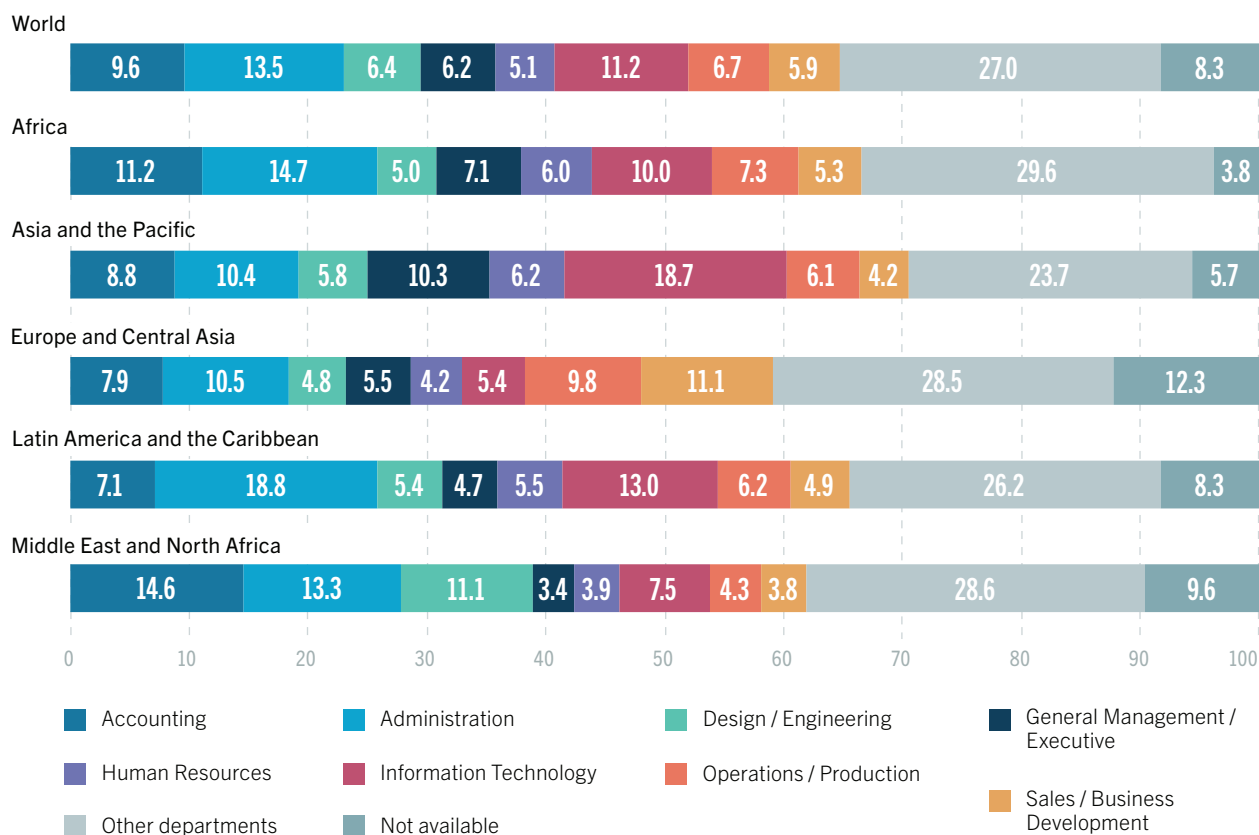
Regarding the functional departments of survey respondents, the greatest share (13.5 per cent) worked in the administration department, followed by information and communications (11.2 per cent) and accounting (9.6 per cent). See figure 1.10 for the global results and figure 1.11 for results by region.

Figure 1.10 Functional department of survey respondents, global sample (percentage)



Note: Other departments include shares lower than 5 per cent such as customer service, finance, training, consulting/ advisory, quality control, marketing/ advertising, procurement, research and development (R&D), communications/ public relations, planning, shipping/ receiving/ inventory management, creative services and market research.

Figure 1.11 Functional department of survey respondents, global and regional distribution (percentage)



Note: Other departments include shares lower than 5 per cent including customer service, finance, training, consulting/ advisory, quality control, marketing/ advertising, procurement, R&D, communications/ public relations, planning, shipping/ receiving/ inventory management, creative services and market research.



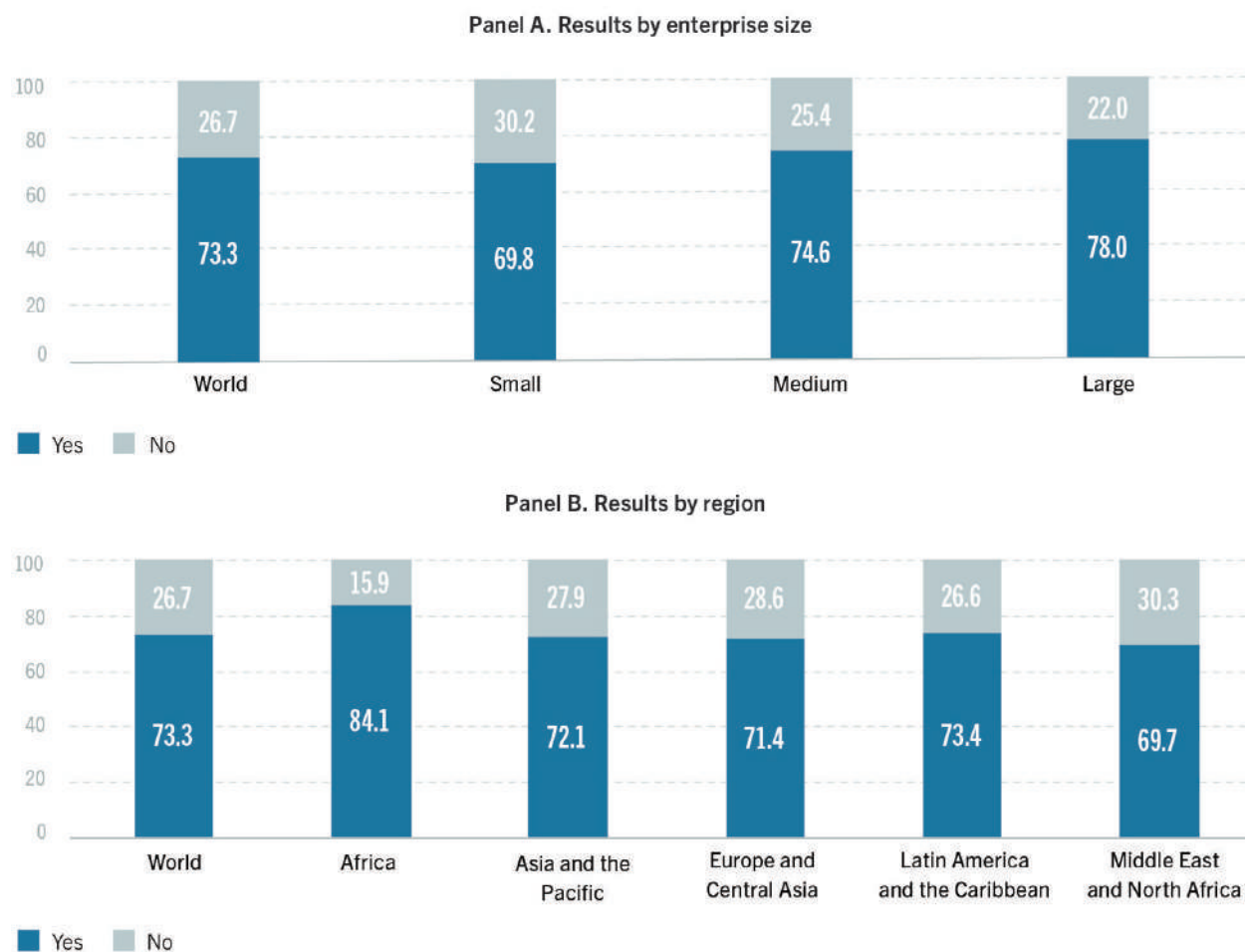
## 2. Enterprise policies and the business case for gender diversity

### 2.1 Enterprise policies to improve gender diversity

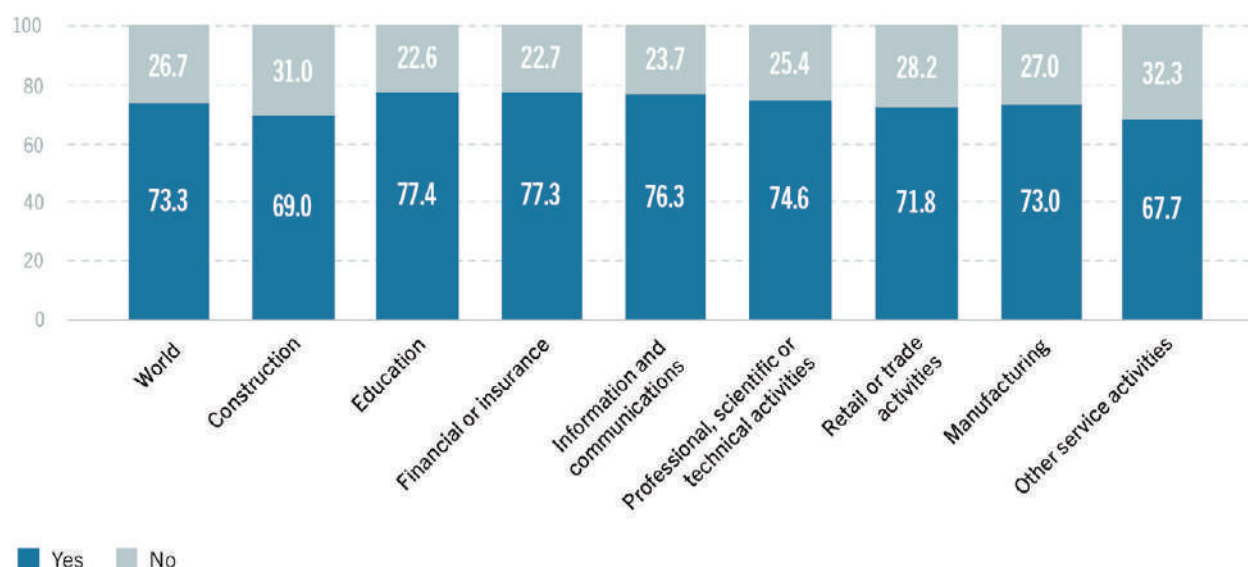
Enterprises in the survey were asked whether they had put in place an equal employment opportunity policy or a diversity and inclusion policy. About 73.3 per cent of enterprises worldwide reported having an equal opportunity policy (see figure 2.1, panels A, B and C) in place. Additionally, about 78.0 percent of large enterprises had such a policy, compared to 74.6 per cent of medium-sized enterprises and 69.8 per cent of small-sized enterprises (see figure 2.1, panel A).

At the regional level, over 84 per cent of enterprises in Africa reported having an equal opportunity policy (see figure 2.1, panel B). This compares to 73.4 per cent of enterprises in Latin America and the Caribbean, 72.1 per cent of enterprises in Asia and the Pacific, 71.4 per cent of enterprises in Europe and Central Asia and 69.7 per cent of enterprises in the Middle East and North Africa.

Figure 2.1 Enterprises with equal employment opportunity or diversity and inclusivity policies by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Panel C. Results by economic sector



Additionally, 67.7–77.4 per cent of enterprises across the eight most representative economic sectors in the sample reported having an equal opportunity or equality policy (see figure 2.1, panel C). The lowest share of enterprises with such a policy operated in service activities and construction. Conversely, the highest share came from enterprises operating in education and in finance or insurance.

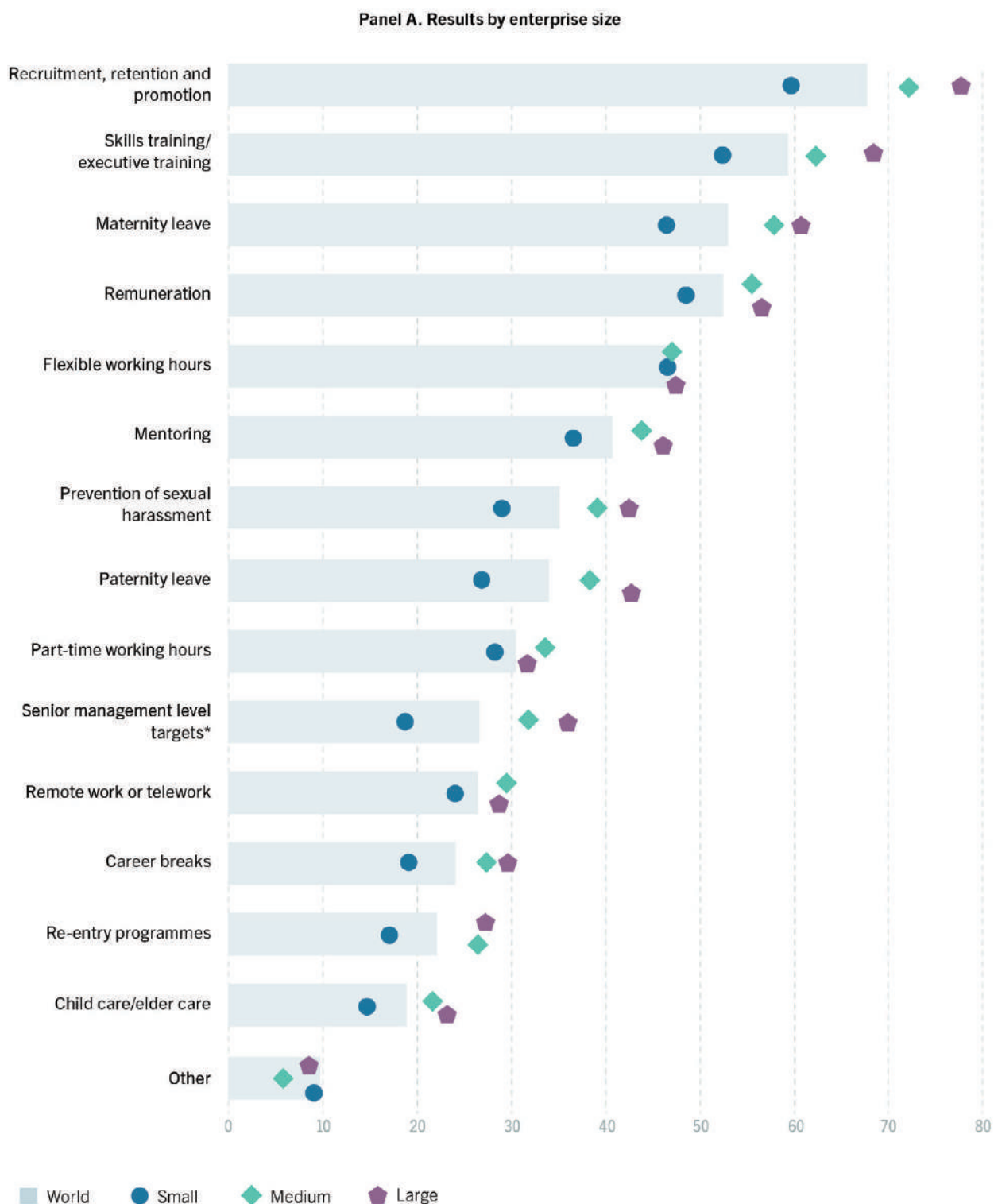
The survey also asked enterprises whether they had a human resource system and implemented initiatives to promote equality in selected areas of human resource management (see figure 2.2, panels A and B). The top five areas where equality promotion initiatives were implemented in surveyed enterprises worldwide were recruitment, retention and promotion (67.7 per cent), skills training and/or executive training (59.3 per cent), maternity leave (53.0 per cent), remuneration (52.5 per cent) and flexible working hours (47.2 per cent).

These top five areas where equality was promoted were the same for both medium-sized and large enterprises alike. However, among small-sized enterprises, the third most common area for promoting equality was remuneration (48.6 per cent), followed by flexible working hours (47.0 per cent) and maternity leave (46.4 per cent) (see figure 2.2, panel A).

Moreover, enterprises in Africa and Asia and the Pacific reported the same top five areas as the global average. In Europe and Central Asia, the most common initiative was the same as the global average, mentoring ranked second (55.2 per cent), followed by skills training/ executive training (54.7 per cent), flexible working hours (51.5 per cent) and part-time working hours (43.2 per cent). In Latin America and the Caribbean, recruitment, retention and promotion was the most common initiative (60.4 per cent), followed by flexible maternity leave (50.5 per cent), remuneration (49.7 per cent), skills training/ executive training and flexible working hours (47.7 per cent). In the Middle East and North Africa, recruitment, retention and promotion accounted for the largest share of enterprises (69.2 per cent), followed by skills training and/or executive training (57.9 per cent), remuneration (46.6 per cent), mentoring (41.1 per cent) and maternity leave (39.3 per cent).

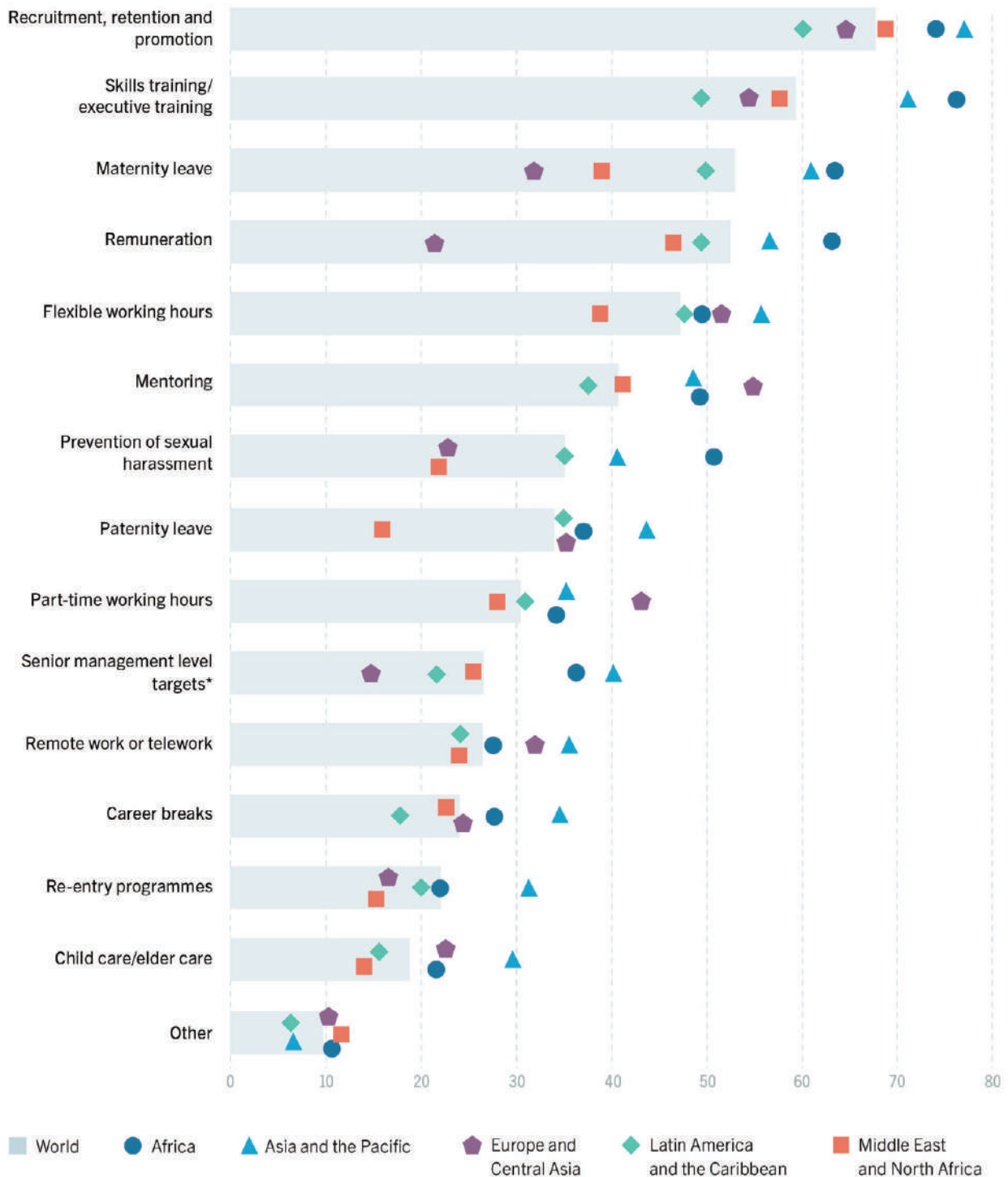


Figure 2.2 Share of enterprises with equality promotion policies by (A) enterprise size and (B) region (percentage)



\*Specific strategy that includes targets for gender diversity/inclusion at senior management level

Panel B. Results by region



\*Specific strategy that includes targets for gender diversity/inclusion at senior management level

The survey asked enterprises to rank from 1 to 15 the effectiveness of initiatives implemented in selected areas of human resource management. Table 2.1 shows a summary of this ranking from enterprises that reported they had implemented such initiatives. This summary includes the five most common areas that survey respondents ranked as the first, second and third most effective initiatives. The most effective

area was recruitment, retention and promotion as 71.6 per cent of enterprises implementing initiatives in this area reported these initiatives were very effective, followed by other initiatives (40.8 per cent), skills training/executive training (27.5 per cent), flexible working hours (25.6 per cent) and mentoring (24.6 per cent).

Table 2.1 Ranking of effectiveness of initiatives implemented, global sample of enterprises

Initiative ranking	Share of enterprises (%)	Number of enterprises implementing initiative
<b>1 Ranked first</b>		
Recruitment, retention and promotion	71.6	8,762
Other	40.8	1,098
Skills training/ executive training	27.5	7,676
Flexible working hours	25.6	6,106
Mentoring	24.6	5,270
<b>2 Ranked second</b>		
Skills training/ executive training	33.1	7,676
Mentoring	32.4	5,270
Flexible working hours	21.5	6,106
Maternity leave	15.1	6,860
Part-time working hours	14.9	3,942
<b>3 Ranked third</b>		
Skills training/ executive training	20.8	7,676
Maternity leave	20.0	6,860
Flexible working hours	19.7	6,106
Remote work or telework	15.3	3,436
Part-time working hours	14.4	3,942

Recognizing a gender bias can exist in ranking the effectiveness of initiatives on gender diversity, table 2.2 explores the difference between how female and male respondents ranked the various initiatives. The ranking provided by male respondents are used as a benchmark and the percentage represents the deviation in the ranking female respondents provided. A zero score indicates male and female responses were the same, a positive score means female respondents gave a higher ranking than male respondents, while a negative score indicates the reverse. Globally, a few initiatives receive a higher score from female respondents, particularly maternity leave (13 per cent higher), child care and elderly care (6 per cent higher) and remote or telework arrangements (5 per cent higher).

While the overall ranking is similar, there are differences by region. From the regional level, a few highlights include:

- For the Middle East and North Africa, the differences between female and male respondents go beyond 40 per cent for certain initiatives, including child care/ elder care (51 per cent), maternity leave (47 per cent), part-time work (41 per cent), and re-entry programmes (41 per cent);
- Africa is the only region where men do not give a higher score to paternity leave than women;
- In Asia and the Pacific, female respondents give a higher score to remote work and telework (10 per cent), maternity leave (7 per cent), flexible working hours (7 per cent), and career breaks (7 per cent).

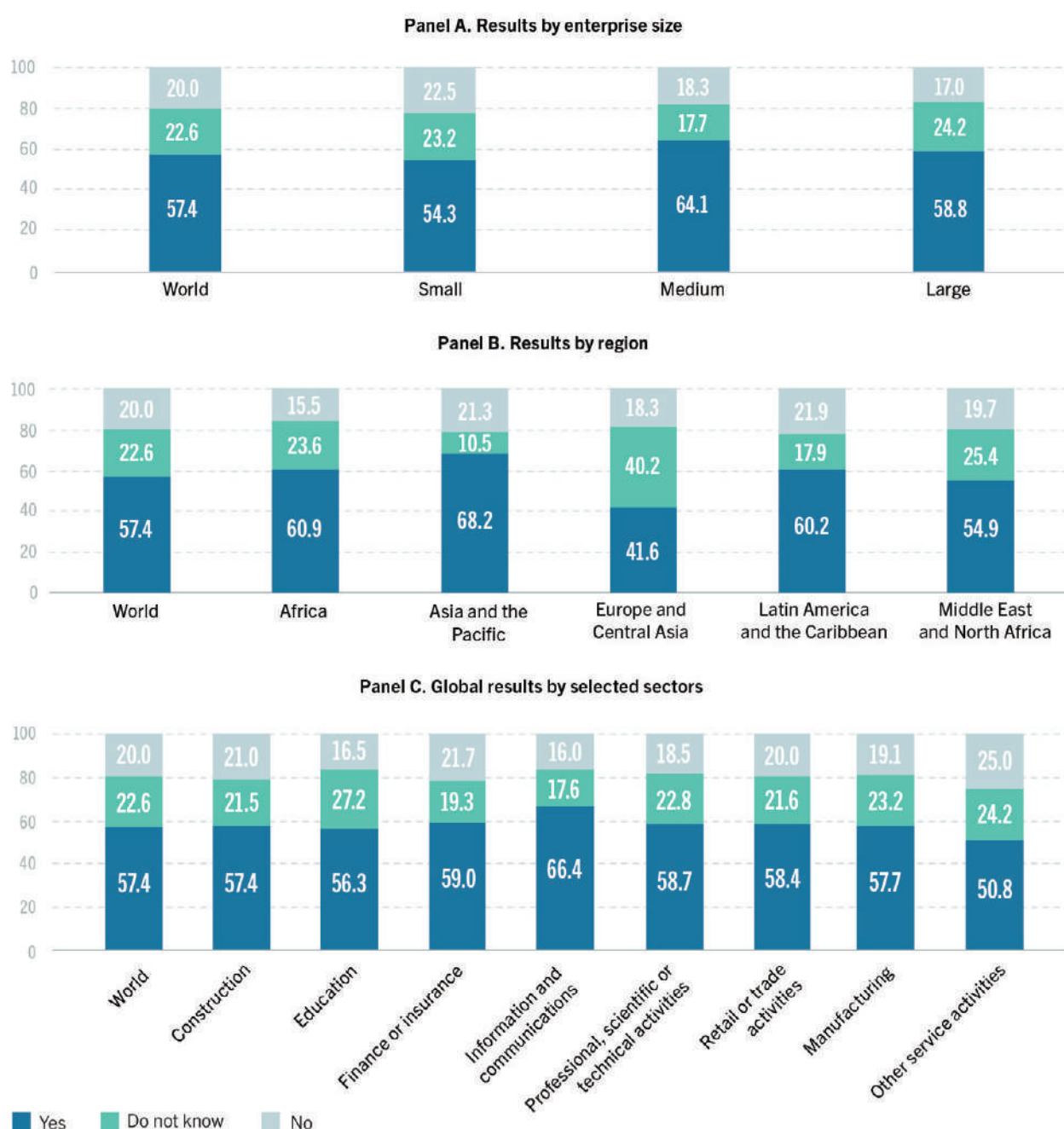
Table 2.2 Ranking of effectiveness of initiatives implemented, deviation of female responses from male baseline, global and regional results

Initiative, ranking from highest to ranking by male respondents	World	Africa	Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa
	Female ranking deviation (negative)					
Recruitment, retention and promotion	(5)	(9)	0	(5)	(2)	(9)
Skills training/ executive training	(2)	4	(4)	0	(6)	3
Maternity leave	13	26	7	6	(1)	47
Flexible working hours	4	6	7	(8)	(3)	26
Remuneration	(1)	4	2	(1)	(8)	(18)
Mentoring	0	0	(4)	16	(1)	6
Paternity leave	(3)	18	(4)	(16)	(18)	(18)
Prevention of sexual harassment	(4)	5	(4)	(13)	(10)	4
Part-time working hours	4	1	2	13	(3)	41
Remote work or telework	5	11	10	5	(7)	0
Specific strategy that includes targets for gender diversity/ inclusion at senior management level	(3)	(8)	2	(17)	10	(2)
Career breaks	(3)	(14)	7	(12)	(4)	7
Re-entry programmes	2	(9)	(1)	(6)	(5)	41
Child care/ elder care	6	8	5	(10)	0	51

## 2.2 Improved business outcomes resulting from greater gender diversity

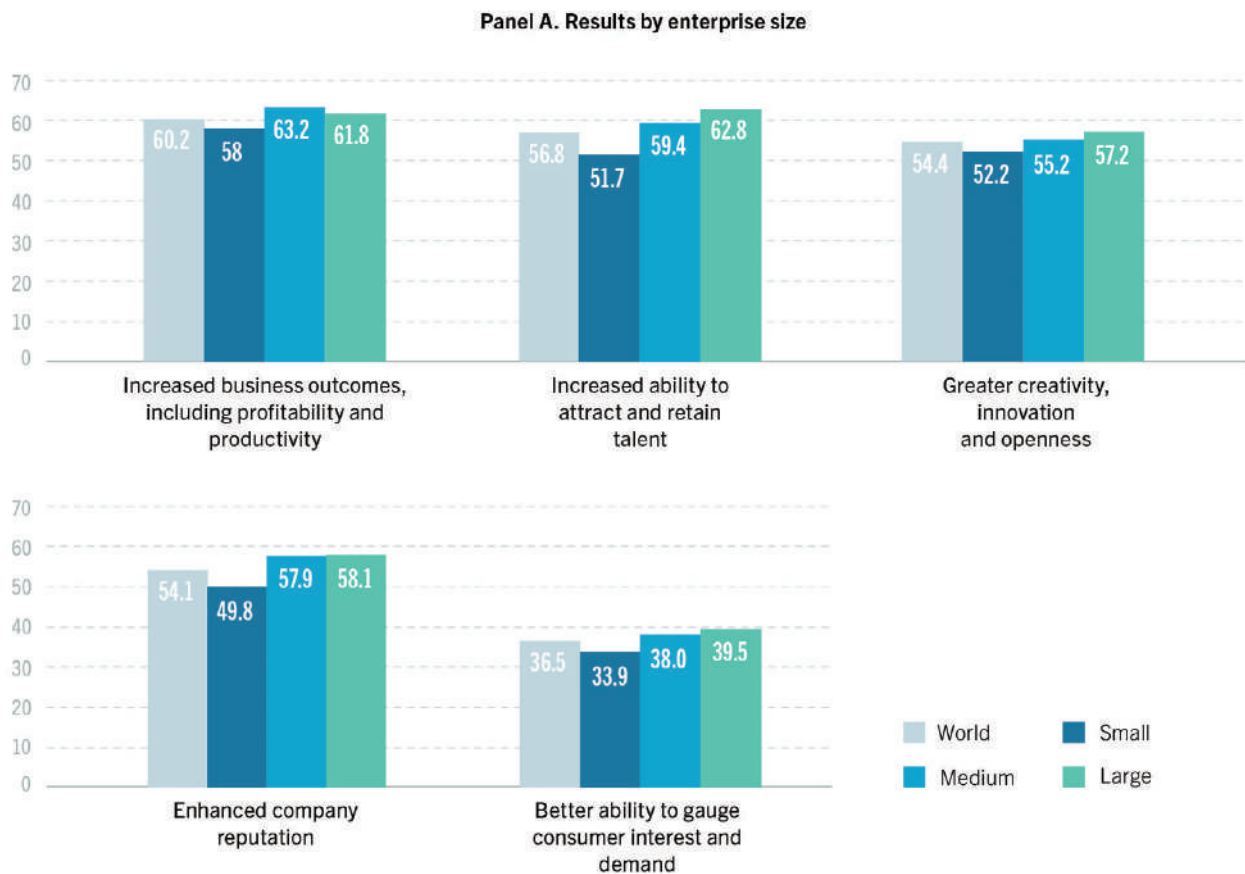
Enterprises in the survey were asked whether their enterprise initiatives to promote gender equality had helped enhance their business outcomes (see figure 2.3, panels A and B). Of all surveyed enterprises, 57.4 per cent said this was indeed the case, while 22.6 per cent were not sure and 20 per cent reported that these initiatives had not improved business outcomes. The enterprises that were most likely to report better business outcomes were medium-sized enterprises (64.1 per cent), enterprises in Asia and the Pacific (68.2 per cent) and information and communications enterprises (66.4 per cent).

Figure 2.3 Responses to the survey question, “have initiatives on gender diversity and equality helped enhance business outcomes?”, by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Enterprises reporting better business outcomes were asked to explain how business outcomes had improved. Of enterprises reporting better business outcomes, 60.2 per cent reported better profitability and productivity, 56.8 reported increased ability to attract and retain talent, 54.4 per cent reported greater creativity, innovation and openness, 54.1 per cent said their enterprise reputation had been enhanced, and 36.5 per cent reported being better able to gauge consumer interest and demand (see figure 2.4, panels A, B and C).

Figure 2.4 Responses to the survey question, “have business outcomes improved as a result of initiatives on gender diversity and equality”, by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Panel B. Results by region



Panel C. Results by selected sectors





Additionally, in terms of improved profitability and productivity as a result of gender diversity and equality initiatives, some of the survey findings were above the global average. Improved profitability and productivity was reported from surveyed enterprises as follows:

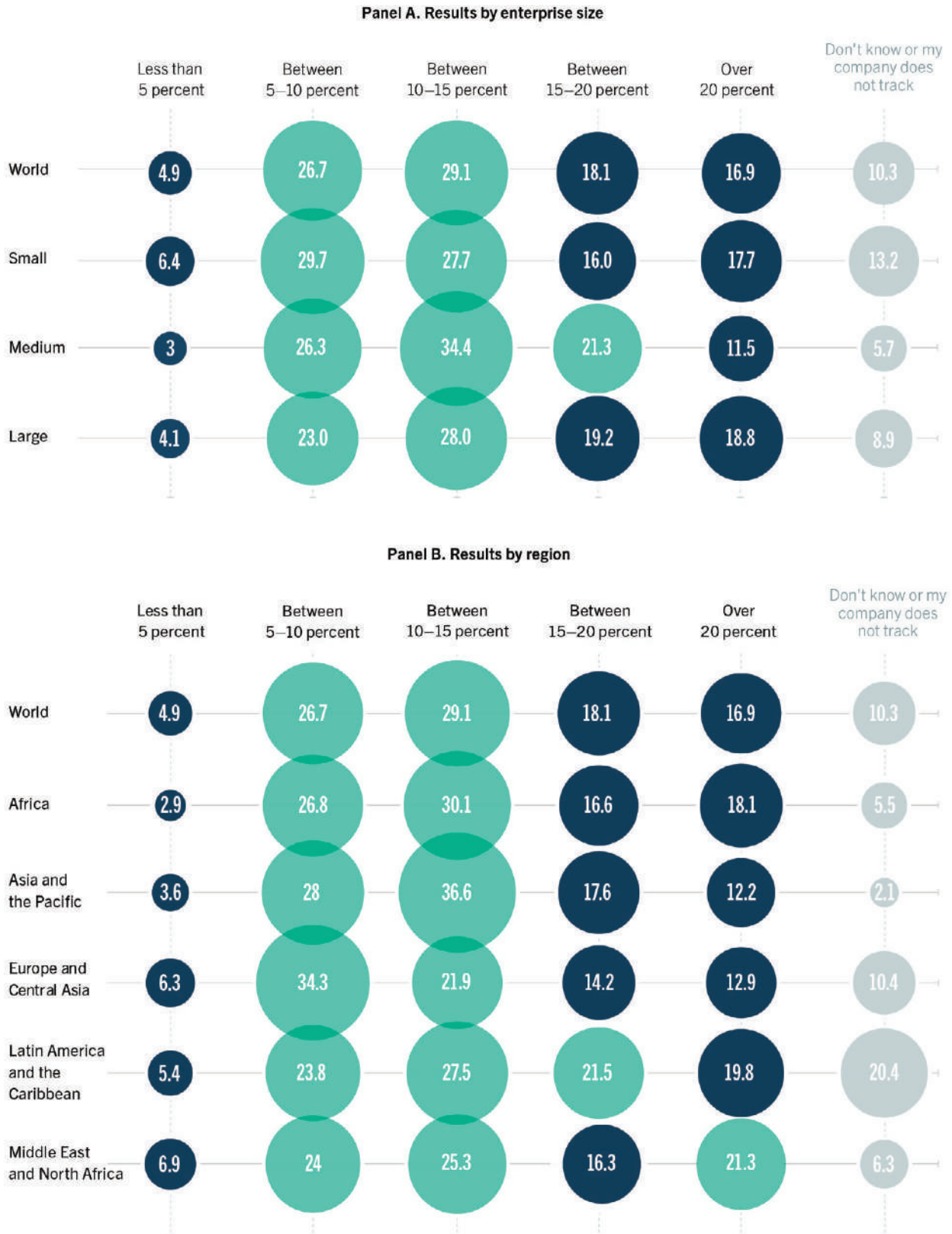
- Over 63 per cent of medium-sized enterprises and 61.8 per cent of large enterprises;
- Approximately 65.3 of enterprises in Africa and Asia and the Pacific;
- About 67.2 per cent of manufacturing enterprises, 65.1 per cent of finance or insurance enterprises, 64.5 per cent of information and communications enterprises, and 62.8 per cent of retail enterprises.

Enterprises that reported increased profit due to gender diversity and equality initiatives were asked by how much their profit had increased. Figure 2.5 shows the global results by enterprise size, region and sector (panels A, B and C). Globally, the greatest share of enterprises (29.1 per cent) reported profit increased 10–15 per cent, followed by 26.7 per cent of enterprises that had increased profit of 5–10 per cent and 18.1 per cent of enterprises that had increased profit of 15–20 per cent.

A profit increase of 10–15 per cent was cited by the largest share of medium-sized and large enterprises, and a profit increase of 5–10 per cent cited by the largest share of small-sized enterprises. The greatest share of enterprises in all regions had increased profit of 10–15 per cent, except for Europe and Central Asia, where 34.3 per cent of enterprises, the greatest share, reported profit increased 5–10 per cent.

In terms of economic sectors, the greatest share of enterprises in information and communications, construction, education and professional, scientific or technical activities reported profit increased 10–15 per cent; while the greatest share of enterprises in services, manufacturing, retail and finance or insurance had a profit increase of 5–10 per cent.

Figure 2.5 Increase of profit resulting from initiatives on gender diversity and equality by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Panel C. Results by selected sectors





## 3. Enterprise data and statistics on women's representation in management and on boards

### 3.1 Women in management

To assess the presence of women in managerial levels, enterprises were asked about the share of women in the following management levels, namely, supervisory/ junior/ administrative management, middle management, senior management and top executive.

Figure 3.1 shows the shares of women in management roles (panels A, B and C). More than 60 per cent of surveyed enterprises have at least one women in supervisory/ junior/ administrative management, and middle management. The share of women decreased at more senior levels. 48 per cent enterprises have women in senior management, and 31.2 per cent in top executive positions.

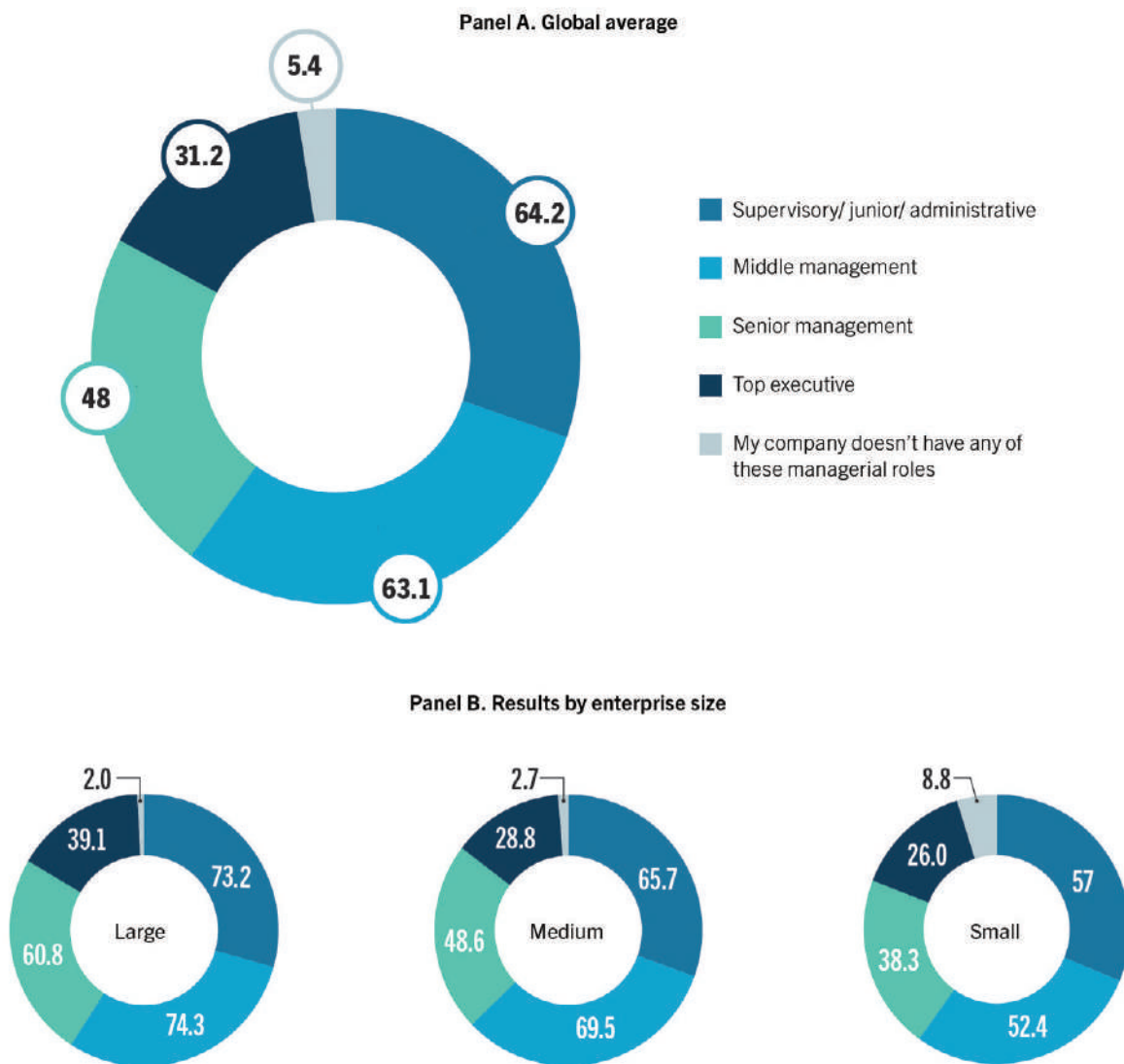
Panel B reveals that a higher share of large enterprises employed more women at all managerial levels compared to medium- and small-sized enterprises. For instance, 39.1 per cent of large enterprises reported employing women in top executive positions, compared 28.8 per cent of medium-sized enterprises and 26.0 per cent of small-sized enterprises. Following the same trend as the global results, shares of women working as senior managers and top executives are smaller than women working in supervisory/ junior/ administrative management and middle management.

Panel C shows global results by region. A high share of enterprises reported employing women in supervisory/ junior/ administrative management in Africa (74.2 per cent), Asia and the Pacific (68.5 per cent) and Latin America and the Caribbean (67.2 per cent). In addition, a high share of enterprises reported having women in middle management in Asia and the Pacific (72.9 per cent), Africa (65.9 per cent) and Latin America and the Caribbean (64.1 per cent). The share of enterprises that reported having women in senior management ranged from a low of 32.3 per cent in the Middle East and North Africa to a high of 58.9 per cent in Africa. Moreover, shares of enterprises reporting women top executives ranged from a low of 20.0 cent in the Middle East and North Africa to a high of 39.1 per cent in Africa.

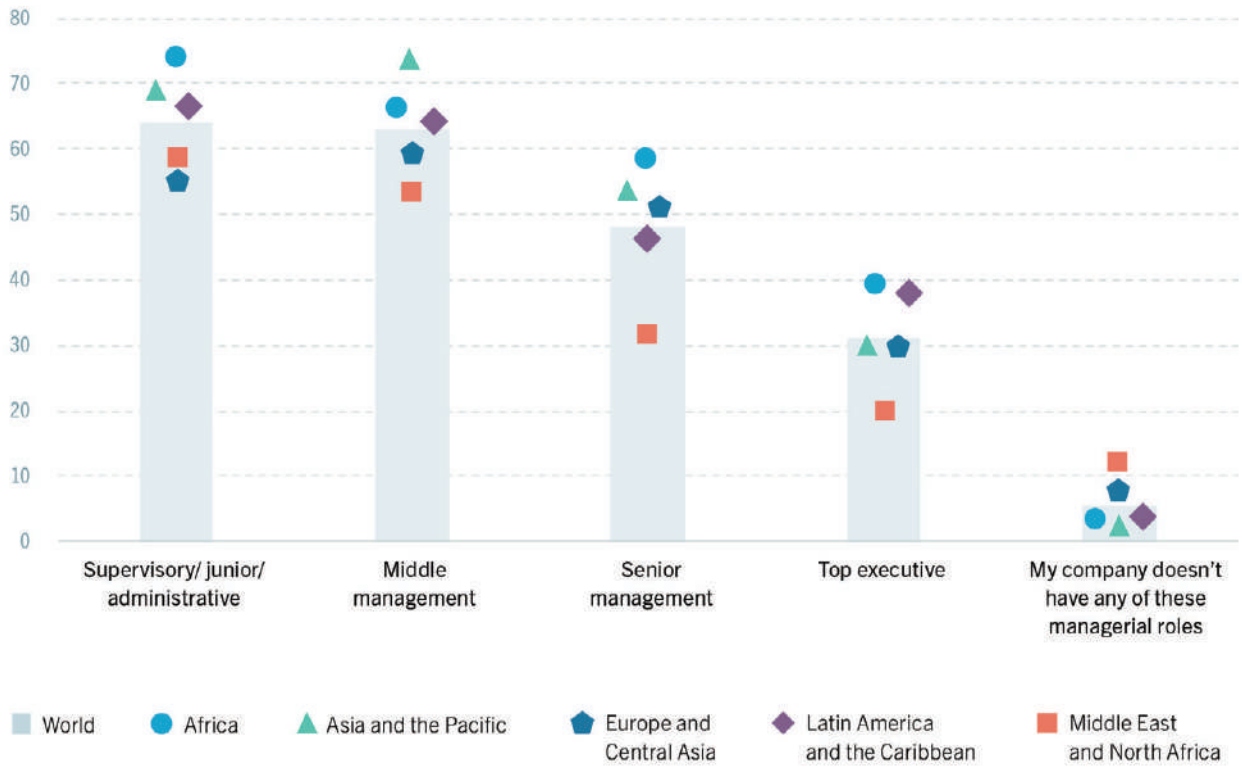
Panel D shows a different representation of the inverse relationship between the share of women in management and the level of seniority in management. Regions such as Asia and the Pacific and the Middle East and North Africa show a significant decrease in the share of women in management at successively higher levels, with the share of in top executive positions some 39 per cent lower compared to the share of women in supervisory/ junior and administrative management. Likewise, in Africa, this share accounts for 35.1 per cent. By comparison, in Latin America and the Caribbean and Europe and Central Asia, there share of women in top executive positions was 29.2 per cent and 24.7 per cent lower, respectively, compared to the share of women in supervisory/ junior/ administrative management.

Panel E shows global results by economic sector. Across the main sectors in the sample, more than 60 per cent of enterprises reported employing women in supervisory/ junior/ administrative management roles, apart from the construction sector (at 55.9 per cent). Over 60 per cent of enterprises in the education, information and communications, finance or insurance, and professional, scientific or technical activities, and manufacturing sectors employed women middle managers. In the finance and insurance sector, in particular, about 73.5 per cent enterprises reported employing women middle managers. The share of enterprises by sector that had women senior managers ranged from 36.1 per cent of enterprises in the construction sector to 59.0 per cent of enterprises in the finance or insurance sector. The share of enterprises reporting women top executives ranged from 21.9 per cent in the construction sector to 40.8 per cent in the education sector.

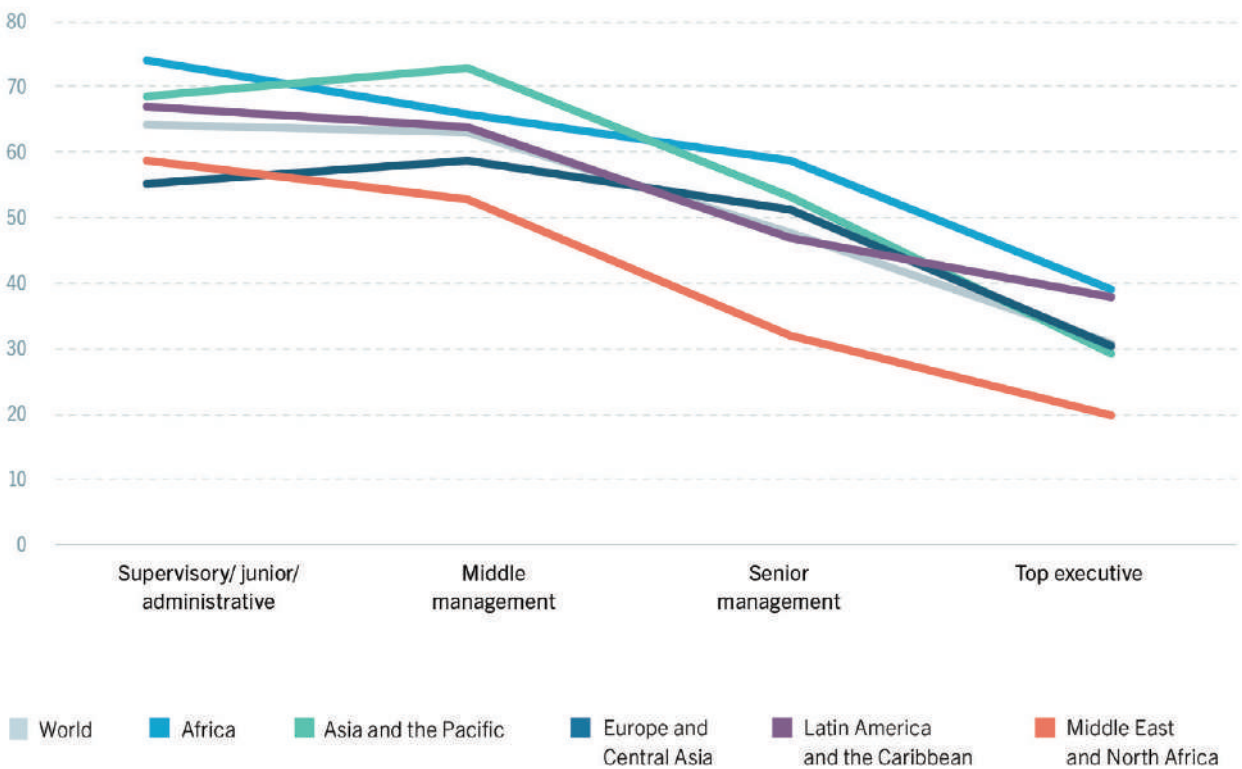
Figure 3.1 Enterprises with women in four management levels (A) global average and results (B) enterprise size, (C and D) region and (E) selected sectors (percentage)

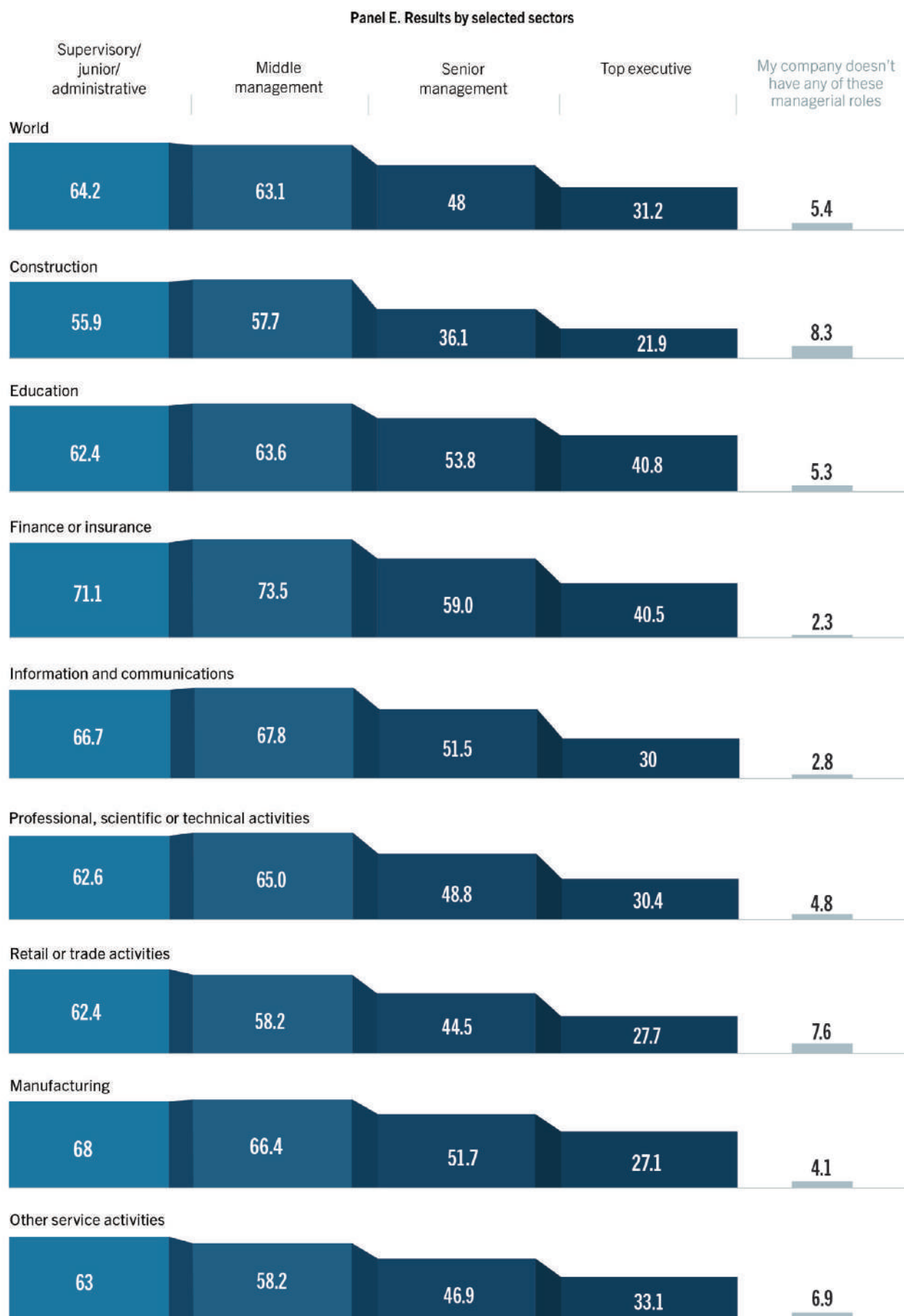


Panel C. Results by region



Panel D. Results by region





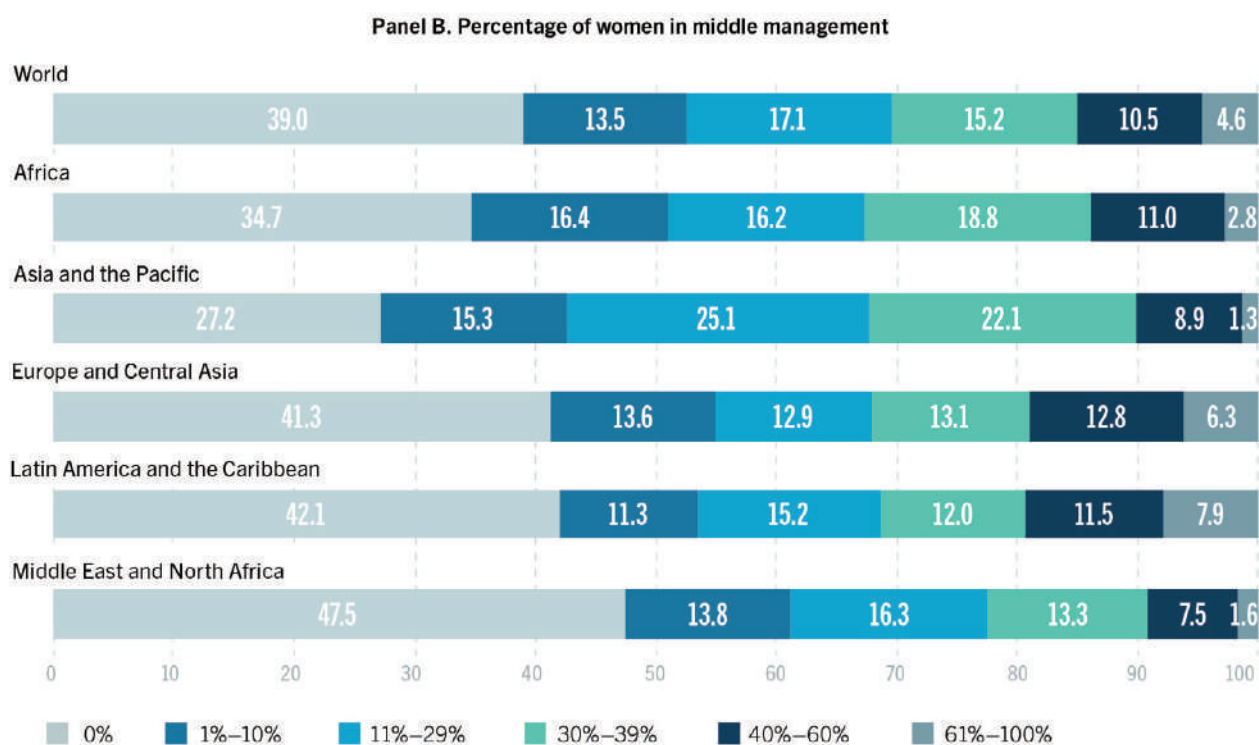
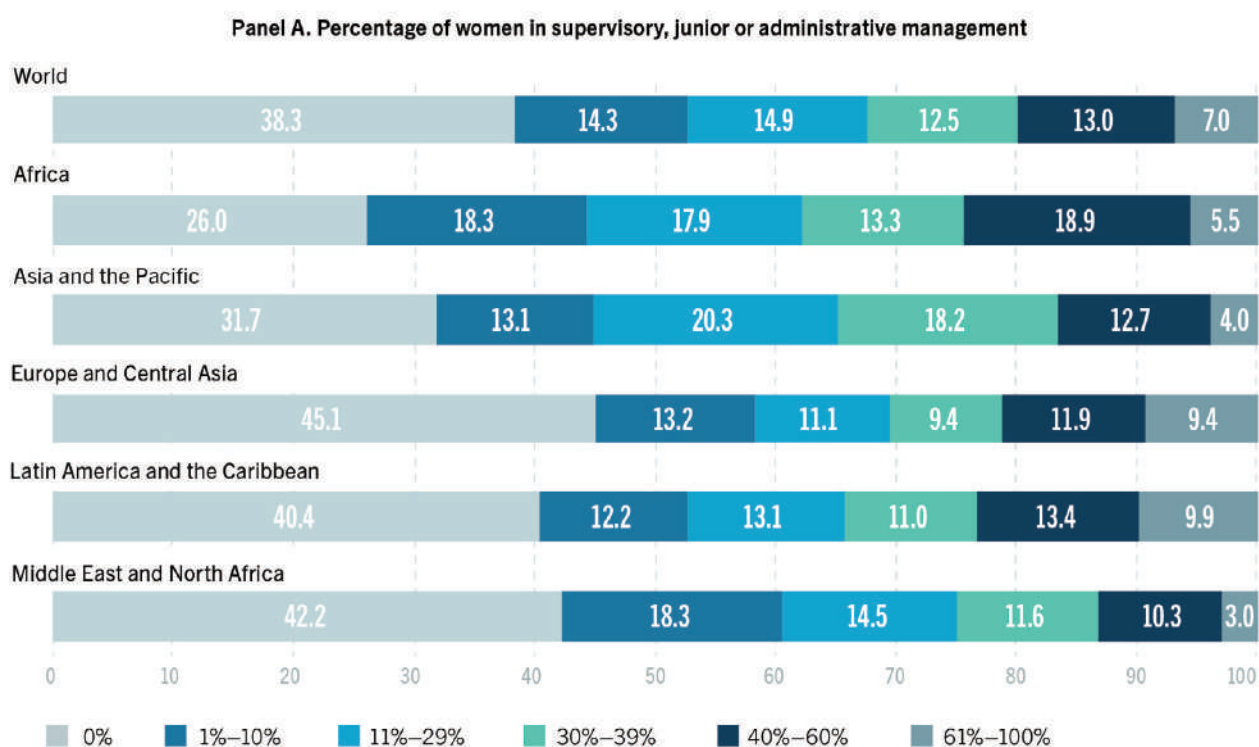


The survey also asked enterprises about the proportion of women in supervisory/ junior/ administrative management, middle management, senior management and top executive levels. Highlights of the global analysis are shown below (see figure 3.2):

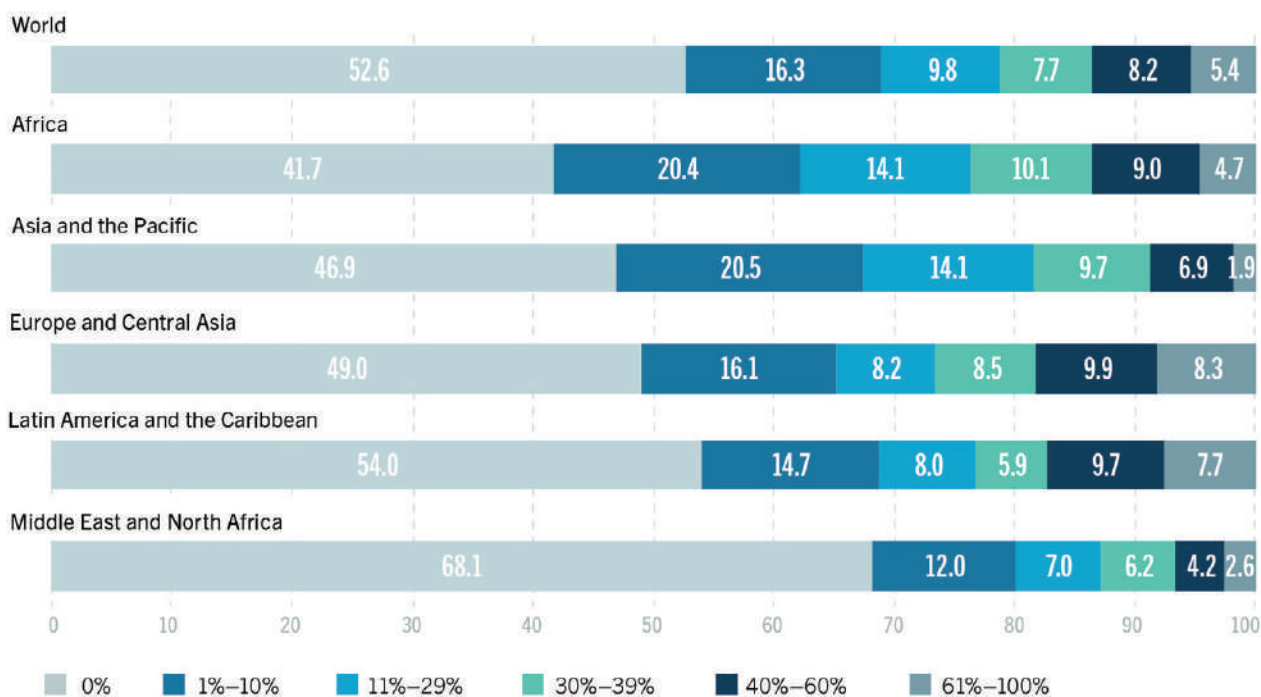
- Enterprises with gender balanced management (40–60 per cent female) at various levels accounted for the following shares: supervisory/ junior/ administrative (13.0 per cent), middle management (10.5 per cent), senior management (8.2 per cent) and top executive (5.1 per cent);
- Of all surveyed enterprises, 67.5 per cent reported less than 30 per cent of their supervisory/ junior/ administrative management roles were held by women, and 7.0 per cent of enterprises reported 61–100 per cent of these same roles were held by women;
- Of all surveyed enterprises, 69.6 per cent reported less than 30 per cent of their middle managers were women, and 4.6 per cent of enterprises employed women in 61–100 per cent of middle manager positions;
- Of all surveyed enterprises, 78.7 per cent reported less than 30 per cent of their senior managers were women, and only 5.4 per cent of enterprises reported employing women in 61–100 per cent of senior manager positions;
- Of all surveyed enterprises, 85.8 per cent reported less than 30 per cent of their top executive positions were held by women, and 5.7 per cent of enterprises reported employing women in 61–100 per cent of top executive positions;
- Of all surveyed enterprises, 69.4 per cent reported 0 per cent of top executive positions were held by women. The largest share of enterprises employing women in 0 per cent of top executive positions came from the Middle East and North Africa (80.1 per cent), followed by Asia and the Pacific (70.8 per cent), Europe and Central Asia (70.3 per cent), Latin America and the Caribbean (65.0 per cent) and Africa (61.6 per cent);
- Of all surveyed enterprises, 11.9 per cent reported employing women in 1–10 per cent of top executive positions. The largest share of enterprises employing women in 1–10 per cent of top executive positions came from Africa (18.7 per cent of enterprises), followed by Asia and the Pacific and Latin America and the Caribbean (12.5 per cent of enterprises), Europe and Central Asia (10.1 per cent of enterprises) and the Middle East and North Africa (7.7 per cent of enterprises).

Globally, the share of enterprises employing women in 61–100 per cent of these four managerial roles was relatively low, ranging from 5.7 to 7.0 per cent. Moreover, the shares of enterprises employing women in less than 30 per cent of manager positions became larger at higher levels of seniority. In this way, overall, the degree of gender diversity in management and the seniority of management are inversely proportionate.

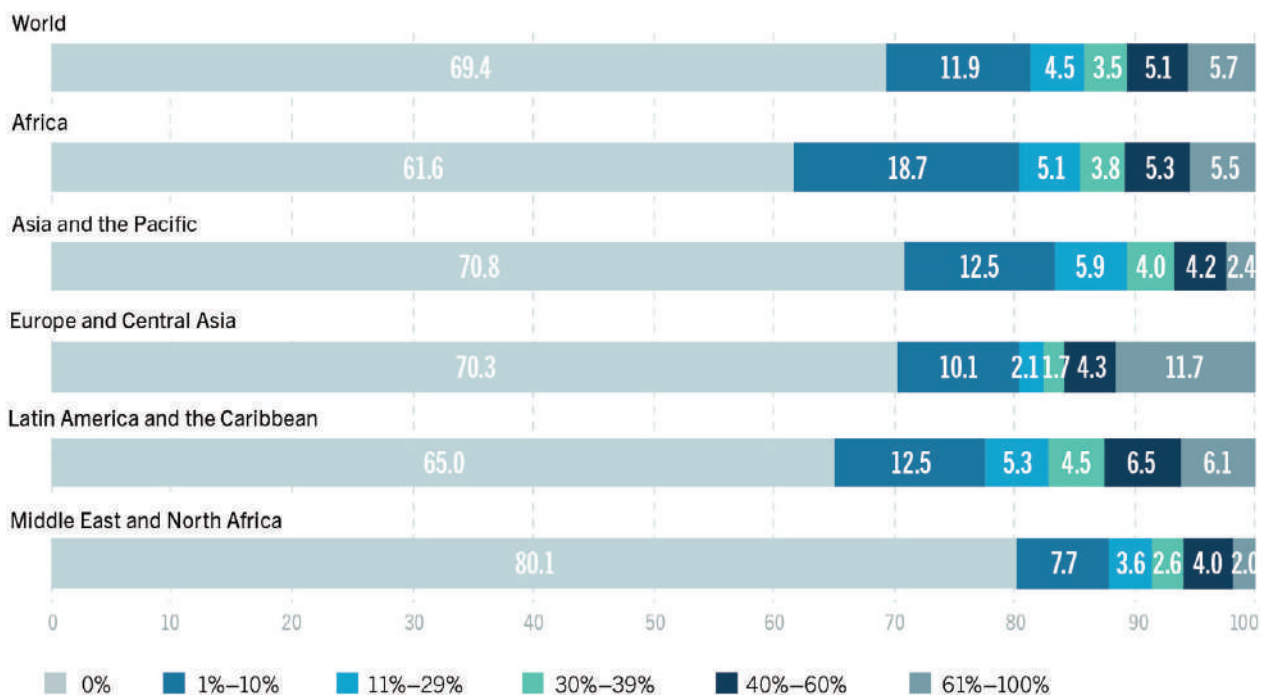
Figure 3.2 Distribution of enterprises by region and by share of women in four levels of management, (A) supervisory, junior or administrative (B) middle (C) senior and (D) top executive (percentage)



Panel C. Percentage of women in senior management



Panel D. Percentage of women in top executive positions

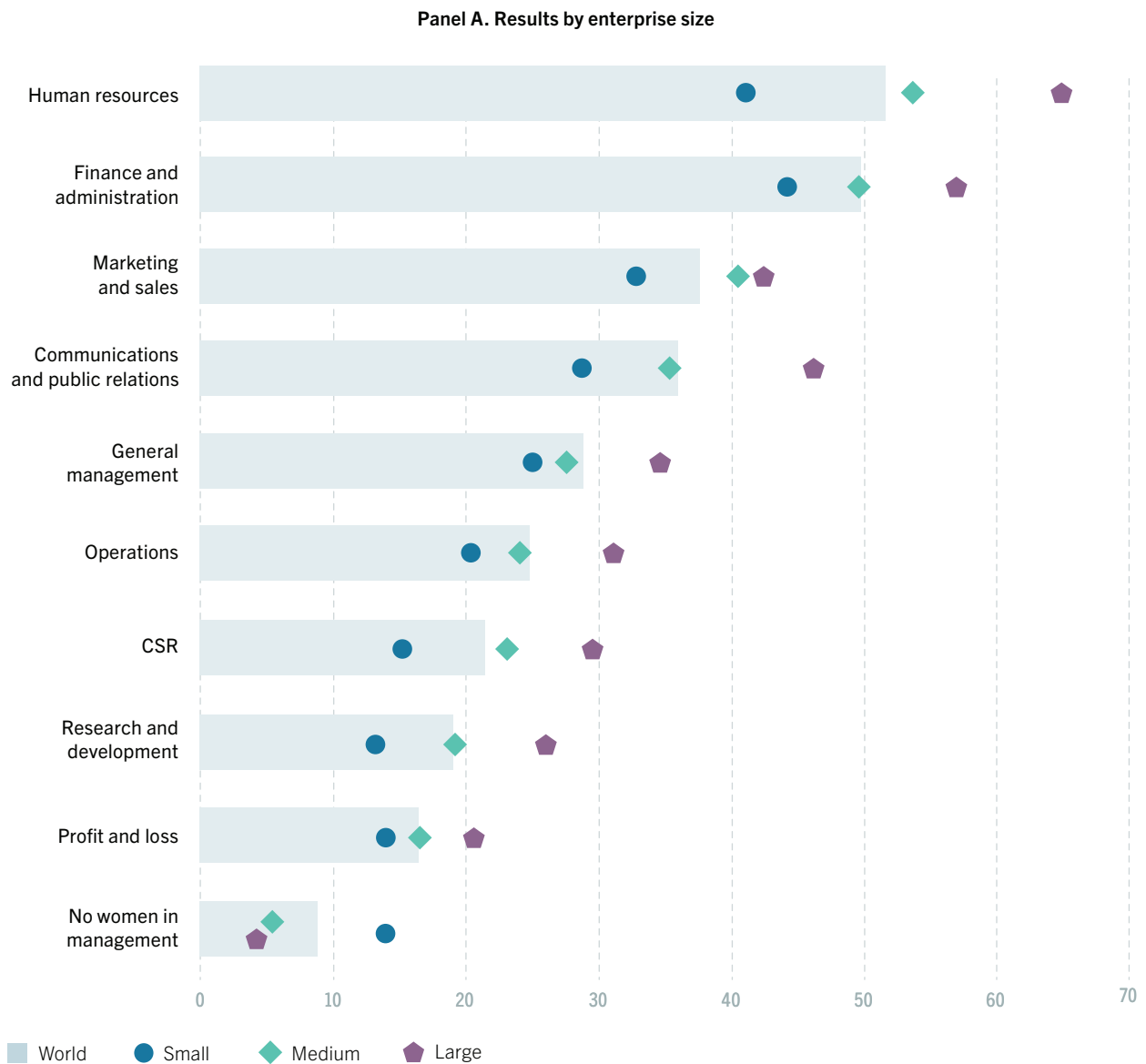


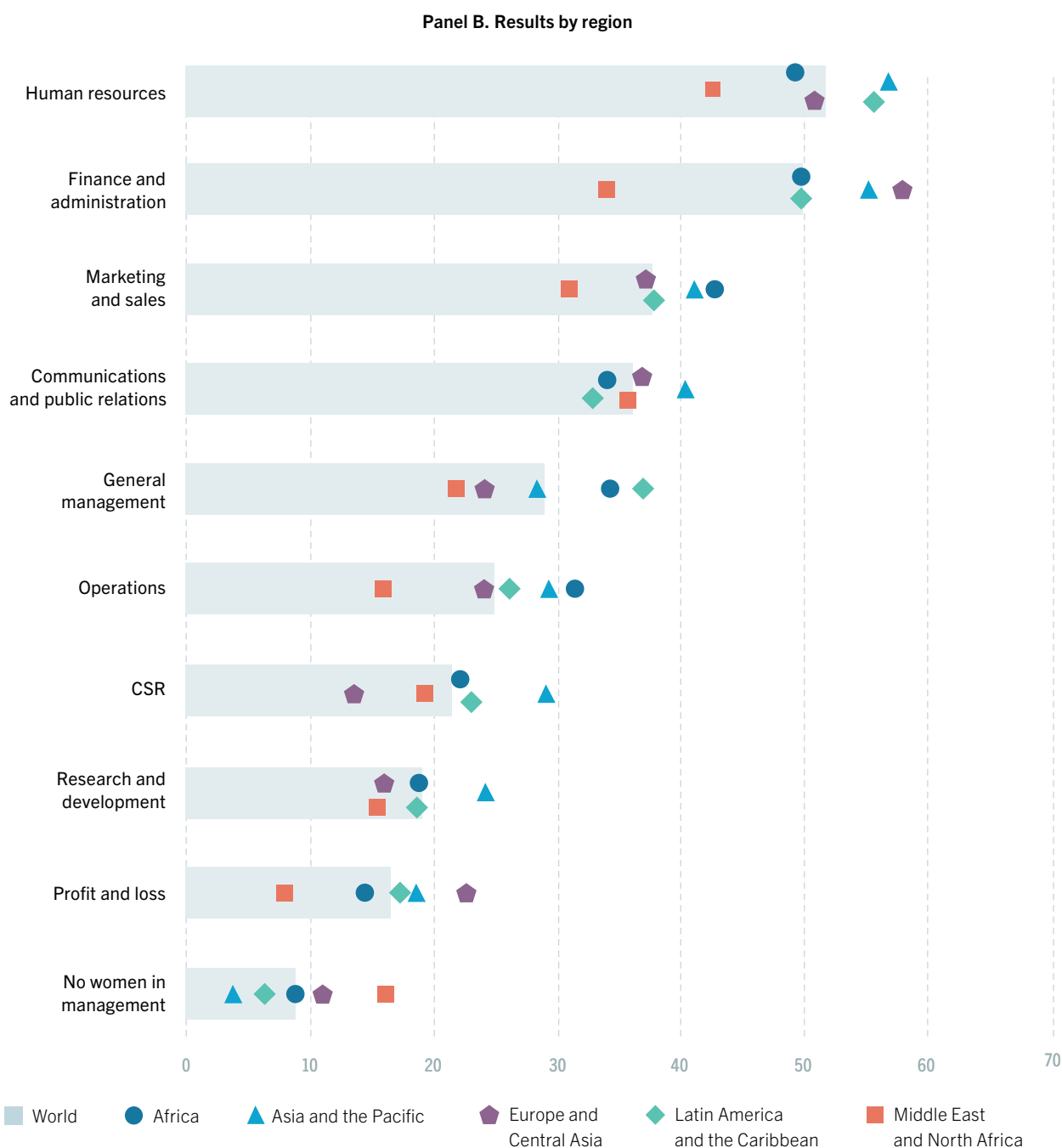
### 3.2 Women in functional management

To assess the degree of occupational segregation, enterprises in the survey were asked to indicate the functional middle and senior management areas where women worked (see figure 3.3, panels A and B). The top three functional areas in the full sample of enterprises were human resources (51.8 per cent), finance and administration (49.8 per cent) and marketing and sales (37.8 per cent).

A higher share of large enterprises (34.9 per cent) employed women across all senior management areas compared to medium-sized enterprises (27.7 per cent) and small-sized enterprises (25.2 per cent) (see figure 3.3, panel A). Additionally, about 65.0 per cent of large enterprises and 53.8 per cent of medium-sized enterprises employed female human resources senior managers.

Figure 3.3 Women in functional middle and senior management areas by (A) enterprise size and (B) region (percentage)





At the regional level, 37.1 per cent of enterprises in Latin America and the Caribbean reported employing women in general management at the middle and senior level (see figure 3.3, panel B). This is the largest share of enterprises employing women general managers across the five regions. Enterprises in Africa represented the second largest share of women in general management at the middle and senior level (34.4 per cent), followed by enterprises in Asia and the Pacific (28.4 per cent), enterprises in Europe and Central Asia (24.2 per cent) and enterprises in the Middle East and North Africa (21.8 per cent).

Figure 3.4 Share of women employed in middle and senior management by functional area, global results (percentage)

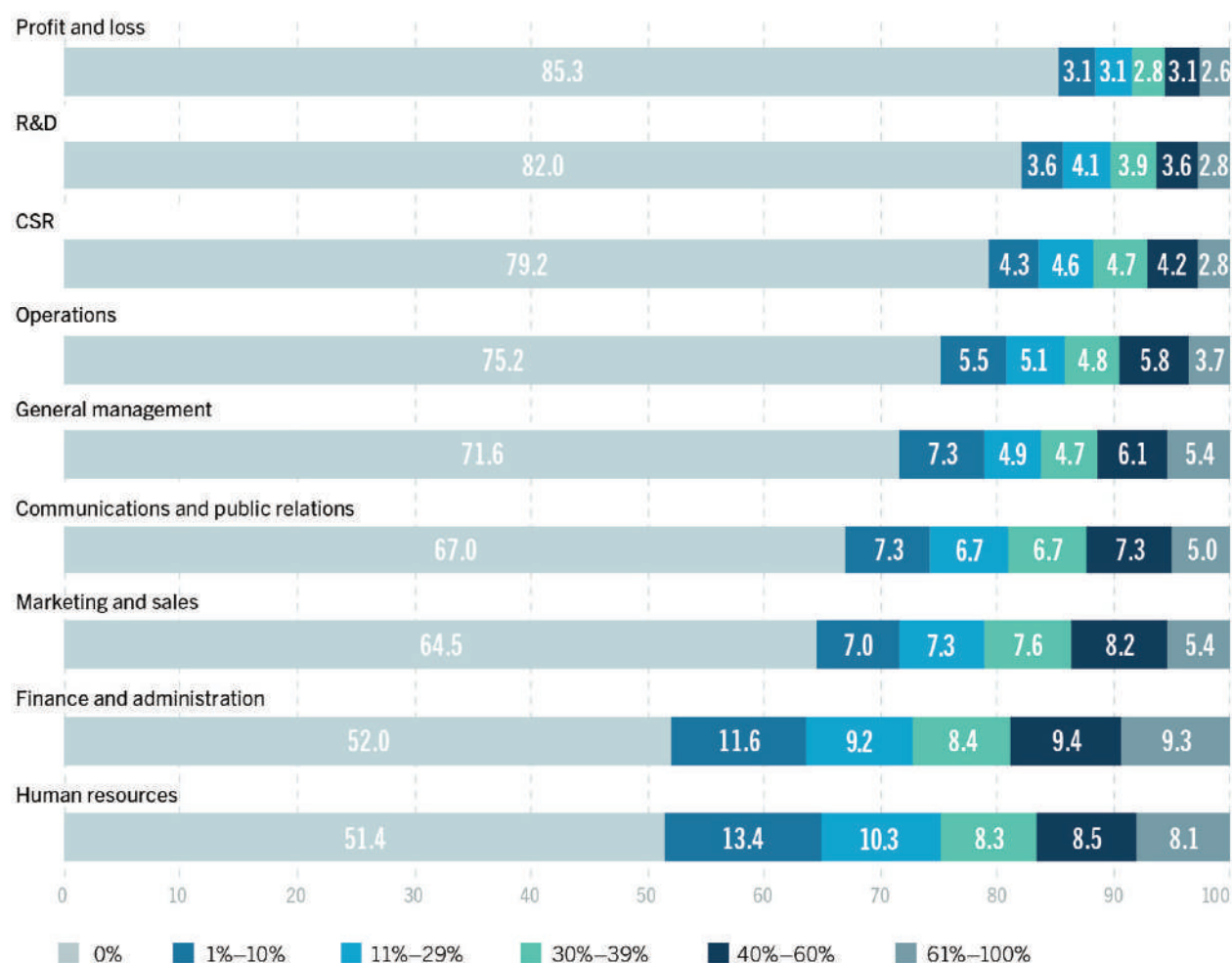
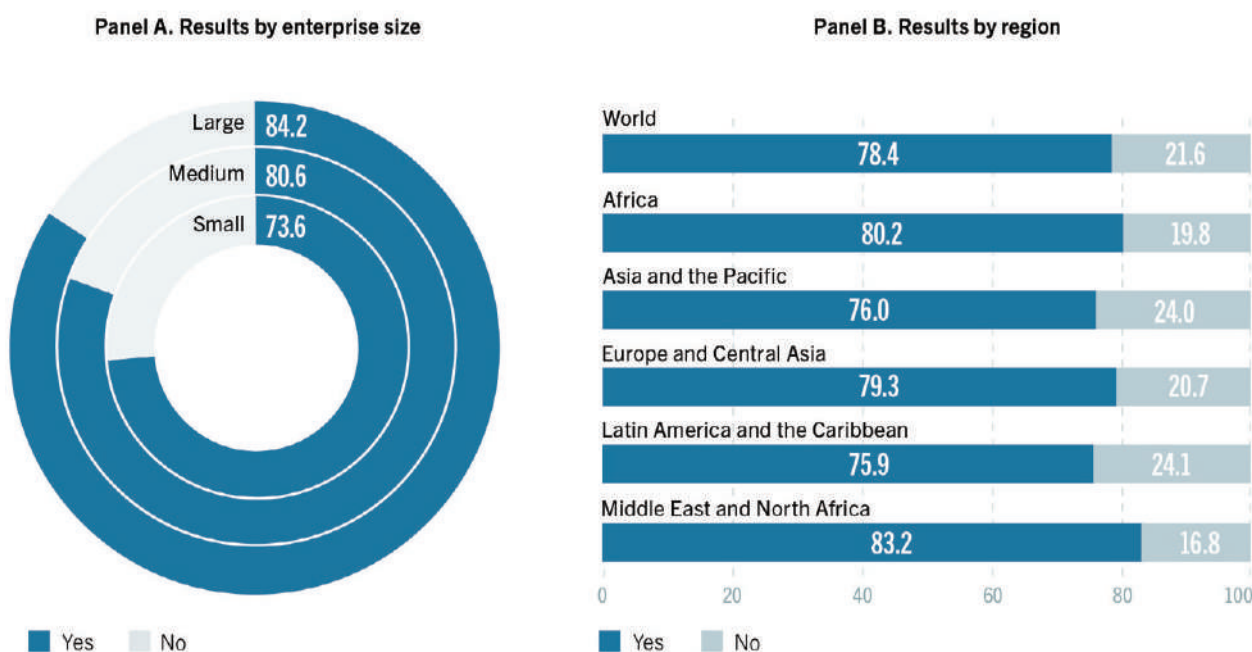


Figure 3.4 shows the share of women in functional senior management areas. Across all functional areas, 51.4–85.3 per cent of enterprises reported they employed zero women as middle or senior managers. Functional areas with the highest shares of only male senior managers were profit and loss, research and development (R&D), corporate social responsibility and operations. Between 28.4 per cent and 35.5 per cent of enterprises employed women in senior general management, communications and public relations, and marketing and sales. Almost half of surveyed enterprises employed women senior managers in human resources and finance and administration. In these two areas, some 11.6–13.4 per cent of enterprises employed women in 1–10 per cent of senior management positions, and in less than 20 per cent of enterprises, 40–100 per cent of senior management positions in these two areas were held by women.

### 3.3 Women chief executives

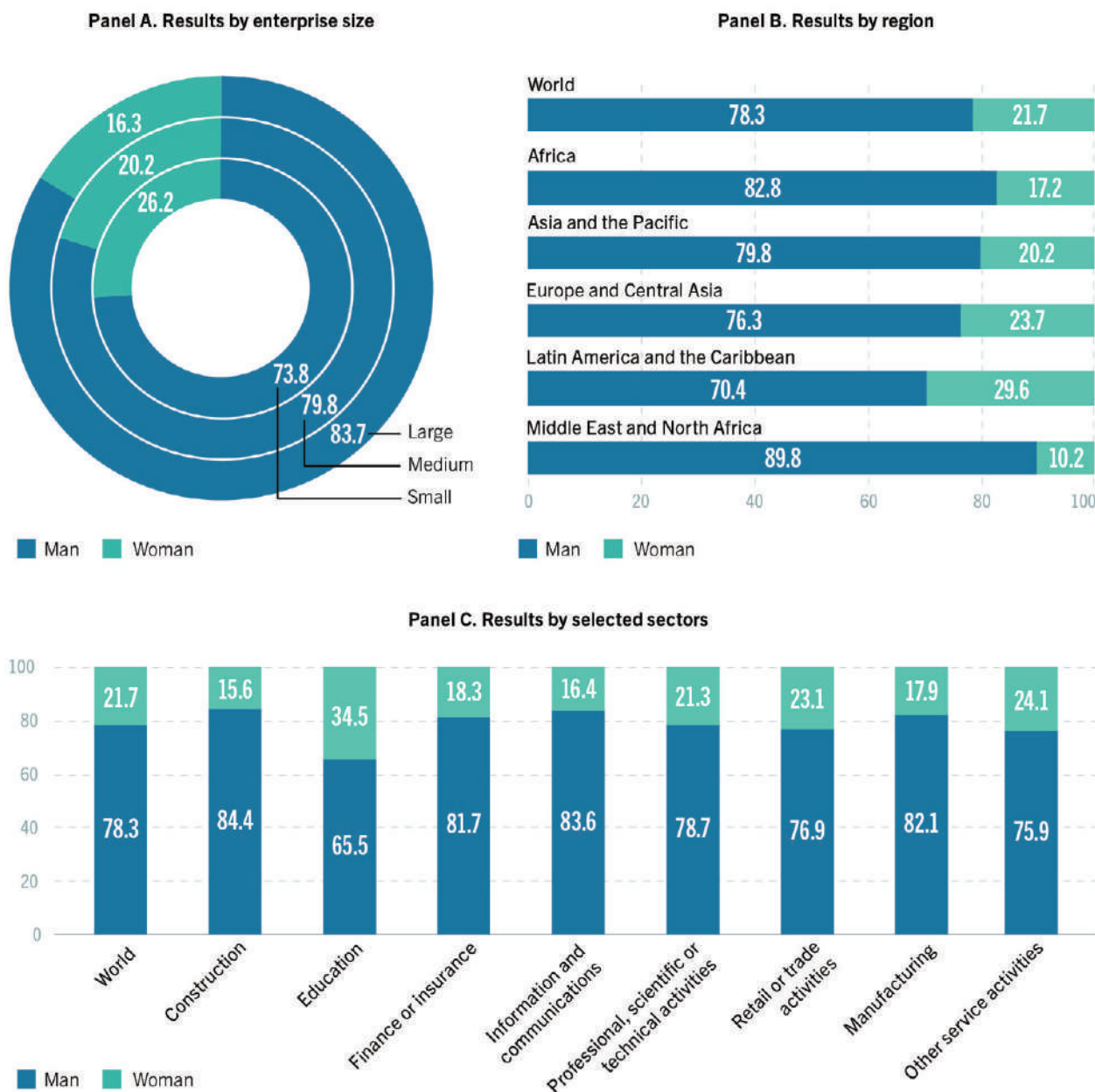
At the very top of management of an enterprise is the CEO. About 78.4 per cent of all enterprises reported having a CEO. Figure 3.5 shows the survey results by enterprise size and region (panels A and B). The number of enterprises that had a CEO increased with enterprise size, with 84.2 per cent of large enterprises reporting having a CEO, compared to 80.6 per cent of medium-sized enterprises and 73.6 per cent of small-sized enterprises. Regionally, the share of enterprises with a CEO ranged from a 75.9 per cent in Latin America and the Caribbean to 83.2 per cent in the Middle East and North Africa.

Figure 3.5 Share of enterprises with a CEO by (A) enterprise size and (B) region (percentage)



Among enterprises which had a CEO, 78.3 per cent reported having a male CEO (see figure 3.6, panels A and B). The share of enterprises with female CEOs shrank as enterprises grew in size, with 26.2 per cent of small-sized enterprises having female CEOs, compared to 20.2 per cent of medium-sized enterprises and 16.3 per cent of large enterprises.

Figure 3.6 Gender of CEO in enterprises that reported having a CEO by (A) enterprise size, (B) region and (C) selected sectors (percentage)



At the regional level, the highest share of enterprises with female CEOs came from Latin America and the Caribbean totalling almost 30 per cent of enterprises with CEOs (figure 3.6, panel B). Europe and Central Asia had the second largest share of enterprises with a female CEO (23.7 per cent), followed by Asia and the Pacific (20.2 per cent), Africa (17.2 per cent) and the Middle East and North Africa (10.2 per cent).

At the sectoral level, 34.5 per cent of enterprises in the education sector reported having women CEOs. This is the largest share across the eight economic sectors, and it is 12.8 percentage points higher than the global average across all sectors. Other sectors with relatively high shares of women CEOs were ser-

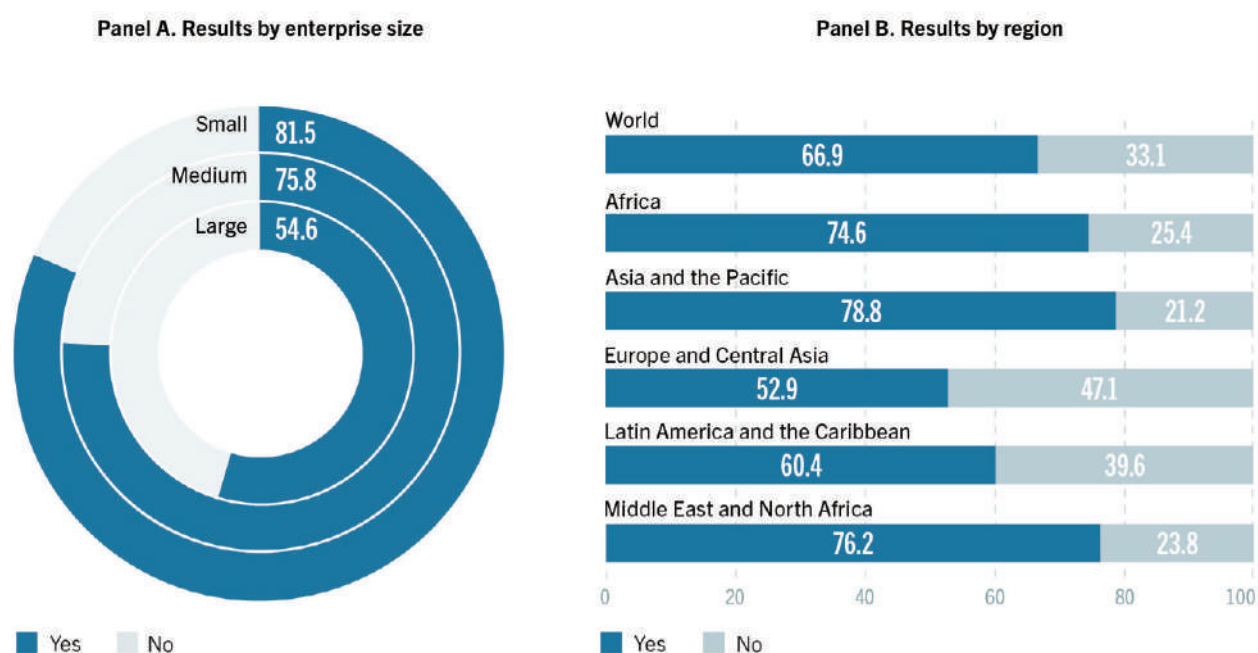


vice (24.1 per cent) and retail (23.1 per cent). The lowest shares of enterprises employing women as CEOs came from manufacturing (17.9 per cent), information and communications (16.4 per cent) and construction (15.6 per cent).

### 3.4 Women on boards

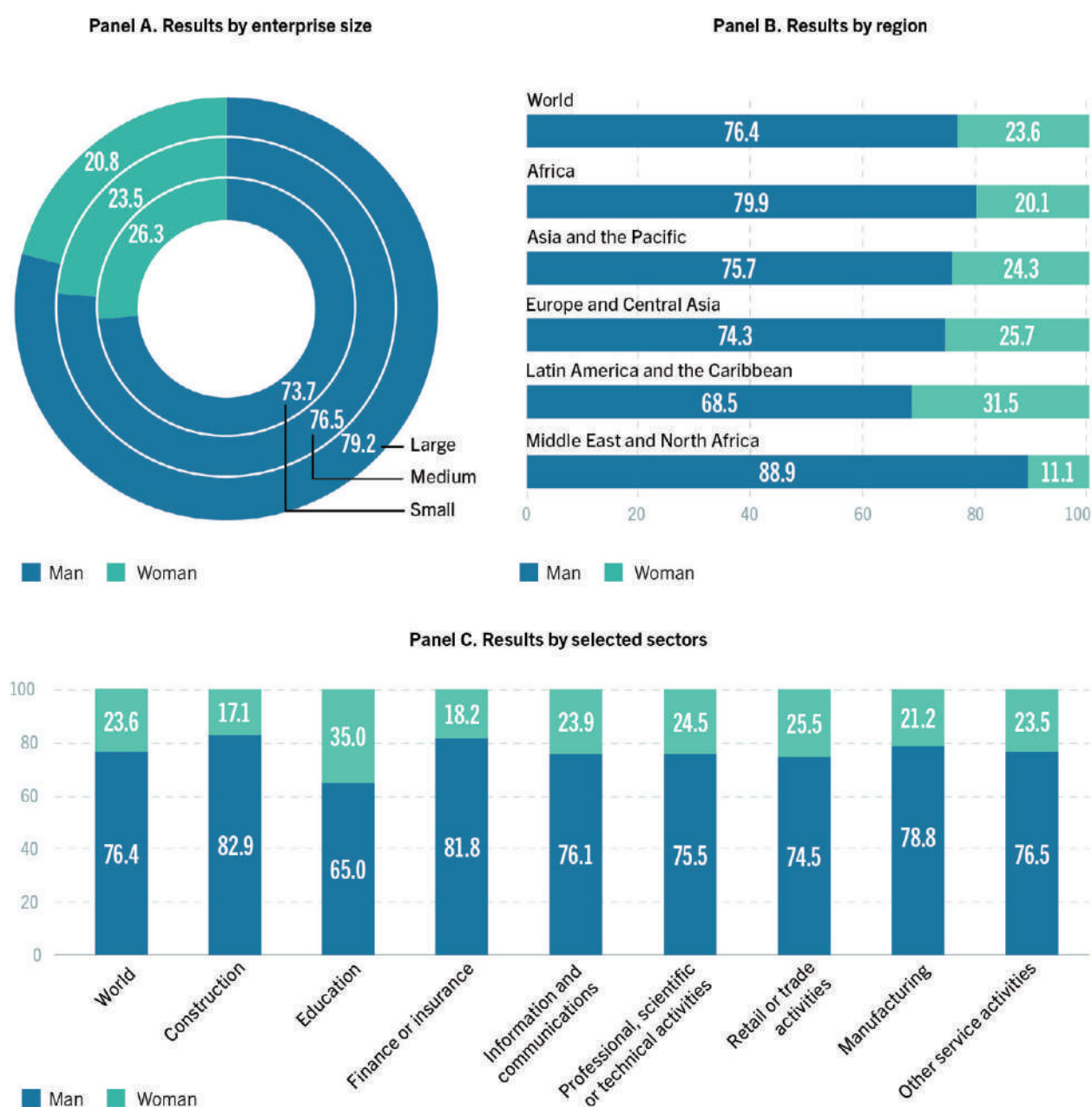
Boards represent the highest level of decision-making, governance and oversight of an enterprise. To assess the presence of women on boards, enterprises in the survey were asked whether they had a board of directors, and whether the board chairperson was a man or a woman. The majority of surveyed enterprises (66.9 per cent) had a board of directors (see figure 3.7, panels A and B). A relatively high share of large enterprises (81.5 per cent) had boards of directors, compared to 75.8 per cent of medium-sized and 54.6 per cent small-sized enterprises. Additionally, at the regional level, Latin America and the Caribbean accounted for the lowest share of enterprises with boards (60.4 per cent) and Asia and the Pacific represented the largest share of enterprises with boards (78.8 per cent).

Figure 3.7 Share of enterprises reporting whether they have a board of directors by (A) enterprise size and (B) region (percentage)



Among enterprises with a board of directors, 76.4 per cent reported having a man as the board chairperson (see figure 3.8, panels A and B). The shares of enterprises with a male board chairperson increased slightly as enterprises grew in size, from 73.7 per cent of small-sized enterprises to 76.6 per cent of medium-sized enterprises, and 79.2 per cent of large enterprises.

Figure 3.8 Gender distribution of board chairpersons in enterprises that have a board of directors by (A) enterprise size, (B) region and (C) selected sector (percentage)



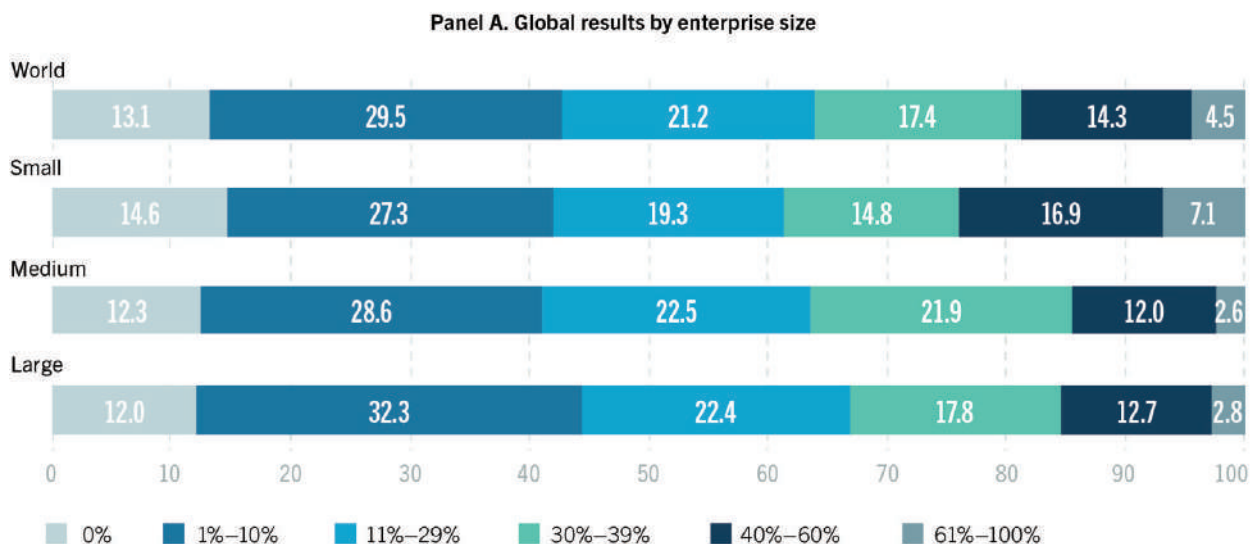
At the regional level, Latin America and the Caribbean had the largest share of enterprises with a woman board chairperson (31.5 per cent of enterprises with a board). Europe and Central Asia had the second largest share of enterprises with a woman board chairperson (25.7 per cent), followed by Asia and the Pacific (24.3 per cent), Africa (20.1 per cent) and the Middle East and North Africa (11.1 per cent).

Across economic sectors, among enterprises with a board, 35.0 per cent of enterprises in the education sector had a women board chairperson, accounting for the largest share across the eight sectors considered (figure 3.8, panel C). Conversely, only 17.1 per cent of construction enterprises and 18.2 per cent of finance or insurance enterprises had a woman board chairperson.

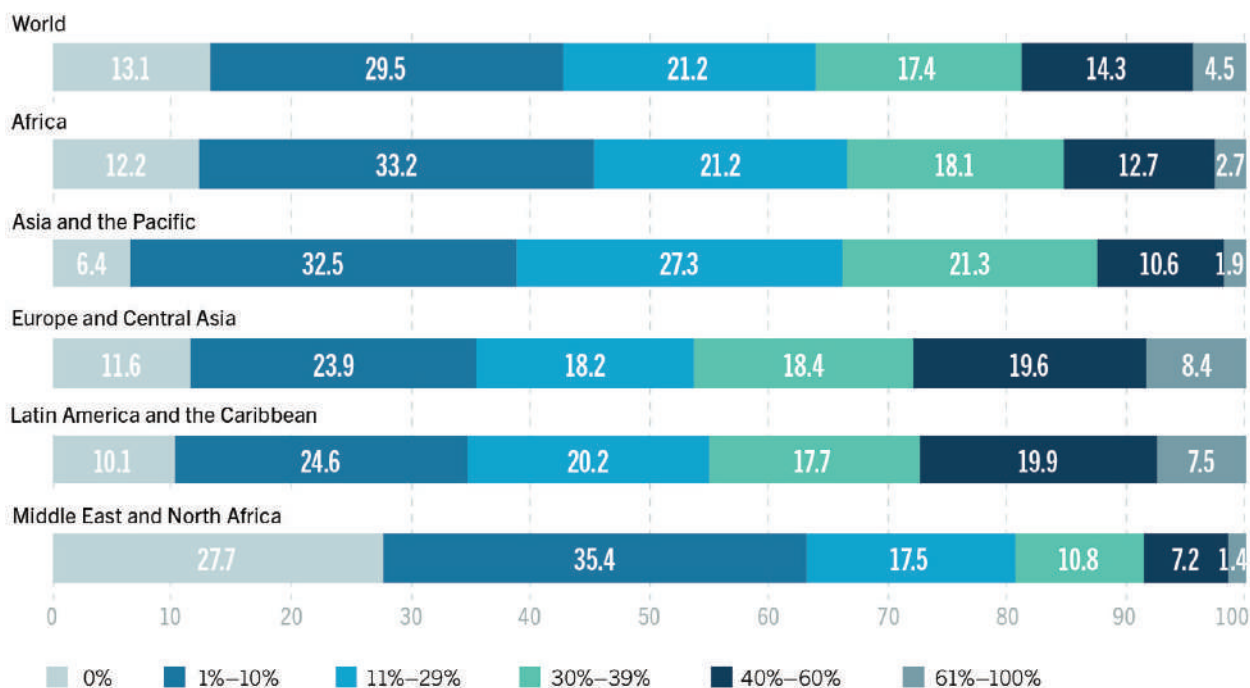
The survey also asked about the proportion of enterprise board members who were women (see figure 3.9, panels A, B and C). Of enterprises with boards, 29.5 per cent reported 1–10 per cent of board members were women, followed by 21.2 per cent of enterprises that reported 11–29 per cent of board members were women and 17.4 per cent of enterprises that reported 30–39 per cent of board members were women. This means that over 68 per cent of enterprises with boards had a board composition with less than 40 per cent women. About 14.3 per cent of enterprises with boards had relatively gender balanced boards, as women totalled 40–60 per cent of board members.

The highest shares of enterprises with more than 40 per cent women board members were small-sized enterprises (24 per cent), enterprises in Latin America and the Caribbean (27.4 per cent) and retail enterprises (22.4 per cent). In comparison, the highest shares of enterprises with less than 10 per cent women board members were large enterprises (44.3 per cent), enterprises in the Middle East and North Africa (63.1 per cent) and construction enterprises (53.9 per cent).

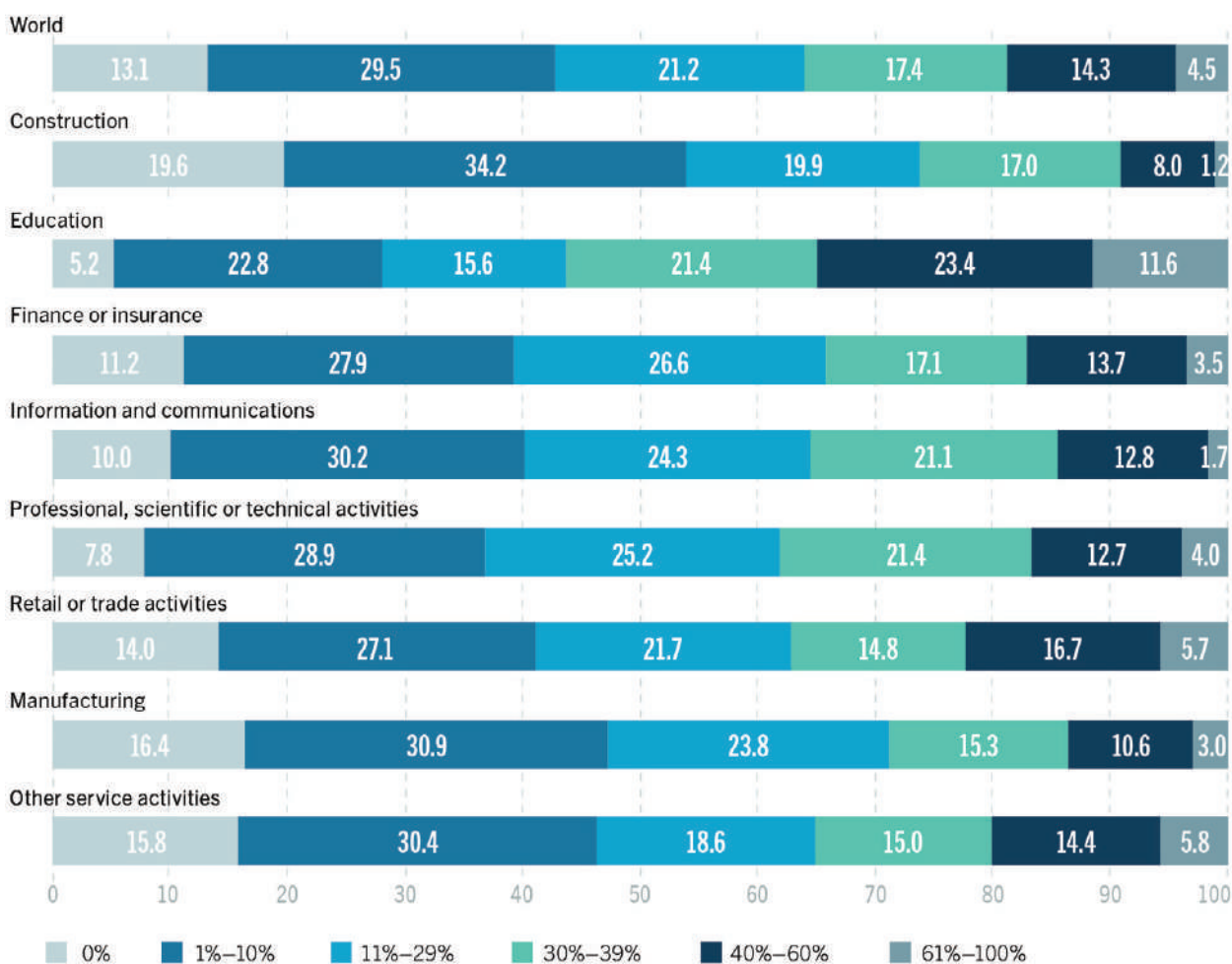
Figure 3.9 Proportion of female board members by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Panel B. Global results by region



Panel C. Global results by selected sectors



Of enterprises with boards, 13.1 per cent reported an all-male board. Almost 15 per cent of small-sized enterprises reported not having women on boards, compared to 12.3 per cent of medium-sized enterprises and 12.0 per cent of large enterprises. At the regional level, the highest share of enterprises with all-male boards came from the Middle East and North Africa (27.7 per cent), followed by Africa (12.2 per cent), Europe and Central Asia (11.6 per cent), Latin America and the Caribbean (10.1 per cent) and Asia and the Pacific (6.4 per cent). Additionally, at the sectoral level, the highest share of enterprises with no women on boards came from the construction sector (19.6 per cent), while enterprises in the education sector represented the lowest share of all-male boards (5.2 per cent).

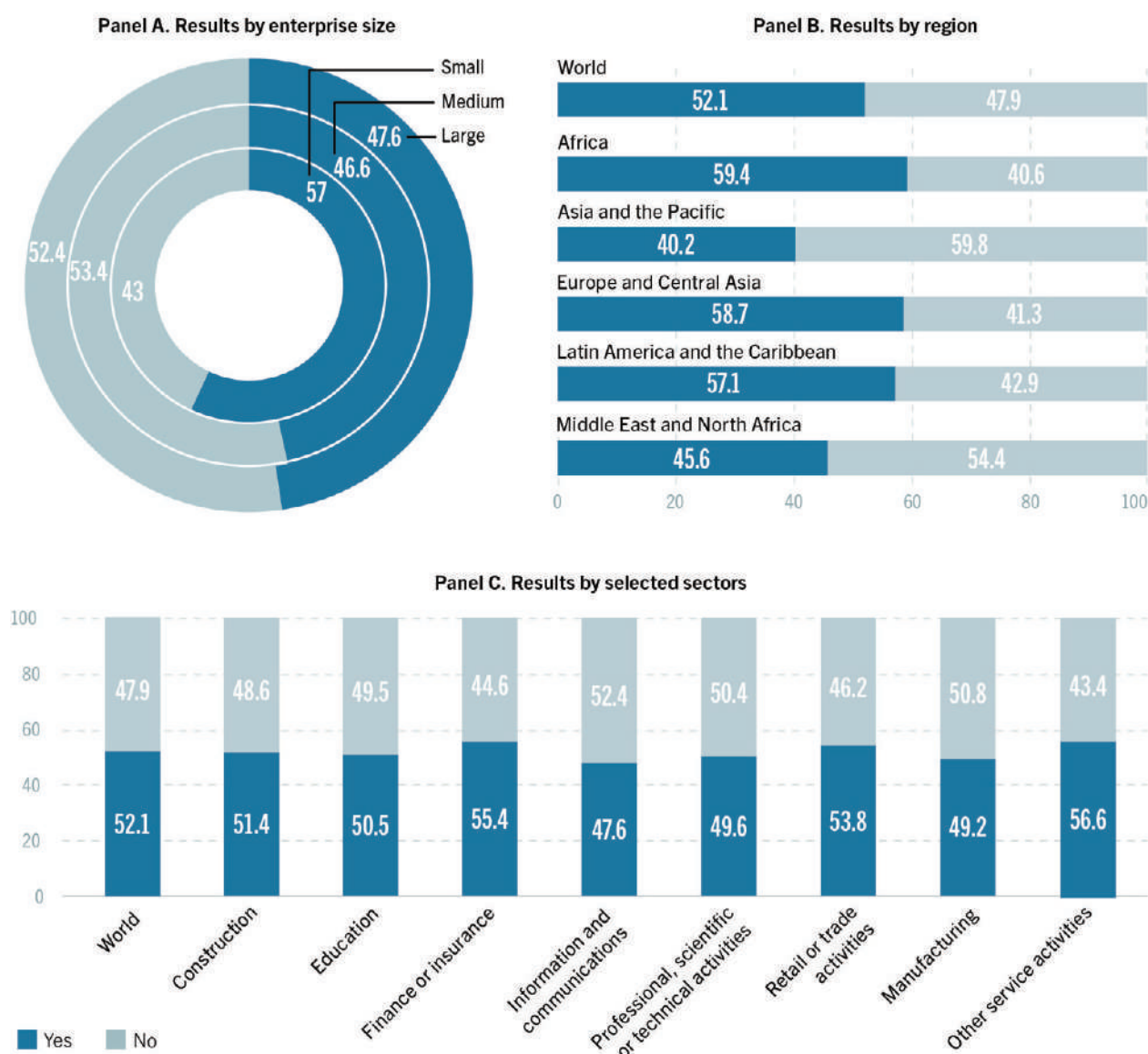


## 4. Perception of enterprise decision-makers on advancing gender diversity

### 4.1 Retention of skilled women and use of technology

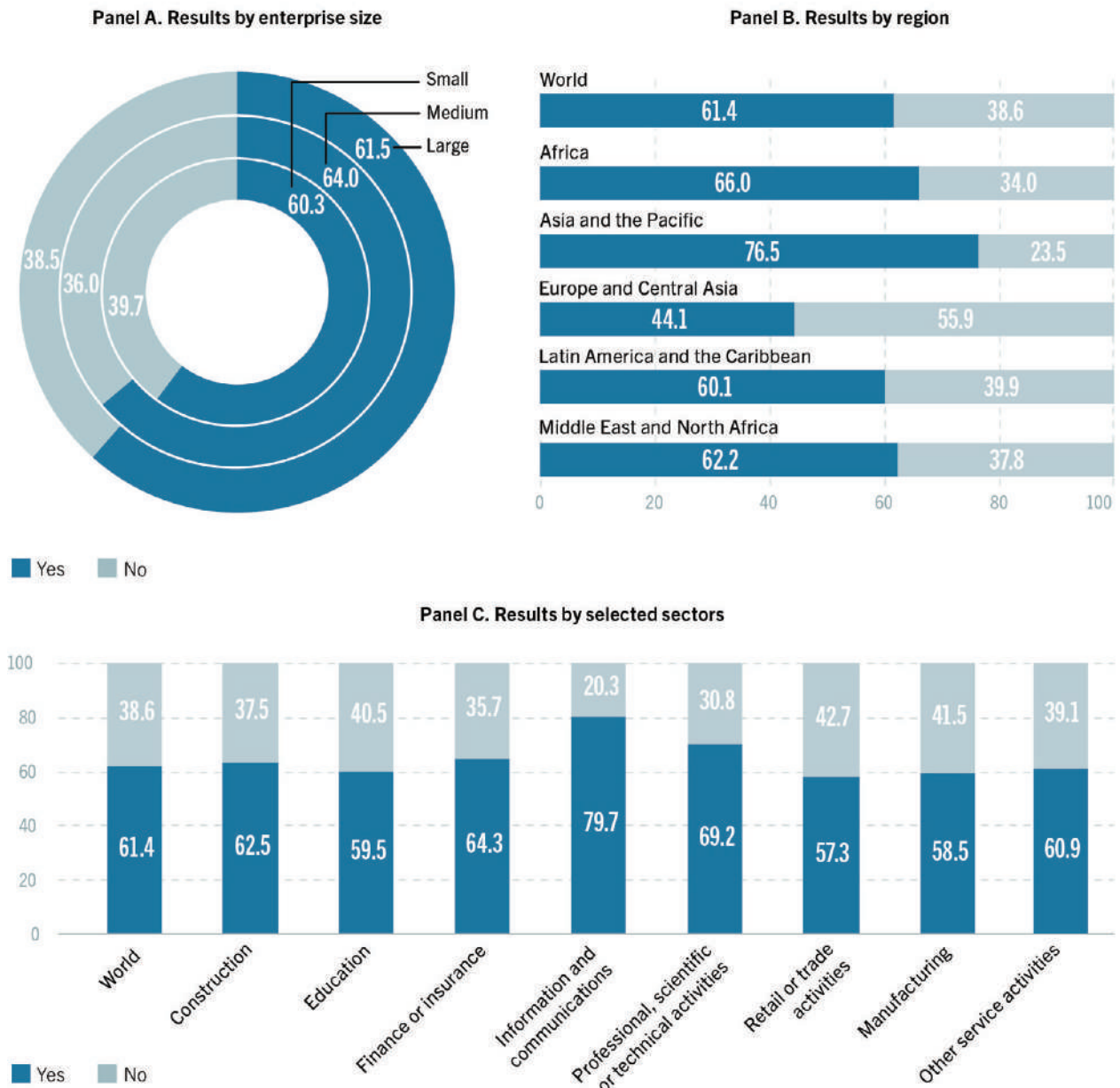
Enterprises were asked whether retention of skilled women was a challenge (see figure 4.1, panels A, B and C). Of total surveyed enterprises, 47.9 per cent saw retention of skilled women as a challenge for their businesses. The highest shares of enterprises finding retention of skilled women challenging came from large enterprises (52.4 per cent), enterprises in Asia and the Pacific (59.8 per cent) and information and communications enterprises (52.4 per cent).

Figure 4.1 Responses to the question “Is retention of skilled women a challenge”, by (A) enterprise size, (B) region and (C) selected sectors (percentage)



The survey asked whether technology provisions, such as digital project management platforms, home-based Wi-Fi and cloud technology, had enabled enterprises to use flexible and remote work (figure 4.2, panels A, B and C). Over 61 per cent of enterprises reported this was indeed the case. Medium-sized enterprises, enterprises in Asia and the Pacific and in the information and communications sector reported the highest use of technology to facilitate flexible and remote work.

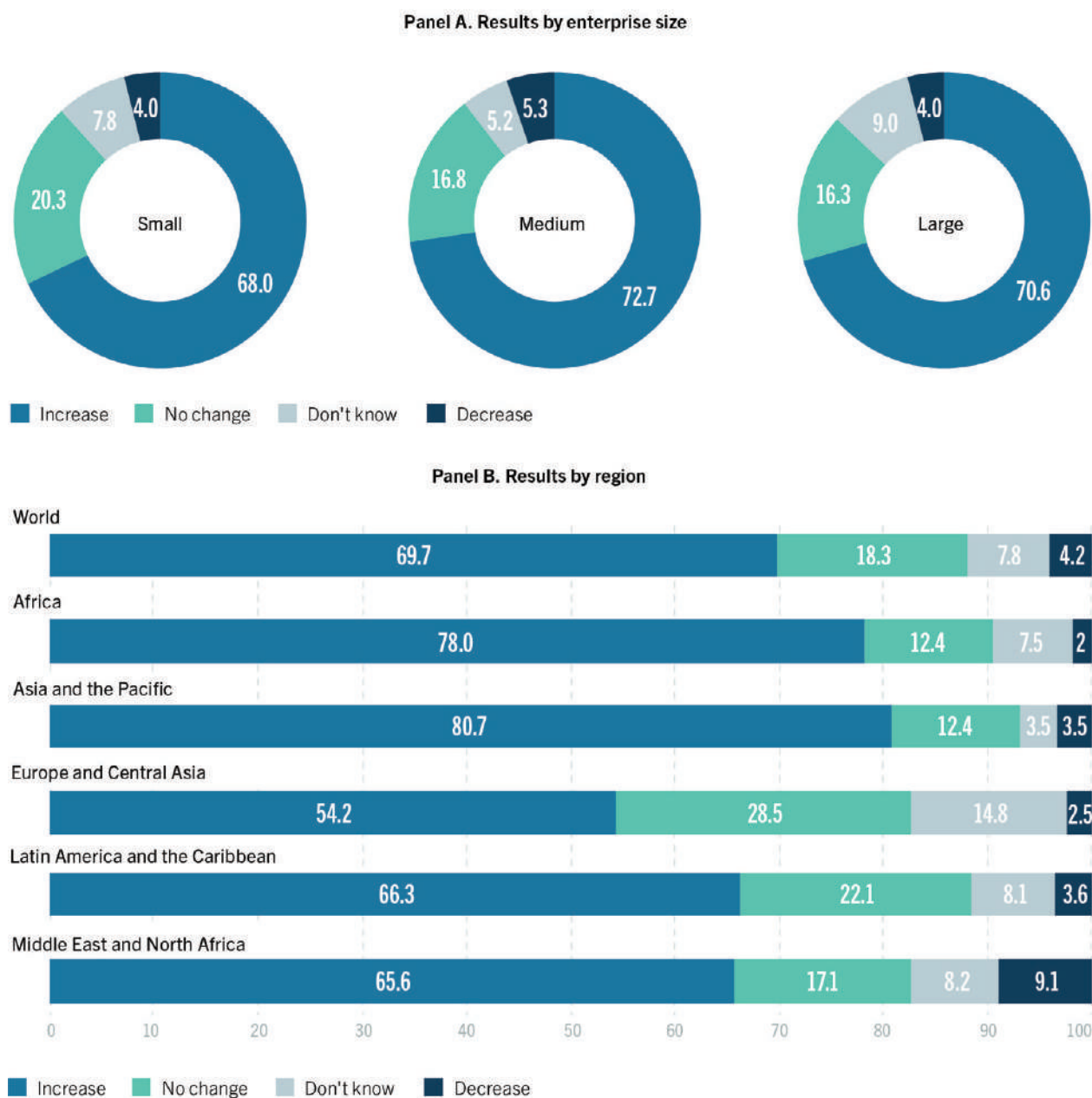
Figure 4.2 Responses to the question “Has technology enabled flexible work and remote/telework”, by (A) enterprise size, (B) region and (C) selected sectors (percentage)



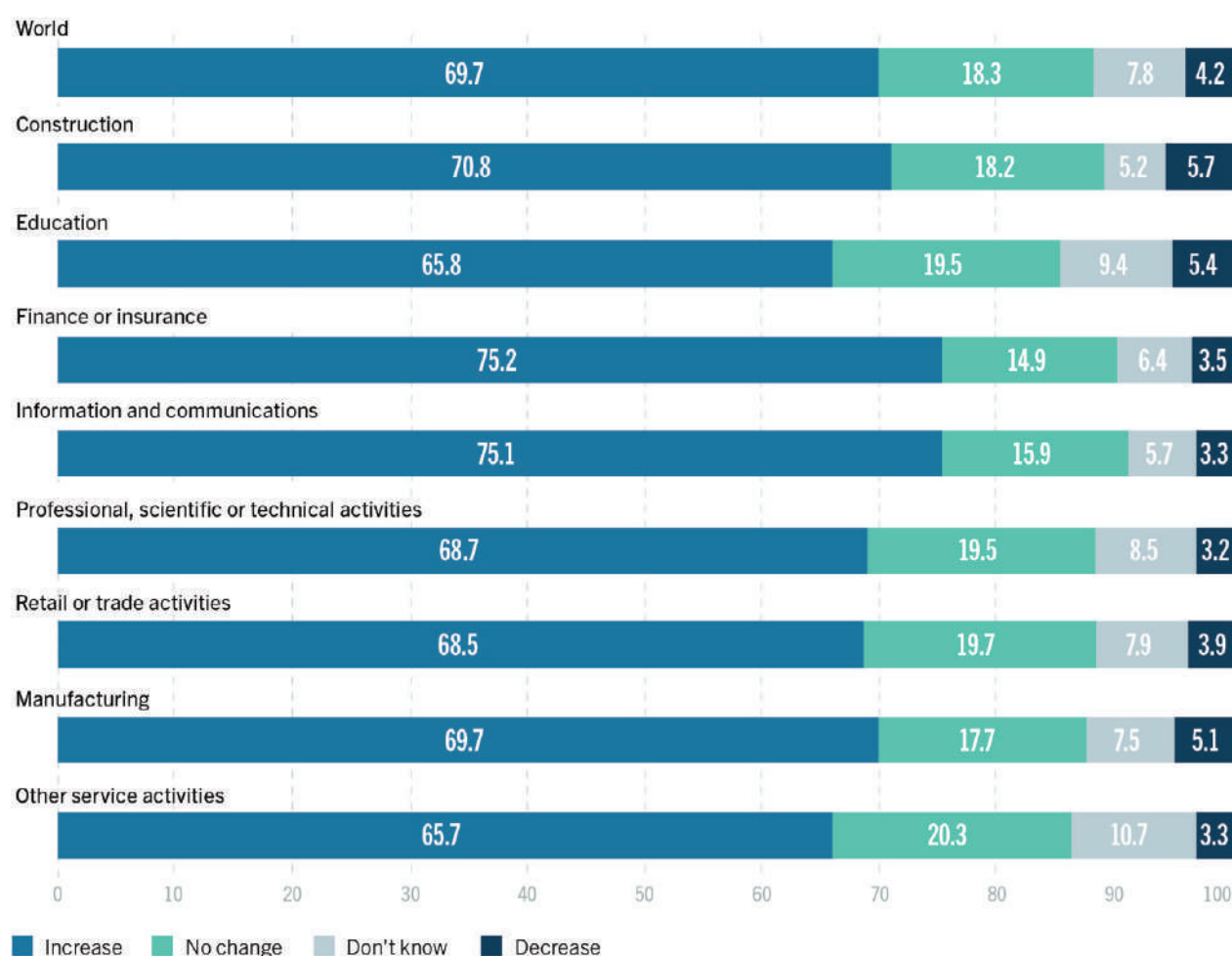


Enterprises which reported flexible and remote work facilitated by technology were asked whether they had seen any changes in productivity as a result (see figure 4.3, panels A, B and C). Of all surveyed enterprises, almost 70 per cent reported increased productivity, more than 18 per cent said that productivity was unchanged, and 4.2 per cent reported productivity decreased. Over 80 per cent of enterprises in Asia and the Pacific and 78 per cent of enterprises in Africa reported productivity increased. Likewise, relatively high shares of enterprises in information and communications, finance and insurance, and construction sectors reported flexible and remote work increased productivity.

Figure 4.3 Changes in productivity for enterprises providing flexible work and remote/ telework due to technology by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Panel C. Results by selected sectors



## 4.2 Enterprise culture and beliefs in the workplace

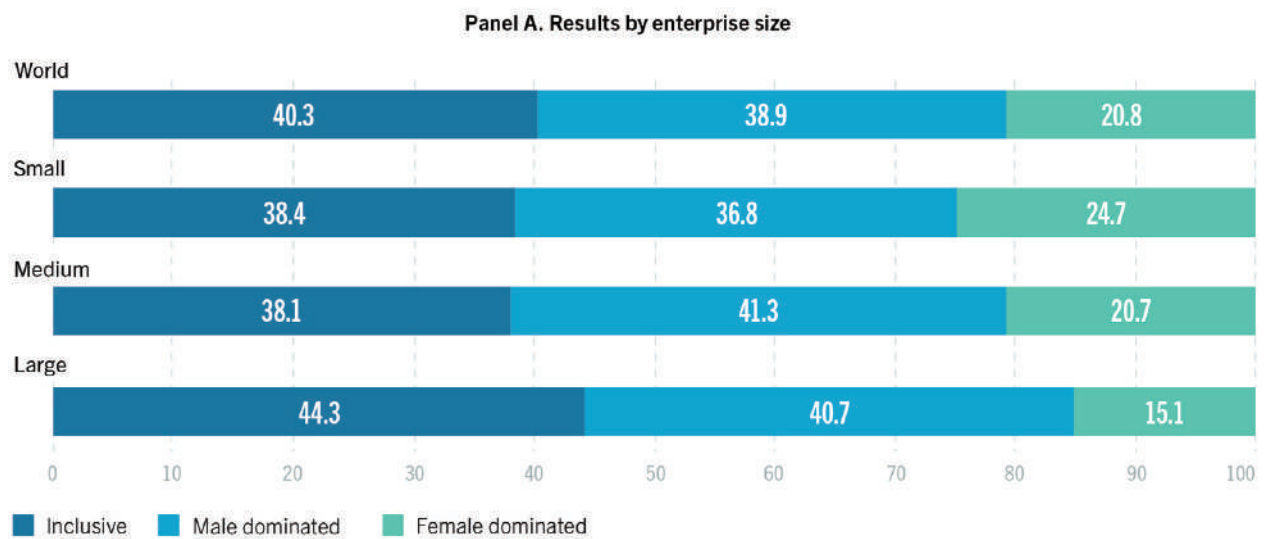
The survey asked enterprises about their workplace culture and beliefs. For instance, survey respondents were asked to assess their enterprise culture on gender diversity as ‘inclusive’, ‘male dominated’ or ‘female dominated’ (see figure 4.4, panels A, B and C)<sup>6</sup>. Of all surveyed enterprises, almost equal shares reported that their enterprise culture was either inclusive or male dominated, and about 20 per cent of enterprises reported their enterprise culture was female dominated. Higher shares of large enterprises reported having a male dominated culture compared to medium- and small-size enterprises; and lower shares of large enterprises reported having a female dominated culture relative to medium- and small-sized enterprises. A regression of the data shows that enterprises with a female board chairperson and gender-balanced board are 3.7 per cent and 6 per cent respectively more likely to report inclusive workplace environments.

<sup>6</sup> An inclusive business culture is one where the working environment values the individual and group differences within its workforce. It enables an enterprise to embrace the diversity of backgrounds and perspectives of the employees, which in turn increases their talent, innovation, creativity and contributions.

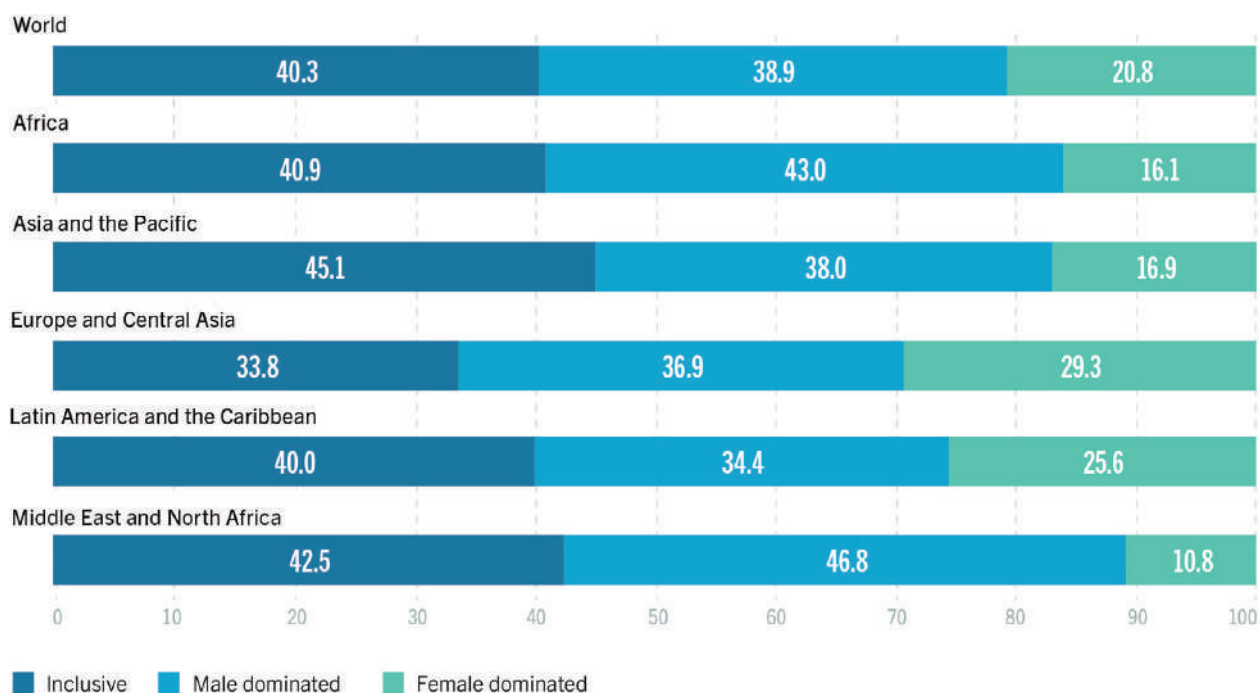
Across regions, the largest share of enterprises with male dominated cultures came from the Middle East and North Africa (46.8 per cent) and Africa (43 per cent). Conversely, 29.3 per cent of enterprises in Europe and Central Asia and 25.6 per cent of enterprises in Latin America and the Caribbean reported their enterprise culture as female dominated. Finally, 33.8–45.1 per cent of enterprises across all five regions said their culture was inclusive.

The construction and education sectors accounted for below average shares of enterprises reporting inclusive enterprise cultures. While 56.8 per cent of enterprises in the construction sector reported male dominated cultures, 41 per cent of enterprises in the education sector reported female dominated cultures. In construction, manufacturing, service and information and communications sectors, 39.2–56.8 per cent of enterprises reported male dominated cultures. In comparison, 23.4–41.0 per cent of enterprises in retail, finance or insurance, and education sectors said their enterprise cultures were female dominated.

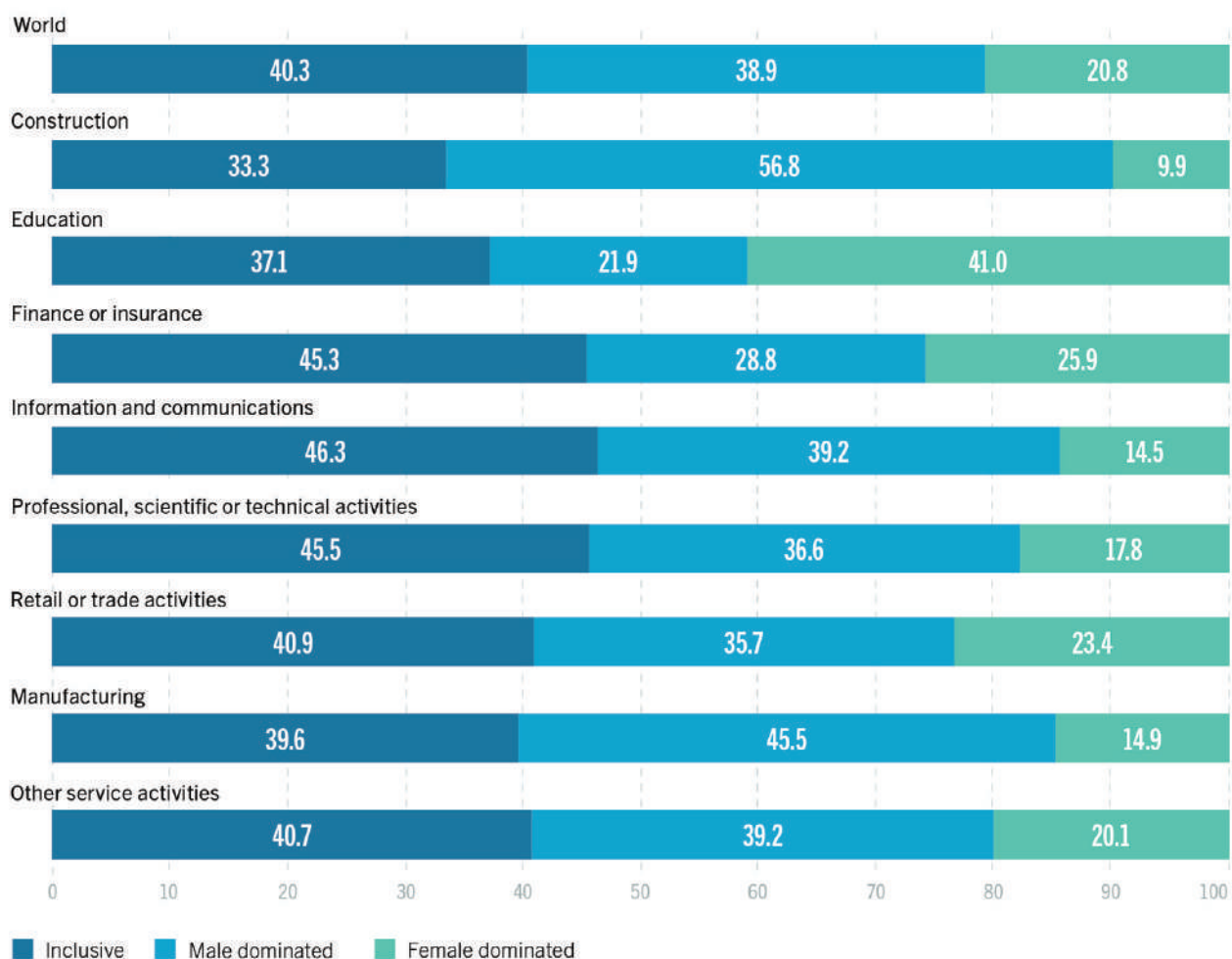
Figure 4.4 Assessment of enterprise culture on gender diversity by (A) enterprise size, (B) region and (C) selected sectors (percentage)



Panel B. Results by region



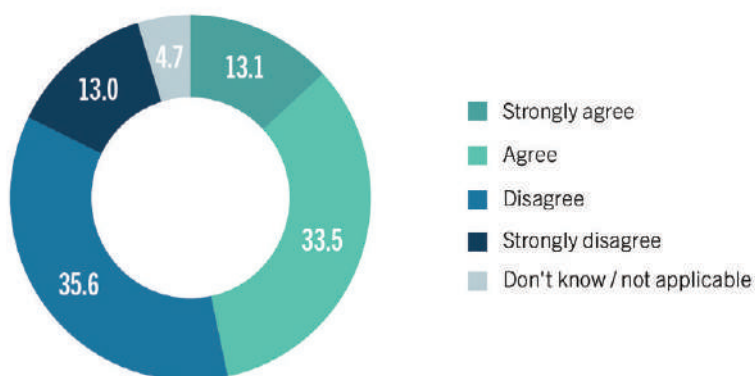
Panel C. Results by selected sectors



Enterprises in the survey were asked to evaluate four statements related to gender diversity and women in senior management positions. The statements and global survey results are shown below.

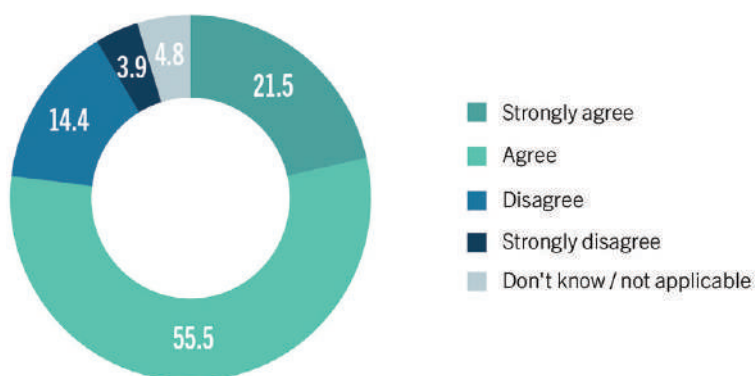
“With equal skills and qualifications, women have greater difficulty reaching top-management positions” (see figure 4.5): Of all surveyed enterprises, 33.5 per cent agreed and 13.1 per cent strongly agreed with this statement, while 35.6 per cent disagreed and 13.0 per cent strongly disagreed. This means that almost equal shares of enterprises agreed and strongly agreed with this statement compared to enterprises that disagreed and strongly disagreed.

Figure 4.5 Responses to the statement “With equal skills and qualifications, women have greater difficulty reaching top-management positions” (percentage)



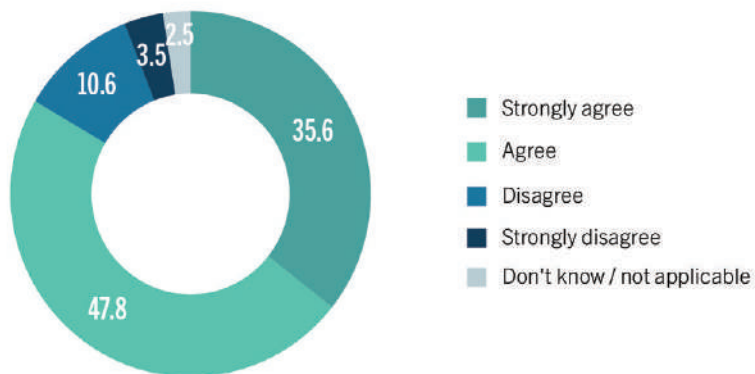
“Top-level career implies “anytime, anywhere” availability to work and geographical mobility” (see figure 4.6): Of all surveyed enterprises, the majority agreed (55.5 per cent) and another 21.5 per cent strongly agreed with the statement. This compares to 14.4 per cent of enterprises that disagreed and another 3.9 per cent of enterprises that strongly disagreed.

Figure 4.6 Responses to the statement “Top-level career implies ‘anytime, anywhere’ availability to work and geographical mobility” (percentage)



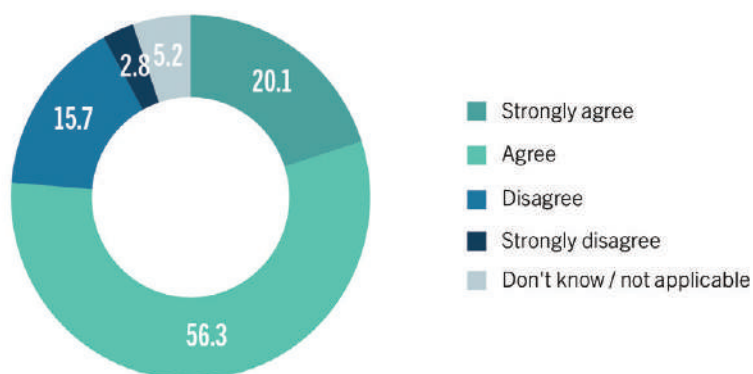
“Women lead just as effectively as men” (see figure 4.7): Of all surveyed enterprises, 47.8 per cent agreed with this statement and 35.6 per cent strongly agreed. Only 10.6 per cent disagreed and 3.5 per cent strongly disagreed.

Figure 4.7 Responses to the statement “Women lead just as effectively as men” (percentage)



“Our company culture is a mirror of our society and its traditions” (see figure 4.8): Of all surveyed enterprises, the majority agreed or strongly agreed with this statement, representing 56.3 per cent and 20.1 per cent respectively. Lower shares of enterprises either disagreed (15.7 per cent) or strongly disagreed (2.8 per cent).

Figure 4.8 Responses to the statement “Our company culture is a mirror of our society and its traditions” (percentage)



Part II

# A comparative analysis of the 2013 and 2018 ILO enterprise surveys



## 5. Characteristics of surveyed enterprises in 2013 and 2018

### 5.1 The 2013 and 2018 enterprise survey samples

The 2013 ILO enterprise survey on WIBM was conducted with 1,048 enterprises in 39 countries in the same five regions where the 2018 survey was conducted, namely, Africa, Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean and Middle East and North Africa. Of all survey responses, the majority came from Asia and the Pacific accounting for 34.4 per cent of the global sample, followed by Europe and Central Asia (28.1 per cent), Middle East and North Africa (21.4 per cent), Latin America and the Caribbean (10.4 per cent) and Africa (5.7 per cent). Table 5.1 shows the shares of enterprises by country and region.

Table 5.1 2013 ILO enterprise survey sample by region

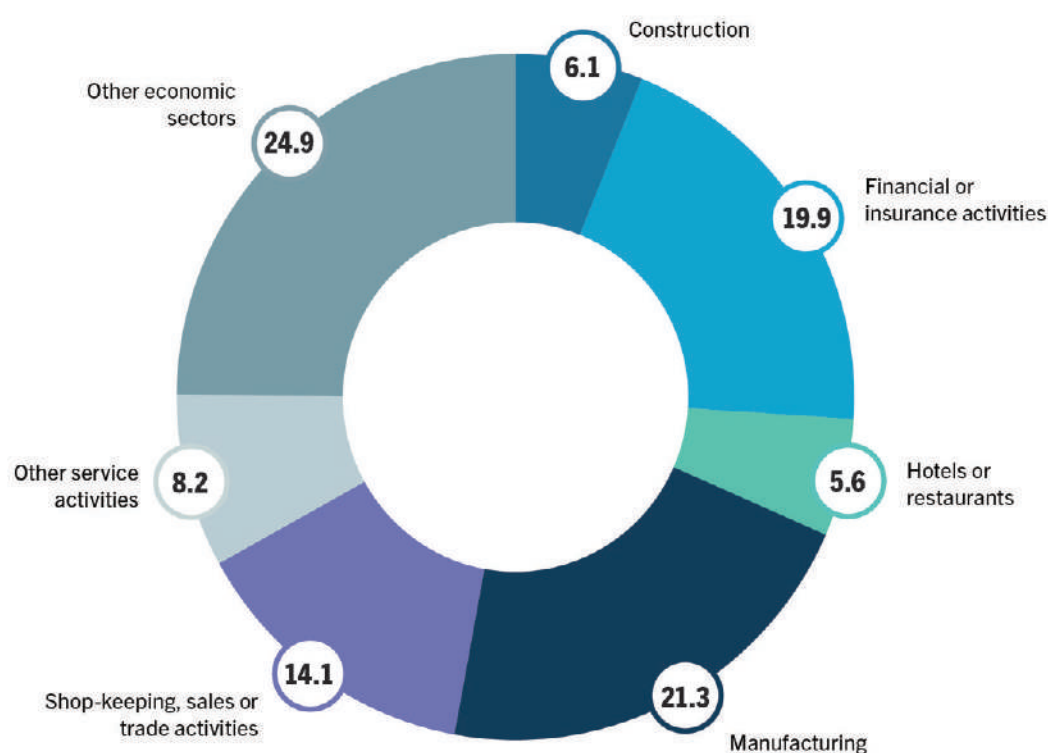
Region	Countries (share of regional sample [%])	Countries (number)	Enterprises (number)	Share of enterprises in total sample (%)
<b>Africa</b> (sub-Saharan)	Ghana (38.3%), South Africa (31.7%), Kenya (16.7%), Cameroon (11.7%), Botswana (1.7%)	5	60	5.7
<b>Asia and the Pacific</b>	The Philippines (34.4%), Cambodia (20.5%), Fiji (20.5%), Bangladesh (14.4%), Pakistan (5.8%), Sri Lanka (3.6%), India (0.8%)	7	361	34.4
<b>Europe and Central Asia</b>	Serbia (35.7%), Albania (33.3%), Moldova (30.6%), Unspecified country (0.3%)	4	294	28.1
<b>Latin America and the Caribbean</b>	Jamaica (35.8%), Argentina (20.2%), Honduras (17.4%), Ecuador (10.1%), Costa Rica (5.5%), Uruguay (5.5%), Paraguay (3.7%), Nicaragua (0.9%), Venezuela (0.9%)	9	109	10.4
<b>Middle East and North Africa</b>	Iran (26.3%), Lebanon (24.1%), Palestine (18.3%), Oman (15.2%), the Sudan (6.7%), Saudi Arabia (2.7%), United Arab Emirates (1.8%), Kuwait (1.3%), Jordan (0.9%), Yemen (0.9%), Egypt (0.5%), Libya (0.5%), Qatar (0.5%), Syrian Arab Republic (0.5%)	14	224	21.4
<b>Total</b>		<b>39</b>	<b>1,048</b>	<b>100</b>



The 2018 ILO enterprise survey was conducted with 11,892 more enterprises than the 2013 survey. The 2018 survey also had broader coverage with enterprises in 70 countries compared to 39 countries in the 2013 survey.

In terms of economic sectors of enterprises surveyed in 2013, the majority came from the manufacturing sector, accounting for 21.3 per cent of the global sample, followed by financial or insurance activities (19.9 per cent), shop-keeping, sales or trade activities (14.1 per cent) (see figure 5.1). Relative to the 2018 survey, the 2013 survey included a lower share of enterprises in the information and communications and education sectors, and a higher share of enterprises in the manufacturing, finance or insurance, and shop-keeping sectors.

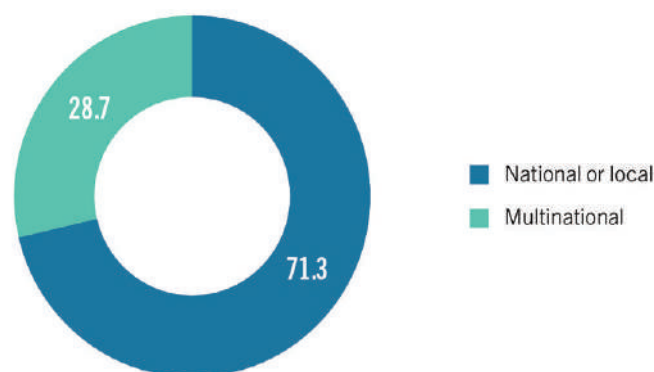
Figure 5.1 2013 ILO enterprise survey sample by economic sector (percentage)



Notes: Other economic sectors refer to sectors accounting for less than 5 per cent globally including information and communications, transportation or storage services, agriculture, forestry or fishing, education, administrative or support services, public administration or defence, human health or social work, arts, entertainment or recreation, supply of electricity, gas, water or waste management, mining or quarrying, and professional, scientific or technical activities.

Enterprises in the 2013 survey were asked whether their operations were national/ local or multinational in scale. Of surveyed enterprises, 71.3 per cent operated nationally or locally, and 28.7 per cent were multinational (see figure 5.2). The shares of national/ local and multinational enterprises did not differ much between the 2013 and 2018 surveys, as 73 per cent of enterprises in the 2018 survey operated at national or local level, and multinationals totalled 27 per cent of the sample.

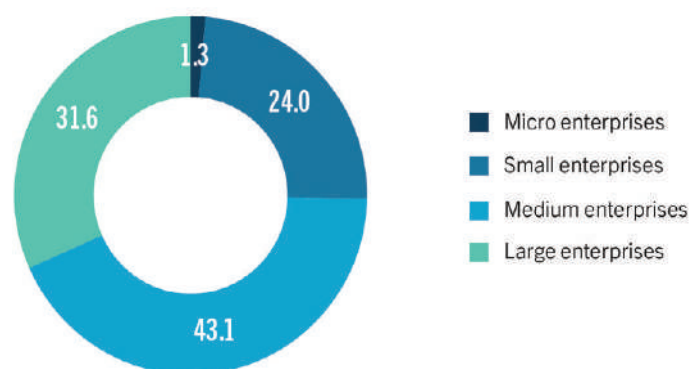
Figure 5.2 Scale of operations of enterprises in the 2013 survey (percentage)



## 5.2 Workforce characteristics of surveyed enterprises in 2013 and 2018

Enterprises in the 2013 sample were classified into four categories according to size (number of employees), in the same way as the 2018 survey: micro (employing less than 2 workers); small (employing 2–100 workers); medium (employing 101–250 workers); and large (employing over 250 workers). Of all surveyed enterprises, 43.1 per cent were medium-sized, 31.6 per cent were large, 24.0 per cent were small-sized and 1.3 per cent were micro enterprises (see figure 5.3).<sup>7</sup>

Figure 5.3 Size of enterprises in the 2013 survey sample (percentage)



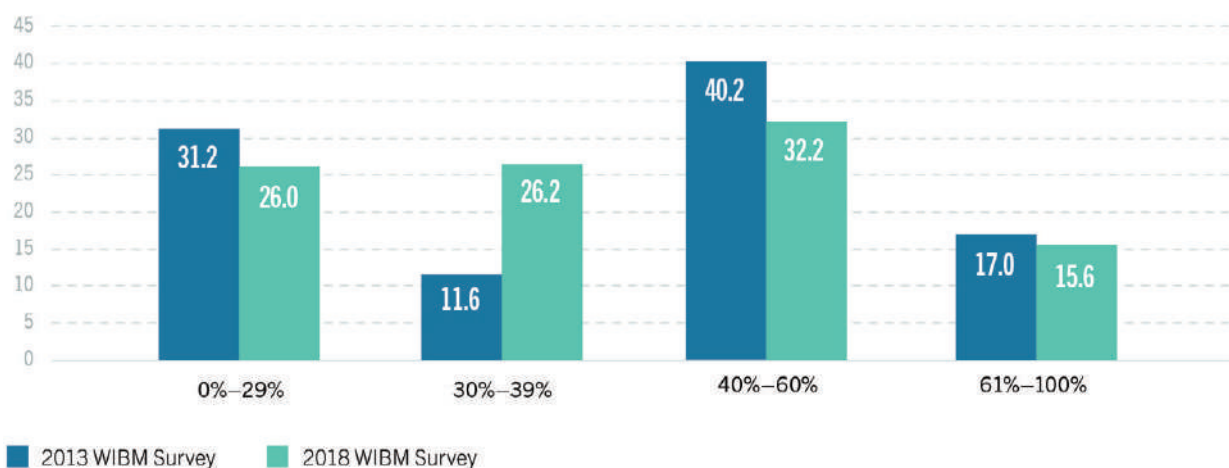
The share of medium-sized enterprises in the 2013 survey (43.1 per cent) was larger than the share of medium-sized enterprises in the 2018 survey (16.6 per cent). Conversely, the 2013 survey included lower shares of small-sized and large enterprises than the 2018 survey.

A comparison of the share of women workers in surveyed enterprises reveals that higher shares of enterprises in 2013 had a workforce with over 40 per cent female workers, compared to enterprises in the 2018 survey (see figure 5.4). The biggest difference between the share of female workers in both surveys was the share of enterprises employing 30–39 per cent women.

<sup>7</sup> Micro enterprises accounted for less than 1.5 per cent of the 2013 global sample and less than 0.05 of the 2018 global sample, and therefore are not included in the overall analysis.

Only 11.6 per cent of enterprises in 2013 reported employing 30–39 per cent women, compared to 26.2 per cent of enterprises in 2018.

Figure 5.4 Share of women in the workforce of surveyed enterprises, 2013 and 2018 (percentage)



Compared to the 2018 survey, small-sized enterprises in the 2013 survey employed the largest proportion of women workers. In 2013, 24.2 per cent of small-sized enterprises employed 61–100 per cent women and 31.2 per cent employed 40–60 per cent women. This compares to 20.4 per cent of small-sized enterprises in the 2018 survey that employed 61–100 per cent women, and 26.9 per cent of small-sized enterprises that employed 40–60 per cent women. Therefore, the small-sized enterprises in the 2013 sample employed higher shares of women compared to small-sized enterprises in the 2018 sample.

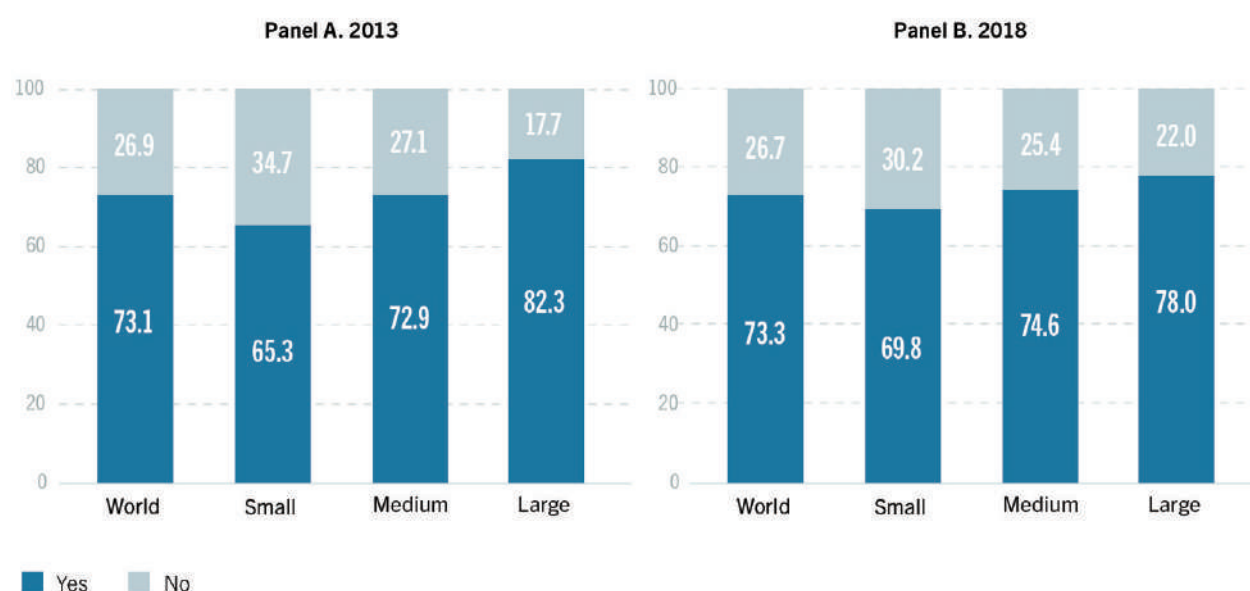
Likewise, the 2013 sample included medium-sized enterprises that employed higher shares of women compared to the 2018 sample. Sixty-one per cent of medium-sized enterprises in the 2013 sample employed over 40 per cent women, compared to 44.5 per cent of medium-sized enterprises in 2018 sample. Conversely, 36 per cent of large enterprises in the 2013 sample reported employing less than 30 per cent women, compared to 20.1 per cent of large enterprises in the 2018 sample.



## 6. Enterprise policies on gender diversity

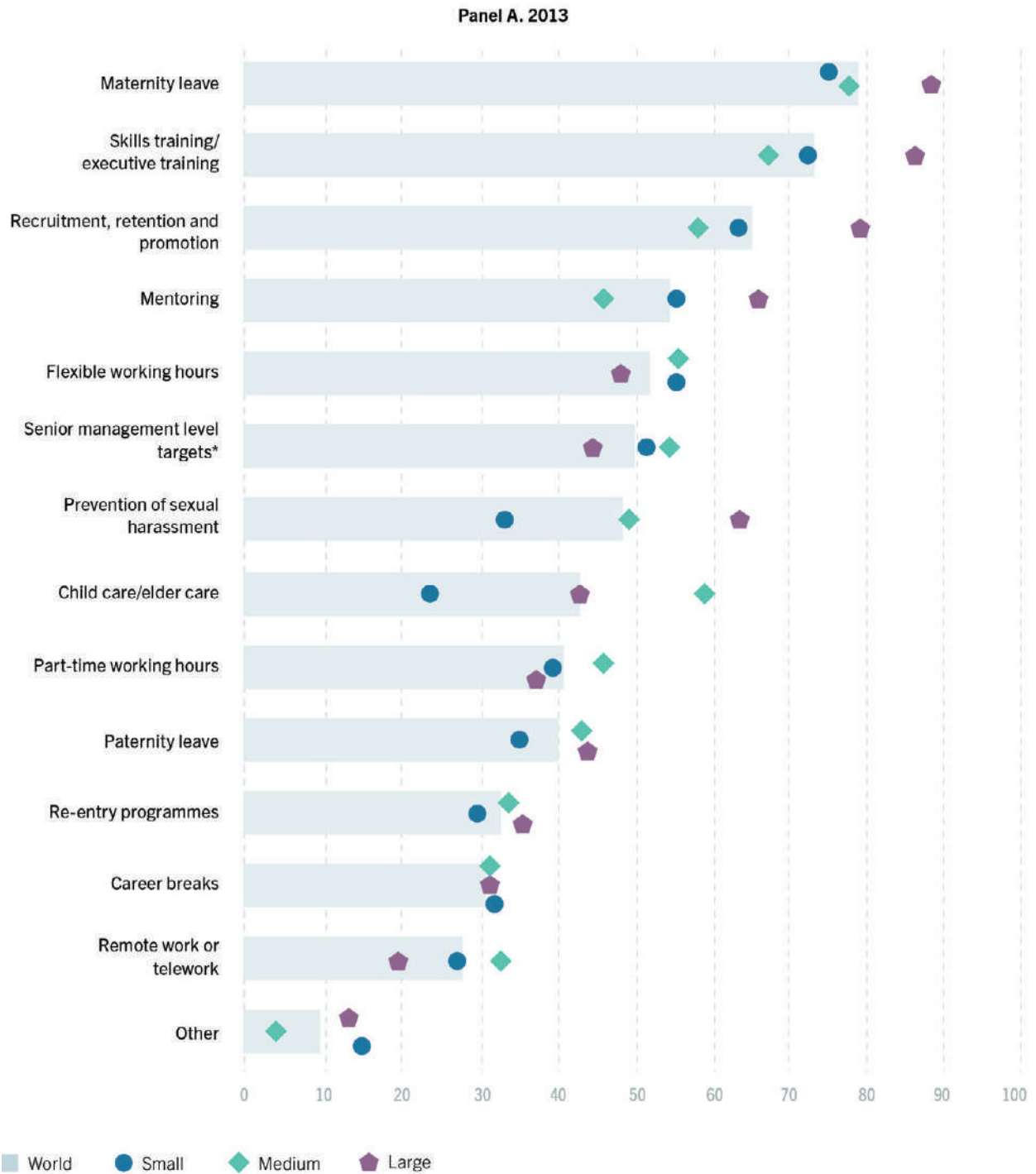
The 2013 ILO enterprise survey asked respondents whether they had in place an equal employment opportunity and inclusion policy, and 73 per cent of enterprises reported that they did (see figure 6.1, panels A and B). Higher shares of large enterprises had such policies compared to medium- and small-sized enterprises. These results are very similar to the 2018 survey results, as 73.3 per cent of all surveyed enterprises in 2018 reported having such a policy. Likewise, higher shares of large enterprises surveyed in 2018 had an equal employment opportunity and inclusion policy in place, compared to medium- and small-sized enterprises.

Figure 6.1 Enterprises with an equal employment opportunity or diversity and inclusion policy, global sample and by enterprise size, (A) 2013 and (B) 2018 (percentage)

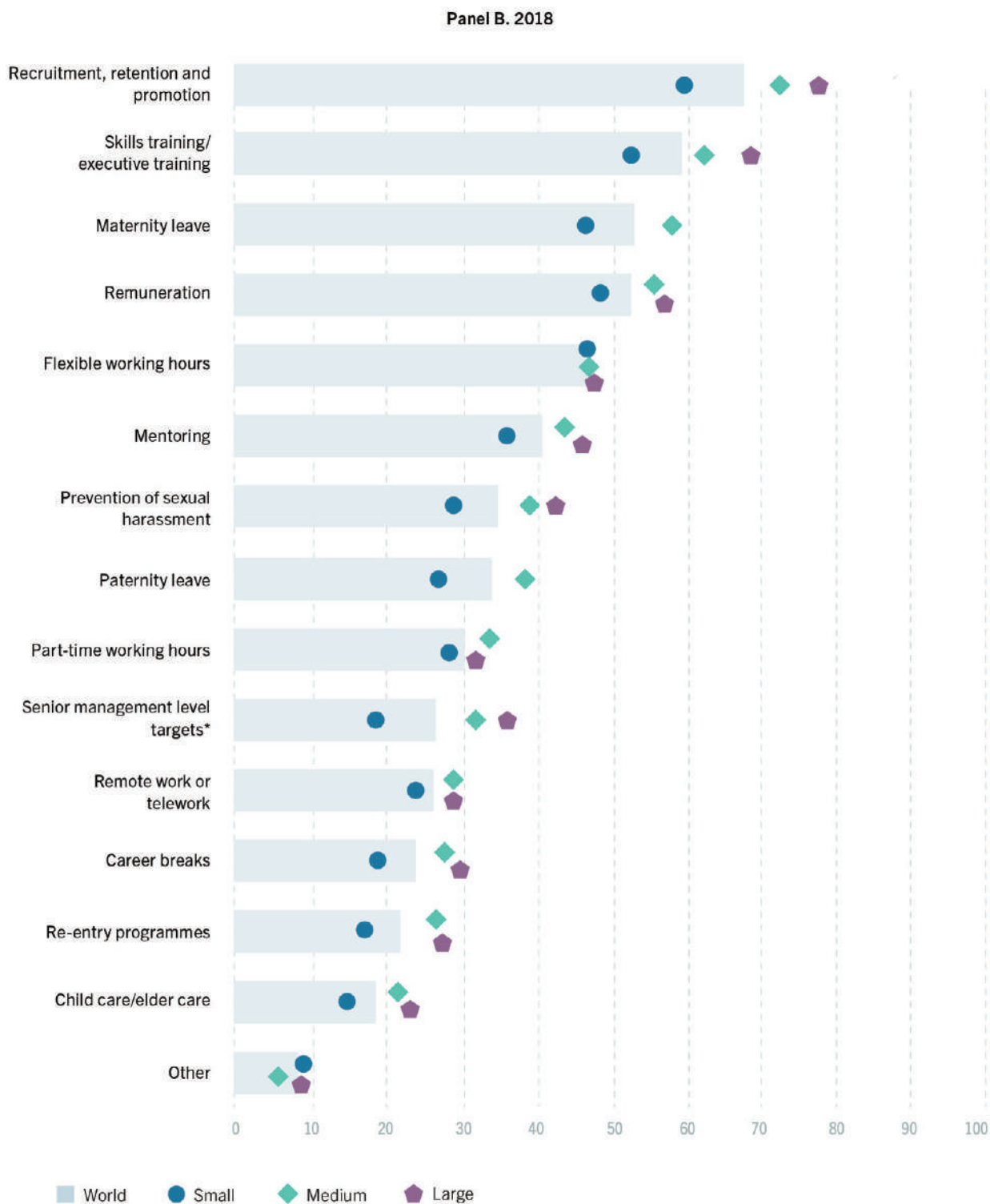


The top three areas in which surveyed enterprises in 2013 promoted equality were maternity leave (79.1 per cent), skills training and executive training (73.5 per cent) and recruitment, retention and promotion (65.4 per cent) (see figure 6.2, panels A and B). Additionally, over half of surveyed enterprises in 2013 also promoted equality in terms of mentoring, flexible working hours and targets for gender diversity and inclusion. In 2018, over half of surveyed enterprises reported gender promotion initiatives in the areas of recruitment, retention and promotion (67.7 per cent), skills training and/or executive training (59.3 per cent), maternity leave (53.0 per cent) and remuneration (52.5 per cent). Therefore, the top areas for equality were similar in both the 2013 and 2018 surveys.

Figure 6.2 Initiatives to promote equality in selected areas, global sample and by enterprises size, (A) 2013 and (B) 2018 (percentage)



\*Specific strategy that includes targets for gender diversity/inclusion at senior management level



\*Specific strategy that includes targets for gender diversity/inclusion at senior management level





## 7. Enterprise data and statistics on women managers, chief executives and board

### 7.1 Women in management

The 2013 survey asked enterprises about the proportion of women in supervisory/ junior/ administrative management, middle management, senior management and top executive levels.<sup>8</sup> Highlights of the analysis of the 2013 survey and key comparative points relative to the 2018 survey are shown below.

- Of surveyed enterprises in 2013, 56.3 per cent had women in less than 30 per cent of supervisory/ junior/ administrative management roles, and 12.5 per cent had women in 61–100 per cent of roles at this management level. This compares to 67.5 per cent of enterprises in 2018 that reported having women in less than 30 per cent of supervisory/ junior/ administrative management roles, and 7.0 per cent had women in 61–100 per cent of roles at this management level.
- Of surveyed enterprises in 2013, 64.4 per cent had women in less than 30 per cent of middle management roles and 9.2 per cent had women in 61–100 per cent of middle management roles. By comparison, 69.6 per cent of enterprises surveyed in 2018 had women in less than 30 per cent of middle management roles, and 4.6 per cent had women in 61–100 per cent of middle management roles.
- Of surveyed enterprises in 2013, 64.4 per cent had women in less than 30 per cent of senior management positions and 9.2 per cent had women in 61–100 per cent of senior management positions. In 2018, of all surveyed enterprises, 78.7 per cent had women in less than 30 per cent senior management positions, and 5.4 per cent had women in 61–100 per cent of senior management positions.
- Of surveyed enterprises in 2013, 70.1 per cent had women in less than 30 per cent of top executive positions, and 9.6 per cent had women in 61–100 per cent of top executive positions. By comparison, in 2018, 85.8 per cent of enterprises had women in less than 30 per cent of top executive positions, and 5.7 per cent had women in 61–100 per cent of top executive positions.

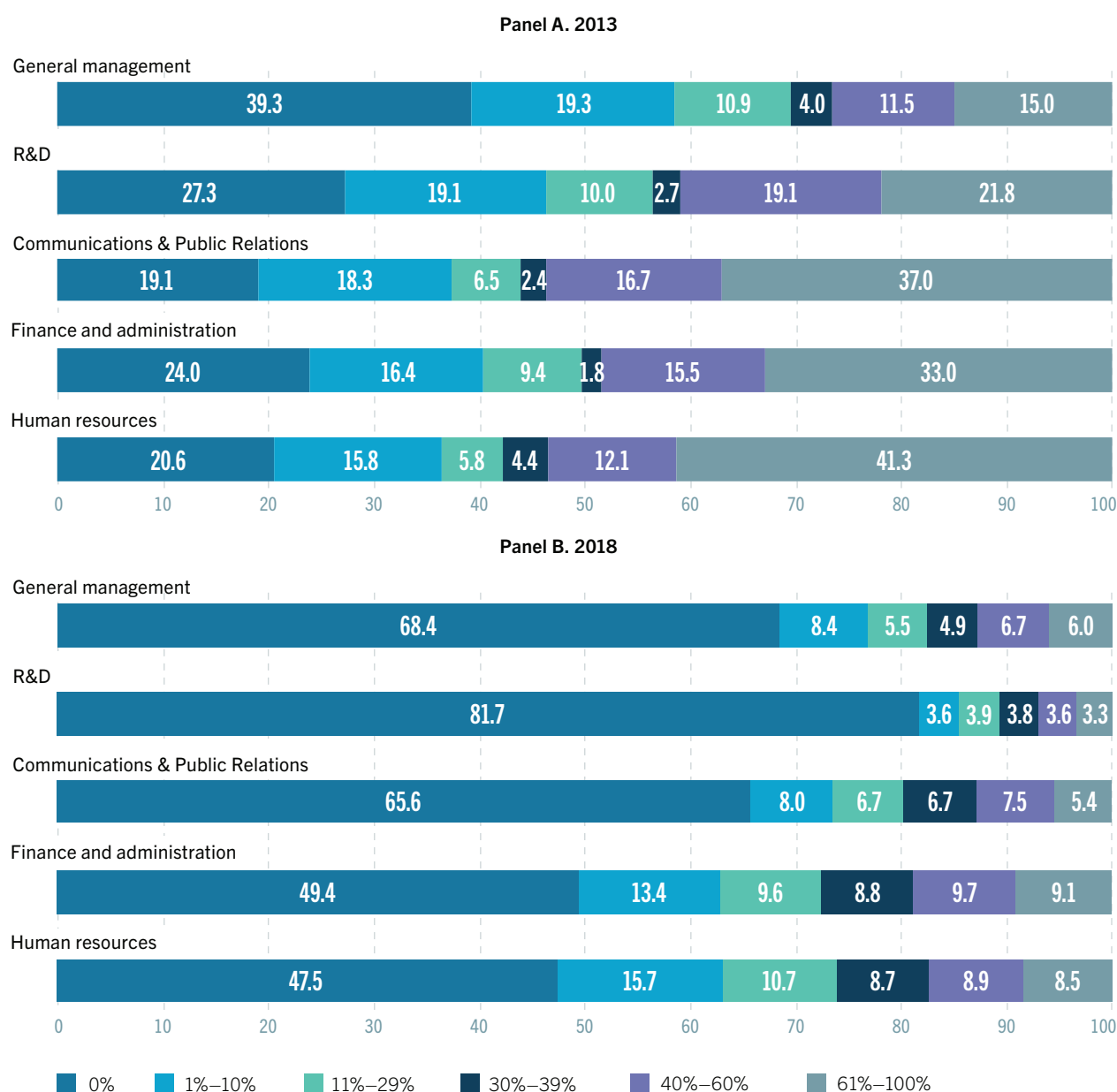
As in the 2018 survey, in 2013 the shares of surveyed enterprises that had women in less than 30 per cent of management roles increased at higher levels of management seniority.

Figure 7.1 shows the proportion of women in human resources, finance and administration, communications and public relations, R&D and general management in enterprises surveyed in 2013 and 2018 (panels A and B). In 2013, higher shares of women were concentrated in human resources

<sup>8</sup> Enterprises in the 2013 survey were asked not to answer these questions if their enterprises did not have such managerial roles. Management area and share of enterprise that reported not having such management area are indicated as follows: supervisory/junior administrative (43.5 per cent), middle management (42.0 per cent), senior management (44.3 per cent) and top executive (49.3 per cent).

and communications and public relations compared to general management and R&D. By comparison, in 2018, the distribution of women seemed relatively more even across the managerial functional roles. Less than 3 per cent of enterprises in the 2018 survey said women accounted for 0 per cent across all managerial functions, compared to 20.6–39.3 per cent of enterprises in 2013.

Figure 7.1 Distribution of enterprises according to the share of women in functional senior management areas, (A) 2013 and (B) 2018 (percentage)



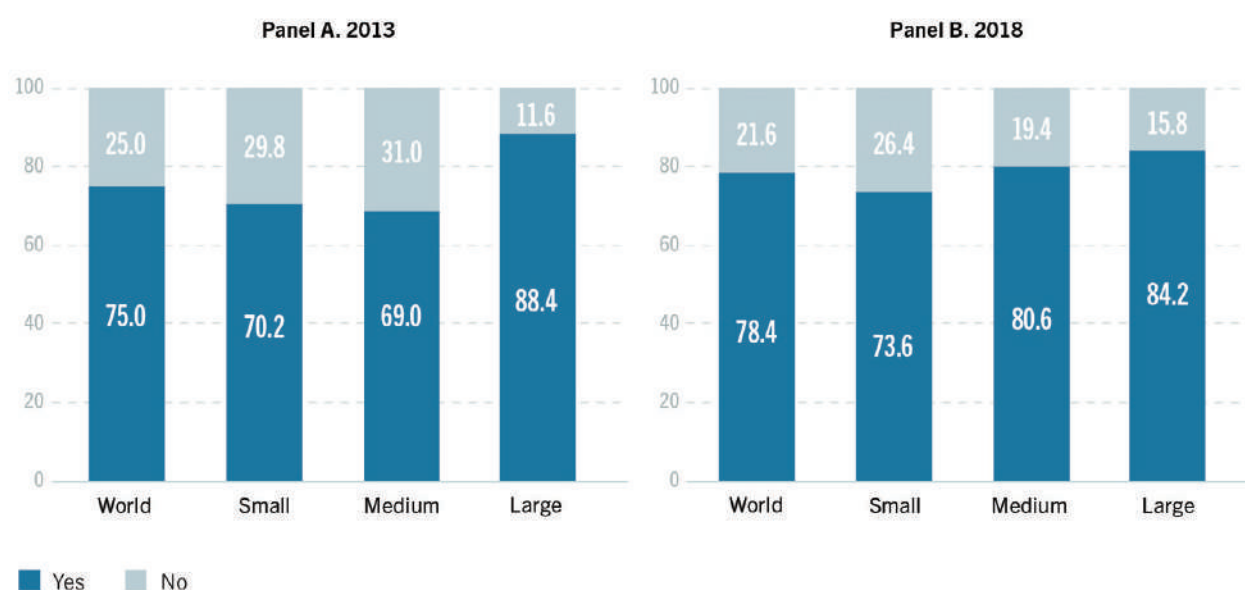
Notes: Panel A includes responses of enterprises that employed senior managers in the listed areas. The shares of enterprises in the sample that did not have senior managers in those areas are as follows: human resources (60.7 per cent), finance and administration (57.4 per cent), communications and public relations (76.5 per cent), R&D (79.0 per cent) and general management (69.4 per cent).

Panel B includes responses of enterprises that employ senior managers in the listed areas.

## 7.2 Women chief executives

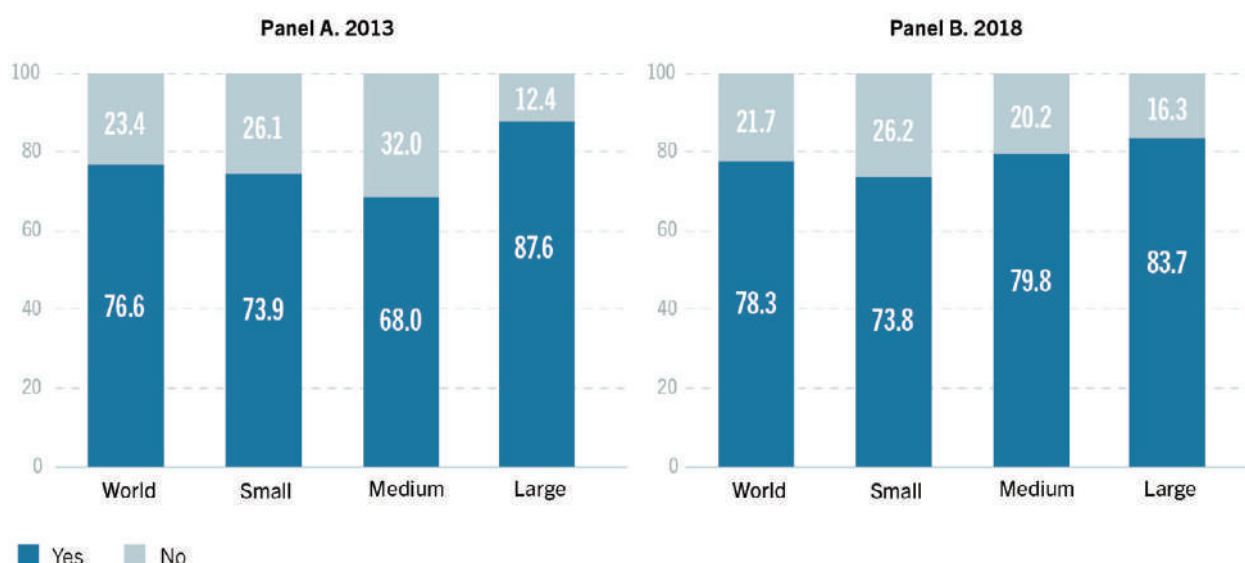
About 75 per cent of enterprises surveyed in 2013 had CEOs (see figure 7.2, panels A and B). Large enterprises accounted for the highest shares of enterprises with CEOs (88.4 per cent), followed by small- (70.2 per cent) and medium-sized enterprises (69.0 per cent). The share of enterprises with CEOs was slightly lower in 2013 than in 2018. Results of both surveys show that large enterprises are more likely to have CEOs compared to small- and medium-sized enterprises.

Figure 7.2 Enterprises reporting whether they have a CEO, global results and by enterprise size, (A) 2013 and (B) 2018 (percentage)



In terms of shares of enterprises led by women CEOs, the 2013 sample had a slightly higher share at 23.4 per cent, compared to 21.7 per cent of the 2018 sample (see figure 7.3, panels A and B). Both survey results show that fewer larger enterprises have female CEOs than small- or medium-sized enterprises. In 2018, the share of enterprises with female CEOs shrank as enterprises grew in size. However, in 2013, medium-sized enterprises were most likely to have a female CEOs (32.0 per cent of enterprises), followed by small-sized enterprises (26.1 per cent of enterprises).

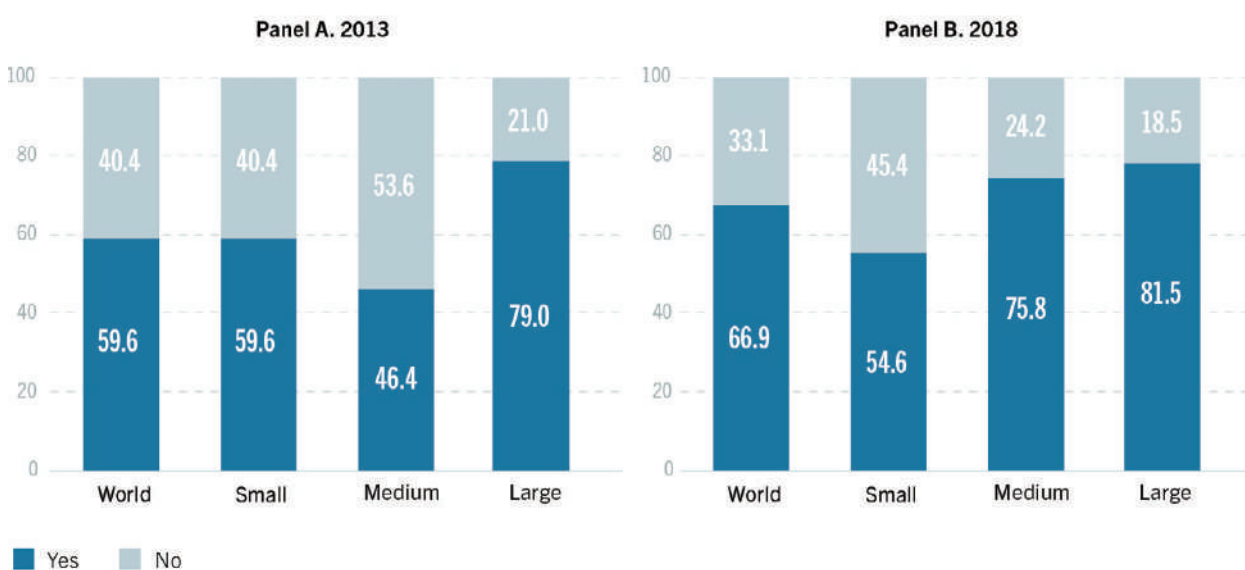
Figure 7.3 Gender of CEO in enterprises that reported having a CEO, global results and by enterprise size, (A) 2013 and (B) 2018 (percentage)



### 7.3 Women on boards

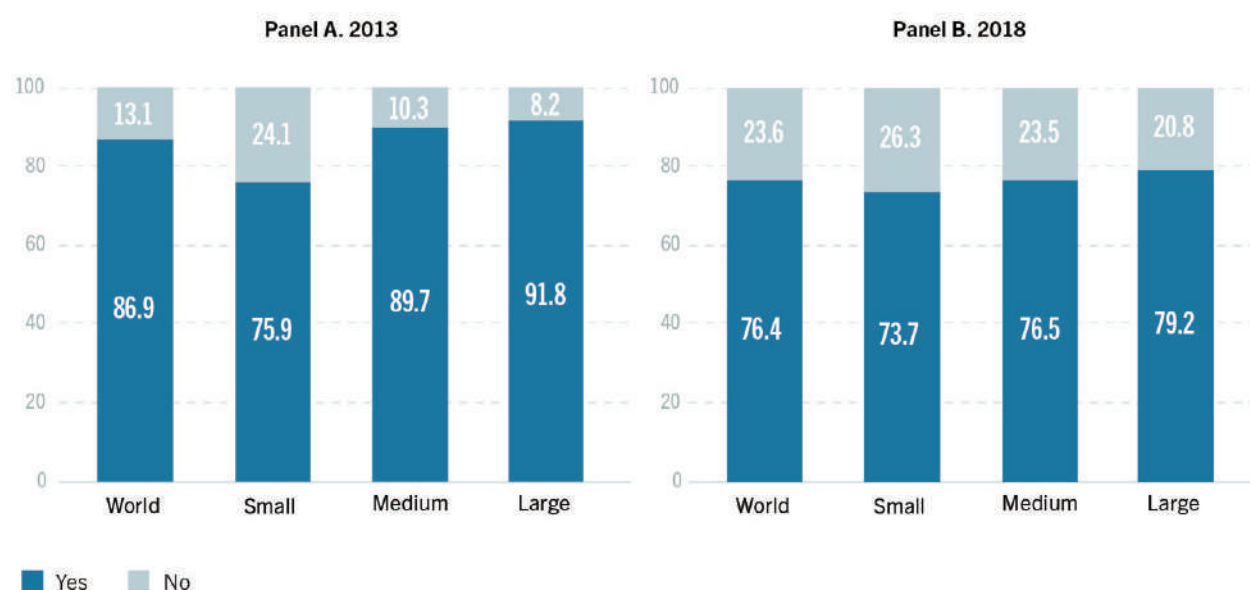
Of all enterprises surveyed in 2013, almost 60 per cent had a board of directors. Likewise, 79 per cent of large enterprises had a board of directors, representing the largest proportion of enterprises with boards in the 2013 global sample (see figure 7.4, panels A and B). By comparison, 66.9 per cent of enterprises in 2018 reported having a board of directors. Large enterprises accounted for the highest shares of enterprises with boards (81.5 per cent) in 2018, compared to 75.8 per cent of medium-sized enterprises and 54.6 per cent small-sized enterprises.

Figure 7.4 Enterprises reporting whether they have a board of directors, global sample and by enterprise size, (A) 2013 and (B) 2018 (percentage)



Regarding the gender of the board chairperson, enterprises in the 2013 sample had lower shares of female chairpersons compared to enterprises in the 2018 sample (see figure 7.5, panels A and B). Over 13 per cent of enterprises surveyed in 2013 had female chairpersons, compared to 23.6 per cent of enterprises surveyed in 2018, almost twice as high. However, in both surveys, a trend is evident: among larger enterprises, there is a lower share of female chairpersons.

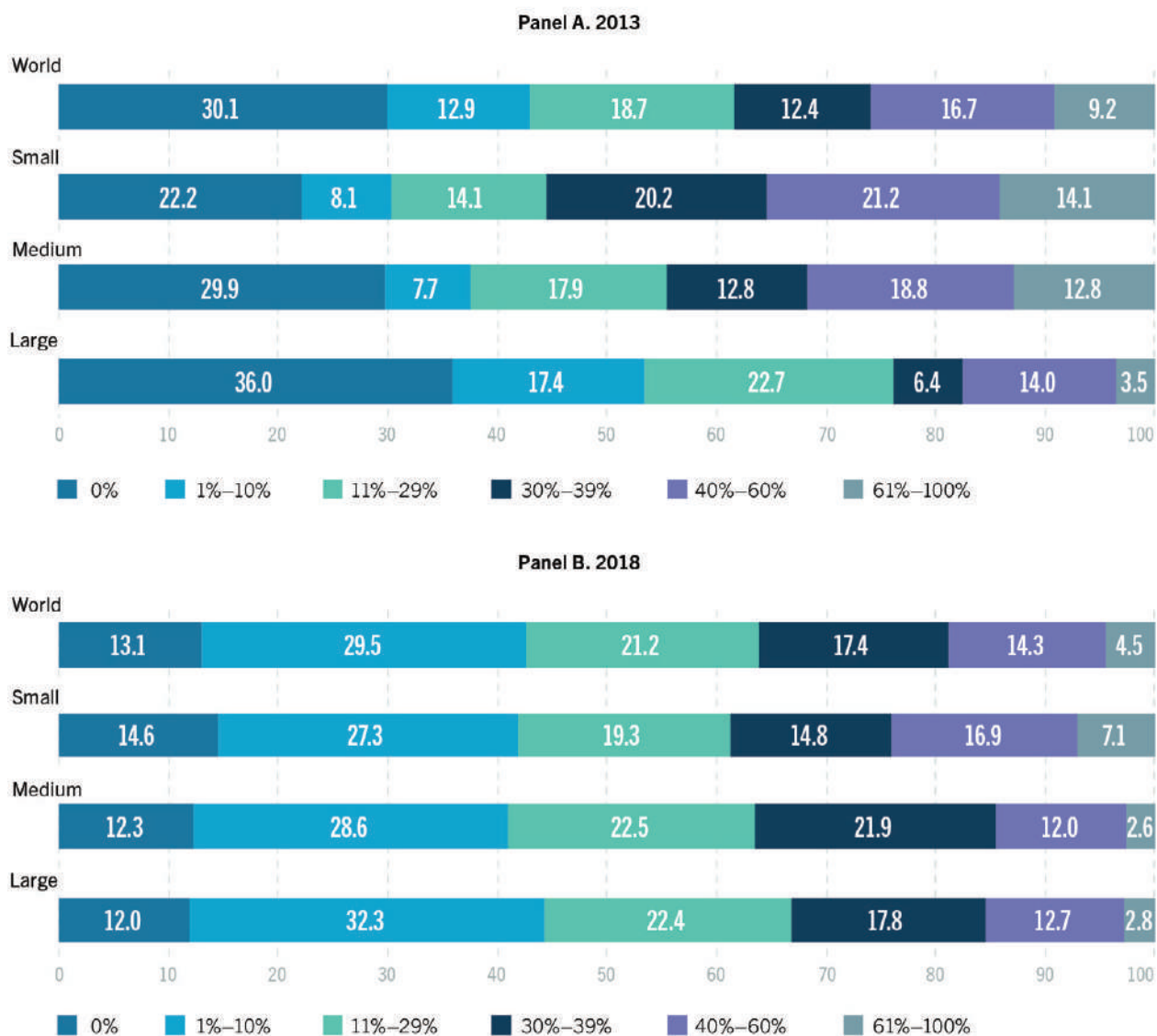
Figure 7.5 Gender of board chairperson in enterprises that reported having a board of directors, global results and by enterprise size, (A) 2013 and (B) 2018 (percentage)

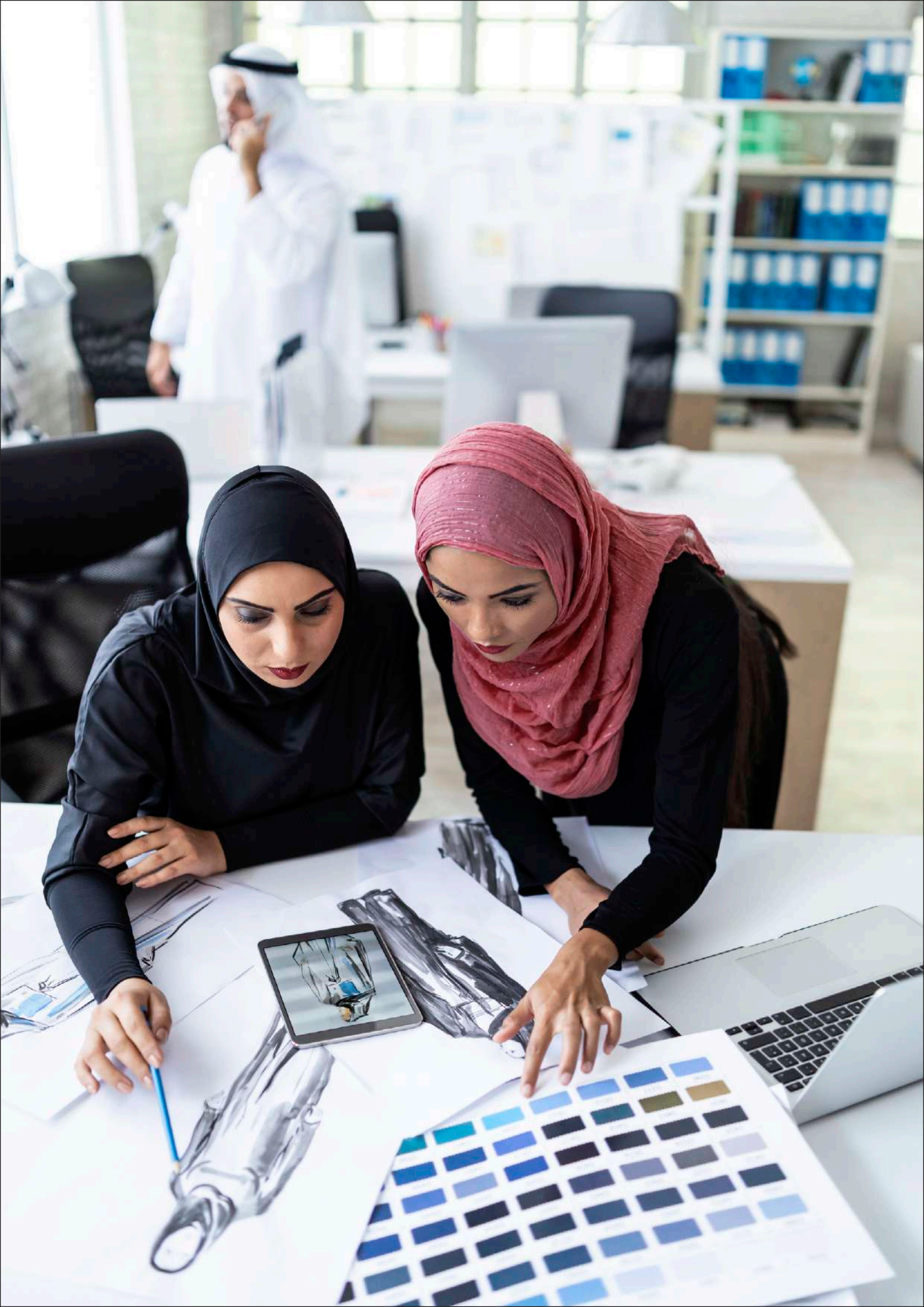


Enterprises also reported on the proportion of women board members (see figure 7.6, panels A and B). Of enterprises surveyed in 2013, about one third reported having no women board members, and 74 per cent reported that women accounted for less than 40 per cent of board members. Only 9.2 per cent of enterprises in 2013 reported that women represented 61–100 per cent of board members. Small-sized enterprises were more likely than medium-sized or large enterprises to have shares of women board members. Additionally, the shares of women board members decreased as enterprises became larger.

By comparison, 13 per cent of enterprises in the 2018 survey reported no women board members, and about a third of the 2018 sample reported that women accounted for 1–10 per cent of board members. The sample group for the 2018 survey is not directly comparable to the 2013 sample, but the greater share of enterprises with women board members is still notable. However, only 4.5 per cent of enterprises in 2018 had 61–100 per cent women board members, and less than 15 per cent reported having gender balanced boards with 40–60 per cent women board members.

Figure 7.6 Proportion of female board members, global results and by enterprise size, (A) 2013 and (B) 2018 (percentage)

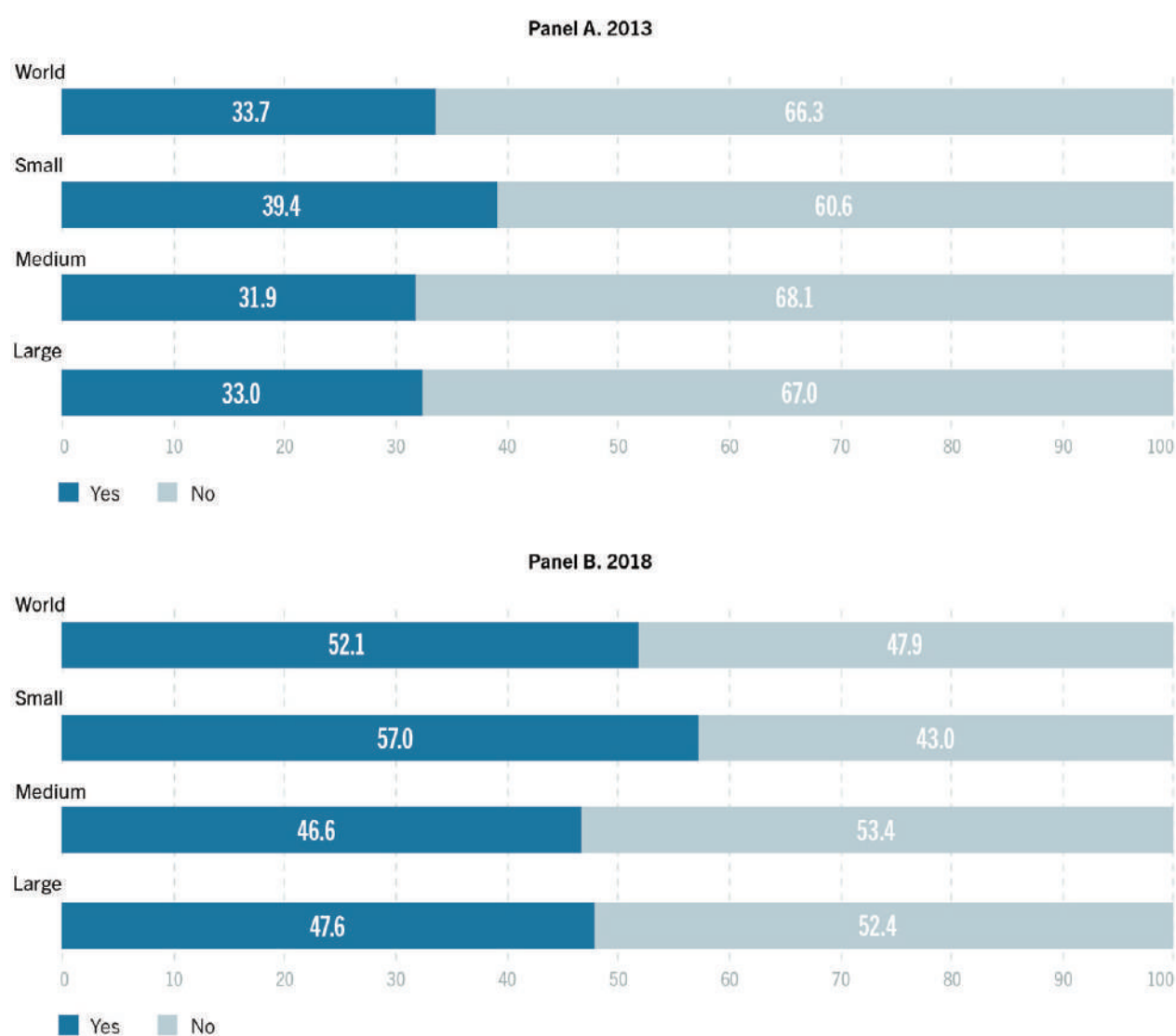




## 8. Ways to advance more women to top levels

Enterprises in the 2013 and 2018 surveys were asked whether retention of skilled women was challenging (see figure 8.1, panels A and B). Over 66 per cent of enterprises surveyed in 2013 reported retention was indeed a challenge, compared to 47.9 per cent of enterprises in 2018. In both 2013 and 2018, retention was relatively more challenging for medium-sized enterprises, compared to large and small-sized enterprises.

Figure 8.1 Responses to the question “Is retention of skilled women is a challenge”, global sample and by enterprise size, (A) 2013 and (B) 2018 (percentage)





# Conclusion

The ILO enterprise surveys on WIBM provide global enterprise-level information on how businesses are incorporating gender diversity in their policies and practices and it assesses what more can be done to advance the business case for diversity and inclusivity.

The 2018 ILO enterprise survey, while largely following the questionnaire from the 2013 survey, included tailored questions to probe more deeply on the business case, particularly on how the enterprise bottom line is impacted by gender diversity.

The findings related to the business case are clear: gender diversity delivers. Of enterprises reporting improved business outcomes, over 60 per cent indicated gender diversity had increased their enterprise's profitability and productivity. Additionally, almost 30 per cent of enterprises reported that they saw a profit increase of 10–15 per cent as a result gender diversity efforts while nearly 27 per cent reported to have witnessed a profit increase of 5–10 per cent.

In terms of enterprise policies to support women's career advancement, the surveys from both 2013 and 2018 confirm that policies are available. For both surveys, approximately 73 per cent of enterprises globally have an equal opportunity or diversity and inclusion policy. The relatively high percentage of enterprises having these policies in place shows widespread recognition that gender diversity is fundamental to an enterprise's operation and success.

However, what is more important is for enterprises to put policies into action. According to the survey findings from 2013 and 2018, the statistics of women in management and board positions, in particular for senior management, top executive and boardrooms, show considerable room for improvement. Numerous studies show that exceeding the 30 per cent threshold of women in management positions and on boards is needed to create a critical mass and reap the benefits of gender diversity. The findings of the ILO enterprise surveys show that a significant share of enterprises have not met the 30 per cent threshold. Focusing on the results for 2018:

- Nearly 80 per cent of enterprises indicate having less than 30 per cent of women in senior management positions;
- Approximately 85 per cent of enterprises indicate having less than 30 per cent of women in top executive positions; and
- Nearly 64 per cent of enterprises have less than 30 per cent women on their boards.

Overall, the results shared throughout this survey report show that enterprises recognize that a gender-diverse workplace generates benefits – equal hiring practices lead to higher profits and productivity, engagement, more creativity and better talent management. The collective recognition of the business case and the policy measures enacted so far, however, are not sufficiently to close the gender gap and ensure enough women reach the top echelon of enterprise management.

To achieve true gender diversity at every level within enterprises requires a comprehensive ecosystem from public policy and social infrastructure to enterprise-specific efforts that include strong commitments to gender diversity from top management and investments in developing women as managers and leaders. Gender diversity policies can set the parameters and direction; however, the wider enterprise culture needs to reinforce these policies for them to be effective.

The findings of the ILO enterprise survey indicate that there is widespread agreement (over 83 per cent of survey respondents) that “women lead as effectively as men”. From the onset, the gap in the mind-set towards women in leadership tiers is narrow.

However, the reality of today’s business world demands “anytime, anywhere” availability (77 per cent of survey respondents agree). In addition, over 46 per cent of survey respondents agree that women with “equal skills and qualifications” face greater difficulties in reaching top-management positions. Looking at the broader societal context, over 76 per cent of respondents agree that their enterprise’s culture is a mirror of their society and its traditions.

These results point to the opportunity for enterprises to make further investments in creating an inclusive culture that makes the workplace attractive for women and men. A commitment to building an inclusive workplace which is underpinned by an inclusive culture, policies and programmes will enable enterprises to drive change, capture the value of gender-diverse leadership teams, and create a business environment where all talent can succeed.

# Annex I. 2018 ILO enterprise survey on Women in Business and Management: Survey questionnaire

## Please indicate your gender

- [r1] Male
  - [r2] Female
- 

## What is your current employment status?

- [r1] In full-time employment
  - [r2] In part-time employment
  - [r3] Self-employed / Freelance
  - [r4] Retired
  - [r5] Student, in school or apprenticeship
  - [r6] House wife / House husband
  - [r7] Unable to work / disabled
  - [r8] Without work OR currently not working and looking for work
  - [r9] Temporary, seasonal or occasional work
  - [r10] In unpaid employment (e.g. voluntary work) or full time care of other household member
- 

## What is your role in the company you work for?

- [r1] I am responsible for a department or business unit
  - [r2] I manage a team of people (one or more individuals)
  - [r3] I am not a manager of people
- 

## What functional department do you work in within your company?

- [r1] Accounting
- [r2] Administration
- [r3] Communications/PR
- [r4] Consulting/Advisory
- [r5] Creative Services
- [r6] Customer Service
- [r7] Design/Engineering
- [r8] Finance
- [r9] General Management/Executive

- [r10] Human Resources
  - [r11] Information Technology
  - [r12] Marketing/ Advertising
  - [r13] Market Research
  - [r14] Operations/ Production
  - [r15] Planning
  - [r16] Procurement
  - [r17] Quality Control
  - [r18] Research and Development
  - [r19] Sales/Business Development
  - [r20] Shipping/receiving/inventory management
  - [r21] Training
  - [r99] None of the above
- 

**Please indicate whether your company is?**

- [r1] National or local
  - [r2] Multinational
- 

*For the following questions, please give us information on your local unit not your company globally*

**[A1] What is the main economic activity of your company?**

Select one only

- [r1] Agriculture, forestry or fishing
- [r2] Mining or quarrying
- [r3] Manufacturing
- [r4] Supply of electricity, gas, water or waste management
- [r5] Construction
- [r6] Shop-keeping, sales or trade activities
- [r7] Transportation or storage services
- [r8] Hotels or restaurants
- [r9] Information and communications
- [r10] Financial or insurance activities
- [r11] Real estate activities
- [r12] Professional, scientific or technical activities
- [r13] Administrative or support services
- [r14] Public administration or defence

- [r15] Education
  - [r16] Human health or social work
  - [r17] Arts, entertainment or recreation
  - [r18] Other service activities
- 

**[A2] How many employees does your company have (both full- and part-time)?**

Select one

- [r1] Less than 2
  - [r2] 2-100
  - [r3] 101-250
  - [r4] over 250
- 

**[A3] What is the proportion of full-time vs. part-time employees in your company? If you do not know the exact values, then please give us your best estimation. Please set both sliders - full time and part time - at the point of your estimation. Your estimations should add to 100%**

- [r1] Full time
  - [r2] Part time
- 

**[A4] What is the proportion of female employees?**

If you do not know the exact values, then please give us your best estimation.

- [r1] 0% - 29%
  - [r2] 30% - 39%
  - [r3] 40% - 60%
  - [r4] 61% - 100%
- 

**[B1] Does your company have an equal employment opportunity policy or a diversity and inclusion policy?**

- [r0] No
  - [r1] Yes
-

**[B2] Does your company have a human resource management system and implement initiatives to promote women in business and management in any of the following areas? Please rank all that apply according to effectiveness. The number indicated refers to the rank which you are allocating. If an area does not apply, please leave the box blank.**

- [r1] Recruitment, retention and promotion
- [r2] Mentoring
- [r3] Skills training/executive training
- [r4] Flexible working hours
- [r5] Part-time working hours
- [r6] Remote work or telework
- [r7] Maternity leave
- [r8] Paternity leave
- [r9] Career breaks
- [r10] Re-entry programmes
- [r11] Child care/elder care
- [r12] Prevention of sexual harassment
- [r13] Remuneration
- [r14] Specific strategy that includes targets for gender diversity/inclusion at senior management level
- [r88] Other

**Please specify the other area you just mentioned.**

---

**[B3] Have your company initiatives on gender diversity and equality that promote women in management helped enhance your business outcomes?**

- [r0] No
  - [r1] Yes
  - [r99] Do not know
- 

**[B4] If yes, how have your business outcomes improved?**

Select all that apply

- [r1] Increased business outcomes, including profitability and productivity
  - [r2] Increased ability to attract and retain talent
  - [r3] Enhanced company reputation
  - [r4] Greater creativity, innovation and openness
  - [r5] Better ability to gauge consumer interest and demand
  - [r88] Other
  - [r99] Don't know or cannot decide
-

**[B5] If your company has experienced improved business outcomes (profit), by how much has it increased?**

Select one only

- [r1] Less than 5 per cent
  - [r2] Between 5 to 10 per cent
  - [r3] Between 10 to 15 per cent
  - [r4] Between 15 to 20 per cent
  - [r5] Over 20 per cent
  - [r99] Don't know or my company does not track
- 

*We would like to know more about the proportion of women in different roles and for different areas. Please indicate the percentage of women for these roles/areas. If you do not know the exact values, then please give us your best estimation.*

**[C1] First we would like to know in which of the following managerial roles of your company women work. Please select all that apply. In case your company doesn't have one of the managerial roles, please leave the box blank.**

- [r1] Supervisory/ junior/ administrative
  - [r2] Middle management
  - [r3] Senior management
  - [r4] Top executive
  - [r99] My company doesn't have any of these managerial roles
- 

**[C2] Based on your selection, we would like to know the proportion of women in the different levels of your organization. Please indicate the percentage per role. If you do not know the exact values, then please give us your best estimation.**

**Column:**

- [c1] 0%
- [c2] 1-10%
- [c3] 11-29%
- [c4] 30-39%
- [c5] 40-60%
- [c6] 61-100%

**Row:**

- [r1] Supervisory/ junior/ administrative
- [r2] Middle management
- [r3] Senior management
- [r4] Top executive

**[C3.1] Now we would like to know in which of the following areas for senior management (director-level) of your company women work. Please select all that apply. In case your company doesn't have women who work for an area for senior management, please leave the box blank.**

- [r1] Human resources
  - [r2] Corporate social responsibility
  - [r3] Finance and administration
  - [r4] Communications and public relations
  - [r5] Marketing and sales
  - [r6] Research and product development
  - [r7] Profit and loss
  - [r8] Operations
  - [r9] General management
  - [r99] My company doesn't have any of these areas/there are no women who work for any of these areas for senior management
- 

**[C3.2] For senior management, what is the proportion of women in all functions previously selected? Please indicate the percentage per function. If you do not know the exact values, then please give us your best estimation.**

**Column:**

- [c1] 0%
- [c2] 1-10%
- [c3] 11-29%
- [c4] 30-39%
- [c5] 40-60%
- [c6] 61 - 100%

**Row:**

- [r1] Human resources
  - [r2] Corporate social responsibility
  - [r3] Finance and administration
  - [r4] Communications and public relations
  - [r5] Marketing and sales
  - [r6] Research and product development
  - [r7] Profit and loss
  - [r8] Operations
  - [r9] General management
-



**[C4.1] Now we would like to know in which of the following areas for middle management (managers) of your company women work. Please select all that apply. In case your company doesn't have women who work for an area for middle management, please leave the box blank.**

**Row:**

- [r1] Human resources
  - [r2] Corporate social responsibility
  - [r3] Finance and administration
  - [r4] Communications and public relations
  - [r5] Marketing and sales
  - [r6] Research and product development
  - [r7] Profit and loss
  - [r8] Operations
  - [r9] General management
  - [r99] My company doesn't have any of these areas/there are no women who work for any of these areas for middle management
- 

**[C4.2] For middle management, what is the proportion of women in all functions previously selected? Please indicate the percentage per function. If you do not know the exact values, then please give us your best estimation.**

**Column:**

- [c1] 0%
- [c2] 1-10%
- [c3] 11-29%
- [c4] 30-39%
- [c5] 40-60%
- [c6] 61 - 100%

**Row:**

- [r1] Human resources
  - [r2] Corporate social responsibility
  - [r3] Finance and administration
  - [r4] Communications and public relations
  - [r5] Marketing and sales
  - [r6] Research and product development
  - [r7] Profit and loss
  - [r8] Operations
  - [r9] General management
-

**[C5.1] Does your company have a CEO?**

Select one only

[r0] No

[r1] Yes

---

**[C5.2] If yes, is the CEO a man or woman?**

Select one only

[r1] Man

[r2] Woman

---

**[C6.1] Does your company have a board of directors?**

Select one only

[r0] No

[r1] Yes

---

**[C6.2] If yes, is the Chairperson of the board a man or woman?**

[r1] Man

[r2] Woman

---

**[C6.3] Please let us know the proportion of female board members**

Please indicate percentage

[r1] 0%

[r2] 1-10%

[r3] 11-29%

[r4] 30-39%

[r5] 40-60%

[r6] 61 -100%

---

**[D1] Is retention of skilled women a challenge for your company to appoint more women at senior management levels?**

Select one only

[r0] No

[r1] Yes

---

**[D2.1] Has technology, such as project management platforms, home-based wifi, and cloud technology enabled your company to provide flexible work and remote/telework?**

Select one only

[r0] No

[r1] Yes

---

**[D2.2] If yes, has your company seen any changes in productivity?**

Select one only

[r1] Increase

[r2] Decrease

[r3] No change

[r99] Don't know

---

**[D3] How would you assess your company culture on gender diversity?**

Select one only

[r1] Male dominated

[r2] Female dominated

[r3] Inclusive

---

**[D4] For your company, how would you rate the following statements?**

**Please evaluate**

**Column:**

[c1] Strongly agree

[c2] Agree

[c3] Disagree

[c4] Strongly disagree

[c5] Don't know/ not applicable

**Row:**

- [r1] With equal skills and qualifications, women have greater difficulty reaching top-management positions.
  - [r2] Top-level career implies “anytime, anywhere” availability to work and geographical mobility.
  - [r3] Women lead just as effectively as men.
  - [r4] Our company culture is a mirror of our society and its traditions.
- 

**[D5.1] What is the name of the company you are currently working for?**

**[D5.2] What is the name of the company you are currently working for and what are your contact details?**

**Row:**

- [r1] Company
- [r2] City/Province
- [r3] E-mail address
- [r4] Phone number

Optional: Do not want to give this information

---

## Annex II. Country level comparison: The Philippines and Serbia

This section compares the key differences and similarities between the responses received from enterprises in the Philippines and Serbia in the ILO enterprise surveys for 2013 and 2018. The two countries were selected as the survey responses from both years were sufficiently broad. Results are summarized and presented in a table format.

### The Philippines

Comparison of country level results of the ILO enterprise surveys for 2013 and 2018 for the Philippines

<b>1. Characteristics of surveyed enterprises</b>	<b>2013</b>	<b>2018</b>
<b>1.1. Number of enterprises surveyed</b>	124	389
<b>1.2. Top three economic sectors</b>	Financial or insurance activities (23.4%); other service activities (22.6%); manufacturing (16.9%)	Information and communications (14.4%); other service activities (12.9%); manufacturing (12.6%)
<b>1.3. Shares of small, medium and large enterprises</b>	Large (53.7%); medium (34.7%); small (11.6%)	Large (45.5%); medium (38.0%); small (16.5%)
<b>1.4. Coverage</b>	National or local (53.8%); multinational (46.2%)	National or local (68.4%); multinational (31.6%)
<b>1.5. Proportion of female employees</b>	0%–29%: 13.2%; 30%–39%: 11.8%; 40%–60%: 40.8%; 61%–100%: 34.2%	0%–29%: 12.1%; 30%–39%: 19.8%; 40%–60%: 56.0%; 61%–100%: 12.1%

<b>2. Enterprise policies on gender diversity</b>	<b>2013</b>	<b>2018</b>
<b>2.1. Share of enterprises with an equal opportunity policy</b>	81.7%	88.9%
<b>2.2. Top three areas to promote equality</b>	Recruitment, retention and promotion (95.2%); mentoring (75.8%); skills training/executive training (89.5%)	Recruitment, retention and promotion (83.8%); skills training/executive training (81.5%); maternity leave (73.3%)
<b>3. Enterprise data and statistics on women in management and on boards</b>	<b>2013</b>	<b>2018</b>
<b>3.1. Shares of women in different managerial roles</b>		
<b>3.1.1. Supervisory</b>	0%: 1.3% 1–10%: 26.6% 11–29%: 13.9% 30–39%: 6.3% 40–60%: 31.6% 61–100%: 20.3%	0%: 0.6% 1–10%: 17.7% 11–29%: 23.3% 30–39%: 17.4% 40–60%: 28.6% 61–100%: 12.4%
<b>3.1.2. Middle management</b>	0%: 10.5% 1–10%: 25.0% 11–29%: 6.6% 30–39%: 6.6% 40–60%: 39.5% 61–100%: 11.8%	0%: 0% 1–10%: 14.1% 11–29%: 29.0% 30–39%: 29.4% 40–60%: 22.4% 61–100%: 5.1%
<b>3.1.3. Senior management</b>	0%: 6.9% 1–10%: 30.6% 11–29%: 13.9% 30–39%: 4.2% 40–60%: 27.8% 61–100%: 16.7%	0%: 0% 1–10%: 27.6% 11–29%: 14.8% 30–39%: 21.8% 40–60%: 26.7% 61–100%: 9.1%
<b>3.1.4. Top executive</b>	0%: 26.6% 1–10%: 25.0% 11–29%: 9.4% 11–39%: 1.6% 40–60%: 29.7% 61–100%: 7.8%	0%: 0.5% 1–10%: 37.8% 11–29%: 14.0% 30–39%: 14.0% 40–60%: 20.2% 61–100%: 13.5%

**3. Enterprise data and statistics on women in management and on boards**

	2013	2018
<b>3.2. Shares of women in functional managerial areas</b>		
<b>3.2.1. HR</b>	0%: 4.2% 1–10%: 19.7% 11–29%: 4.2% 30–39%: 1.4% 40–60%: 9.9% 61–100%: 60.6%	0%: 0.4% 1–10%: 19.3% 11–29%: 18.6% 30–39%: 17.8% 40–60%: 29.4% 61–100%: 14.5%
<b>3.2.2. Finance and administration</b>	0%: 0% 1–10%: 19.4% 11–29%: 3.0% 30–39%: 3.0% 40–60%: 19.4% 61–100%: 55.2%	0%: 0% 1–10%: 15.7% 11–29%: 15.7% 30–39%: 19.7% 40–60%: 29.1% 61–100%: 19.7%
<b>3.2.3. Communications and public relations</b>	0%: 2.3% 1–10%: 18.6% 11–29%: 2.3% 30–39%: 0% 40–60%: 23.3% 61–100%: 53.5%	0%: 0% 1–10%: 13.4% 11–29%: 17.1% 30–39%: 24.4% 40–60%: 30.5% 61–100%: 14.6%
<b>3.2.4. R&amp;D</b>	0%: 9.4% 1–10%: 25.0% 11–29%: 12.5% 30–39%: 0% 40–60%: 28.1% 61–100%: 25.0%	0%: 0% 1–10%: 11.0% 11–29%: 16.1% 30–39%: 23.7% 40–60%: 31.4% 61–100%: 17.8%
<b>3.2.5. General management</b>	0%: 16.3% 1–10%: 20.9% 11–29%: 7.0% 30–39%: 9.3% 40–60%: 20.9% 61–100%: 25.6%	0%: 0% 1–10%: 16.9% 11–29%: 12.5% 30–39%: 17.5% 40–60%: 30.0% 61–100%: 23.1%

<b>3. Enterprise data and statistics on women in management and on boards</b>	<b>2013</b>	<b>2018</b>
<b>3.3. Women CEOs</b>		
3.3.1. Share of enterprises with CEOs	91.1%	85.6%
3.3.2. Share of enterprises with women CEOs	11.5%	28.2%
<b>3.4. Women on boards of directors</b>		
3.4.1. Share of enterprises with boards of directors	78.2%	82.8%
3.4.2. Share of enterprises with women CEOs	NA	37.0%
3.4.3 Largest share of women board members	40–60%: 25% 1–10%: 25%	40–60%: 25.2%
<b>4. Ways for advancing women to top levels</b>		
4.1. Share of enterprises for which retention of skilled women was challenging	47.6%	48.3%



## Serbia

Comparison of country level results of the ILO enterprise surveys for 2013 and 2018 for Serbia

<b>1. Characteristics of surveyed enterprises</b>	<b>2013</b>	<b>2018</b>
<b>1.1. Number of enterprises surveyed</b>	105	509
<b>1.2. Top three economic sectors</b>	Manufacturing (40.0%); shop-keeping, sales or trade activities (26.7%); financial or insurance activities (5.7%)	Manufacturing (13.8%); shop-keeping, sales or trade activities (11.8%); other service activities (10.0%)
<b>1.3. Shares of small, medium and large enterprises</b>	Medium (75.7%); large (24.3%)	Small (61.3%); large (25.5%); medium (13.2%)
<b>1.4. Coverage</b>	National or local (80.0%); multinational (20.0%)	National or local (65.0%); multinational (33.0%)
<b>1.5. Proportion of female employees</b>	0–29%: 21.0%; 30–39%: 20.0%; 40–60%: 49.5%; 61–100%: 9.5%	0–29%: 25.3%; 30–39%: 17.1%; 40–60%: 36.3%; 61–100%: 21.2%
<b>2. Enterprise policies on gender diversity</b>		
<b>2.1. Share of enterprises with an equal opportunity policy</b>	80.8%	84.3%
<b>2.2. Top three areas to promote equality</b>	Skills training/executive training (88.6%); child care/ elder care (82.9%); maternity leave (80%)	Recruitment, retention and promotion (75.2%); skills training/executive training (69.4%); maternity leave (70.5%)

### 3. Enterprise data and statistics on women in management and on boards

	2013	2018
<b>3.1. Shares of women in different managerial roles</b>		
<b>3.1.1. Supervisory</b>	0%: 14.9% 1–10%: 22.4% 11–29%: 17.9% 30–39%: 19.4% 40–60%: 25.4% 61–100%: 0%	0%: 1.9% 1–10%: 24.7% 11–29%: 18.1% 30–39%: 15.1% 40–60%: 18.9% 61–100%: 21.1%
<b>3.1.2. Middle management</b>	0%: 6.9% 1–10%: 19.4% 11–29%: 25.0% 30–39%: 11.1% 40–60%: 36.1% 61–100%: 1.4%	0%: 0.4% 1–10%: 25.9% 11–29%: 19.4% 30–39%: 18.3% 40–60%: 22.3% 61–100%: 13.7%
<b>3.1.3. Senior management</b>	0%: 47.9% 1–10%: 6.9% 11–29%: 16.7% 30–39%: 8.3% 40–60%: 15.3% 61–100%: 5.6%	0%: 0.4% 1–10%: 29.0% 11–29%: 17.6% 30–39%: 15.8% 40–60%: 21.0% 61–100%: 16.2%
<b>3.1.4. Top executive</b>	0%: 43.5% 1–10%: 14.5% 11–29%: 8.7% 30–39%: 13.0% 40–60%: 10.1% 61–100%: 10.1%	0%: 1.0% 1–10%: 31.2% 11–29%: 9.4% 30–39%: 4.0% 40–60%: 13.4% 61–100%: 41.1%
<b>3.2. Shares of women in functional managerial areas</b>		
<b>3.2.1. HR</b>	NA	0%: 1.4% 1–10%: 21.4% 11–29%: 16.3% 30–39%: 11.6% 40–60%: 20.5% 61–100%: 28.8%

**3. Enterprise data and statistics on women in management and on boards**

	2013	2018
<b>3.2. Shares of women in functional managerial areas</b>		
<b>3.2.2. Finance and administration</b>	NA	0%: 0.3% 1–10%: 20.4% 11–29%: 9.1% 30–39%: 12.0% 40–60%: 16.2% 61–100%: 42.1%
<b>3.2.3. Communications and public relations</b>	NA	0%: 1.5% 1–10%: 15.5% 11–29%: 13.5% 30–39%: 10.5% 40–60%: 28.0% 61–100%: 31.0%
<b>3.2.4. R&amp;D</b>	NA	0%: 0% 1–10%: 19.7% 11–29%: 11.5% 30–39%: 11.5% 40–60%: 32.8% 61–100%: 24.6%
<b>3.2.5. General management</b>	NA	0%: 0.6% 1–10%: 16.6% 11–29%: 10.3% 30–39%: 10.3% 40–60%: 17.7% 61–100%: 44.6%
<b>3.3. Women CEOs</b>		
<b>3.3.1. Share of enterprises with CEOs</b>	80.0%	86.4%
<b>3.3.2. Share of enterprises with women CEOs</b>	32.1%	28.6%

<b>3. Enterprise data and statistics on women in management and on boards</b>	<b>2013</b>	<b>2018</b>
<b>3.4. Women on boards of directors</b>		
3.4.1. Share of enterprises with boards of directors	16.2%	49.7%
3.4.2. Share of enterprises with women CEOs	NA	22.9%
3.4.3 Largest share of women board members	NA	40–60%: 26.5%
<b>4. Ways for advancing women to top levels</b>		
4.1. Share of enterprises for which retention of skilled women was challenging	87.0%	49.1%

## **Women in Business and Management: A global survey of enterprises**

This survey report presents a wealth of data captured through the ILO's global enterprise survey conducted on Women in Business and Management. It examines the situation, evidence and voices of how global businesses are benefiting from a gender-diverse workforce, especially in their leadership. The report shows that enterprises recognize that gender-diverse management teams and boards generate benefits—equal hiring practices lead to higher profits and productivity, engagement, more creativity and better talent management. The collective recognition of the business case and the policy measures enacted so far, however, are not sufficient to close the gender gap at the top and more needs to be done to assist businesses to harness gender diversity as an enable for value creation and business growth.

*Women in Business and Management: A global survey of enterprises* supplements the master report on *Women in Business and Management: The business case for change*. While some of the findings of this survey report were integrated into the master report, this report offers a more in-depth insight into the global enterprise survey conducted across 12,940 enterprises in 70 countries.

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